

Corporate Governance Report

Coca-Cola Bottlers Japan Holdings Inc.

Last Updated on April 14, 2026

Coca-Cola Bottlers Japan Holdings Inc.

Representative Director and President: Calin Dragan

Contact: Tomokazu Usagawa, Executive Officer, Head of Legal. (TEL: +81-800-919-0509)

Securities code: 2579

<https://en.ccbj-holdings.com/>

The status of corporate governance of Coca-Cola Bottlers Japan Holdings Inc. (the “Company”) is as described below.

I. Basic Principles on Corporate Governance, Capital Structure, Corporate Attributes and Other Basic Information

A. Basic Principles

The Company’s basic principles on corporate governance are to strive toward enhancing the Company’s corporate value and increasing shareholder value over the medium to long term by improving management soundness transparency and efficiency.

The Company has taken the form of a company with an Audit and Supervisory Committee, intending further strengthen the governance system. The Audit and Supervisory Committee, which takes the role of the Company’s auditor, has members consisting of more than one (1) Independent Outside Director, and the management supervisory function is further strengthened by the Audit and Supervisory Committee members, who are Outside Directors, having voting rights at Board of Directors meetings and the right to state their opinions concerning the nomination of and compensation, etc. for Directors at General Meetings of Shareholders.

In addition, the Company has adopted an executive officer system to separate decision-making and management supervisory functions from business execution functions. Certain decisions on important business execution are delegated to Directors so that the Board of Directors can deliberate more fully on matters of particular importance. For other matters, the Company is seeking to expedite the decision-making by the Management.

Please refer to the “Corporate Governance Regulations” on the Company website for the Company’s corporate governance initiatives.

Corporate Governance Regulations: <https://www.ccbj-holdings.com/corporate/governance/>

[Reasons for Not Implementing Specific Principles of the Corporate Governance Code] Updated

*The following is stated based on the Corporate Governance Code revised in June 2021.

The definitions for the terms used hereinafter shall be as follows:

Senior Management: Executive Directors

Management: Executive Officers

[Principle 4-10. Use of Optional Approach]

Supplementary Principle 4-10-1. Use of Optional Advisory Committee

The Company believes that the soundness and independence of the Board of Directors are sufficiently ensured, with eight out of the eleven members being Outside Directors, and with a majority of the Board consisting of Independent Outside Directors. For consideration and decision on particularly important matters such as nomination and compensation of senior management and Directors, we have established a voluntary Nomination and Compensation Committee composed of a majority of Outside Directors, including multiple Independent Outside Directors, to consult with the committee. In consultation with the Board of Directors, the Nominating and Compensation Committee shall deliberate and recommend to the Board of Directors the following matters prior to deliberations by the Board of Directors. The Board of Directors shall make decisions based on the recommendations of Nominating and Compensation Committee’s report, which we believe leads to further strengthen the independence, objectivity and accountability of the function of the Board of Directors;

- (1) Matters related to the appointment and dismissal of Directors
- (2) Matters related to the draft proposals for Directors’ compensation and the like.
- (3) Matters related to the appointment and dismissal of Executive Officers of the Company, as well as the basic policy for the compensation system, the amount of compensation
- (4) Other matters that the specifically the subject of consultations from the Board of Directors.

The Nomination and Compensation Committee also deliberates on matters related to the appointment and dismissal of Executive Officers of the Company and its significant subsidiaries, as well as their compensation, and reports its findings to the Board of Directors. Therefore, the committee includes Representative directors and Outside Directors with expertise in the Coca-Cola business, which operates as a franchise in countries around the world. For this reason, although the Nomination and Compensation Committee does not have a majority of Independent Outside Directors, we believe that it can appropriately deliberate and report on matters related to the appointment and compensation of candidates who are expected to contribute to the enhancement of our corporate value.

[Principle 1-3. Basic Strategy for Capital Policy]

The Company periodically reviews its capital structure and dividend payout ratio to maximize shareholder returns while maintaining flexibility to pursue growth opportunities. The Company seeks to use retained earnings to fund investment for sustainable growth for our business and further enhancement of corporate value.

Regarding the dividends, our basic policy is to return profits to shareholders in an active and stable manner. We pay interim and year-end dividends after comprehensive consideration of business performance, investment for growth, and internal reserves. Under our Strategic Business Plan "Vision 2030", we aim to achieve and maintain a consolidated dividend payout ratio of 40% and a consolidated dividend on equity (DOE) ratio of 2.5%, and during the relevant period we will implement a progressive dividend, with the annual dividend per share to be maintained or increased each year over the previous year.

Regarding shareholder returns, we plan to deliver record-high shareholder returns in our company history, including the repurchase of up to 150 billion yen in treasury shares by 2030.

[Principle 1-4. Cross-Shareholdings]

(Policy on Cross-Shareholdings)

In principle, the Company has a policy of not owning the so-called crossholding shares.

However, there are cases in which the Company acquires and holds such shares to create business opportunities and maintain and strengthen its relationships with business partners and local communities. The Company shall evaluate and report on the cost of holding major cross-shareholdings and the return on investment thereof in Board Meeting, and work on reducing the cross-shareholdings based on such evaluation.

In addition, with regard to the exercise of voting rights for shares held by the Company, the Company shall scrutinize the details of the proposal and consider whether or not the proposal impairs shareholder value and what impact it may have on the relationship with the Company, etc. before deciding.

In 2025, the Company reduced 6 stock names held as cross-shareholdings and approximately 42 billion yen.

[Principle 1-7. Related Party Transactions]

Decisions on conflict-of-interest transactions and competitive transactions between the Company and its Directors, Management or major shareholders, etc. are subject to the approval of the Board of Directors in accordance with the laws and regulations as well as the "Board of Directors Regulations" stipulated by the Board of Directors. The Company strives to ensure appropriate operation by, for example, not allowing the Director involved in such transactions to participate in the resolution for approval at the Board of Directors. In addition, in the event of any conflict-of-interest transactions or competitive transactions between the Company and its Directors, Management or major shareholders, etc., the material facts thereof are reported at the Board of Directors meeting.

[Principle 2-4. Ensuring Diversity in the Company, including Promotion of Women's Active Participation]

Supplementary Principle 2-4-1. Principles for Ensuring Diversity, such as in the Promotion of Core Human Resources, and Setting Voluntary and Measurable Goals

(1) Basic Principles

Our mission is to "Deliver happy moments to everyone while creating value." To achieve this mission, we prioritize fostering a fair and enjoyable work environment for all employees.

Our Strength lies in the diversity of our team, which brings together a wide range of ages, races, nationalities, abilities, genders, sexual orientations, gender identities, and work style. This Mixture of perspectives drives innovation and creates new value.

It is essential to maintain a culture that offers equal opportunities for all, enabling personal growth and encouraging individuals to embrace challenges. We are committed to being a company where diverse personalities collaborate effectively, uniquely engaging with customers and society.

The Company has created a logo and statement for the Group's diversity, equity, and inclusion (DE&I) initiatives to communicate our intentions and stance on DE&I.



Let's continue to create new value together.

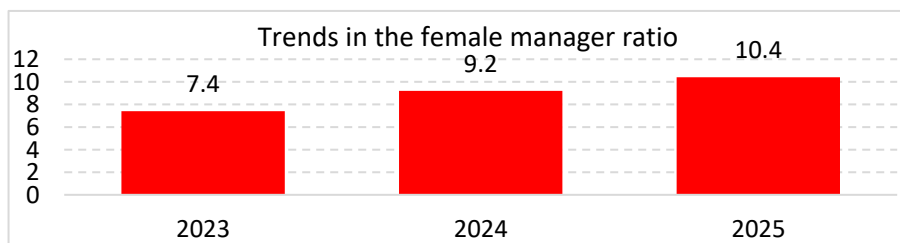
In addition, the Company sets medium to long term, measurable goals toward increasing the ratio of women in managerial positions. In addition, in order to foster a corporate culture where every employee can independently build a career where they can shine, the Company proactively promotes initiatives, such as improving the workplace environment and support systems, and discloses the progress thereof in Integrated Report.

The Company has decided not to set any goals for recruiting "non-Japanese" or "mid-career employees," since the Company already proactively employs "non-Japanese" and "mid-career employees" and believes that a diverse range of perspectives and sense of values reflecting different experiences, skills and attributes exist in the Company.

(2) Promotion of Women to Managerial Positions

The female manager ratio, a key indicator of women's advancement, exceeded the Company's 2025 target of 10% by 0.4 percentage points and was achieved above the target level. In order to achieve a target of a 20% female manager ratio by fiscal year 2030, the Company is strengthening its talent pipeline across all stages of recruitment, development, and retention. To attract talented female employees, the Company shares career stories of female employees who are active within the organization and conducts STEM education support events for junior high and high school girls.

In addition, the Company continues to provide selective training programs for female managers and management candidates, while also implementing training programs for supervisors in parallel to support success in the workplace. Furthermore, as part of initiatives to encourage women to take on new career challenges, the Company has promoted internal and external communications aligned with International Women's Day and launched an employee-led women's advancement promotion network in December 2025.



Please refer to [Inclusion] under [Value Creation Story] (pages 11-19) and [People Strategy under Foundations Supporting the Corporate Value Growth] (pages 41-45) of the “Integrated Report 2025”, I.[Corporate Overview], 5.[Employees] under (4)[Female Manager Ratio, Percentage of Male Employees Taking Childcare Leave, and Gender Wage Gap Consolidated] (pages 10-11) as well as II.[Business Overview], 2.[Approach and Initiatives to Ensure Sustainability] under (6)[Approach and initiatives for People Strategy] (pages 21-26) of the Annual Securities Report for FY2025 on the Company website for its principles, goals and progress on promotion of women to managerial positions.

- Integrated Report 2025: <https://en.ccbj-holdings.com/ir/library/annual.php>
- Annual Securities Report for FY2025: <https://en.ccbj-holdings.com/ir/library/securities.php>

(3) Promotion of Non-Japanese to Managerial Positions

The Company does not set any “numerical goals,” etc. for the promotion of non-Japanese to managerial positions since employees with various backgrounds work together without any distinction of nationality, and the Company makes no distinction between “non-Japanese / Japanese” in recruiting employees or promoting employees to managerial positions.

The Company has a Board of Directors consisting of members from six (6) countries, and half the members of the Senior Management and Management which take the role of executing business are non-Japanese.

(4) Promotion of Mid-Career Employees to Managerial Positions

The Company does not set any “numerical goals” for the promotion of “mid-career employees” to managerial positions since mid-career employees constitute at least 30% of the managerial positions in the Company, and the Company believes that a diverse range of perspectives and sense of values reflecting different experiences, skills and attributes already exist in the Company.

(5) Other Matters (Including General Principles on Ensuring Diversity)

Please refer to [Value Creation Story] (pages 11-19) and [People Strategy under Foundations Supporting the Corporate Value Growth] (pages 41-45) of the “Integrated Report 2025” on the Company website for other matters such as principles for ensuring diversity.

- Integrated Report 2025: <https://en.ccbj-holdings.com/ir/library/annual.php>

[Principle 2-6. Roles of Corporate Pension Funds as Asset Owners]

The Company’s corporate pension fund is managed by way of the Asset Management Committee in charge of examining and planning the pension asset management confirming the appropriateness of such a plan by going through proposals and deliberations with more than one (1) meeting structure, including the Council or the Board of Representatives, and the Corporate Pension Fund of the Company’s group (the “Group”) carrying out such plan or monitoring the entity outsourced with the pension asset management thereof.

In addition, any important matters with regard to the management of the corporate pension fund are resolved by the Board of Representatives, half of whose members are selected from employees who are also the beneficiaries, and any conflict of interest that may arise between the Company and the beneficiaries are appropriately handled under the Corporate Pension Fund Rules.

Furthermore, the Company shall work to enhance its function as an asset owner of corporate pension funds by assigning to the Secretariat appropriately qualified persons who have knowledge and experience related to corporate pensions to serve as dedicated secretariat members for the corporate pension fund, and by continually providing support, etc. to further improve their knowledge.

[Principle 3-1. Full Disclosure]

(1) Company Objectives, Business Strategies and Business Plans

1) Corporate Policy and Corporate Message

The Company has established our mission, vision and values that are summed up by the Company’s corporate philosophy “Paint it RED! Let’s Repaint our Future.”.



Our Mission is what we are in business for
Deliver happy moments to everyone while creating value

Our Vision illustrates what we want to be:

- We are the preferred partner for our customers
- We win in the market through sustainable growth
- We lead a learning culture with a commitment to grow
- We are the best place to work with pride for Coca-Cola

Our Values reflect what we keep in mind in our daily activities to realize our Mission and Vision

- Learning
- Agility
- Result-orientation
- Integrity

In 2023, we developed our corporate message, “We bottle happy moments.” to convey our core values and future aspirations in a straightforward manner.

The graphic features a large white speech bubble on a red background. At the top of the bubble is the Coca-Cola logo and 'BOTTLERS JAPAN HOLDINGS INC.'. The main headline in Japanese reads 'ハッピーなひとときを、ボトルから。' (Happy moments, from the bottle.) followed by the English translation 'We bottle happy moments.'. Below this, there are three paragraphs of Japanese text and three paragraphs of English text. At the bottom left of the bubble is a small red Coca-Cola delivery truck, and at the bottom center is a white silhouette of a glass bottle. The entire graphic is set against a solid red background.

Coca-Cola
BOTTLERS JAPAN HOLDINGS INC.

ハッピーなひとときを、
ボトルから。
We bottle happy moments.

安全・安心な1本をつくり続けたい。
あらゆるシーンで新しいおいしさやハッピーなひとときを届け、
価値を創造し、限りある資源を大切に、次のつくるにつなげたい。

多様な人材が力を合わせ、さまざまな変革を起こすことで、
あふれるほどのハッピーを生み出し、
豊かな生活に貢献できると信じています。

人と地域社会と自然環境に寄り添う仕事をしている誇りと使命を胸に、
今日も私たちは走り続けます。

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.

Please refer to the Company website for the Company's mission, vision and values and Corporate Message.

The Company objectives of “Mission” “Vision” and “Values”: <https://en.ccbj-holdings.com/corporate/mvv/>
CCBJH Group Corporate Message: <https://en.ccbj-holdings.com/corporate/mvv/message.php>

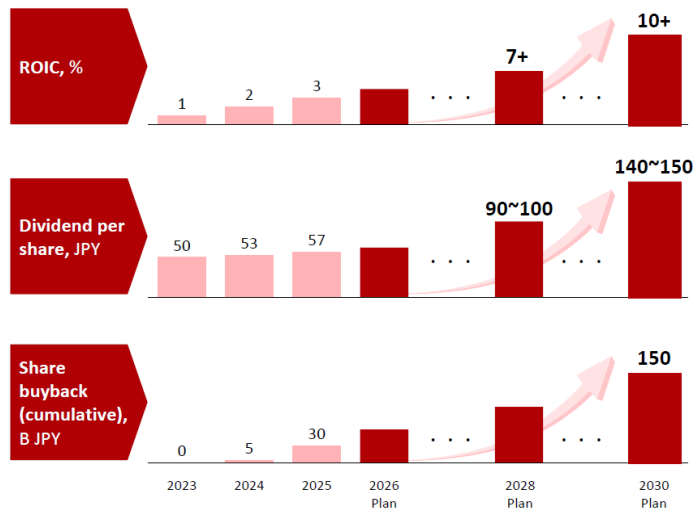
2) Strategic Business Plan: Vision 2030

In August 2025, we announced “Vision 2030,” a new strategic business plan that runs through 2030. Since announcing “Vision 2028” in 2023, the Company has achieved many results in earnings and transformation. The Company improved business income by more than 26 billion yen over two years, achieved top-line growth and generated cost savings of approximately 10 billion yen through transformation over two years, and strengthened its business foundation, investing in technology, and launching NeoArc towards data-driven management. As the key initiatives outlined in “Vision 2028” have steadily progressed and delivered results, the Company has set “Vision 2030” as its new strategic business plan, which is an upward revision of “Vision 2028”, with even more ambitious goals to further business growth. By 2030, the Company aims to achieve over 10% ROIC, approximately double the cost of capital, and an ROE approximately double the previous target, while pursuing robust profit growth and implementing the largest shareholder returns in its history, including a cumulative 150 billion yen of share buyback and an ambitious plan to increase dividends to between 140 and 150 yen per share by 2030. The Company will achieve these ambitious targets through disciplined capital allocation.

Vision 2028 Upward Revision Summary

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

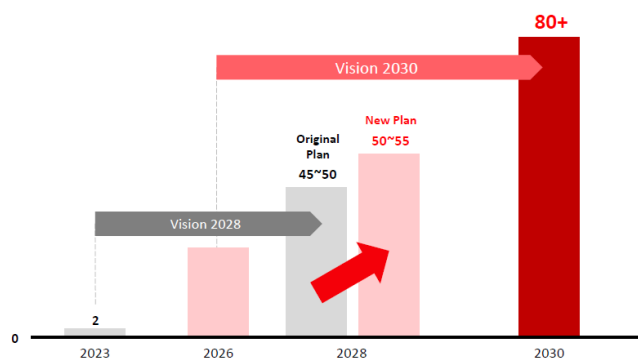


The key target indicators such as revenue of over 1 trillion yen, transformation savings of 30 to 35 billion yen over 5 years, and business income of over 80 billion yen will all be recording highs.

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

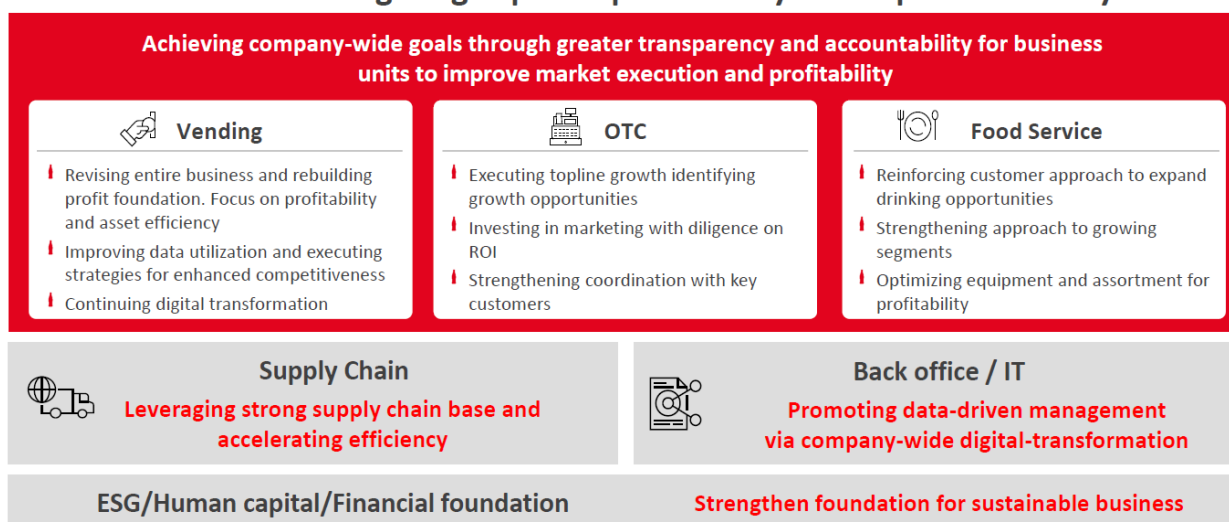
Revenue	1+ T JPY	CAGR +2~3%
Volume	CAGR +0.5~1%	
BI (BI margin%)	80+ B JPY	(BI margin 8%+)
Transformation Cost Savings	30~35 B JPY	
ROIC	10+ %	
Dividend per share	140~150 JPY	
Share Buyback	Cumulative 150 B JPY	



The Company has now established an operational structure aligned with the characteristics of each business unit to facilitate the execution and achievement of the objectives of “Vision 2030.” Furthermore, with the establishment of a management reporting structure by business unit, the reportable segments have been changed into three segments: “Vending Business,” “OTC Business,” and “Food Service Business”, starting from the second quarter of the fiscal year ending December 31, 2025. The Company aims to improve the cash generation capabilities of each business unit and rebuild the profit-generating foundation of the vending business, as a company will be able to achieve global level returns in the future. The Company operates a wholesale business for OTC and food service fields that are comparable to global bottlers, based on key financial performance metrics. In vending, the Company operates a retail business that has the world’s largest number of sales locations, providing a point of contact with consumers.

In collaboration with the Coca-Cola (Japan) Company, the Company will execute key objectives, promote sustainable growth, and further increase shareholder value.

Vision 2030: Targeting superior profitability and capital efficiency



The business strategies and plans are also described in the Company's earnings announcements and earnings presentations, etc. Please refer to the Company website for materials relating thereto.

- Business strategies and business plans (Strategic Business Plan - Vision 2030):

<https://en.ccbj-holdings.com/news/detail.php?id=1744>

https://en.ccbj-holdings.com/pdf/irinfo/248_3.pdf

(2) Basic Principles on Corporate Governance

The Company's basic principles on corporate governance are as stated in the "A. Basic Principles" section at the beginning of this Report.

(3) Policy and Procedures in Determining Compensation for Senior Management and Directors

With respect to the compensation for the Company's Senior Management and Directors: (i) the compensation levels and composition shall be such that they enable the Company to hire and retain talented personnel varying in nationality and experience, etc.; (ii) the composition ratio of compensation shall be such that they emphasize performance-linked compensation in order to provide sufficient incentives for achieving profitable growth; and (iii) the compensation structure shall be such that they enable the Company to promote the enhancement of corporate value over the medium to long term, and reinforce the alignment of interests with shareholders.

Approval of compensation including the amount of performance-linked compensation for Executive Directors shall be delegated to a Representative Director (Calin Dragan) upon resolution by the Board of Directors, and the amount shall be determined by the Representative Director in accordance with the "Policy for Determining Compensation for Directors, etc." approved by the Board of Directors within the total amount determined by the resolution of the General Meeting of Shareholders after the terms of compensation are deliberated by the a voluntary Nomination and Compensation Committee composed of a majority of Outside Directors, including multiple Independent Outside Directors in order to enhance the transparency and objectivity of procedures for determining compensation. The reason for the delegation is that the Representative Director is deemed appropriate to determine the performance results of each Director while taking into account the overall performance of the Company. In order for the Representative Director to exercise such authority appropriately, the decision on this has been made after deliberations by the voluntary Nomination and Compensation Committee.

Please refer to [Officer Compensation System on Corporate Governance under Foundations Supporting the Corporate Value Growth] of the "Integrated Report 2025" (pages 62-63) and "(4) [Details and procedures on the compensation of Directors and Executive Officers]" under "4. Corporate governance" of the Annual Securities Report for FY2025 (pages 71-78) on the Company website for other matters such as procedures for determining compensation of the Senior Management and Directors.

Integrated Report 2025: <https://en.ccbj-holdings.com/ir/library/annual.php>

Annual Securities Report for FY2025: <https://en.ccbj-holdings.com/ir/library/securities.php>

(4) Policies and Procedures for Appointing or Dismissing Senior Management and Nominating Director Candidates

In order to enhance management efficiency and transparency and increase the Company's shareholder value, the Company's Board of Directors sets out its principles on the balance between knowledge, experience and skills, and the diversity and appropriate size of the Board of Directors as a whole, as described below:

The Company's Board of Directors consists of no more than ten (10) Directors (excluding Directors who are Audit and Supervisory Committee members) and no more than seven (7) Directors who are Audit and Supervisory Committee members, which are the limits set as the number of respective members under the Articles of Incorporation.

The Board of Directors, as a whole, ensures an appropriate structure not only with a wide range of knowledge and expertise on corporate management, financial strategies, risk management and legal compliance, but also with diversity in gender, nationality, experience or other orientations. In light of the importance of the function of Outside Directors in corporate governance, the Company shall appoint, for the Directors, Outside Directors who are independent based on the Company's independence standards and qualification, in a number that constitutes at least one-third of the Directors, and which shall include at least one (1) person who has management experience at another company.

In addition, in nominating candidates for Directors who will be Audit and Supervisory Committee members, the Company makes sure that it nominates at least one (1) candidate who has appropriate knowledge of finance and accounting.

In appointing or dismissing Senior Management and nominating Internal Director candidates for the Company, the Company's Board of Directors makes decisions by appropriately evaluating the degree of their contribution and future potential, etc. based on the Company's evaluation system from an independent and objective perspective.

In nominating Outside Director candidates, the Company's Board of Directors nominates those who are deemed likely to make a contribution to enhancing the Company's corporate value from an independent and objective perspective.

As for the procedures for appointing or dismissing Senior Management and nominating Director candidates, the report of the Nomination and Compensation Committee composed of a majority of Outside Directors, including multiple Independent Outside Directors, is respected, and decisions are made by the Board of Directors, a majority of whom are Independent Outside Directors. Thus, the Company believes that transparency and fairness are ensured.

(5) Explanation of Each Appointment, Dismissal and Nomination When Appointing or Dismissing Senior Management and Nominating Director Candidates in Light of (4) Above

When the Company's Board of Directors appoints or dismisses Senior Management, it shall promptly make such fact public.

In addition, when the Company's Board of Directors appoints Director candidates, it shall follow the policies and procedures described in (4) above, and shall state the reason for the appointment of each candidate in the Notice of the General Meeting of Shareholders on the Company website. Please refer to the Company website for the "Notice of the General Meeting of Shareholders for the Fiscal Year Ended December 31, 2025" (pages 11-17) and "Notice of the General Meeting of Shareholders for the Fiscal Year Ended December 31, 2024" (pages 18-21) for the individual reasons for the election of the current directors.

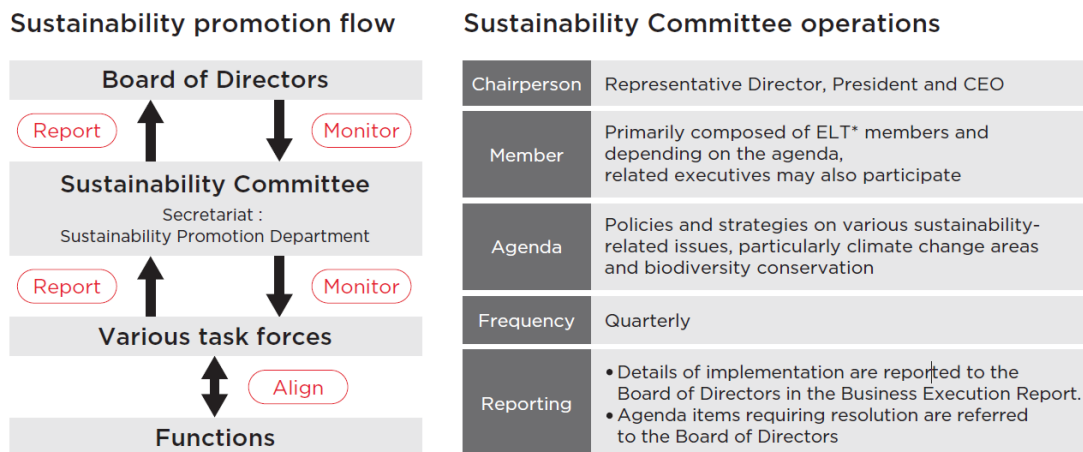
- Notice of the General Meeting of Shareholders for the Fiscal Year Ended December 31, 2025 / Notice of the General Meeting of Shareholders for the Fiscal Year Ended December 31, 2024 : <https://en.ccbj-holdings.com/ir/stockholder/meeting.php>

Supplementary Principle 3-1-3. Initiatives on Sustainability, etc.

(1) Governance Related to Overall Sustainability

In January 2023, a Sustainability Committee was newly established by the Group to strengthen its structure for setting forth the policies and strategies on various challenges including climate change and biodiversity based on its non-financial CSV Goals. Through this committee, management discusses sustainability issues and promptly feeds back the determined direction and strategies to each department, ensuring thorough and smooth implementation of sustainability activities across all departments. The committee is chaired by the Representative Director and President and comprises members of the Executive Leadership Team (ELT), with relevant departments participating as needed. The meeting is held four times a year and addresses a broad range of issues, with a focus on climate change and biodiversity conservation. Various task forces operate under the committee to promote specific measures, advance practical work in collaboration with each department, and report back to the committee. In 2025, the committee discussed topics including revisions to our environmental policy, updates to our non-financial "CSV Goals" targets, and climate change mitigation and adaptation. The Board of Directors also places significant emphasis on sustainability-related risk measures and considers risk selection and growth potential when formulating management policies. In this way, each department of the Task Force Committee cooperates and builds a governance system to promote sustainability activities throughout the organization under the supervision of the Board of Directors.

(Sustainability Committee promotion system established within the Group)



*An abbreviation for Executive Leadership Team. Management organization in CCBJI Group including CEO and function heads

(2) Overall Sustainability Strategy

Our Group upholds the mission "We deliver happy moments to everyone and create value," and positions Creating Shared Value (CSV) at the core of our management philosophy. This approach creates and enhances both economic value through business growth and its social value through the resolution of social issues.

To ensure our sustainability strategy appropriately responds to changes in the social environment, we identified 13 unique materiality issues in 2023 and developed their definitions. To prepare a materiality map that serves as the indicator of the relative importance of these 13 materiality issues, hearings with ESG-related investors, NGOs, and local governments have been conducted as well as with the management team, including the President and CEO, and an employee survey has been carried out to score the importance of each of these issues. The materiality map has been structured to show the "importance to stakeholders" as the social axis based on interviews with external experts and analysis of various reports, and the "importance to the Group" as the business axis based on the scores resulting from the hearings with the management team and the outcome of the employee survey. By plotting these scoring results on these two axes to create our materiality map, we recognized that three areas—Containers & Recycling (Circular Economy), Climate Change Mitigation and Adaptation, and Human Resource Development and Well-being—are particularly important to both stakeholders and our Group.

The 13 materiality issues identified are organized into four frameworks: People, the natural environment, local communities, and infrastructure. These materiality issues are closely linked to our medium-term management plan, Vision 2030, and are positioned as a strategy to realize sustainable growth in an integrated manner with the value creation process. In addition, the Board of Directors, the Executive Leadership Team, and the Sustainability Committee hold ongoing discussions and update strategies as needed in response to changes in the external environment and new social issues.

(Our Group's 13 Materiality Issues and Definitions)

CCBJH Group's material issues	Definition	SDGs
People Employee development & Well-being	We believe that employees are important assets in conducting sustainable business. Therefore, in our human resource development system, we work to create a workplace environment that maximizes and develops the potential of each employee. We focus on our employees' safety and their physical and mental well-being by measures such as enhancing their work-life balance.	SDG 3, 4, 5, 8, 10
Diversity, Equity & Inclusion	We foster a culture that respects human rights, diversity, and fairness, and create an environment where each individual can maximize their abilities regardless of gender, age, disability, race, nationality, sexual orientation, gender identity or expression, or other attributes throughout the value chain.	SDG 5, 8, 10
Natural environment Packaging and recycling (Circular economy)	We will work on activities such as light-weighting, horizontal recycling, and waste reduction. By doing so, we contribute to the promotion of recycling of plastic and other materials in Japan.	SDG 12, 13
Mitigation of and adaptation to climate change	To mitigate and adapt to climate change, we aim to reduce our environmental impact through initiatives throughout the value chain, including the reduction of our greenhouse gas emissions.	SDG 13
Water stewardship	As a company whose main product ingredient is water, we strive to reduce, reuse, and properly treat water used in manufacturing. We also work with local communities to conserve water resources in a sustainable manner to pass on abundant water resources to future generations.	SDG 6, 13
Sustainable conservation of biological resources	We conserve biodiversity and achieve sustainable business by recognizing and reducing the impact on the natural environment and ecosystems while making business decisions.	SDG 15
Communities Healthy products and services	We contribute to consumer wellness by providing high value-added products and services that contribute to the maintenance and promotion of health and nutrition.	SDG 3, 8, 10
Contribution to local community development	Based on collaboration and communication with local communities and other stakeholders, we engage in activities aimed at developing sustainable local communities and solving social issues. Through our business, we contribute to the revitalization of local economies.	SDG 8, 10, 11
Foundation Product quality and safety	In order to provide safe, high-quality, fresh, and refreshing products and services to our consumers, we implement strict quality systems and processes in all business processes, from raw material procurement, manufacturing, distribution and transportation, to sales and service. In this way, we guarantee and improve the safety and quality of our products.	SDG 8, 12
Resilience to natural disasters	We strive to build a system and structure that is safe and robust enough to minimize the impact on our business in the event of any injury to employees and damage to facilities for manufacturing, logistics, sales operations, and business sites caused by large-scale natural disasters such as earthquakes and typhoons.	SDG 11
Corporate governance	We strive to build and maintain a strong corporate governance structure to improve management soundness and maximize corporate and shareholder value. In accordance with the intent of the Corporate Governance Code, we strive to improve the skill sets of our directors and all employees, pursue an optimal organizational design for our company, and further strengthen our governance.	SDG 17
Sustainable supply chain	We build a sustainable supply chain through the stable procurement of materials and raw materials, addressing human rights and environmental issues in the supply chain, conducting appropriate transactions and responsible procurement.	SDG 8, 12, 13
Responsible commercial practices	We build our relationships with our consumers by ensuring responsible marketing of our full beverage portfolio, including alcohol, ensuring compliance with all commercial activities in line with laws and regulations. We provide our stakeholders with access to useful and sufficient information on the health and nutrition of our products through easy-to-understand communications.	SDG 12

(3) Metrics and Targets Related to Overall Sustainability

Based on the materiality, the Group has established more specific non-financial targets as the "CSV Goals," and is implementing initiatives to build its business and a society that are sustainable, while working to fulfill its mission. Previously, our "CSV Goals" included target items through 2025, but we have revised these targets to respond to changes in the external environment and societal demands. As a result, we have newly formulated medium-term targets looking ahead to 2030 and long-term targets toward 2035 to address future materiality issues, updating our non-financial "CSV Goals."

In this update, the task force of each division examined ways to resolve sustainability issues, and based on the content, the Sustainability Committee discussed the direction of the new "CSV Goals." Through this process, we revised our existing targets and established new ones that align our 'CSV Goals' with the materiality identified in 2023, creating a unified and consistent framework."

Going forward, we will advance initiatives across our entire value chain to achieve each target, regularly monitor progress, and steadily work toward achieving our goals.

	Materiality	Item	2025 Performance ¹⁾	2030 Target	2035 Target
People	Employee Development and Well-being	Paid leave utilization	78.6%	70%	70%
		Diversity, Equity & Inclusion	Female managers	10.4%	20%
			Spouse or partner taking at least five days of childcare or related leave	98.9%	100%
		Natural Environment	Packaging and Recycling (Circular Economy)	Recycled materials in packaging (PET bottles, cans, glass bottles)	39%
PET bottles light-weighting (vs. 2004) ²⁾	35%			37%	40%
Horizontal recycling of voluntarily collected empty packages (PET bottles and cans) ³⁾	26%			50%	100%
Mitigation of and Adaptation to Climate Change	GHG reduction, scope 1 and 2 (vs. 2015)			21%	50%
	GHG reduction, scope 3 (vs. 2015)		27%	30%	—
	Net-zero greenhouse gas emissions (target year: 2050)		—	—	—
Water Stewardship	100% renewable energy (target year: 2050)		—	—	—
	Water replenishment		391%	350%	350%
	Water usage rate reduction (vs. 2015) ⁴⁾		24%	30%	35%
			Implementation of Coca-Cola Learn from the Forest projects ⁵⁾	88%	100%
		Sustainable Conservation of Biological Resources	Implementation of biodiversity conservation activities in our plant water source areas ⁶⁾	27%	60%
Communities	Healthy Products and Services	Sales volume growth of Foods for Specified Health Uses and Foods with Functional Claims (vs. 2025)	398%	150%	200%
		Employee volunteer participation	26%	Above 20%	Above 20%
	Contribution to Local Community Development	Community engagement through company-led contribution activities ⁷⁾	99%	Above 90%	Above 90%
		Implementation of product donations through food bank support (prefectural-level basis) ⁸⁾	53%	75%	100%
Foundation	Product Quality and Safety	Sustaining international food safety certifications ⁹⁾	100%	100%	100%
	Corporate Governance	Ensuring diversity and enhancing the effectiveness of the Board of Directors and its committees ¹⁰⁾	87%	100%	100%
	Sustainable Supply Chain	Supplier compliance with the Supplier Guiding Principles (SGP) ¹¹⁾	100%	100%	100%

¹⁾ Percentage reduction in plastic used in PET bottles ²⁾ Percentage of used PET bottles and cans collected from recycling boxes installed at vending machines that are recycled into raw materials and reused as new PET bottles or cans ³⁾ Covers all 17 plants ⁴⁾ Cycles through surrounding watersheds at all plants over a two-year period ⁵⁾ Percentage of water source areas at all plants where either biodiversity surveys or awareness-raising activities were conducted ⁶⁾ Percentage of participants who responded "satisfied" in surveys of company-led community programs (plant tours, Learn from the Forest projects and social contribution events) ⁷⁾ Percentage of prefectural-level jurisdictions including Tokyo, Osaka, Kyoto, and 35 other prefectures in all sales areas where donations were made ⁸⁾ FSSC 22000 certification rate across all 17 plants ⁹⁾ Calculated based on the level of achievement against company-defined indicators established for the Board of Directors, the Audit & Supervisory Committee, Nomination and the Compensation Committee ¹⁰⁾ Percentage of suppliers of raw materials and primary packaging sourced by the Company that are deemed compliant based on audits ¹¹⁾ For climate change mitigation and adaptation, performance figures are based on FY2024 results. Sales volume growth for Foods for Specified Health Uses and Foods with Functional Claims is measured against actual results from 2016.

(4) Initiatives to Address Climate Change and Natural Capital

Our Group supports the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and participates in the TCFD Consortium, the Japan Climate Initiative, and the GX League, advancing initiatives to reduce greenhouse gas emissions. To promote these initiatives, we conduct scenario analyses that include medium-term (2030) and long-term (2050) perspectives targeting high-priority risk opportunities, and update the disclosure contents as appropriate based on the TCFD recommendations. We also support the Task Force on Nature-related Financial Disclosures (TNFD) initiative and analyze business risks and opportunities related to nature using the LEAP approach with reference to TNFD v1.0. Furthermore, we identify priority areas concerning water resources and biodiversity and are advancing the disclosure of related information.

More detailed analysis results of our Group's climate-related and nature-related risks and opportunities, as well as more specific information regarding metrics and targets, are published in the following voluntary disclosure materials:

- Disclosures under the TCFD (climate-related information): <https://www.ccbji.co.jp/csv/tcf/>
- TNFD-based disclosures (nature-related information): <https://www.ccbji.co.jp/csv/tnfd/>

① Governance

Governance related to climate change and natural capital is described in "(1) Governance Related to Sustainability in General."

In addition, based on the TNFD recommendations, we regard local communities as important stakeholder, and our Human Rights Policy stipulates that we engage in collaboration and dialog to reflect opinions in our business activities. We also require our suppliers to understand our Supplier Guiding Principles (SGP), which reflect our values regarding human rights, the environment, labor, and other areas, and to thoroughly respect human rights.

② Strategy

i) Strategy related to climate change has been identified as one of the materiality issues of the Group, and we have determined that detailed analysis is necessary, therefore conducting scenario analysis. The analysis was conducted for the beverage business, which is the Group's main line of business, in two scenarios: the 1.5/2°C scenario and the 4°C scenario. The following table shows the world view of each temperature range and the reference scenarios.

	1.5/2°C	4°C
Scenario	Climate change response progresses, intensifying the risk of regulatory and other transitions. Society where social changes associated with the transition to a decarbonized society are likely to affect business	Climate change response stalls, natural disasters and other physical risks intensify Society in which rising temperatures and other climate changes are likely to affect business
Reference	IEA: NZE, SDS IPCC: RCP1.9, 2.6, 4.5	IEA: STEPS IPCC: RCP8.5

We conducted quantitative analysis with target years of 2030 and 2050 to identify significant risks and opportunities. Described below are the main risks and opportunities that have been re-identified. When disclosing the information on expected impact, the years 2030/2050 are stated only for those estimates that are considered to be relatively reliable. Measures to address the re-identified risks and opportunities under multiple scenarios have been examined with an aim to minimize risks and maximize opportunities. They are reflected in the Group's management strategy and strategic business plan Vision 2030, and are also incorporated into the annual plans to mitigate the risks and maximize the opportunities arising from climate change.

Regarding transition risks, we have identified as highly significant the risk of cost increases due to introduction of carbon pricing, energy efficiency and GHG emission regulations, and strengthened plastic-related regulations, as well as potential declines in sales due to insufficient responses to changes in customer purchasing behavior, and reputational risks from investors and financial institutions if our responses are inadequate.

To address these risks, we are promoting improvements in energy efficiency and renewable energy adoption. We are also advancing initiatives to reduce plastic usage, resulting in reduced PET bottle weight and improved resource efficiency. Additionally, we are promoting horizontal recycling of PET bottles and aluminum cans through "bottle-to-bottle" and "can-to-can" systems, and are rolling out products made from 100% recycled PET and 100% recycled aluminum materials.

For physical risks, we have identified as highly significant both acute risks such as reduced manufacturing efficiency and production volumes or suspension of operations due to abnormal weather conditions, as well as chronic risks such as difficulties in procuring raw materials and water scarcity of water resources.

To address acute risks, in addition to strengthening our business continuity planning (BCP), we are identifying and prioritizing wind and flood risks across our manufacturing sites, sales and logistics facilities, and supply chain, and are enhancing related mitigation measures. To address chronic risks, we are working to diversify procurement sources and conserve water resources.

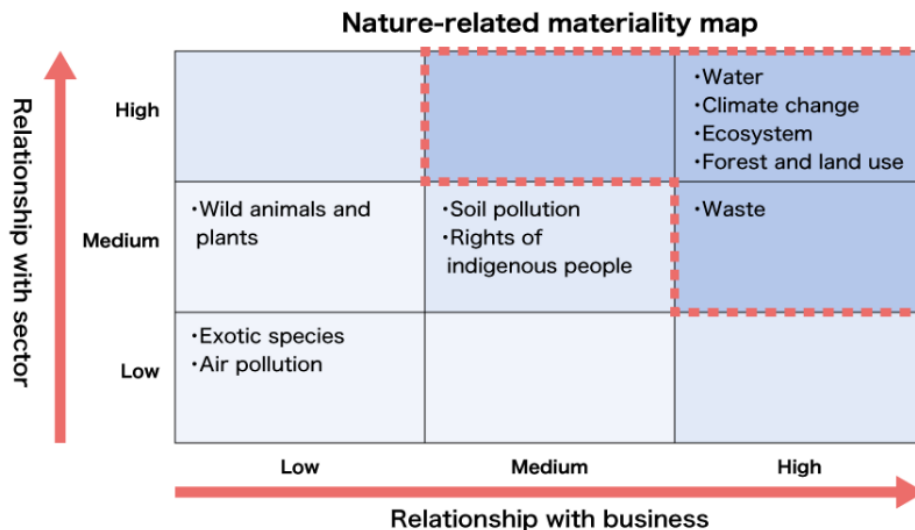
Regarding opportunities, we recognize increasing demand for products that contribute to energy efficiency and GHG emissions reductions, reductions in costs and GHG emissions through the development of more efficient supply chains, as well as changes in consumer preferences associated with global warming. Based on these opportunities, we are rolling out environmentally conscious products, including 100% recycled PET bottles, label-less products, and products made from 100% recycled aluminum materials, as well as products for heatstroke prevention and health-oriented beverages. In addition, within our manufacturing operations, we are advancing the introduction of production equipment equipped with the latest technologies and continuously improving manufacturing processes and plant facilities through monitoring initiatives.

Regarding our transition plan, we aim to achieve our 2030 emissions reduction targets by promoting initiatives such as further adoption of renewable energy and strengthening of supplier engagement.

2) Regarding our natural capital strategy, we have positioned "conservation of sustainable biological resources" as a materiality issue and are evaluating nature-related risks and opportunities based on TNFD recommendations. TNFD's recommended LEAP approach was used to identify potential risks across the value chain. With a particular focus on water resources, we leverage public tools such as WRI aqueduct and IBAT to analyze priority areas and strengthen preventive response with business resilience programs including ERM.



To identify material issues, we assessed our dependence on and impact on nature using ENCORE, and selected our main raw materials by referring to the SBTN list. As a result, we identified five key issues: water, climate change, ecosystems, forests and land use, and waste. Risks related to these factors include rising costs and supply instability, which may affect our finances, but no significant impact has been observed at this time. On the other hand, strengthening traceability and technological development provide opportunities to contribute to biodiversity conservation.



We have reviewed the potential impact of rising costs and supply instability on our financial plans related to five key issues, including water, and have found no immediate or significant impact on our business or strategy at this time. On the other hand, we also recognize opportunities to contribute to biodiversity conservation through enhanced traceability, advanced technological development, and the provision of environmentally conscious products.

As highly significant transition risks, we have identified the introduction and strengthening of regulations related to deforestation, plastics, and water resources: increases in procurement costs resulting from responses to environmental pollution; and the destabilization of raw material supply due to droughts, water contamination, and other factors. Furthermore, we recognize as significant risks the potential for increased costs associated with the development of low-environmental-impact technologies and related capital investments, as well as the possibility that insufficient consideration for water resource use and ecosystems could lead to criticism from consumers and society, a decline in investor evaluations including divestment, and the occurrence of compensation claims.

As for transition risks, we have identified as highly significant the impacts associated with an increase in natural disasters, such as the leakage of hazardous substances caused by flooding and inundation and factory shutdowns.

On the other hand, as opportunities, we recognize the spread of efficiency-enhancing solutions through initiatives such as strengthening raw material traceability, as well as improvements in ESG ratings through the development of strategies aligned with international guidelines. Furthermore, the use of sustainable finance to fund R&D activities and the capture of demand for ethical consumption are expected to lead to expanded revenue opportunities and enhanced brand value.

Among the five key issues that have been identified, the Group conducted a value chain location analysis on "water," which is the most important natural resource for its business, to examine the challenges related to water in further depth. For the location analysis, publicly available tools were used to identify the priority locations by assessing the risks related to water and biodiversity in sourcing countries and business sites with respect to their use of water resources and discharges of wastewater into the environment. The analysis was focused on direct operations and upstream of the value chain. No risks were identified downstream, and that was therefore excluded from the scope of the analysis. In a detailed water analysis of water, we assessed the use of water resources at 17 plants in Japan, and found no high risks. However, we are considering strengthening water management at 10 sites that are close to important ecosystems. We also assessed the water-stressed areas of corn and sugar cane, the main raw materials, and took into account the impact of climate change. In addition, for sugar cane cultivation on islands, we assessed the impact of fertilizer and pesticides on coral reefs, and identified conservation areas.

③ Risk Management

Information on risk management related to climate change is described in detail under “3. Risk factors (1) Risk management structure of the CCBJH Group.”

④ Matrix and targets

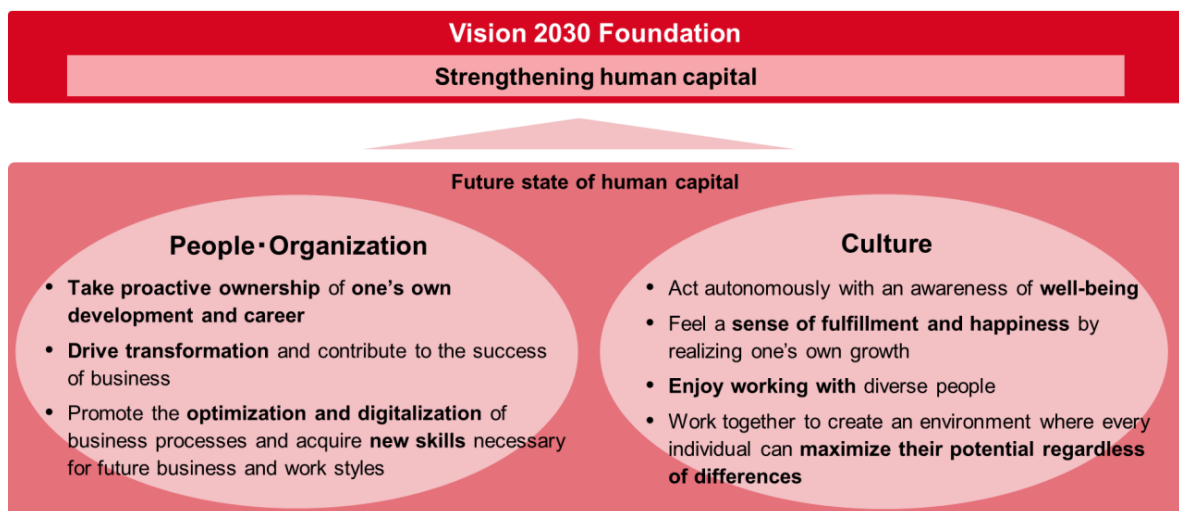
The indicators and targets for climate change mitigation and adaptation, and the conservation of sustainable biological resources related to natural capital are listed in “(4) Metrics and Targets Related to Overall Sustainability.”

With regard to natural capital, our Group positions water, a key raw material for its products, as its most important natural capital. Recognizing that maintaining a sound water cycle and ecosystem in local communities is essential for business continuity, the Group has made water resource conservation a priority area in its non-financial CSV goals. Based on the three pillars of reducing water usage (Reduce), managing wastewater (Recycle), and replenishing water sources (Replenish), we set a goal of reducing water usage by 30% by 2030 and 35% by 2035 compared to 2015 levels, and have achieved a reduction of 24% as of 2025. Additionally, in accordance with agreements with local governments, forestry associations, and other organizations, we are conducting water conservation activities in approximately 8,000 hectares of water source areas in the watersheds surrounding all 17 plants, with the goal of achieving a water source conservation rate of 391% by the end of 2025, returning approximately four times the amount of water we use to the natural environment. In addition, we conduct scientific surveys and vulnerability assessments of source water at all plants, and formulate maintenance plans based on the results. Through these initiatives, we are ensuring the sustainability of water resources as natural capital, strengthening business resilience, and promoting collaboration with local communities.

(5) Approach and initiatives for People Strategy

Continuing from its strategic business plans, the Company positions “strengthening human capital” as a key foundation under Vision 2030. In order to realize the Future state of human capital, the Company will promote its initiatives through two complementary pillars: “Strengthening people and organization” and “Fostering a culture that promotes employee well-being.”

With regard to “Strengthening people and organization,” the Company will respond to changes in its organization, business processes, and ways of working arising from company-wide initiatives to optimize business processes and advance digitalization, and will drive transformation to contribute to sustainable business growth. To this end, the Company will support each employee in autonomously acquiring the new skills required, aiming to achieve both individual growth and the attainment of the Company’s objectives. On the other hand, in order to create an environment in which all employees can fully demonstrate their capabilities regardless of personal attributes such as age, race, nationality, disability, gender, sexual orientation, gender identity, gender expression, or working style, fostering a culture that promotes well-being is essential. The Company believes that enabling people with diverse values, experiences, and attributes to collaborate while respecting one another’s differences, and supporting the happiness and growth of each individual, will serve as a driving force for the Company’s sustainable growth.



① Governance

In order to strengthen human capital and achieve Vision 2030, at regular meetings of our executive leadership team, approximately a quarter of the meeting time is devoted to discussing human capital. In addition, we set four KPIs related to strengthening human capital as targets for executive officers (female manager ratio, percentage of employees taking childcare leave for their spouse or partner, level of achieving training plans for executive leadership team successors, and percentage of improvement in engagement scores). Our executive leadership team is committed to People Strategy, and the entire company is working together to achieve the targets.

② Priority areas of the People Strategy

In order to achieve Vision 2030, the Company has been promoting its current People Strategy since fiscal year 2024.

In fiscal year 2025, the Company is focusing on six particularly important priority areas, including the following:

- a. Recruitment and retention of diverse talent
- b. Establishment of a performance-oriented culture
- c. Developing talent
- d. Improving engagement
- e. Promoting well-being
- f. Promoting DE&I

The Company shall disclose information through IR-related materials, including [Value Creation Story] (pages 11-19) and [Sustainability Strategy under Foundations Supporting the Corporate Value Growth] (pages 46-58) of the “Integrated Report 2025” as well as “2. Approach and Initiatives to Ensure Sustainability” under “II. Business overview” of the Annual Securities Report for FY2025 (pages 14-26), and the Company website for other details of our sustainability strategy and our initiatives based on it.

We will carry out these activities with a view toward sustainable growth and keep creating value for diverse stakeholders through our business activities.

Please refer to [Inclusion] under [Value Creation Story] (pages 11-19) and [People Strategy under Foundations Supporting the Corporate Value Growth] (pages 41-45) of the “Integrated Report 2025” on Company website.

The Company shall disclose information through IR-related materials, including “Integrated Report 2025”, and the Company website for the Company’s Sustainability Framework and the Company’s initiatives based thereon.

- Integrated Report 2025: <https://en.ccbj-holdings.com/ir/library/annual.php>
- Inclusion : <https://en.ccbj.co.jp/csv/inclusion/>
- Sustainability : <https://en.ccbj.co.jp/csv/>

[Principle 4-1. Roles and Responsibilities of the Board (1)]

Supplementary Principle 4-1-1. Scope of Delegation to the Management

The Company has taken the form of a company with an Audit and Supervisory Committee with the aim of further strengthening the governance system. The Company has adopted an executive officer system to separate decision-making and management supervisory functions from business execution functions. Certain decisions on important business execution are delegated to Directors so that the Board of Directors can deliberate more fully on matters of particular importance. For other matters, the Company is seeking to expedite the decision-making by the Management.

The Company has set out matters to be resolved at the Board of Directors under the “Rules and Regulations on Board of Directors.” For the main matters, please refer to Article 17, Paragraph 2 of the Corporate Governance Regulations (Page 7) on the Company website.

- Corporate Governance Regulations: <https://en.ccbj-holdings.com/corporate/governance/>

Other decisions regarding business execution are delegated to the Directors, whose authority is further transferred to Management and department heads, etc. The details are clearly stated in the Company’s internal regulations.

[Principle 4-9. Independence Standards and Qualification for Independent Directors]

Please refer to Article 20, Paragraph 2 of the Corporate Governance Regulations (Page 9) on the Company website for the independence standards and qualification for those who become the Company’s Independent Outside Directors.

- Corporate Governance Regulations: <https://en.ccbj-holdings.com/corporate/governance/>

[Principle 4-11. Preconditions for Board Effectiveness]

Supplementary Principle 4-11-1. Principles on Balance between Knowledge, Experience and Skills, and the Diversity and Appropriate Size of the Board of Directors as a Whole

In order to enhance management efficiency and transparency and increase the Company’s shareholder value, the Company’s Board of Directors sets out its principles on the balance between knowledge, experience and skills, and the diversity and appropriate size of the Board of Directors as a whole, as described below:

The Company’s Board of Directors consists of no more than ten (10) Directors (excluding Directors who are Audit and Supervisory Committee members) and no more than seven (7) Directors who are Audit and Supervisory Committee members, which are the limits set as the number of respective members under the Articles of Incorporation.

The Board of Directors, as a whole, ensures an appropriate structure not only with a wide range of knowledge and expertise on corporate management, financial strategies, risk management and legal compliance but also with diversity in gender, nationality, experience or other orientations. In light of the importance of the function of Outside Directors in corporate governance, the Company shall appoint, for the Directors, Outside Directors who are independent based on the Company’s independence standards and qualification, in a number that constitutes at least one-third of the Directors, and which shall include at least one (1) person who has management experience at another company.

In addition, in nominating candidates for Directors who will be Audit and Supervisory Committee members, the Company makes sure that it nominates at least one (1) candidate who has appropriate knowledge of finance and accounting.

When deciding on Internal Director candidates, the Board of Directors shall make decisions from an independent and objective perspective by appropriately evaluating the degree of their contribution and future potential, etc. based on the Company’s evaluation system. For nomination of Outside Directors, the Board of Directors shall nominate those who it deems likely to make contributions to enhancing the Company’s corporate value from an independent and objective perspective.

As for the procedures for nominating Director candidates, the report of the Nomination and Compensation Committee composed of a majority of Outside Directors, including multiple Independent Outside Directors, shall be respected, and decisions shall be made by the Board of Directors.

The Company utilizes the Audit and Supervisory Committee that has members consisting of more than one (1) Independent Outside Director and the Nomination and Compensation Committee composed of a majority of Outside Directors, including multiple Independent Outside Directors, and the Board of Directors composed of a majority of Independent Outside Directors. Thus, the Company believes that transparency and fairness are ensured.

The Company has prepared a Skills Matrix in which the above-mentioned knowledge, experience and skills, etc. are listed. The Skills Matrix is described in the “Notice of the General Meeting of Shareholders for the Fiscal Year Ended December 31, 2025” (Pages 30-31) as well as on the Company website. Please refer to the link below.

- Notice of the General Meeting of Shareholders for the Fiscal Year Ended December 31, 2025
: <https://en.ccbj-holdings.com/ir/stockholder/meeting.php>

Supplementary Principle 4-11-2. State of Directors who Concurrently Serve as Officers at Other Listed Companies

The status of the Company’s Directors who concurrently serve as officers at other listed companies is described each year in the “Status of the Company’s Officers” under the “Company’s Officers” section in the Business Report contained in the “Notice of the Ordinary General Meeting of Shareholders for the Fiscal Year Ended December 31, 2025” (Pages 48-49), as well as in the “Brief Personal Profile, Position and Responsibility in the Company” and “Significant Concurrent Positions” and other sections described in the reference materials for the General Meeting of Shareholders (Pages 11-17). Please refer to: <https://en.ccbj-holdings.com/ir/stockholder/meeting.php>

Supplementary Principle 4-11-3. Outline of Analysis and Evaluation Results on the Effectiveness of the Board of Directors as a Whole

Each year, our Board of Directors conducts an effectiveness evaluation and analysis based on self- assessments by directors, with advice from independent third-party organizations. The evaluation covers areas such as the Board's operations, support systems, and composition.

Additionally, we continuously seek to improve by collecting feedback from outside directors through questionnaires conducted after each Board meeting, allowing for timely enhancements to Board operations.

(1) Methods of evaluating the effectiveness of the Board of Directors

- We periodically conduct a questionnaire for all directors, with advice from an independent third-party organization.
- We identify issues based on the survey results and consider appropriate improvement measures
- We review the progress made on addressing issues identified in the previous year's evaluation.

(Main Questionnaire Items)

- Composition of Board of Directors
- Management of Board of Directors Meetings
- Discussion of Board of Directors Meetings
- Monitoring function of the Board of Directors
- Support for Directors (including Audit and Supervisory Committee Members)
- Directors' own efforts
- The Audit and Supervisory Committee

(2) The outline of the results

In evaluations conducted with advice from independent third-party organizations, the Company's Board of Directors received high marks for its diverse and expert composition and its operational structure, which enables free, vigorous, and constructive discussions. The most recent evaluation also confirmed significant improvements, particularly in the quality of materials provided at Board meetings and in initiatives and disclosures related to sustainability.

Our results far exceeded the industry average. Based on these findings, the Company recognizes that the effectiveness of the Board of Directors continues to advance. steadily Going forward, the Company will continue to conduct questionnaires immediately after each Board meeting to capture and reflect directors' feedback in a timely manner.

We will also work to deliver Board materials swiftly and appropriately and further expand deliberation opportunities to address changes in the business environment.

To foster more active discussions at Board meetings, we will maintain individual advance briefings for each director and proactively pursue operational improvements to further enhance the Board's effectiveness.

[Principle 4-14. Director Training]

Supplementary Principle 4-14-2. Policy for Training Directors

Please refer to Article 27 of the "Corporate Governance Regulations" (Page 12) on the Company website for the Company's policy for training Directors. To strengthen deliberations by the Board of Directors meetings, we hold individual meetings with Outside Directors in advance to deepen their understanding of proposals and exchange opinions to refine proposal content.

In July 2025, the Company held a workshop to improve the effectiveness of the Board of Directors, deepened its fundamental understanding that is required for directors, and discussed shared perceptions and directions based on the exchange of opinions. In addition, Outside Directors visited plants and Mega DCs (automated logistics centers), which serve as key logistics hubs in the Kanto and Kansai regions, to deepen its understanding of manufacturing and logistics processes and to engage in discussions aimed at maintaining and further enhancing safety standards.

For newly appointed Outside Directors, the Company has enhanced the provision of information by, for example, conducting orientations covering the business environment surrounding the Company, its business overview, and future strategic direction.

- Corporate Governance Regulations: <https://en.ccbj-holdings.com/corporate/governance/>

[Principle 5-1. Policy on Improving the System and Efforts for Promoting Constructive Dialogue with Shareholders]

(Basic Principles)

Through constructive dialogue with the Company's shareholders, the Company shall promote its shareholders' understanding of the Company and contribute to sustainable growth and enhancement of the Company's corporate value over the medium to long term.

(General Manager and Department in Charge)

The department in charge of Corporate Governance shall respond to requests for dialogue (interviews) in cooperation with IR Department and Management in charge of the Legal Department shall be appointed as the person in charge of overseeing the response. In addition, Senior Management in charge of the Legal Department, shall attend the interviews with shareholders as necessary, after confirming the purpose of the dialogue (interview) requested thereby, etc.

(Internal Coordination System for Dialogue (Interview) with Shareholders)

In holding the dialogue (interview) with shareholders, the department in charge of Corporate Governance shall share information with related internal departments and make sure that it responds to the shareholders in a coordinated manner. At the same time, the department in charge of IR shall make efforts to resolve any issues by reporting the opinions received from the shareholders in the dialogue (interview) to the Senior Management and the Directors in a timely and appropriate manner.

(Other Forms of Dialogue Besides Individual Interviews)

The Company shall make efforts to have Senior Management and Directors disseminate information regularly through earnings presentations, etc. The Company shall also make efforts to deliver the image of the earnings presentations in both Japanese and English, live and on-demand via a webcast and to attend investor conferences, etc. held within and outside of Japan.

(Dialogue with stakeholders)

In 2025, as part of our IR activities, we held over 300 meetings with analysts and investors who make up the capital market. Additionally, we held dialogues aimed at sustainable growth for the company with shareholders as part of our SR activities. Top management, including Representative Directors, took part in these IR and SR activities as needed.

In these dialogues, we exchanged opinions on the progress of our strategic business plan, sustainability initiatives such as ESG initiatives and our People Strategy, governance systems, and other matters to promote mutual understanding. We also received opinions on improvements that investors would like to see and how information should be provided.

In addition to these meetings, top management regularly provides information at earnings presentations and through other methods. We also webcast our earnings presentations in Japanese and English and strive to participate actively in investor conferences held both domestically and internationally.

Going forward, through repeated constructive discussions with shareholders and investors, we will continue to engage in activities that will lead to enhanced corporate value by increasing mutual understanding and trust.

[Main IR activities in 2025]

Category	2025 results	Details
Earnings Presentations	4 times	Quarterly earnings presentations were held by the president and CFO. The presentation content is available via Webcast on the Company's website. (https://en.ccbj-holdings.com/ir/library/presentation.php)
IR meetings with analysts and institutional investors	About 330 times, About 670 people	Meetings and conference calls were held with analysts and institutional investors. Top management took part as needed.
Participation in domestic and overseas conferences	7 times	Five times in Japan, and two times overseas. Top management took part as needed.
Other IR briefings	3 times	IR briefings includes executive small meetings and plant tours.

(Preventing the Divulgence of Insider Information)

When engaging in dialogue (interviews) with shareholders, the Group shall strive to ensure thorough insider information management in accordance with internal regulations to prevent any divulgence from occurring.

[Actions to achieve cost of capital and stock price conscious management]

In our Strategic Business Plan - Vision 2030 which focuses on profitability and capital efficiency through 2030, we have set revenue of over 1 trillion yen (annual revenue growth of 2-3%), business income of over 80 billion yen (business income margin of at least 8% or more), and ROIC (include an ROE approximately double the previous target) of at least 10% or more, approximately double the cost of capital, as key indicators. In addition to improving profitability, we also intend to emphasize the efficiency of invested capital. While pursuing robust profit growth and implementing the largest shareholder returns in its history, including a cumulative 150 billion yen of share buyback and an ambitious plan to increase dividends to between 140 and 150 yen per share by 2030. The Company will achieve these ambitious targets through disciplined capital allocation. Through appropriate management and investment of capital, we will improve the turnover rate of assets such as product inventory, and optimize the capital structure including financial leverage, etc., to achieve ROIC of 10% or more by 2030, which will lead to improvement of P/B ratio, thereby achieving sustainable growth and increasing corporate and shareholder value.

For details, please refer to our Strategic Business Plan - Vision 2030, which is available on our website.

- Business strategies and business plans (Strategic Business Plan - Vision 2030:

<https://en.ccbj-holdings.com/news/detail.php?id=1744>

https://en.ccbj-holdings.com/pdf/irinfo/248_3.pdf

B. Capital Structure

Foreign Shareholding Ratio	20% or more but less than 30%
----------------------------	-------------------------------

[Status of Major Shareholders]

Name	Number of Shares Held	Ratio (%)
Coca-Cola (Japan) Company, Limited	27,956,199	16.60
THE COCA-COLA EXPORT CORPORATION	16,918,700	10.04
The Master Trust Bank of Japan, Ltd. (Trust Account)	16,259,900	9.65
Ichimura Foundation for New Technology Custody Bank of Japan, Ltd. (Trust Account)	5,294,718	3.14
J.P. Morgan Japan	4,932,088	2.93
Sensyusya Co., Ltd.	4,088,400	2.43
Coca-Cola Holdings West Japan Inc.	4,074,945	2.42
Satsuma Shuzo Co., Ltd.	3,847,900	2.28
Custody Bank of Japan, Ltd. (Trust Account)	3,012,300	1.79
STATE STREET BANK AND TRUST COMPANY 505001	2,645,589	1.57

Controlling Shareholders (Excluding the Parent Company)	----
Parent Company	N/A

Supplementary Explanation

The status of major shareholders stated above is the status as of December 31, 2025.

Shareholding Ratios are calculated excluding treasury stock (2,819,575 shares) and rounded to the nearest hundredth.

C. Corporate Attributes

Listed Exchange and Market Segment	Prime Market of the Tokyo Stock Exchange
Fiscal Year End	December
Type of Industry	Food
Number of Employees (Consolidated) as of the End of Previous Fiscal Year	1000+
(Consolidated) Sales in the Previous Fiscal Year	100 billion yen or more but less than 1 trillion yen
Number of Consolidated Subsidiaries as of the End of Previous Fiscal Year	More than 10 companies, less than 50 companies

D. Guidelines on Measures for Protection of Minority Shareholders in Conducting Transactions, Etc. with Controlling Shareholders

E. Other Special Circumstances Which May Have a Material Impact on Corporate Governance

II. Status of Business Management Organization and Other Corporate Governance Systems Pertaining to Managerial Decision-Making, Execution and Supervision

A. Matters Pertaining to Organizational Structure and Operation, Etc.

Organization Form	Company with Audit and Supervisory Committee
-------------------	--

[Directors] Updated

Maximum Number of Directors Under the Articles of Incorporation	17
Term of Directors Under the Articles of Incorporation	1 year
Chair of the Board of Directors	President
Number of Directors	11
Appointment Status of Outside Directors	Appointed
Number of Outside Directors	8
Number of Outside Directors Designated as Independent Officers	6

Relationships with the Company (1)

Name	Attribute	Relationship with the Company (*)												
		a	b	c	d	e	f	g	h	i	j	k		
Hiroko Wada	From another company													
Hirokazu Yamura	From another company				△				○					
Celso Guiotoko	From another company													
Yuki Isogai	From another company													
Stacy Apter	From another company					○		○						
Nami Hamada	From another company													
Sanket Ray	From another company					○		○						
Rika Saeki	From another company													

* Categories for "Relationship with the Company"

* "○" indicates that the person currently falls under or has recently fallen under the relevant category; and

"△" indicates that the person fell under the relevant category in the past.

* "●" indicates that the person's close relative currently falls under or has recently fallen under the relevant category; and

"▲" indicates that the person's close relative fell under the relevant category in the past.

- An executive member of the Company or its subsidiary.
- An executive member or a non-executive Director of the parent company of the Company.
- An executive member of a fellow subsidiary company of the Company.
- A person who has a significant business relationship with the Company or an executive member thereof.
- A person with whom the Company has a significant business relationship or an executive member thereof.
- A consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company other than executive compensation.
- A major shareholder of the Company (if such major shareholder is a legal entity, an executive member of such legal entity).
- An executive member of a person with whom the Company has a business relationship (which does not fall under items d, e, or f) (the person him/herself only).
- An executive member of an entity between which the Company's Outside Officers are mutually appointed (the person him/herself only).
- An executive member of an entity that receives donation from the Company (the person him/herself only).
- Others.

Name	Audit and Supervisory Committee Member	Independent Officer	Supplementary Explanations Concerning Relevant Categories	Reasons for Appointment
Hiroko Wada	—	○	----	<p>The Company has appointed Hiroko Wada as a Director (Outside Director) with the expectation that she will utilize, for the management of the Company, the considerable management experience and global knowledge she has gained thus far as by serving as an officer at The Procter & Gamble Company and as a Representative Director at Dyson Ltd. and Toys”R”Us-Japan Ltd.</p> <p>As there is no relationship of special interest between Wada and the Company, the Company has deemed that there will be no risk of conflict of interest between her and the general shareholders. Based on these grounds, the Company has designated Wada as an Independent Officer.</p>
Hirokazu Yamura	—	○	<p>Hirokazu Yamura is the Representative Director & Chairman of Michinoku Coca-Cola Bottling Co., Ltd. The Company has a transactional relationship in product trading, etc. with Michinoku Coca-Cola Bottling Co., Ltd. (Sales etc.: 0.5% of the Company’s consolidated sales revenue; Purchases etc.: 1.6% of the consolidated sales of Michinoku Coca-Cola Bottling Co., Ltd.)</p>	<p>The Company has appointed Hirokazu Yamura, the Representative Director & Chairman of Michinoku Coca-Cola Bottling Co., Ltd., as a Director (Outside Director) with the expectation that he will utilize, for the management of the Company, the considerable management experience and knowledge he has gained in management and as Representative Director & President at Michinoku Coca-Cola Bottling Co., Ltd.</p> <p>The Company also has a transactional relationship with the group companies of Michinoku Coca-Cola Bottling Co., Ltd. as described in the left column. In addition, the trading prices and other terms and conditions applied to these transactions are appropriately set as in the case with the trading prices and other terms and conditions applied to transactions with other business partners. The Company therefore believes that these group companies of Michinoku Coca-Cola Bottling Co., Ltd. do not obstruct the Company’s free business activities.</p> <p>Accordingly, as the Company has determined that there is no risk that it will be subject to significant influence from Michinoku CCBC, the Company has concluded that there is no risk of a conflict of interest with general shareholders and has therefore designated him as an Independent Officer.</p>
Celso Guiotoko	—	○	----	<p>The Company requests the election of Celso Guiotoko as a Director (Outside Director) in the expectation that he will utilize, for the management of the Company, the considerable experience and global knowledge he has gained thus far at Nissan Motor Co., Ltd. (“Nissan”), Nishimoto Co., Ltd and JERA Co., Inc.</p> <p>As there is no relationship of special interest between Guiotoko and the Company, the Company has deemed that there shall be no risk of any conflict of interest between him and the general shareholders. Based on these grounds, the Company has designated Guiotoko as an Independent Officer.</p>

Yuki Isogai	—	○	----	<p>The Company requests the election of Yuki Isogai as a Director (Outside Director) in the expectation that her significant experience and global expertise in the sustainability field, gained at The World Bank, PricewaterhouseCoopers Aarata LLC (now PricewaterhouseCoopers Japan LLC) and Japan Activation Capital Co., Ltd.</p> <p>Currently, she has established Earth Nest LLC and serves as its Founder/CEO, providing broad support for the realization of sustainability management. She is expected to contribute her extensive experience and insights in sustainability management to the management of the Group.</p> <p>As there is no relationship of special interest between Isogai and the Company, the Company has deemed that there shall be no risk of any conflict of interest between her and the general shareholders. Based on these grounds, the Company has designated Isogai as an Independent Officer.</p>
Stacy Apter	○	—	<p>Stacy Apter is Senior Vice President and Treasurer, Head of Corporate Finance of The Coca-Cola Company.</p> <p>The Company has entered into contracts for manufacturing and sales of Coca-Cola and other products and use of trademarks, etc. with The Coca-Cola Company.</p>	<p>Stacy Apter is Senior Vice President and Treasurer, Head of Corporate Finance of The Coca-Cola Company, who has demonstrated strong leadership and support to the Board of Directors, particularly in a variety of fields such as global financial risk oversight and enterprise risk management at The Coca-Cola Company. Based on her extensive experience in the financial and risk management field, she is expected to provide advise as a Director serving on the Audit and Supervisory Committee in all areas including decision-making related to important managerial decisions, handling of expected risks and the internal control system, and the Company has appointed Apter as a Director serving on the Audit and Supervisory Committee (Outside Director).</p>
Nami Hamada	○	○	----	<p>Nami Hamada has considerable experience in Finance and Accounting gained as a proprietor of her own finance consulting company and considerable experience and global knowledge gained as a corporate executive at Lehman Brothers Japan Inc. and possesses management supervisory experience as a Statutory Auditor at Shimadzu Corporation and MetLife Insurance K.K. Based on her extensive experience as a corporate executive and her expertise in the field of finance, she is expected to provide advice as a Director of the Company who is an Audit and Supervisory Committee member in all areas, including decision making related to important managerial decisions, handling of expected risks and the internal control system, and the Company has appointed Hamada as a Director serving on the Audit and Supervisory Committee (Outside Director).</p> <p>As there is no relationship of special interest between Hamada and the Company, the Company has deemed that there will be no risk of any conflict of interest between her and the general shareholders. Based on these grounds, the Company has designated Hamada as an Independent Officer.</p>

Sanket Ray	○	—	<p>Sanket Ray is the President of the INSWA (India and Southwest Asia) and Head of Emerging Large-Scale Markets of The Coca-Cola Company.</p> <p>The Company has entered into contracts for manufacturing and sales of Coca-Cola and other products and use of trademarks, etc. with The Coca-Cola Company.</p>	<p>Sanket Ray is President of the INSWA (India and Southwest Asia) and Head of Emerging Large-Scale Markets of The Coca-Cola Company, who has demonstrated strong leadership in mainly commercial at The Coca-Cola Company and has considerable management experience as a manager at business units in the Asia region.</p> <p>Based on his extensive experience as a global corporate executive, he is expected to provide advice as a Director serving on the Audit and Supervisory Committee member on all areas, including decision-making related to important managerial decisions, handling of expected risks and the internal control system, and the Company has appointed Ray as a Director serving on the Audit and Supervisory Committee (Outside Director).</p>
Rika Saeki	○	○	----	<p>Rika Saeki is an attorney licensed to practice law in the State of Illinois, U.S.A., and is registered in Japan with the Daini Tokyo Bar Association as a Foreign Special Member. She has considerable experience at Masuda Funai Eifert & Mitchell and Morrison & Foerster with mergers and acquisitions and international alliances involving companies in a variety of sectors including food, pharmaceuticals and technology, as well as providing critical advice on corporate governance and other matters. She also possesses management supervisory experience with respect to domestic companies based on her position as an Outside Director serving on the Audit and Supervisory Committee of Shinko Electric Industries Co., Ltd.</p> <p>Based on her extensive experience as a foreign attorney and an Outside Director serving on an Audit and Supervisory Committee, she is expected to provide advice as a Director serving on the Audit and Supervisory Committee on all areas including decision making related to important managerial decisions, handling of expected risks, corporate governance and internal control system, and the Company has appointed Saeki as a Director serving on the Audit and Supervisory Committee (Outside Director).</p> <p>As there is no relationship of special interest between Saeki and the Company, the Company has deemed that there will be no risk of any conflict of interest between her and the general shareholders. Based on these grounds, the Company has designated Saeki as an Independent Officer.</p>

[Audit and Supervisory Committee]

Committee Member Composition and Attribution of Chair

	All Members of the Committee	Full-Time Members	Internal Directors	Outside Directors	Chair
Audit and Supervisory Committee	4	0	0	4	Outside Director
Whether there are Directors and Employees to Assist with the Duties of the Audit and Supervisory Committee	Yes				

Matters Regarding Independence of Said Directors and Employees from Executive Directors

The Company shall assign assistant employees who assist the Audit and Supervisory Committee. Said assistant employees shall assist the duties of the Audit and Supervisory Committee under instruction from the Audit and Supervisory Committee, and shall not be subject to instruction from Directors (excluding Directors who are Audit and Supervisory Committee members).

Status of Coordination Among Audit and Supervisory Committee, Accounting Auditors and Internal Audit Department

The Company has established an Internal Audit Office as an internal audit department to ensure compliance with the laws and regulations, appropriate activities and operations, protection of assets and reliability of financial activities of the Company.

The Directors who are Audit and Supervisory Committee members audit the execution of duties by Directors and Management in accordance with relevant laws and regulations, the Articles of Incorporation and the audit standards of the Company's Audit and Supervisory Committee, through periodic meetings with Representative Directors and report on the results of audits conducted by the Internal Audit Office, etc.

The annual audit policy and plans of the Internal Audit Office are discussed beforehand with the Audit and Supervisory Committee, which receives reports from time to time on the results of audits conducted by the Internal Audit Office.

In addition, the Audit and Supervisory Committee and the Internal Audit Office receive explanations on the audit plan from the accounting auditors at the beginning of the fiscal year and request explanations and reports from time to time regarding the status of the audit during the fiscal year and the results of the fiscal year-end audit, etc.

[Optional Committees]

Optional Committees Equivalent to Nominating Committee or Compensation Committee	Yes
--	-----

	Committee's Name	All Members	Full-time Members	Inside Directors	Outside Directors	Outside Experts	Other	Chairperson
Voluntarily Established Committee Equivalent to Nominating Committee	Nomination and Compensation Committee	5	0	1	4	0	0	Inside Director
Voluntarily Established Committee Equivalent to Remuneration Committee	Nomination and Compensation Committee	5	0	1	4	0	0	Inside Director

Supplementary Explanation Updated

The Company believes that the soundness and independence of the Board of Directors are sufficiently ensured, with eight out of the eleven members being outside directors and a majority being independent outside directors. For consideration and decision on particularly important matters such as nomination and compensation of senior management and Directors, we have established a voluntary Nomination and Compensation Committee composed of a majority of Outside Directors, including multiple Independent Outside Directors, to consult with the committee. In consultation with the Board of Directors, the Nominating and Compensation Committee shall deliberate and recommend to the Board of Directors the following matters prior to deliberations by the Board of Directors. The Board of Directors makes decisions based on the recommendations of the Nomination and Compensation Committee's reports, which we believe leads to further strengthen the independence, objectivity and accountability of the function of the Board of Directors;

- (1) Matters related to the appointment and dismissal of Directors
- (2) Matters related to the draft proposals for Directors' compensation and the like.
- (3) Matters related to the election and dismissal of Executive Officers, as well as the basic policy for the compensation system, the amount of compensation.
- (4) Other matters that the specifically the subject of consultations from the Board of Directors.

The Nomination and Compensation Committee also deliberates on matters related to the appointment and dismissal of Executive Officers of the Company and its significant subsidiaries, as well as their compensation, and reports its findings to the Board of Directors. Therefore, the committee includes Representative directors and Outside Directors with expertise in the Coca-Cola business, which operates as a franchise in countries around the world. For this reason, although the Nomination and Compensation Committee does not have a majority of Independent Outside Directors, we believe that it can appropriately deliberate and report on matters related to the appointment and compensation of candidates who are expected to contribute to the enhancement of our corporate value.

[Independent Officers] Updated

Number of Independent Officers	6
--------------------------------	---

Other Matters Regarding Independent Officers

The Company has established the followings regarding the policies of the appointment of Independent Outside Directors, criteria for determining their independence, and the roles and responsibilities expected of independent outside directors.

- (1) In light of expected roles and responsibilities to contribute to sustainable growth and the increase of mid- to long-term corporate value, the Company shall appoint one-third or more Independent Directors who are fully equipped with such qualities, and among those Independent Directors, 1 or more are required to have management experience at other companies.
- (2) The Company determines Outside Directors (including candidates) are fully independent from the Company when all the following requirements are deemed not applicable as a result of survey done under the scope reasonably feasible.
 - 1) Executive Officer of our company or the Company's affiliates at present and for the past 10 years
 - 2) The Company's major business partner or (and) its Executive Officer at present and for the past year (that constitutes more than 2% of their consolidated revenue in the recent fiscal year)
 - 3) The Company's major customer or (and) its Executive Officer at present and for the past year (that constitutes more than 2% of the company's consolidated revenue in the recent fiscal year)
 - 4) Consultants, C.P.A. or attorneys who receive more than 10 million yen a year at present and for the past year besides the Company's executive compensations from the company
 - 5) Entity or its Executive Officer that receives the Company's donations of more than 10 million yen a year at present and for the past year
 - 6) Relative within the second degree of relationship to those applicable to 1-5 above
- (3) The Company expects Independent Directors to assume the following roles and responsibilities.
 - 1) Provide opinions and advice on management policies and management improvements based on own knowledge and insights from the standpoint of promoting the company's sustainable growth and increasing mid- to long-term corporate value.
 - 2) Conduct management oversight through important decision-making in Board Meeting including appointment of Director candidates, appointment and dismissal of corporate officers in the group.
 - 3) Oversee conflict of interest among company, the management and major shareholders.
 - 4) Incorporate opinions of stakeholders including minority shareholders into the Board appropriately from an independent standpoint from the management and major shareholders.
- (4) When a request is made by and Independent Director to provide a place to share information and understanding from an independent and objective standpoint apart from Board Meeting in order to actively contribute to discussions in Board Meeting, the Company shall respond quickly.
- (5) When a request is made by and Independent Director to set up a system to contact and coordinate with Executive Directors apart from Board Meeting, the Company shall respond quickly.

Implementation Status of Initiatives on Providing Incentives to Directors	Introduction of performance-linked compensation system
---	--

Supplementary Explanation Updated

Compensation consists of bonuses and long-term incentives (stock-based compensation plans (Performance Share Unit (PSU) Plan and Restricted Stock Unit (RSU) Plan) based on basic compensation and performance.

(1) Compensation policy and process for determining the policy

1) Policy and Method of Determination of Compensation, etc. for Directors

(a) Basic policy on compensation for Executive Directors and Executive Officers

- (i) Compensation level and structure that enable hiring and retaining high-quality talents from the perspective of diverse nationalities and experiences.
- (ii) Compensation composition ratio emphasizing performance-linked compensation, resulting in providing sufficient incentives for profitable growth.
- (iii) Introduce the system to further improve mid- to long-term corporate value and reinforce alignment of interests with the shareholders.

(b) Supervisory Officers (Directors serving on the Audit and Supervisory Committee or the Nomination and Compensation Committee and Outside Directors not serving on the Audit and Supervisory Committee or the Nomination and Compensation Committee)

The compensation level and structure that is appropriate as roles in managerial supervision and audit.

(c) Process for determining the policy

The policy for determining compensation for Officers, etc. shall be determined upon deliberation by the Nomination and Compensation Committee and approval by the Board of Directors.

The current policy (policy for determining compensation for Directors, etc.) has been revised on March 26, 2026.

2) Details and procedures on compensation for Executive Directors and Executive Officers

(a) Compensation structure

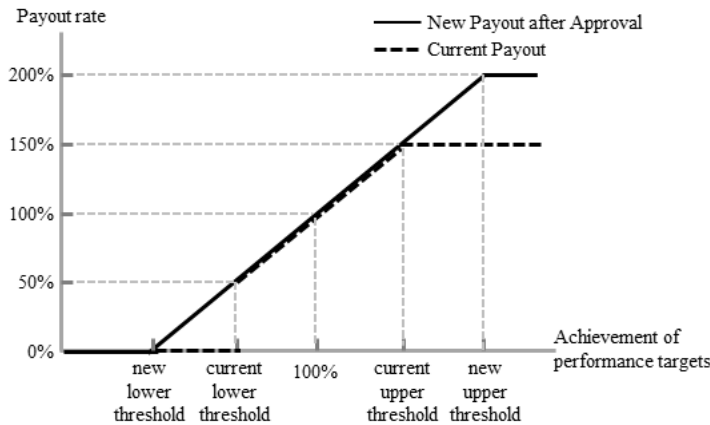
Fixed compensation	<p>Base salary</p> <ul style="list-style-type: none"> ● Monthly payment of an amount determined based on responsibilities. 	<p>The portion of the compensation shown on the left provided to Directors will not exceed the following amount.</p> <p>Compensation limit for Directors (excluding Directors serving on the Audit and Supervisory Committee and Outside Directors not serving on the Audit and Supervisory Committee): 3,200 million yen per year (three in number at the time of the resolution, excluding Directors serving on the Audit and Supervisory Committee and Outside Directors not serving on the Audit and Supervisory Committee)</p> <p>* In case where the Nomination and Compensation Committee has deliberated and deemed it necessary, payments within 3,200 million yen may be made for fringe benefits such as compensation for exchange rate fluctuation between other countries and Japan, housing allowance, etc.</p>
Variable compensation	<p>Annual bonus</p> <ul style="list-style-type: none"> ● Provided at a certain point in the year as an incentive for achieving performance targets for each fiscal year. ● The target amount is set in the range of 30% to 85% of base salary, depending on their responsibilities. ● The amount of payment varies in the range of 0% to 200% of the target amount depending on the achievement of performance targets in each fiscal year (companywide performance and individual evaluations). The payout ratio is determined based on a payout ratio of 100% when the achievement rate for the performance evaluation indicators is 100%. With respect to business profit, the payout ratio is set at 0% when the achievement rate falls below 40% (the lower threshold), and varies on a linear basis from 0% at an achievement rate of 40% to 200% at an achievement rate of 160% (the upper threshold). With respect to sales volume and revenue, the payout ratio is set at 0% when the achievement rate falls below 80% (the lower threshold), and varies on a linear basis from 0% at an achievement rate of 80% to 200% at an achievement rate of 120% (the upper threshold). ● In order to provide motivation to achieve profitable growth, business income (50%), sales volume (20%), and net sales (30%) have been adopted as measures for evaluating companywide performance, based on the Company's policy regarding the determination of compensation, etc. for Directors, etc. 	

	<ul style="list-style-type: none"> ● For individual performance, evaluation metrics based on top-line growth strategies, business foundations supporting cost reduction and profit growth, and initiatives to enhance shareholder value have been adopted as well as metrics contributing to human capital management. ● The amount to be paid may be adjusted if the Nomination and Compensation Committee deliberated it necessary to do so, taking into consideration the status of payment of bonuses to employees. 	
Long-term incentives	<ul style="list-style-type: none"> ● Two types of stock-based compensation systems, (1) PSU and (2) RSU, are adopted as long-term incentives. ● The basic amount of all long-term incentives (1) PSU + (2) RSU is set in the range of 15% to 100% of base salary based on the responsibilities. 50% of this basic amount is set as the basic PSU amount, and 50% is set as the basic RSU amount. ● With regard to (2) RSU, additional grants for the purpose of retention, etc. may be made in addition to the above mentioned basic RSU amount and in case for Directors, up to the compensation limit detailed on the right if deemed necessary by the Nomination and Compensation Committee (Special RSU). 	<p>The portion of the compensation shown on the left provided to Directors will not exceed the following amount.</p> <p>Compensation limit for Directors (excluding Directors serving on the Audit and Supervisory Committee and Outside Directors not serving on the Audit and Supervisory Committee):</p> <p>The maximum number of shares is 6,782 million yen and 2,600,000 shares for three fiscal years (seven in number at the time of the resolution, excluding Directors serving on the Audit and Supervisory Committee and Outside Directors not serving on the Audit and Supervisory Committee).</p>
(1) PSU (Performance Share Units)	<ul style="list-style-type: none"> ● Granted as an incentive for achieving medium to long term performance targets. ● The number of shares to be issued shall be determined within the range of 0% to 200% of the basic PSU amount depending on the achievement of performance targets (only considering companywide performance) over the three years after the share units have been granted. The payout ratio is determined based on a payout ratio of 100% when the achievement rate for the performance evaluation indicators is 100%. When the achievement rate falls below 50% (the lower threshold), the payout ratio is set at 0%, and the payout ratio varies on a linear basis from 0% at an achievement rate of 50% to 200% at an achievement rate of 150% (the upper threshold). ● A part of the shares to be issued shall be paid in cash for the purpose of allocating funds for the payment of tax obligations, etc. ● To provide motivation to enhance corporate value over the mid to long term, consolidated ROE (50%) and consolidated sales growth rate (50%) have been adopted as measures for evaluating performance, based on the Company's policy regarding the determination of compensation for Directors, etc. 	
(2) RSU (Restricted Stock Units)	<ul style="list-style-type: none"> ● Granted for the purpose of aligning interests with shareholders, creating incentives to increase corporate value, and strengthening retention of talented people, etc. ● A predetermined number of shares are issued at after three years of vesting period. ● A part of the shares to be issued shall be paid in cash for the purpose of allocating funds for the payment of tax obligations, etc. 	

* Regarding fringe benefits, to support the execution of assignments outside the home country, compensation for exchange rate fluctuation between other countries and Japan, housing allowance, etc. are provided in accordance with the internal regulations approved at the Board of Directors Meeting through deliberations by the Nomination and Compensation Committee.

Image of the annual variable pay and PSU payout rate against company performance

(New / Current) Payout Rate vs Achievement of Performance Targets



(b) Process for determining compensation

Approval of compensation including the amount of performance-linked compensation for Executive Directors shall be delegated to a Representative Director (Calin Dragan) upon resolution by the Board of Directors, and the amount shall be determined by the Representative Director in accordance with the "Policy for Determining Compensation for Directors, etc." approved by the Board of Directors within the total amount determined by the resolution of the General Meeting of Shareholders after the terms of compensation are deliberated by the Nomination and Compensation Committee composed of a majority of outside directors, including multiple independent outside directors in order to enhance the transparency and objectivity of procedures for determining compensation. The reason for the delegation is that the Representative Director is deemed appropriate to determine the performance results of each Director while taking into account the overall performance of the Company. In order for the Representative Director to exercise such authority appropriately, the decision on this has been made after deliberations by the Nomination and Compensation Committee.

The compensation for Executive Officers shall also be determined through deliberations by the Nomination and Compensation Committee. Therefore, the Board of Directors deems that the content of these compensations is in line with the above decision-making policy.

(c) Compensation level

Compensation is decided according to the responsibilities by utilizing data from compensation surveys performed by external research organizations and taking into account the level of compensation provided at companies such as domestic and overseas companies of similar scale in similar industries with the intent to provide a level of compensation that enables recruitment and retention of talented people who are highly diverse in terms of nationality, experience, etc.

Main image of compensation structure (in case of Representative Director)



(d) Malus and Clawback Provisions in Long-Term Incentive (LTI) Plans

In the event of serious fraud or violation of the Eligible Directors, the Eligible Directors may confiscate the beneficial rights of the shares to be vested under the Plan (malus) and demand the return of money equivalent to the vested shares, etc. (clawback).

3) Guidelines and procedures for determining compensation for Supervisory Officers

The compensation for Supervisory Officers (Directors who are Audit & Supervisory Committee Members and Outside Directors who are not Audit & Supervisory Committee Members) is composed of basic compensation only in view of their role as supervisors and auditors of CCBJI business. Compensation levels are set according to the role of the Director by utilizing data from compensation surveys performed by external research organizations and taking into account the level of compensation provided at domestic companies of similar scale. The individual compensation for Directors serving on the Audit and Supervisory Committee is proposed to the Audit and Supervisory Committee and determined upon consultation with Directors serving on the Audit and Supervisory Committee within the total amount determined by the resolution of the General Meeting of Shareholders. The compensation for Outside Directors not serving on the Audit and Supervisory Committee shall be delegated to a Representative Director (Calin Dragan) upon resolution by the Board of Directors, and the amount shall be determined by the Representative Director in accordance with the "Policy for Determining Compensation for Directors, etc." approved by the Board of Directors after the terms of compensation are deliberated by the Nomination and Compensation Committee. The reason for delegating these authorities to the President and Representative Director is that the President and Representative Director is considered to be the most appropriate person to evaluate the responsibilities of each Director. To ensure that such authority is appropriately exercised by the President and Representative Director, decisions on the details of compensation for outside directors who are not members of the Audit and Supervisory Committee are made after deliberation by the Nomination and Compensation Committee. Therefore, the Board of Directors deems that the content of these remunerations is in line with the above decision-making policy.

For the details of performance-linked compensation system, please refer to "(4) [Details and procedures on compensation of Directors and Executive Officers]" under "4. Corporate governance" of the Annual Securities Report for FY2025 (pages 70-78) and "Corporate Governance Strategy under Foundations Supporting the Corporate Value Growth" of the "Integrated Report 2025" (pages 62-63) on the Company website.
Annual Securities Report for FY2025: <https://en.ccbj-holdings.com/ir/library/securities.php>
Integrated Report 2025: <https://en.ccbj-holdings.com/ir/library/annual.php>

Persons Eligible for Stock Options

Supplementary Explanation

State of Disclosure (of each Directors' Compensation)

Partly, individually disclosed

Supplementary Explanation

(1) Total amount of compensation, etc. to persons for which total amount of compensation, etc. is 100 million yen or more is as follows.

Name	Executive category	Company category	Total amount by type of compensation, etc. (million yen)				Total compensation (millions of yen)
			Basic compensation Note:1	Retirement payments	Annual bonus	Long-term incentives Note 2	
Calin Dragan	Representative Director	Filing company	295	17	179	577	1,067
Bjorn Ivar Ulgenes	Representative Director	Filing company	200	9	55	182	445

(Note) 1. Basic compensation includes an amount equivalent to fringe benefits (compensation for difference in tax rates between other countries and Japan, housing allowances, etc.), etc.

2. Long-term incentives include PSU, RSU and Special RSU.

(2) Significant employee salary received by the officer concurrently serving as an employee
Not applicable.

(3) Payment rate, etc. of incentive compensation

1) In alignment with the strategic business plan and the goal of achieving it, business income, sales volume and net sales are set as proper performance metrics of Annual Bonus to measure company performance of the Company in the previous years. Both revenue and business profit for FY2025 exceeded the results for the same period of the previous year and have remained on a solid trend. However, revenue growth was sluggish due to the adverse impact of a reactionary decline from the same period of the previous year in the third quarter (July 1 to September 30, 2025), as well as the effects of the current consumer environment. On the other hand, business profit benefited from sales activities focused on profitability and cost reductions achieved through transformation initiatives. As a result, the Company's performance achievement level for the current fiscal year was 122.5%. The individual performance evaluation-based payout rate for Executive Directors was 110.0%. Based on the company performance, individual performance evaluation and the status of payment of bonuses to employees, the Nomination and Compensation Committee discussed and reviewed the final payout rate (rate of actual annual incentive paid against target payout) for FY2025. As a result, it determined that 121.2% is reasonable.

2) The PSUs for FY2023 were evaluated for the three-year period from 2023 to 2025. The consolidated ROE and consolidated sales revenue growth rate were selected as performance evaluation indicators, and performance was evaluated based on the degree of achievement of these targets, and the performance achievement, which is the weighted average of the degree of achievement of each indicator target for the relevant period, was 117.7%. The vesting rate of PSU granted against target value fluctuates between 0 - 150% depending on achievement levels of performance targets. Based on the abovementioned result, the payout rate of the PSU (rate of PSU's granted against target) is 135.4%. The vesting rate of PSU granted in 2024 and 2025 are calculated based on ROE for the final fiscal year of the relevant performance period and the annual average sales growth rate for the relevant performance period. Therefore, we are making a reasonable estimate based on our earnings forecast at this time.

For the details of each Director's compensation, please refer to "(4) [Details and procedures on compensation of Directors and Executive Officers]" under "4. Corporate governance" of the Annual Securities Report for FY2025 (pages 77) and "Corporate Governance Strategy under Foundations Supporting the Corporate Value Growth" of the "Integrated Report 2025" (page 63) on the Company website.

Annual Securities Report for FY2025: <https://en.ccbj-holdings.com/ir/library/securities.php>

Integrated Report 2025: <https://en.ccbj-holdings.com/ir/library/annual.php>

Whether there is a Policy for Determining the Amount of Compensation or Its Calculation Method

Yes

Disclosure regarding the Policy for Determining the Amount of Compensation or the Calculation Method thereof

For the details and procedures, etc. concerning compensation for Directors, please refer to [Principle 3-1] "(3) Policy and Procedures in Determining Compensation for Senior Management and Directors" under [Disclosure Based on the Principles of the Corporate Governance Code] herein, "(4) [Details and procedures on compensation of Directors and Executive Officers]" under "4. Corporate governance" of the Annual Securities Report for FY2025 (Pages 70-78), and "Corporate Governance Strategy under Foundations Supporting the Corporate Value Growth" of the "Integrated Report 2025" (pages 62-63) on the Company website.

Annual Securities Report for FY2025: <https://en.ccbj-holdings.com/ir/library/securities.php>

Integrated Report 2025: <https://en.ccbj-holdings.com/ir/library/annual.php>

[Support System for Outside Directors]

Support shall be provided to Outside Directors by the members from Corporate Governance Department and Executive Business Management Department, and support shall be provided to Outside Directors who are Audit and Supervisory Committee members by the Secretariat of the Audit and Supervisory Committee (assistant employees).

B. Matters related to Functions such as Business Execution, Auditing/Supervision, Nomination and Compensation Determination, etc. (Outline of the Current Corporate Governance System)

- Management Auditing/Supervisory Function

The Company has taken the form of a company with an Audit and Supervisory Committee with the aim of further strengthening the governance system. The Audit and Supervisory Committee, which takes the role as the Company's auditor, consists of only Outside Directors (Audit and Supervisory Committee members), including more than one (1) Independent Outside Director, and the management supervisory function is strengthened by the Audit and Supervisory Committee members, who are Outside Directors, having voting rights at the Board of Directors meetings and the right to state their opinions concerning the nomination of and compensation, etc. for Directors at the General Meetings of Shareholders.

- Nomination and Compensation Determination Functions

Matters related to the nomination procedures for Director candidates and compensation for Directors (excluding Directors who are Audit and Supervisory Committee members) shall be deliberated by the voluntary Nomination and Compensation Committee, composed of a majority of Outside Directors, including multiple Independent Outside Directors, in order to enhance the transparency and objectivity of the procedures for nomination and determination of compensation, and the nomination of candidates shall be submitted to the General Meeting of Shareholders through a resolution of the Board of Directors, and the compensation for each member of Senior Management, including performance-linked compensation, shall be determined by the Representative Director and President based on delegation by a resolution of the Board of Directors, within the total amount determined by a resolution of the General Meeting of Shareholders and in accordance with the Decision Policy for Director Compensation, etc. Compensation for Management shall also be determined through deliberation by the voluntary Nomination and Compensation Committee.

- Outline of the Terms of Limited Liability Agreement and Directors' and Officers' Liability Insurance Policy

The Company has entered into a limited liability agreement with the Directors (excluding Executive Directors, etc.), and has also obtained a Directors' and Officers' liability insurance policy from an insurance company under which the Directors (including those who are Audit and Supervisory Committee members) and the Group's Management are the insureds. For an outline of the terms of such agreement and policy, please refer to the "Status of the Company's Officers" section under the "Company's Officers" section in the Business Report contained in the "Notice of the Ordinary General Meeting of Shareholders for the Fiscal Year Ended December 31, 2025" (pages 49).

Notice of the General Meeting of Shareholders for the Fiscal Year Ended December 31, 2025

: <https://en.ccbj-holdings.com/ir/stockholder/meeting.php>

C. Reasons for Adopting the Current Corporate Governance System

The Company has taken the form of a company with an Audit and Supervisory Committee to further strengthen the governance system. The Audit and Supervisory Committee, which takes the role of the Company's auditor, consists of only Outside Directors (Audit and Supervisory Committee members), including more than one (1) Independent Outside Director and the management supervisory function is strengthened by the Audit and Supervisory Committee members, who are Outside Directors, having voting rights at the Board of Directors meetings and the right to state their opinions concerning the nomination of and compensation, etc. for Directors at the General Meetings of Shareholders.

The Company has adopted an executive officer system to separate decision-making and management supervisory functions from business execution functions. Certain decisions on important business execution are delegated to Directors so that the Board of Directors can deliberate more fully on matters of particular importance. For other matters, the Company is seeking to expedite the decision-making by the Management. The Company has adopted such a system based on the belief that efficiency and transparency of management can be enhanced thereby.

a. Board of Directors

The Board of Directors of the Company consists of eleven (11) Directors, including more than one (1) Independent Outside Directors. Ordinary Board of Directors meetings are held once every three (3) months, in principle, with extraordinary meetings held whenever necessary. At the Board of Directors meetings, matters stipulated under the laws and regulations and the Articles of Incorporation, as well as matters related to important business such as the basic policy on management shall be resolved, and reports shall be made by Directors concerning business execution. Certain decisions on important business execution are delegated to Directors so that the Board of Directors can deliberate more fully on matters of particular importance. For other matters, the Company is seeking to expedite the decision-making by the Management.

(1) Purpose and Authority:

(a) Decision-making on matters stipulated under the laws and regulations and the Articles of Incorporation, as well as matters related to important business such as the basic policy on business management; and

(b) Receiving reports from Directors concerning business execution.

(2) Chairperson:

- Calin Dragan, Representative Director and President

(3) Members:

- Calin Dragan, Bjorn Ivar Ulgenes, Maki Kado, Hiroko Wada (Outside Director: Independent Director), Hirokazu Yamura (Outside Director: Independent Director), Celso Guiotoko (Outside Director: Independent Director), Yuki Isogai (Outside Director: Independent Director), Stacy Apter (Outside Director), Nami Hamada (Outside Director: Independent Director), Sanket Ray (Outside Director) and Rika Saeki (Outside Director: Independent Director)

b. Audit and Supervisory Committee

The Audit and Supervisory Committee of the Company consists of only four (4) Outside Directors, including more than one (1) independent outside director. Audit and Supervisory Committee meetings are held once every three (3) months in principle, with extraordinary meetings held whenever necessary. The Audit and Supervisory Committee audits the status of business execution by the Directors, Management and employees in accordance with relevant laws and regulations, the Articles of Incorporation and the Audit Standards of the Audit and Supervisory Committee through participation in the Board of Directors meetings and by referring to the results of audits by the department in charge of internal audits and the accounting auditors.

In addition, the Audit and Supervisory Committee members exchange opinions with the Representative Directors on a regular basis regarding such audits, and it is therefore considered that the Audit and Supervisory Committee conducts sufficient supervision of the management of the Company and fully serves its supervisory function.

(1) Purpose and Authority

- (a) Auditing of the execution of duties by Directors and preparation of audit reports
- (b) Determination of proposals regarding the appointment, dismissal and non-reappointment of accounting auditors;
- (c) Determination of the Audit and Supervisory Committee's opinion regarding the appointment and dismissal or resignation of Directors (excluding Directors who are Audit and Supervisory Committee members), as well as compensation, etc. for Directors; and
- (d) Determination of other matters provided for in other laws and regulations and the Articles of Incorporation, etc.

(2) Chairperson:

- Stacy Apter (Outside Director)

(3) Members:

- Stacy Apter (Outside Director), Nami Hamada (Outside Director: Independent Director), Sanket Ray (Outside Director) and Rika Saeki (Outside Director: Independent Director)

*For more details, please refer to the attached "Corporate Governance System."

III. Implementation Status of Initiatives regarding Shareholders and Other Stakeholders Updated

A. Status of Efforts toward Revitalizing the General Meeting of Shareholders and Facilitating the Exercise of Voting Rights

	Supplementary Explanations
Early Dispatch of Notices of the General Meetings of Shareholders	Notices are dispatched twenty-two (22) days prior to the date on which the general meetings of shareholders are held. Prior to sending out the convocation notice, we will post it on our website, TDnet (Tokyo Stock Exchange), and the electronic voting platform operated by ICJ Co., Ltd.
Scheduling of the General Meeting of Shareholders to Avoid Concentration	The Ordinary General Meeting of Shareholders for FY 2025 (March 26, 2026) was held in the morning two (2) business days prior to the day on which meetings of many other companies were concentrated.
Exercise of Voting Rights via Electromagnetic Means	Voting rights may be exercised via the Internet using personal computers and smartphones, etc.
Participation in the Electronic Voting Platform and Other Efforts Toward Improving the Environment for Institutional Investors to Exercise their Voting Rights	Nominee shareholders, such as management trust banks, may use the electronic voting platform operated by ICJ, Inc., a company established by the Tokyo Stock Exchange, Inc.
Provision of the Notices of the General Meetings of Shareholders (Summary) in English	In order to contribute to revitalizing the General Meeting of Shareholders and facilitating the exercise of voting rights, English versions thereof are also prepared, and the Notices of the General Meetings of Shareholders are available on the Company website.
Other	To ensure equal access for all shareholders, regardless of location, we have been holding our Annual General Meeting of Shareholders in a virtual-only format since the 2023 fiscal year. To receive a wide range of questions from shareholders, we accept advance questions. At the General Meetings of Shareholders, we answer questions that are of great interest to shareholders.

B. Status of IR-Related Activities

	Supplementary Explanations	Whether Explanations are Given by the Representatives Themselves
Regular Explanatory Meetings for Analysts and Institutional Investors	Explanatory meetings are held in concurrence with the quarterly settlements for the first, second and third quarters and the year-end settlement, wherein representatives of the Company participate and give explanations.	Yes
Availability of IR Materials on the Company Website	In addition to the Earnings Releases and Securities Reports, materials for the earnings presentations and explanatory meetings for individual investors, etc. are available on the Company website. English versions of the Earnings Releases, Securities Reports and materials for the earnings presentations are also made available on the Company website. Moreover, a dedicated website for individual investors has been launched, where IR news is delivered via email to those who are interested.	
Establishment (Appointment) of a Department (Person) in charge of IR	The IR Department has been established, which functions as the department in charge of IR.	
Other	Messages to Shareholders and “Integrated Report 2025” are also prepared and made available on the Company website.	

C. Status of Efforts Related to Respect of Stakeholders' Positions

Environmental Conservation and CSR Activities, etc.	Supplementary Explanations
Development of Policies for Provision of Information to Stakeholders	<p>The Group aims to resolve social issues and simultaneously develop the Group by incorporating the principle of CSV (Creating Shared Value) and advancing its existing CSR initiatives, and thereby contributing to local communities and environmental conservation and making efforts to reduce the use of energy and resources.</p> <p>The Group aims to be a company which is properly understood and trusted by all of its stakeholders, by disclosing information in a timely and appropriate manner.</p> <p>Therefore, the Group shall disclose information under the policy described below in order to ensure healthy and transparent communication and information disclosure in the course of its corporate activities.</p> <ol style="list-style-type: none"> <p>1. Basic Principles of Information Disclosure</p> <p>The Group aims to be a company which is trusted by society, by disclosing information in an accurate, easy-to-understand, timely and appropriate manner on the basis of transparency, fairness and continuity so that stakeholders within and outside Japan, including shareholders and investors, can properly understand the Group.</p> <p>Information shall be disclosed in accordance with various regulations, including the Companies Act, the Financial Instruments and Exchange Act, and other laws and regulations within and outside Japan, as well as the Rules on Timely Disclosure of Corporate Information stipulated in the "Securities Listing Regulations" of stock exchanges. Information not subject to the Timely Disclosure Rules, etc., including non-financial information, shall also be disclosed proactively if it is deemed useful for promoting investment decisions and understanding of the Group.</p> <p>2. Methods of Information Disclosure</p> <p>Information subject to the Timely Disclosure Rules shall be made available on the Company website promptly after the disclosure thereof on the Timely Disclosure Network (TDnet) provided by the Tokyo Stock Exchange in accordance with the said rules.</p> <p>Arrangements shall also be made to widely transmit information not subject to the Timely Disclosure Rules to stakeholders such as by making materials available on the Company website and distributing webcasts, if it is deemed useful for promoting investment decisions and understanding of the Group.</p> <p>3. Handling of Earnings Forecasts and Future Information</p> <p>Any earnings forecasts, strategies and goals disclosed by the Group, which are not facts about the past, are based on the assumptions and decisions made by the Group's Management based on information available as at the date of preparation thereof. Therefore, these may differ materially from the actual performance, etc. due to various risks and uncertainties. Please refer to the securities reports, etc. for details of these risks and uncertainties.</p> <p>4. Handling of Insider Information (Designation of Quiet Period)</p> <p>In order to prevent the divulgence of financial information and ensure fairness, the period from the day following the closing date until the announcement of financial results shall be designated as the "quiet period," during which the Group shall refrain from responding to questions or making comments on the financial results and earnings forecast; provided, however, that even during the quiet period, the Group shall respond to questions, etc. regarding information which is already disclosed or made public.</p> <p>If any fact subject to the Timely Disclosure Rules occurs during the quiet period, or if significant deviations are expected from the earnings forecast announced in advance, the information shall be disclosed as necessary under the Timely Disclosure Rules.</p>

IV. Matters Related to Internal Control System, etc.

A. Basic Principles and Development Status of the Internal Control System

The Company resolved at the Board of Directors meeting held on July 1, 2006, to develop a system (the "Internal Control System") to ensure that the business of the Company and Group companies are properly conducted. The system was partially revised at the Board of Directors meeting held on March 26, 2019.

For the outline, please refer to the "Notice of the General Meeting of Shareholders for the Fiscal Year Ended December 31, 2025" (pages62-65) on the Company website.

- Notice of the General Meeting of Shareholders for the Fiscal Year Ended December 31, 2025: <https://en.ccbj-holdings.com/ir/stockholder/meeting.php>

*For more details, please refer to the attached "Corporate Governance System" and "Outline of Timely Disclosure System."

B. Basic Principle toward Elimination of Anti-Social Forces and Status of Developing the System therefor

The Company has definitized its stance of not having any relationship with anti-social forces and organizations which threaten the order and safety of civil society, assuming a firm attitude toward such anti-social forces and organizations, and is making efforts to eliminate anti-social forces by familiarizing all employees within the Group of the company's stance and maintaining close contact with the police and lawyers, etc.

V. Others

A. Whether Anti-Takeover Measures are Introduced

Whether Anti-Takeover Measures are Introduced	N/A
---	-----

Supplementary Explanations

1. Please refer to the "Notice of the General Meeting of Shareholders for the Fiscal Year Ended December 31, 2025" (pages 66-68) on the Company website for the details of the "Basic Policies on the Control of the Joint-stock Company," an outline of the initiatives to realize the basic policies and the decisions of the Company's Board of Directors regarding specific measures and the reasons therefor.

- Notice of the General Meeting of Shareholders for the Fiscal Year Ended December 31, 2025
: <https://en.ccbj-holdings.com/ir/stockholder/meeting.php>

B. Other Matters Related to the Corporate Governance System, etc.

Outline of Timely Disclosure System

1. Company's Stance/Policy Regarding Timely Disclosure and Familiarization/Awareness-Raising thereof

As an entity engaging in the corporate activities of Coca-Cola Bottlers Japan Holdings Group, the Company has stipulated the following objectives and is making efforts to familiarize the Group's employees with such provisions and raise employee awareness of the same through training, etc.:

- To provide information in a timely and appropriate manner and promote proactive communication;
- To manage corporate information in an appropriate manner in order to prevent divulgence/leakage of information;
- To constantly pursue transparent corporate management;
- To not engage in any act or alleged act of insider trading; and
- To take preventive measures by identifying risks, and promptly handling risks upon occurrence in order to avoid damage or decline in corporate value.

2. System for Executing Timely Disclosure

The Group has appointed an information manager who is the chief manager in charge of the management and release of corporate information in accordance with the internal regulations on management and publication of corporate information.

A list of corporate information subject to timely disclosure is provided within such rules. In the event that any doubt arises as to whether a certain matter falls under corporate information subject to timely disclosure, the information manager shall decide upon the same through consultations with relevant parties.

Among the corporate information subject to timely disclosure, matters which have been decided upon shall be deemed to have occurred at the time the decision was made, while any other matters shall be deemed to have occurred when such matter occurred.

Corporate information subject to timely disclosure shall be released under the instructions of the information manager through procedures stipulated under the laws and regulations, etc. without delay after going through internal procedures such as the resolution of the Board of Directors.

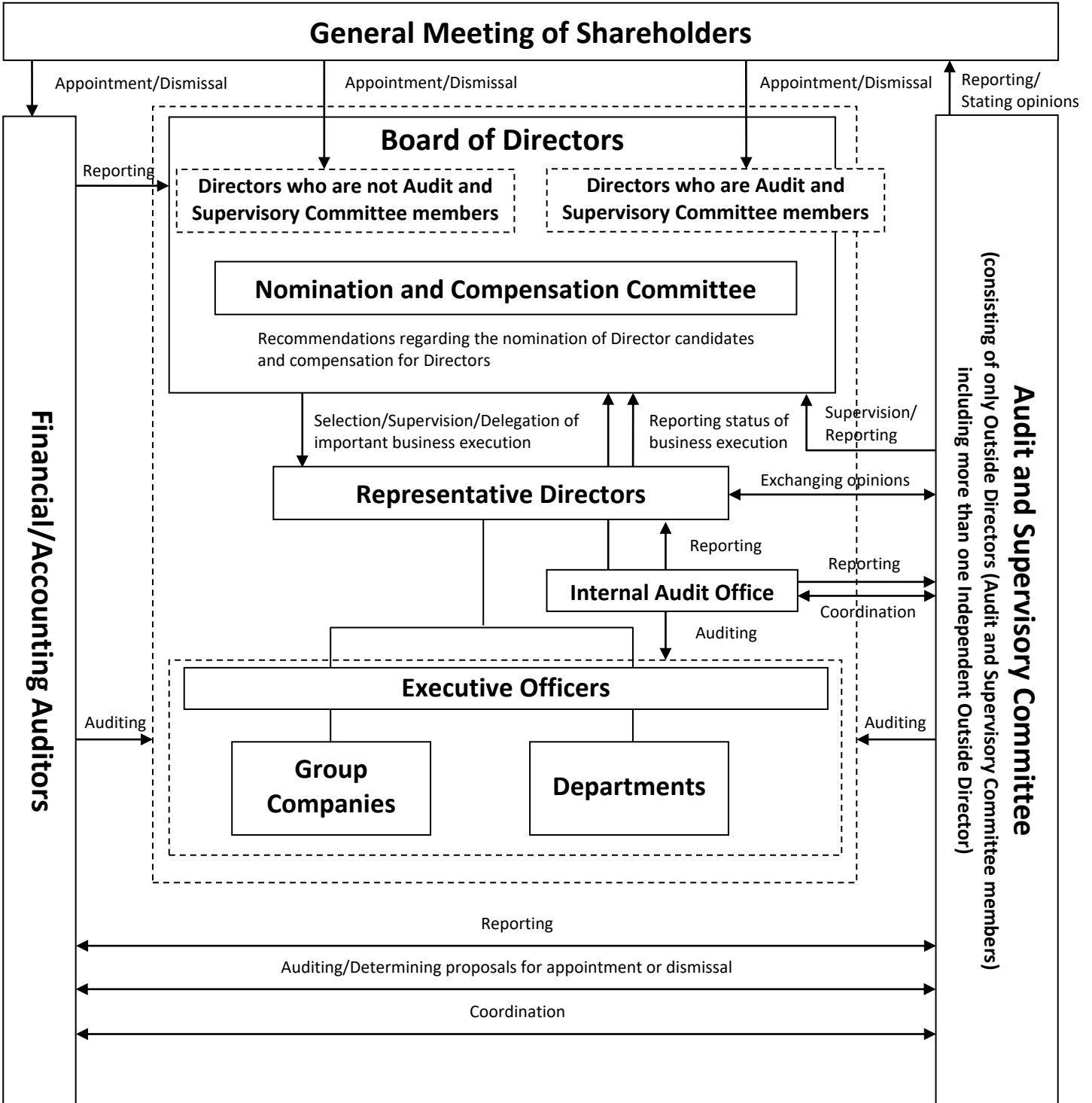
The management and release of corporate information shall be reviewed by external lawyers, accounting auditors, managing underwriters and securities agencies, etc. as necessary.

3. Monitoring of Timely Disclosure System

The Audit and Supervisory Committee audits the timely disclosure system in accordance with the Audit Standards of the Audit and Supervisory Committee which stipulates that the Audit and Supervisory Committee shall monitor and verify the establishment and operation of the timely disclosure system for Directors, and shall conduct verification, etc. of the details of the information subject to timely disclosure.

*For more details, please refer to the attached "Outline of Timely Disclosure System."

Corporate Governance System



Outline of Timely Disclosure System

