**Prologue**

Growing Sustainably Together with Local Communities

Nine core areas in three domains. The Coca-Cola system views sustainability as a prerequisite for business growth and the scope of our sustainability initiatives is broad, our activities diverse. However, there is a common element in all of them—the community. Precisely because we are the Coca-Cola system, manufacturing and selling products throughout Japan, from Hokkaido to Okinawa, we seek to tackle issues alongside people in communities so that we may grow together with them in a sustainable manner.

This printed report zeroes in on the lives of people living in with three particularly important themes of our diverse sustainability activities. Through them we uncover the motivation behind individual activities and hopes for the future. Please enjoy the three stories herein as they contain the essence of the Coca-Cola system’s sustainability approach.

**Our Mission, Vision & Values**

**Our Mission**

1. To refresh the world
2. To inspire moments of optimism and happiness
3. To create value and make a difference

**Our Vision**

<table>
<thead>
<tr>
<th>People</th>
<th>Partners</th>
<th>Planet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be a great place to work where people are inspired to be the best they can be</td>
<td>Nurture a winning network of consumers, business partners, and suppliers, together we create mutual, enduring value</td>
<td>Be a responsible citizen that makes a difference by helping build and support sustainable communities</td>
</tr>
</tbody>
</table>

**Our Values**

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Collaboration</th>
<th>Diversity</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>The courage to shape a better future</td>
<td>Leverage collective genius</td>
<td>As inclusive as our brands</td>
<td>What we do, we do well</td>
</tr>
</tbody>
</table>

**Live Our Values**

Our values serve as a compass for our actions and describe how we behave in the world.

**Our values are...**

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</table>

**To live our values...**

<table>
<thead>
<tr>
<th>Focus on the market</th>
<th>Act like owners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work smart</td>
<td>Be the brand</td>
</tr>
</tbody>
</table>
As a Good Neighbor of the Community

“Bottling partners” refers to the five bottling companies across Japan as designated by The Coca-Cola Company (headquarters: Atlanta, Georgia, United States), marking the beginning of full-fledged operations in Japan. Originally incorporated as Nihon Inryo Kogyo K.K., the company name changed to Coca-Cola (Japan) Company, Limited in 1958 and has been retained to this day.

Terminology

• The term “consumers” is used in this report to refer not only to those who purchase Coca-Cola system products but also to the general public.
• “The Coca-Cola Company” refers to the U.S. headquarters while “Coca-Cola (Japan) Co., Ltd.” and “Coca-Cola Japan” refer to Coca-Cola (Japan) Company, Limited.
• “Bottling partners” refers to the five bottling companies across Japan as designated by The Coca-Cola Company.
• “The Coca-Cola system in Japan” comprises Coca-Cola Japan, its bottling partners, and other affiliates.

About This Report

Editorial Policy

The Coca-Cola Sustainability Report 2017 considered the approach to sustainability of Coca-Cola Japan and bottling partners and affiliates in Japan, and reports on specific activities and accomplishments stemming from that approach. The 2017 report contains special features on activities that the Coca-Cola system considered were particularly important in a format that even general readers will find easy to follow.

Other activities and detailed data are reported on in three separate categories—“me,” “we,” and “world”—in line with the sustainability framework being advanced by the Coca-Cola system worldwide.

About the Digest and Detailed Editions of the Report

The Coca-Cola Sustainability Report 2017 is released as a printed report, as well as online. The printed report is compiled as a digest edition with special features covering activities in 2016 that we consider were particularly important. The online version includes a detailed edition of the report containing data and information on other activities.

Period, Scope, and Referenced Guidelines

Period: January 1, 2016–March 31, 2017
Scope: Coca-Cola Japan and five bottling partners and affiliates

Referenced guidelines: Global Reporting Initiative G4 Sustainability Reporting Guidelines

Publication: August 2017

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UN SDGs & the Coca-Cola System

Coca-Cola Business Manufacture and sales of beverages

Plant Moriyama Plant (49, Amura-cho, Moriyama, Shiga Prefecture)

Employees 487 (as of March 31, 2017)

Business Manufacture and sales of beverages

Representative Jorge Garduño

Capital 3.6 billion yen

Shareholder The Coca-Cola Export Corporation (100%)

Plant Moriyama Plant (49, Amura-cho, Moriyama, Shiga Prefecture)

Employees 487 (as of March 31, 2017)

Business Manufacture and sales of beverages

About Coca-Cola (Japan) Co., Ltd.

Established June 25, 1957, as Nihon Inryo Kogyo K.K., changed name to Coca-Cola (Japan) Co., Ltd. on March 15, 1958

Head Office 4-6-3 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan

Tel: 03-5466-8000

URL: http://www.coccocola.co.jp

Profile of Coca-Cola (Japan) Co., Ltd.

Name Coca-Cola (Japan) Company, Limited

Capital 3.6 billion yen

Shareholder The Coca-Cola Export Corporation (100%)

Employees 487 (as of March 31, 2017)

Business Manufacture and sales of beverages

The Coca-Cola System in Japan

The Coca-Cola system in Japan includes Coca-Cola (Japan) Co., Ltd., which supplies concentrate and undertakes the planning, development, and marketing of products; five bottling partners that engage in such activities as product manufacturing and sales; and affiliates. Nationwide, the Coca-Cola system employs around 20,000 people and operates 22 plants (including the Moriyama Plant).

Coca-Cola Integrated Business Systems Co., Ltd.

Coca-Cola Business Sourcing Co., Ltd.

Coca-Cola Customer Marketing Co., Ltd.

PV Corporation Co., Ltd.

Sharing happiness with the world for 131 years

Doing business in Japan for 60 years

Coca-Cola Tokyo R&D Co., Ltd.

Coca-Cola Bottlers Japan Inc.

Hokuriku Coca-Cola Bottling Co., Ltd.

Hokkaido Coca-Cola Bottling Co., Ltd.

R&D Co., Ltd.

Bottling Partners in Japan

Coca-Cola (Japan) Co., Ltd.

Coca-Cola Bottlers Japan Inc.

Moriyama Coca-Cola Bottling Co., Ltd.

Hokkaido Coca-Cola Bottling Co., Ltd.

The Coca-Cola Bottlers Japan Inc.
Commitment from Top Management

Together with Consumers for 60 Years

—As a Good Neighbor of the Community—

Jorge Garduño
Representative Director and President, Coca-Cola Japan Co., Ltd.

The Coca-Cola system will continue to provide beverages to Japanese consumers across all ages as it has up until now, growing together with the local community.

This year marks the 60th year of Coca-Cola business in Japan since Tokyo Coca-Cola Bottling Co., Ltd., delivered product to Tokyo American Club on May 8, 1957. Over the past sixty years, the Coca-Cola system in Japan has been providing various types of beverages born from innovation based on unique and advanced Japanese technology. Our business has grown at almost the same speed as the economic growth in Japan. The Coca-Cola system has been driving Japanese consumer lifestyles through cutting-edge communication, with TV commercials that are always a step ahead of the times.

All associates of the Coca-Cola system in Japan have a deep appreciation for the consumers and customers who enjoy our products. We also remain grateful to our forerunners who enjoyed our products. We also remain grateful to our forerunners who enjoyed our products. We also remain grateful to our forerunners who enjoyed our products. We also remain grateful to our forerunners who enjoyed our products. We also remain grateful to our forerunners who enjoyed our products.

Our Business Grows Sustainably by Creating Shared Value with Local Communities

The Coca-Cola Company (U.S. headquarters) expresses its strong commitment to exert even more effort in the area of sustainability. This is because we believe that, as Coca-Cola business is supported by individual consumers and local communities, sustainable corporate growth is not possible without pursuing shared value.

The Coca-Cola system divides its sustainability initiatives into three areas, which are all deeply connected with its business as a beverage manufacturer. These are “me”—individuals (enhancing personal well-being); “we”—community (contributing to communities); and “world”—environment (achieving environmental sustainability).

Enhancing Personal Well-Being (me)

The Coca-Cola system provides a broad product portfolio consisting of more than 800 products. As consumers become more health-conscious, we have been proactively developing low- and no-calorie products. One example is the launch of Karada Megumi, a Japanese-style green ginger ale, in 2017 and of the first Food for Specified Health Uses (FOSHU) product in the Coca-Cola lineup, Coca-Cola Plus, in late March.

We also clearly display calorie information on the front of packaging in addition to the legal requirement on the back to improve consumer understanding. As a mark of respect for the role of parents in their children’s diets, the Coca-Cola system engages in responsible marketing worldwide, meaning that we do not market directly to consumers under the age of 12 and do not sell our products at elementary schools. In this way, the Coca-Cola system consistently engages in activities to enhance personal well-being, from product development through to sales activities.

Contributing to Communities (we)

Coca-Cola has been placing increasing importance on women, who play an important role in building sustainable communities. We provide programs globally to empower women involved in our business value chain. Our “Stydo” initiative aims to empower 5 million women across 64 countries by 2020 by supporting economic independence and active roles in society. The project was introduced to Japan in 2014 on tea and dairy farms where we procure ingredients for our products. We held classes on the principles of sustainable agriculture and encouraged the creation of a network where female farmers could share knowledge and improve their understanding. From the end of 2016, we began a new program to support female entrepreneurs in collaboration with the Cabinet Office and several NPOs. As a result, 1,250 women had participated in these programs since the start in 2014 as of the end of 2016. We will continue to support women in local communities.

Another important factor for contributing to communities is the reconstruction of communities that have been affected by natural disasters. More than 2.5 billion yen was donated as the Coca-Cola Reconstruction Fund shortly after the Great East Japan Earthquake in 2011, and we also installed solar power systems and storage batteries at 55 elementary and junior high schools in three prefectures of the Tohoku area as a donation. Immediately after the Kumamoto Earthquake in April 2016, Coca-Cola West began to offer products free of charge from the company’s disaster-relief vending machines and provided the local governments of Kumamoto and Oita Prefecture with products such as Morin-ko-Mizu Dayori (2L PET bottle) and LOKHAO (555ml PET bottle). We donated approximately 600,000 bottles in total. The Coca-Cola system plans to continue supporting these communities.

Our employees are the closest to local communities, and we also consider their health and well-being to be an important issue. We actively engage in activities for workplace safety and well-being, whether physical, emotional, social, or financial.

Achieving Environmental Sustainability (world)

The Coca-Cola system produces beverages using natural resources from the Earth, and so we consider the achievement of a sustainable global environment to be a very important issue. We issued the 2020 Environmental Goals in Japan in 2015 with the four core areas of Water Stewardship, Energy and Climate, Sustainable Packaging, and Agriculture.

For Water Stewardship, the goal is to return the same amount of water used during the production process back to the Earth. In order to achieve this, we have been working with our bottling partners to reduce water usage as much as possible, properly manage water discharge, and replenish water resources through forest cultivation and appropriate use of rice fields. We also started a project in 2013 in collaboration with Nippon Paper Industries, Co., Ltd., to cultivate and manage forests in various locations. From 2015, we started work on a long-term project with Ebino City of Miyazaki Prefecture to protect forests and water resources. Through these activities with support from the local community, we were able to achieve water neutrality by the end of 2016, ahead of the 2020 goal.

For Energy and Climate, the Coca-Cola system aims to reduce the carbon footprint of “the drink in your hand” (CO2 emissions over the product lifecycle) by 25% compared to 2010.

For Sustainable Packaging, the Coca-Cola System aims to introduce sustainable materials to all products. The Coca-Cola system will procure agricultural ingredients for beverages and containers in total compliance with the Sustainable Agriculture Guiding Principles (SAGP).

In addition to mitigating our environmental burden in our supply chains, our Shibuya head office, which opened for business in July 2016, also features environmentally-friendly architecture. This building received the highest level certification of LEED Platinum. LEED (Leadership in Energy and Environmental Design) is an environmental rating system devised by the U.S. Green Building Council that gives ratings based on water and energy efficiency, in-house facilities, and the use of sustainable materials. Our head office received high scores in the areas of energy-efficiency and in-house facilities, and hard work throughout the planning and construction was also rated highly, resulting in the highest Platinum Certificate.

Although we still have a long way to go, the Coca-Cola system will remain resolute, continuing to provide value to consumers and building a sustainable society through our business activities.

Jorge Garduño—Born in 1969, Jorge Garduño was awarded an MBA from the University of Texas at Austin in 2002. He joined The Coca-Cola Company in 2002 and has worked in various countries, including Argentina, Bolivia, and Chile as well as in the United States. He has also held several leadership roles in The Coca-Cola Company’s regional offices located in Europe, Asia, Africa, and Latin America.

1. Founded on April 1, 2017
2. Initiative allowing us to fulfill our responsibility to society and to achieve growth while helping to solve social problems through our business activities
3. The unique authentication system that defines high management standards
4. Principles (SAGP). Since the end of 2015, our tea and coffee ingredients for beverages and containers have been sourced in total compliance with the SAGP.
5. In April 2016, Coca-Cola opened for business in Japan since Tokyo Coca-Cola Bottling Co., Ltd.
6. The Coca-Cola system divides its sustainability initiatives into three areas, which are all deeply connected with its business as a beverage manufacturer. These are “me”—individuals (enhancing personal well-being); “we”—community (contributing to communities); and “world”—environment (achieving environmental sustainability).
The Coca-Cola Company (headquarters: Atlanta, Georgia, United States) operates in more than 200 countries and everywhere we tailor our business to the nature of each region. This reflects the understanding that a healthy community is the basis for healthy business.

Our vision for achieving sustainability entails cooperation with a wide range of stakeholders in the countries we do business to make a positive difference to the world and create value for communities. Together with bottling partners and affiliates we advance initiatives in domains with a particularly strong connection to the operations of a soft drink manufacturer, namely "me"—individuals (consumers); "we"—community; and "world"—environment. Activities are undertaken in nine core areas shared worldwide and are aligned not only with global targets, but also local issues.
Sustainability Activities in Numbers

Enhancing Personal Well-Being

800+ products in Japan

50+ brands in Japan

No. 1 980,000+

- Soft drink sales volume
- Sparkling beverage, canned coffee, and sports drink sales volumes
- Number of vending machines deployed in Japan

280+ water quality parameters

We carry out strict safety management in regard to water quality, analyzing a list of more than 280 parameters independently adopted by Coca-Cola worldwide in addition to the 50 water quality standards specified under Japan’s Water Supply Act.

Calorie information on the front of packaging

Calories per 100ml or calories per package are displayed on more than 800 products.

Approx. 1,245

OLYMPIC MOVES participants in 2016

We helped to address physical inactivity among junior high school students and improve their fitness through five specially developed games that are enjoyable even for children who are not so good at sport. All the games are based on Olympic sports.

12 years or under

Target of responsible marketing

We do not advertise directly to children out of respect for the role of parents and guardians. Nor do we place commercial advertising in elementary schools.
Sustainability Activities in Numbers

We implement a wide range of initiatives aiming to empower 5 million women worldwide by 2020. The program was introduced to Japan in 2014. Activities organized include seminars and social events for female farmers involved in the cultivation of agricultural products (like tea). Since 2016, we have also been running activities supporting women entrepreneurs. (Cumulative total as of December 31, 2016)

- **36+ years** of ongoing assistance to the National Federation of the Physically Disabled and their Parents Associations (Zenshiren)

- **Approx. 30,120** Coca-Cola “Learn from the Forest” project participants (2006–2016)

- **2,232** people have graduated from university with scholarships from The Coca-Cola Educational & Environmental Foundation (As of March 2017)

- **1,250** 5by20 participants so far

- **Approx. 180,000** participants on plant tours

- **55** public elementary and junior high schools in three prefectures affected by the Great East Japan Earthquake (As of December 2015)

- **2.5+ billion yen** total assistance from the Coca-Cola Japan Reconstruction Fund to communities affected by the Great East Japan Earthquake

- **55** Coca-Cola “Learn from the Forest” project participants (2006–2016)

- **Approx. 8,000+** disaster-relief vending machines deployed (2016)

- **2,541+** people have graduated from university with scholarships from The Coca-Cola Educational & Environmental Foundation (As of March 2017)

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Sustainability Activities in Numbers

world

Achieving Environmental Sustainability

CO₂ emissions reduction target of

approx. 25.0% in 2020

The Coca-Cola system in Japan carries out activities with a medium-term target to achieve a 25.0% reduction in total CO₂ emissions by 2020 compared to 2010.

In total more than 6.1 billion / LOHAS products have been packaged in PET bottles highly effective in reducing use of petroleum compared to earlier Coca-Cola products

This is equivalent to the gasoline required for

approx. 6,405 trips around the globe

(2009–2016 result)
(Gasoline reduction benefit calculated based on 10 kilometers per liter fuel efficiency)

170,000+

“peak shift” vending machines deployed nationwide

We make ongoing efforts to install vending machines that use less power during the day, when electricity demand is at its peak.
(As of December 31, 2016)

Percentage of water used for products returned to nature nationwide

115%

We have achieved water neutrality by reducing water use in production, managing wastewater properly and protecting source waters of plants.
(2016 result)

Water use efficiency improved by

approx. 28.9%
since 2011

An average 5.97L of water is used to produce 1L of product.
(2016 result)

Use of plant-based materials leads to

approx. 13,355kL reduction in crude oil consumption

(2009–2016 result)
Three Stories about Individuals, Communities, the Environment, and the Coca-Cola System

Be a Good Neighbor, Be a Good Company Coca-Cola

The town he lives in . . . the school she goes to . . .
Dad’s company . . . Grandma’s hometown . . .
The Coca-Cola system has stayed closely connected to many different scenes in the lives of consumers over a long period of time.
We have taken all kinds of steps to bring sustainability to communities and society.
Be a Good Neighbor.
Be a Good Company.
Here are three stories about the Coca-Cola system in Japan, where it is celebrating 60 years of business.

Bringing Happy Moments to Japanese Consumers for 60 Years—Moving with the Times: The History and Future of Coca-Cola Japan’s Product Development

The Coca-Cola history in Japan goes back to the Taishō Period (1912–1926). The name “Coca-Cola” even appeared in written works of the time, including a poem by Kutarō Takamura titled “Kyōsha no Shi” (Poem of a Madman) in his poetry book “Dolei” (Journal), and in correspondence from Ryunosuke Akutagawa to his female editor Misaku Sasaki.

At the time, the Coca-Cola drink in Japan was always imported. Full-scale manufacture and sale of Coca-Cola started in Japan when Nihon Inryō Kogyō K.K. (currently Coca-Cola (Japan) Co., Ltd.) was established in 1957 as a supplier of Coca-Cola concentrate. That was 60 years ago. Starting with two sparkling beverages, Coca-Cola and Fanta at the time, the product lineup has increased dramatically over the years, to now include popular still beverage brands such as ILOHAS Ayataka green tea, Georgia coffee and Aquarius. Currently, Coca-Cola Japan produces more than 50 brands and more than 800 types of product. But why has the company’s range of products expanded so much? Khalil Younes, Executive Vice President, Marketing and New Businesses at Coca-Cola Japan, believes that “one critical factor is Japanese consumers’ unique behaviors.”

“To outside observers, the product proliferation in the Japanese market may be surprising, but it is just normal to Japanese consumers. Indeed, when you actually connect with Japanese consumers, you understand how usual it is to have such a variety of products here. Japanese consumers have a variety of beverage needs that must be met by an adequately broad portfolio. Japanese consumers are very conscious of trends and are therefore always looking for the latest product innovation. At the same time, they do expect the utmost uncompromising quality and they also look for product differentiation with an element of surprise.”

2017 marks the 60th year of operations for Coca-Cola Japan. There are currently more than 800 Coca-Cola products across more than 50 brands on sale in Japan, so from a global perspective, there is no more active country or region than Japan in regard to beverage product innovation. Khalil Younes, Executive Vice President of Marketing and New Businesses at Coca-Cola Japan, explores the reasons behind this as he takes a look back at the company history.

To thrive in this challenging marketplace, the Coca-Cola system in Japan had to evolve into a model that is unique globally.”

“At the same time, they do expect the utmost uncompromising quality and they also look for product differentiation with an element of surprise.”

To meet expectations, the Coca-Cola system in Japan had to build robust product development and marketing capabilities, able to support a sustained demand over years.

“The Coca-Cola operates in more than 200 countries and regions globally, but it would be fair to say that Japan is high on the list when it comes to innovation. It is widely accepted that Japanese people embody the spirit of craftsmanship, and in fact this search for perfection is culturally ingrained in everything they do. This extends beyond self-improvement, to also commercial and industrial innovation, across manufacturing, agriculture, commerce, and services.”

Over the past 60 years, Coca-Cola Japan has produced many unique beverages through a unique cycle of innovation. The first of these innovations was the Georgia canned coffee product launched in 1975. Georgia coffee has since evolved into a long-time best-selling brand, which is currently popular both in Japan and in selected markets outside of Japan. “Since the Georgia coffee launch in 1975, the beverage product range of Coca-Cola Japan has grown dramatically over the decades, through the 80s, the 90s, and the 2000s. To illustrate, Coca-Cola Japan launched Aquarius sports drink in 1983, Sohokochiba blended tea in 1993, Ayataka green tea in 2007, and I LONHAS mineral water in 2006. The increasing diversity of Japanese consumers’ lifestyles and the related diversification of needs to satisfy fueled the growth. Rapid development of sales channels, including vending machines, supermarkets and convenience stores played a major role in the penetration of our products into our consumers’ lives.”
Coca-Cola Japan was able to achieve these results by successfully understanding and capturing consumers and customers' needs in response to major societal changes in Japan. But it also came down to the unique corporate mindset, simply not accepting the status quo and not accepting to be left behind by more agile local competitors. There is an increased focus on health and well-being around the world. To respond to this, there has been a corresponding increase in product development to offer additional value on top of great taste. With the launch of a Food for Specified Health Uses (FOSHU) product under the Karada Sukoyaka-cha tea brand, and Food with Function Claims products under the Karada Magur-cha and Dokadoncha tea brands, Coca-Cola Japan has strived to offer an expanded set of options based on its existing brands to suit consumers' goals. This effort has also encompassed product development specifically under the Coca-Cola trademark, with the 2017 launch of world-first FOSHU Coca-Cola Plus. Developed specifically for Japan, this product contains indigestible dextrin, a dietary fiber that controls the increase of triglycerides in the blood after meals. But development was far from easy. The challenge was to provide FOSHU functionality while maintaining the unique Coca-Cola taste, a taste that has been protected and handed down through generations over more than 130 years. "We experimented with more than 100 different formulas in a development process which took six years, before we were able to design the right product. This is a reminder once again that superior innovation is not something that happens overnight. It is something that is achieved through a continued process of trial and error."

So if it takes such a long time, where does the drive to persevere with development come from? "Japanese consumers choose and enjoy beverages according to their lifestyle and daily life activities. A single consumer will drink different beverages at different times and in different situations throughout the day. Without continued efforts to innovate, we would never have been able to continue offering value-added products like we do, products that meet the wide range of consumer needs."

With Japan being the third largest market globally after the United States and China, what does Coca-Cola Japan has to do to maintain its products appeal to consumers? "Coca-Cola Japan’s product development process has always been based on thorough qualitative and quantitative market research. Above all, that means an outstanding capability to capture insights, to understand what customers are looking for and, through continual improvements, steadily working toward unlocking new value."

"Right now, our business is rapidly transitioning from mass marketing to mass personalization. To match the individual preferences of the billions of people on our planet, we need to provide them with personalized beverages and refreshing taste. To achieve this, we must collaborate with suppliers, customers and business partners and continue our efforts to deliver those great tasting products at the highest level of quality that everyone comes to expect from us."

The wide variety of soft drinks in Japan, becoming more sophisticated over generations in close connection with the lives of Japanese people, has the potential to evolve even further within the global network. According to Khalid Younais, "In truth, the Coca-Cola DNA actually overflows with entrepreneurial spirit. TCDD colleagues are always taking on new challenges somewhere in the world. By exchanging ideas with colleagues, collaborating and learning from each other, we are able to secure ideas for the Japanese innovation pipeline. The reverse has also been true, with Coca-Cola Japan innovation being a useful reference for development in other business units. No doubt innovation is tough, but it is also fun and exciting. Going forward, we remain committed to collaborating within the entire Coca-Cola system to develop outstanding new propositions and products that not only provide our Japanese consumers with delighting taste, but also enable them to share this fun and excitement."

Celebrating Coca-Cola Japan’s 60th Anniversary

Kiyomi Kai, Japan Soft Drink Association

As a group representing the soft drink industry, we have been operating as an incorporated association since 1955. Coca-Cola Japan was established two years later and so our organizations have existed through roughly the same times. Over the last 60 years or so, soft drink production in Japan has increased around 80-fold. The variety of soft drinks is extensive, too. There are currently around 8,000 different soft drinks items on the domestic market, with around 1,000 items being replaced each year.

Innovation by industry participants has been vital for the growth of the market. Coca-Cola Japan, in particular, has propelled the industry with one groundbreaking move after another. In the past, it was vending machines for glass-bottled products and pull-tabs for canned products. The company has also worked enthusiastically to reduce the weight of packaging and developing new vending machines, and is one step ahead in providing services linking to social media.

Today, there is a tendency among leading Japanese beverage manufacturers to make forays into overseas markets. Coca-Cola Japan, on the other hand, is part of a global network and does the opposite, bringing in all kinds of information from overseas. It is extremely beneficial for the industry as a whole to have a company with different perspectives to other industry players. I expect Coca-Cola Japan to keep livening up the soft drink industry as it has in the past.
Special Content 2 — Coca-Cola System Activities Supporting Women Entrepreneurs

At the second 5by20 Symposium for Women Entrepreneurs in March 2017, Atsuko Asayama captured the attention of the entire audience as she spoke of the appeals of starting a business. Today Asayama is representative director of NPO Key Person 21. But before she started her own business she was a housewife, run off her feet raising three children. What was it that spurred her to become an entrepreneur?

At forty, doubt disappears, as the saying goes. Atsuko Asayama was your average housewife. And then on her 40th birthday, she made a decision that would change her life forever — she was going to help realize “a society where all children across Japan could lead vibrant childhoods while imagining the work they would do in the future.” Circumstances very close to home were what prompted her to set out for a goal that perhaps seemed too big for a housewife.

“It is nearly 20 years ago now. The junior high school my eldest son was attending suffered a breakdown in classroom discipline. Some students wanted to take their classes seriously, but others made it impossible by causing a disturbance. And then my son came out and declared he wasn’t going on to high school and that there was nothing he really wanted to do. As a housewife and a mother, I had only one job — to raise my children. But if he didn’t go to high school, it meant him supporting himself and my job was done. I asked him, ‘If you say you can get by on your own, you can go live somewhere else. What do you say?’ He told me it over.”

“Two days later, Asayama’s son told her he wanted to give high school a try. It was a new step forward for him. The summer holidays after making the decision to go on to high school, he started attending cram school, coming into contact with a world outside the classroom.

“Seeing his classmates engaged in study, he realized there were people at the cram school who were working really hard. Until then, all he had was the narrow perspective of the classroom and so it’s not surprising he was under the impression school life was meant to be boring.”

Now that her son had started thinking for himself, he began to approach his studies with a sense of purpose. But at the time, Asayama did not believe her son’s newfound optimism alone would be the end of the problem. Seeing in the news how classroom chaos was tormenting society, she came to realize the same kind of thing was happening all over Japan.

“I thought there must be so many children out there like my son who could become motivated if adults changed the way they interacted with them. That’s when I learned of an entrepreneurship seminar for women nearby organized by the city of Kawasaki and decided to go along. There I encountered women who were already in business and women looking to start their own business, and I was amazed in the same way my son had been. There were so many people out there trying really hard and I didn’t even know. I was worried about my son, but it was actually me who knew nothing about the outside world.”

At such times, you can’t help feeling excited and about yourself and learning about society. In an example, interesting working adults were invited for children and 5,000 adults have taken part. The social impact of Key Person 21’s activities keeps growing. In January 2017, the NPO won an excellence award in the small- and medium-sized NPO category of the Ministry of Health, Labor, and Welfare’s Career Education Awards.

The Coca-Cola system’s 5by20 project aims to support 5 million women worldwide and 7,500 women in Japan by 2020. Coca-Cola Japan, too, organizes related events, such as seminars for women engaged in tea leaf production and networking opportunities to connect with more people in Japan starting businesses. The project promotes women’s empowerment organized by Coca-Cola Japan.

Ambitions of Women Entrepreneurs Are the Ambitions of the Coca-Cola System

— Coca-Cola System Activities Supporting Women Entrepreneurs
cementing operational and organizational basics. Meanwhile, Asayama viewed her own lack of job experience as an advantage and sought throughout to revise entrenched ideas about careers for women.

Key Person 21 was made a nonprofit organization in 2001 and afterward continued to gradually expand its career education services for children. A large number of unique career education programs emerged along the way. For example, interesting working adults were invited to schools as instructors, participants were made to write articles about inspiring people they interviewed, and a bingo and "job map" activity allowed children to discover that things they enjoyed linked to actual jobs. And it wasn't just for children. Educational training and corporate training programs were created for adults.

Programs were initially deployed at schools in Kawasaki, but have since been adopted by schools, local governments, and corporations nationwide, though primarily in the Tokyo metropolitan area. So far more than 30,000 children and 5,000 adults have taken part. "Common themes throughout are learning about yourself and learning about society. In an age where all kinds of people collaborate, coming together across industry and national boundaries, what is required is the ability to tell others who you are and what you do. It is precisely because you know yourself well that you can make the most of who you are in society."

Even so, knowing yourself is not easy. It's hard enough for adults, so how do you get children to do it? "When you are operating within boundaries defined by someone else, you are not your true self. I think your true self begins to shine through when you are genuinely having fun or when you realize there is something you wish to treasure. At such times, you can't help feeling excited and taking action. I call this driving force that moves people into activity the 'wakawaku engine' (excitement engine). If you can find it, you will know where to direct your own energy and be able to advance confidently in the direction you wish to head. Everyone has a wakawaku engine and the search for it is at the heart of our programs."

The social impact of Key Person 21's activities keeps growing. In January 2017, the NPO won an excellence award in the small- and medium-sized enterprises category in the 7th Career Education Awards run by the Ministry of Economy, Trade and Industry. And in March, Asayama took the podium as an experienced entrepreneur for a panel discussion at the second Sby20 Symposium for Women Entrepreneurs. a project promoting women's empowerment organized by Coca-Cola Japan. "In our education programs, we do try to communicate the attractions of entrepreneurship as a career, but we are a small organization, which limits what we can do. Coca-Cola Japan engages in activity on a large scale, with its Sby20 project, and so the hope is that learning up with them to nurture entrepreneurs will lead to more people in Japan starting businesses."

Coca-Cola's Sby20 project aims to help 5 million women worldwide become active participants in businesses by 2020. Coca-Cola Japan, too, organizes related events, such as seminars for women engaged in tea leaf production and networking opportunities to enable interaction between female farmers. The Sby20 Symposium for Women Entrepreneurs, at which Asayama also took the stage, is held to make women aware that starting a business is a career option, too. The participants were some very dedicated women who stayed behind after the event to talk with the experienced entrepreneurs.

"On one side I want to let people know that starting a business is a one work option, but I am also of the view that entrepreneurs are not the only ones who instigate innovation. I hope that in the coming generations all people working for organizations like companies, schools and local governments will keep generating their own innovation, even if it is on a small scale. In a jumbled age of increasing diversity, what counts is the degree to which you can feel excitement and act on your own initiative."

Asayama, herself, feels excited trying to propagate her wakawaku engine throughout Japan. No one would consider her goal too big anymore.

In View of Coca-Cola's Sby20 Project

Yumiko Okawauchi, Cabinet Office Gender Equality Bureau

I believe collaboration between public and private sectors enables better support for women entrepreneurs. Taking advantage of our respective strengths, I would like us to work together to help bring about a society where women are empowered.

Coca-Cola's Sby20 project is an initiative on a scale the world has never seen before. As part of that project, Coca-Cola Japan hosts the Sby20 Symposium for Women Entrepreneurs. It is a wonderful activity in the sense that, in addition to its main purpose, it presents to Japanese corporations one means of empowering women. I took part in the symposium myself and was very inspired by the full extent of what was on offer, including the chance to learn all about owning a business, from the basics through to practical business matters, and an opportunity to interact with experienced women entrepreneurs. Those women taking part who were looking to start a business would certainly have gone away very encouraged.

Women's entrepreneurship is vital for realizing a society where women can fully express their individuality and capabilities as they wish. The activities of women entrepreneurs also bring innovation to society. The Cabinet Office’s Gender Equality Bureau supports women entrepreneurs by disseminating information, such as about related case examples, consulting services, and low-interest loans available at startup, as well as by holding business matching events to help expand business between women entrepreneurs and medium to large corporations.

The Women’s Empowerment Principles (WEPs) set out the commitment of private-sector companies to the United Nations Global Compact and the Women’s Empowerment Principles for Women Owned Businesses. Their aim is to accelerate corporate activity and growth by getting private-sector companies to adopt practices to promote gender equality and women’s empowerment, realizing their role as one business management network. In 2010, The Coca-Cola Company won a WEPs Leadership Award.

Asayama, herself, feels excited trying to propagate her wakawaku engine throughout Japan. No one would consider her goal too big anymore.

Page 23 (top): Based on the view that building horizontal networks for sharing problems and ways to solve them is a crucial part of supporting women entrepreneurs, opportunities for interaction were introduced to the symposium, resulting in many new exchanges.

Page 23 (bottom): Based on the view that building horizontal networks for sharing problems and ways to solve them is a crucial part of supporting women entrepreneurs, opportunities for interaction were introduced to the symposium, resulting in many new exchanges.

Page 23 (left): Besides provision of programs and learning support for children and creation of places where children can feel this belonging, Key Person 21's initiatives include training for adults to help them give proper support to children during their development and provision of support for education-related CSR activities of corporations.
Even a veteran of 47 years worries about it every year—that is, the quality of the ichibancha, or first flush of the year’s tea harvest. Takeshi Nakatani, a tea producer in Japan’s biggest tea-growing region, checks the quality of his green tea leaves with his senses of sight and smell, and even taste. He plucks off fresh leaves from the season’s first shoots and eats them, chewing well.

“Mmm…deliciously mellow. Even the stalks have a tea taste, not just the leaves. We had a lot of cold days this year and so the first flush has arrived later than usual, but the quality is good.”

Nakatani’s expression was one of relief as he immediately set about preparing for the plucking operation. At his plantation, sitting on the sloping face of a hill, the job is carried out in pairs using portable “clipper-type” plucking machines. Nakatani pairs up with his wife, Sumie. The husband-and-wife team, now in their 40th year of marriage, are in perfect sync. Each holding one end of the plucker, first they set the blade against a row at the height they wish to cut it. Set the blade too shallow and you won’t harvest as much. Set it too deep and you will cut the older leaves, too. Once the plucker is switched on, you have to keep it at the same height and move along at a consistent speed. Paying attention to the other’s movements, the mind sometimes wandering to what to eat for dinner that night, the pair slowly, carefully cut into the new shoots.

“Today was still just a selective harvesting. We cut about seven to eight centimeters of new shoots from fast-growing bushes. The shoots on many of the bushes are still too short, so we have to wait a little longer yet before we really get picking.”

A gentle spring breeze blew through the rows of trees and at all once the new shoots reaching straight up started swaying, a wave passing over the whole plantation. The scent of tea wafted downwind from the leaves they had harvested. It was going on noon.

Nakatani pointed to a bridge straddling the river the plantation looked down on.

“That’s a one-way bridge. Every couple of hours, at even-numbered hours, the direction of traffic changes. At midday, we cross to the other side in the truck to take the fresh leaves to the factory for initial processing. Then once the leaves have been steamed and rolled there, they are dried, producing aracha (crude tea), the state we ship them to tea manufacturers and others.”

Every day during plucking season, Nakatani’s schedule is governed by the hours he can cross the bridge. Between eight and ten o’clock in the morning, he does his first pick and transports the leaves to the factory. Shortly after ten he returns to the plantation for the second pick. At midday, he once again takes the leaves to the factory then has lunch and does other errands until the direction of traffic switches back at two o’clock. It is after four in the afternoon when he sets off for the factory having completed the third pick. In other words, he does three return trips between plantation and factory each day.

He could take a longer route, crossing a different bridge, and not worry about the time as he worked, but it wouldn’t be as efficient. Worse still, it would affect the quality of the freshly picked leaves. Freshness is everything when it comes to leaves for green tea. The sooner they are taken to the processing factory after picking, the better.

The factory, in the hills upstream, is shared by Nakatani and other tea growers. In the past, all tea growers had their own factories, but costs couldn’t be covered and the system of sharing spread.

Arriving at the factory, Nakatani unloaded the freshly picked leaves onto an automatic conveyor. Once that is done, he can finally have a rest. What he looks forward to most during the break is lunch and green tea made using aracha that has just been rolled in the factory.
In View of the Sustainable Agriculture Guiding Principles

Coca-Cola Japan’s Sustainable Agriculture Guiding Principles (SAGP) are a progressive set of guidelines taken into account labor aspects affecting producers as suppliers, not just environmental concerns. We have been rethinking the principles, too, as we aim to run our event in a sustainable way.

Tokyo 2020 Medal Project: Towards an Innovative Future for All is an initiative aiming to manufacture medals for presentation to athletes using metal recovered from unwanted electronic devices such as mobile phones. It would be wonderful if people come away with an interest in recycling as a result of activities like this.

Takao Tanaka, Tokyo 2020 Organising Committee

“Freshly rolled tea leaves aren’t marketed. It’s a luxury you only get to enjoy at the factory.”

In the days when tea growers had factories at home, they used to roll the leaves with their own hands. The way they rolled it differed from person to person and they each had a particular style of tea they wanted to create. But sharing a factory has changed all that. What is looked for now is not the outstanding skill or uniqueness of individuals, but a high standard as a factory. It has transformed from an age of “wash to their own” to an age of team play.

For that reason, all the growers sharing the factory needed a common system for maintaining a consistent quality. Nakatani and the others decided to acquire Japan Good Agricultural Practice (JGAP) certification for all the growers’ plantations. JGAP certification is awarded to farms addressing issues such as hystere management, pollution prevention and legal compliance according to farm management methods for producing agricultural products that consumers want. And since 2014, they have been acquiring certification under Sustainable Agriculture Guiding Principles (SAGP), an initiative independently created by Coca-Cola. Tea leaves picked from the first flush at Nakatani’s plantation are used in Ayataka and other green tea products of Coca-Cola Japan. Through SAGP, Coca-Cola aims to promote ideas about workplace environments and human rights, environmental protection, and farm management systems in agricultural operations worldwide.

“The old system entailed conducting follow-up investigations to determine causes after problems had actually occurred, whereas GAP and SAGP take to action before problems occur. Certification is a good thing for us, too, as it proves that the tea shipped from our shared factory is safe and reliable. I guess it’s only natural in a world of heightened consumer awareness that initiatives such as these are called for.”

The tea industry and agriculture as a whole, too, are reaching a major turning point, but Nakatani is simply taking the developments in his stride. After all, he has personally witnessed a number of turning points as a tea grower over the years.

Nakatani grew up in a family that had been tea growers for generations and immediately became one himself—the seventh generation—after graduating in tea production from high school. The tea industry was performing well as a whole at the time and a lot of growers were well-off. But now the times are at a juncture. “I imagine fewer people drink green tea nowadays. Many homes don’t even have a teapot. Sake by producers have dropped to around one third compared to the good times.”

Apartide changes in consumer preferences was the shortage of successors. Fewer new young people wanted to grow tea and, at the same time, the old-timers were aging. More than just a few tea growing associations had closed the factories they shared.

“From our point of view, sustainable agriculture means, first and foremost, that producers are sustainable: it’s important to produce diverse types of tea, not stick to making premium products. For instance, I grow tea both on hilly land and on the flat. Although the harvest comes late in the hills, as opposed to the early harvest on the flat, the scent of the hills comes through in the tea. It’s crucial that we, the producers, create such variation and I think that perhaps we need a framework for maintaining good balance among all industry players, in production, processing, and distribution.”

There is also some good news. A number of students from Nakatani’s former high school are starting to think seriously about joining the tea industry, inspired by a school visit by female tea producers organized by Coca-Cola Japan. “In view of growing health tendencies, too, I believe unsweetened tea is going to make a comeback. Depending on the type of tea, there is still room for expansion. And there is still leeway for developing sales routes overseas. I really do want to see a whole lot of young, ambitious people take an interest.”

If it is an industry where opportunities remain. As long as delicious tea leaves are made in this region, growers shouldn’t give up on passing on the baton to the next generation.

Takao Tanaka—Senior Director of Sustainability, Games Operations Bureau, Tokyo Organising Committee of the Olympic and Paralympic Games. Previously involved in environmental affairs at Coca-Cola Japan, he helped create sustainable agricultural operations, helping to spread awareness of sustainability as much as possible.

Takeshi Nakatani—After graduating in tea production from high school, he became a tea grower, inheriting his family business. Since then, he has been doing this job for 47 years now. Besides growing tea, he has served as director to the local agricultural cooperative.

Page 26: Nakatani’s tea plantation. The plantation was originally used by relatives until Nakatani took it over. Incidentally, the fans on tall poles you see in two plantations are installed to help prevent caterpillars from selling the tea leaves.

Page 27 (top right): Delivered tea leaves are carried into the shared factory, using an automatic conveyor and processed into green or black tea. The volume of tea leaves is measured, subtracting the full weight of the truck after delivery from its full weight prior to delivery.

Page 27 (top left): Tea leaves are unloaded on arrival at the shared factory, workers change into indoor shoes in line with JGAP and SAGP standards.
Third-Party Opinion

An outside expert’s analysis and evaluation of the Coca-Cola Sustainability Report 2017

Solutions for Addressing Japanese Society Today and Its Challenges Are Described

As a whole, the report is good as an easy-to-understand summary of activities in the nine core areas of the three sustainability domains addressed by the Coca-Cola system in Japan: “me”—enhancing personal well-being, “we”—contributing to communities, and “world”—achieving environmental sustainability. This year, Coca-Cola Japan is celebrating its 60th anniversary. As mentioned in the president’s message, Coca-Cola Japan has remained true to its stance of “contributing to the creation of sustainable communities while creating shared value with consumers” through its business activities throughout the past 60 years despite the environmental changes the times have brought, CSR activities that are integrated into the company’s main business are highly likely to endure and surely illustrate the Coca-Cola Japan’s strong sense of responsibility to society. To begin with, I applaud Coca-Cola Japan on its CSR stance.

The special features cover the topics, “The History and Future of Coca-Cola Japan’s Product Development” (me), “Coca-Cola System Activities Supporting Women Entrepreneurs” (we) and “Realizing Sustainable Agriculture: Making Ingredients for Green Tea Products of Coca-Cola Japan” (world). The point I commend most from this report is the true diversity of perspectives from which the Coca-Cola system in Japan contributes to Japanese society. The three activities are solutions presented by the Coca-Cola system in Japan for addressing Japanese society today and the challenges it faces and they demonstrate the diversity of the Coca-Cola system’s approach to social contribution activities in Japan.

In your next report, you might like to consider including a CSR action plan. Setting goals, providing a summary of CSR activities actually implemented and ascertaining the level of target attainment each year as part of a PDCA cycle ought to be useful for the ongoing advancement of activities by the Coca-Cola system in Japan. Social contribution activities that are very characteristic of Coca-Cola Japan are progressing well and so I look forward to an even fuller report next year.

Mika Takaoka—Professor, Rikkyo University College of Business. She holds a doctorate in economics, and her fields of expertise are retail management theory, franchise systems theory, sustainable communication, and consumer behavior. Her roles include participation in the Global Environment Subcommittee Evaluation and Verification Working Group (Commitment to a Low-Carbon Society) of Japan’s Industrial Structure Council.

UN SDGs & the Coca-Cola System

The Coca-Cola Company sees the value meeting the Sustainable Development Goals (SDGs) will bring to the world, business, and most importantly, to those afflicted by poverty. The Coca-Cola Company is committed to supporting meaningful programs and partnerships that help communities achieve these necessary goals, building a better world for 2030 and beyond.
Coca-Cola Sustainability Report 2017

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