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 provides data, articles and other content zeroing in on particularly important themes of the Coca-Cola system’s diverse sustainability activities.

In each activity, you can sense the motivation at play and our hopes for the future. This year’s report is filled with the essence of the Coca-Cola system’s sustainability approach. Please enjoy it.
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About This Report

Editorial Policy
The Coca-Cola Sustainability Report 2018 conveys the approach to sustainability of Coca-Cola Japan and bottling partners in Japan and reports on specific activities and accomplishments stemming from that approach. The report provides data, articles and other content on activities that the Coca-Cola system considers were particularly important.

About the Digest and Detailed Editions of the Report
The Coca-Cola Sustainability Report 2018 is released as a printed report, as well as online. The printed report is compiled as a digest edition with data, articles and other content covering activities in 2017 that we consider were particularly important.

Period, Scope, and Referenced Guidelines
- Period: January 1–December 31, 2017
  * The period differs from the above for some data
- Scope: Coca-Cola Japan and five bottling partners
- Referenced guidelines: Global Reporting Initiative GRI Sustainability Reporting Standards
- Publication: August 2018

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 and its bottling partners.
Our Profile, Mission, Vision & Values

Coca-Cola (Japan) Company, Limited was established in 1957 as the Japanese subsidiary of 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.

Company Profile

Name: Coca-Cola (Japan) Company, Limited
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: https://www.cocacola.co.jp
Representative: Jorge Garduño (Representative Director and President)
Capital: 3.6 billion yen
Shareholder: The Coca-Cola Export Corporation (100%; a subsidiary of The Coca-Cola Company)
Employees: 487 (as of March 31, 2018)
Plant: Moriyama Plant (49, Amura-cho, Moriyama, Shiga Prefecture)
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, and five bottling partners that engage in such activities as product manufacturing and sales. Nationwide, the Coca-Cola system employs around 20,000 people and operates 22 plants (including the Moriyama Plant).

Bottling Partners in Japan


Hokkaido Coca-Cola Bottling Co., Ltd. (1)
Michinoku Coca-Cola Bottling Co., Ltd. (2)
Coca-Cola Bottlers Japan Inc. (3)
Hokuriku Coca-Cola Bottling Co., Ltd. (4)
Okinawa Coca-Cola Bottling Co., Ltd. (5)

Sharing happiness with the world for 132 years
Doing business in Japan for 61 years
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>
</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>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Planet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bring to the world a portfolio of quality beverage brands that anticipate and satisfy people’s desires and needs</td>
<td>Be a responsible citizen that makes a difference by helping build and support sustainable communities</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…

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>The courage to shape a better future</td>
<td>Leverage collective genius</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Passion</th>
<th>Diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Committed in heart and mind</td>
<td>As inclusive as our brands</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Integrity</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be real</td>
<td>What we do, we do well</td>
</tr>
</tbody>
</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>
Coca-Cola Japan has an unwavering mission—to bring about growth by working with bottling partners nationwide to carry out business activities that are rooted in the community and activities that contribute to society. Here, Representative Director and President Jorge Garduño talks about the achievements of the many efforts made to fulfill this mission, as well as the 2030 Packaging Vision announced earlier this year.

Bringing About Worthwhile Change with Bottling Partners Nationwide

The mission of the Coca-Cola system’s business is to provide refreshment and moments of happiness to consumers through products and to bring about worthwhile, positive social change. The Coca-Cola system in Japan—comprising Coca-Cola Japan and Coca-Cola Bottlers Japan Inc., Hokkaido Coca-Cola Bottling Co., Ltd., Michinoku Coca-Cola Bottling Co., Ltd., Hokuriku Coca-Cola Bottling Co., Ltd., and Okinawa Coca-Cola Bottling Co., Ltd.—supplies consumers in Japan more than 800 products under more than 50 brands in a wide range of categories that includes sparkling beverages, such as flagship brand Coca-Cola, and coffee, tea, water, juice, energy drinks and beverages with function claims.

In February 2017, Chief Executive Officer (CEO) of The Coca-Cola Company (U.S. headquarters), James Quincey, announced that Coca-Cola was aiming to become a total beverage company by reshaping its growth strategy and operating model to expand the product portfolio in a way that embraces the diverse needs and lifestyles of consumers all over the world. In Japan, we use innovation, drawing upon characteristically Japanese expertise, to supply a great variety of products, and we are tackling fresh challenges to ensure that we can keep delivering valuable services to Japanese consumers.

Meanwhile, we are aware that the sustainability of society and the global environment will be an increasingly important aspect of the Coca-Cola system’s long-term growth strategy. This is because the Coca-Cola system is upheld by all the individual consumers who take up our products and the communities where consumers live. Without mutual efforts to create shared value, sustainable growth will remain out of reach. In the mature market of Japan, sustainable ideas and innovation are vital to our ability to grow business. Coca-Cola Japan aims for growth by coordinating with bottling partners nationwide to carry out business activities that are rooted in the community, as well as activities that make a contribution to society.

Contributing Also Toward Sustainable Development Goals (SDGs)

The world today faces a variety of challenges related to sustainability. Global warming and other manifestations of climate change, water resource concerns, efforts to
create a richly diverse society where people from all walks of life can put their skills to use in their work and other such topics are very significant to the Coca-Cola system, which manufactures and sells soft drinks in more than 200 markets worldwide.

The Coca-Cola Company has joined efforts to achieve the Sustainable Development Goals (SDGs; see page 7) put forward by the United Nations (UN), providing support for original programs assisting in goal achievement, as well as the partnerships formed to implement them, based on a desire to contribute to activities aimed at resolving various social problems that are common worldwide. The SDGs were adopted at the United Nations Sustainable Development Summit in September 2015. They comprise 17 goals and 169 targets to be attained by 2030. A major characteristic of the SDGs is that they demand positive action by not only nations, but also corporations and ordinary citizens.

The Coca-Cola Company is addressing a broad range of social challenges in such areas as agriculture, giving back to communities, water stewardship, protection of human and workplace rights, climate protection and women’s economic empowerment, as well as packaging innovation and active promotion of packaging recycling. These activities also contribute toward achievement of targets set under the SDGs.

Adhering to the direction set by The Coca-Cola Company, Coca-Cola Japan is advancing activities reflecting the domestic situation together with bottling partners across the country. Treating this year’s sustainability report as an opportunity to reaffirm that Japan shares many of the same challenges as other countries, we introduce initiatives undertaken by the Coca-Cola system in the context of the SDGs. Among the SDGs are five goals we have identified as having particularly high relevance to our business—Goal 3: Good health and well-being; Goal 5: Gender equality; Goal 12: Responsible consumption and production; Goal 13: Climate action; and Goal 15: Life on land. Coca-Cola Japan is currently working to define materiality that should be given priority in the pursuit of sustainability. While verifying the relationship between SDGs and our business, as well as the materiality we are about to define, we will cooperate with bottling partners on implementing the most efficient activities and ensuring a high-level contribution.

Our Responsibilities as a Beverages Company

The Coca-Cola system supplies beverages. That is why we view sustainability of water resources, which are fundamental to our business, as an important theme. One of our goals is to return to communities and nature an amount of water equal to what we use in our finished products. In Japan, we managed to achieve our goal for 2020 in 2016, four years early, thanks to the support of partners in each region of activity and the enthusiastic efforts of bottling partners. In 2017, we attained the target for the second year in a row, returning more than double the amount of water used in our products, or 241%—an excellent result. All over the world, the Coca-Cola system is achieving its target. Of course, as with many other environmental measures, the job of protecting water resources does not end when the target has been reached. We will continue to work with bottling partners to see that our efforts evolve into more effective activities, allowing us to raise the target still higher.

In regard to the empowerment of women, a topic that has drawn much interest in Japanese society, activities are carried out through the “5by20” global project, established with the goal to empower 5 million women across the globe by 2020. In Japan, programs are deployed under two main categories: activities targeting women who work in agriculture or dairy farming—in other words, producers of raw materials for beverage products; and activities targeting women entrepreneurs. For the procurement of raw materials, we have put in place the Sustainable Agriculture Guiding Principles, an original set of guidelines covering the sources of materials, and we are building mechanisms for ensuring that reliable raw materials are sourced from sound working environments.

Industry-Government-Citizen Action on Packaging

A good example of a 5by20 initiative outside Japan that has come to symbolize the campaign are EKOCENTER kiosks, which have been deployed primarily in southeastern and sub-Saharan parts of the African continent, and Latin America, among other areas. EKOCENTERs, located in regions where distribution is not all that advanced, serve as outlets giving local residents easy access to drinks, batteries and other day-to-day items they require in their lives. They are run by women in the local community. It is a highly significant campaign in that activities by women are helping to achieve sustainability of economies in local communities.

In January 2018, The Coca-Cola Company announced a global plan for realizing a “World Without Waste.” Based on this plan, Coca-Cola Japan has formulated the 2030 Packaging Vision (see page 20) and is currently in the planning process. In global terms, Japan has a high packaging recycling rate, but there is one problem the whole world faces, transcending national boundaries—plastic waste in our oceans. And as the world’s population swells, sustainable use of resources will grow in significance. The 2030 Packaging Vision seeks to make certain of the sustainability of business activities and the sustainability of the environment into the future and is a major step forward adding to the activities the Coca-Cola system has pursued so far. Attaining the set goals is not going to be easy, but through collaboration between industry, government and citizens*, we will work with bottling partners across Japan to stimulate efforts and actively undertake roles that the Coca-Cola system is in a perfect position to play.

In order to remain loved by so many people in regions across Japan, the Coca-Cola system will continue contributing to the creation of shared value with consumers and the realization of sustainable communities through business activities.

* Industry: private-sector corporations; government: national and local government; citizens: local residents and NPOs

Jorge Garduño—Born in 1969, Garduño was awarded an MBA from the University of Texas at Austin in 2001. He joined The Coca-Cola Company in 1992 and has served as regional general manager for Spain, Portugal, and Andorra at Coca-Cola Iberia. He became Representative Director and President of Coca-Cola Japan in 2017.
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, we advance initiatives in three domains with a particularly strong connection to the operations of a soft drink manufacturer: 1. Individuals (consumers); 2. Community; and 3. Environment. Activities are undertaken in nine core areas shared worldwide and are aligned not only with global targets, but also local issues.
We Are Also Contributing Toward the 17 Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) were adopted at the United Nations Sustainable Development Summit in September 2015. Calling for action from not only governments, but also corporations and ordinary citizens, to resolve issues, they set 17 goals and 169 targets to be attained by 2030. The Coca-Cola Company sees the value that meeting the SDGs will bring to the world, business and those afflicted by poverty and supports meaningful projects and partnerships that help communities achieve these goals. As a company firmly rooted in Japanese society, Coca-Cola Japan has identified specific goals relevant to its own business activities and will take steps contributing to their attainment.
These Are the Activities We Prioritize in Each Domain

Sustainability initiatives are implemented in three domains—individuals (consumers), community, and environment—split into a total of nine core areas: beverage benefits, active healthy living, community, workplace, women, water stewardship, a new packaging vision, energy and climate, and sustainable agriculture. We examine the relevance of initiatives in the three domains and nine core areas to the Sustainable Development Goals (SDGs) and support meaningful projects and partnerships that help communities achieve the goals. By working toward attainment of the SDGs, we are contributing to the resolution of social problems in the community.

* About Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are shared global goals set by world leaders at the United Nations Sustainable Development Summit in September 2015. They are goals that the international community looks to achieve between 2016 and 2030, as stated in the UN’s 2030 Agenda for Sustainable Development. Specifically, the SDGs comprise 17 major goals and 169 targets to be met on the way to attaining those goals. The 17 goals are: 1. No poverty; 2. Zero hunger; 3. Good health and well-being; 4. Quality education; 5. Gender equality; 6. Clean water and sanitation; 7. Affordable and clean energy; 8. Decent work and economic growth; 9. Industry, innovation and infrastructure; 10. Reduced inequalities; 11. Sustainable cities and communities; 12. Responsible consumption and production; 13. Climate action; 14. Life below water; 15. Life on land; 16. Peace, justice and strong institutions; and 17. Partnerships for the goals.

Characteristics of the SDGs are: universality (all countries, including advanced nations, must act); inclusiveness (no one is to be left behind in accordance with a philosophy of ensuring security for people); participation (all stakeholders, including government, corporations and NGOs, have a role to play); integration (society, the economy and the environment are indivisible and an integrated approach is required); and transparency (indicators for monitoring are set, allowing routine follow-up).
2. Community

**Community**
Our business can only grow if the local community is healthy. We value our ties with local communities and aim to satisfy local needs by serving as a corporate citizen.

**Workplace**
We aim to be a great place to work where all the people involved in our business are able to work in diverse and open environments. We will foster environments allowing each individual to perform to the best of their individual talent.

**Women**
We support the economic empowerment of women through our “5by20” program. Our target is to offer this program to 5 million women worldwide by 2020.

### Activities of Priority

<table>
<thead>
<tr>
<th>Community contribution activities / Support for community revitalization</th>
<th>Occupational safety and respect for human rights in the workplace</th>
<th>Support for the economic empowerment of women / 5by20</th>
</tr>
</thead>
</table>

### Sustainability Action Plan

<table>
<thead>
<tr>
<th>Community contribution activities</th>
<th>Occupational safety and respect for human rights in the workplace</th>
<th>Support for the economic empowerment of women / 5by20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make an effort to participate in activities contributing to communities</td>
<td>Reduce accidents to as close to zero as possible and protect the safety and human rights of workers</td>
<td>Provide training and other support to give women skills allowing them to play an active role through economic activities</td>
</tr>
</tbody>
</table>

3. Environment

**Water Stewardship**
We will reduce the amount of water used in production, as well as recycle water used in manufacturing and return it safely to the environment. Our goal is to return an amount of water equivalent to what we use in our beverages and their production.

**Energy and Climate**
We strive to reduce the emissions and resultant impact of greenhouse gases, including CO₂.

**A New Packaging Vision**
For a “World Without Waste,” we (1) Promote use of recycled or plant-based PET; (2) Help improve PET bottle and can collection and recycling rates in Japan; and (3) Help keep communities clean, for example through cleanup campaigns, and actively participate in awareness activities about a World Without Waste.

**Sustainable Agriculture**
Through joint efforts with suppliers, we are working toward achieving 100% sustainable sourcing of key agriculture ingredients for beverages by 2020.

### Activities of Priority

<table>
<thead>
<tr>
<th>Post-consumer packaging collection and recycling</th>
<th>Packaging weight reductions and next-generation material development</th>
<th>Sustainable procurement of agricultural products (including prevention of child labor)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish and attain targets for each milestone in alignment with the 2030 Packaging Vision</td>
<td>To lessen environmental impact, make further progress on packaging weight reductions and continue next-generation material development</td>
<td>Maintain appropriate ties with agricultural producers and adhere to sustainable sourcing guidelines set by The Coca-Cola Company</td>
</tr>
</tbody>
</table>

### Sustainability Action Plan

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>
In *Sustainability Report 2018*, we introduce particularly important topics under the sections of *Management*, relating to governance, and *Individuals (Consumers)*, *Community*, and *Environment*, three domains highly relevant to Coca-Cola business. *Individuals (Consumers)*, *Community*, and *Environment* trace the sustainability activities of the Coca-Cola system using numbers, photos and diagrams as highlights for the current fiscal year.
The Coca-Cola Company operates in more than 200 countries and Coca-Cola Japan is part of that enterprise, running its business in line with the Code of Business Conduct, Supplier Guiding Principles and other policies and rules of conduct established by The Coca-Cola Company.

Corporate Governance

The Coca-Cola Company, to fulfill its mission to refresh and inspire moments of happiness to people in all countries where it operates and endlessly strive to create new value and make a positive difference to the world through its business, requires all employees to abide by a global Code of Business Conduct. To ensure that suppliers uphold values emphasized by the Coca-Cola Company, such as the highest standards of quality, integrity, excellence and compliance with the law, we assess them to check not only their compliance with applicable laws and standards in each country, but also conformance with a set of 10 Supplier Guiding Principles that include prohibition of child labor, prohibition of forced labor, freedom of association and collective bargaining, healthy and safe work environments, and environmental responsibility. At Coca-Cola Japan, we operate our business based on agreements reached by the presidents of Coca-Cola Japan and nationwide bottling partners so that we can formulate and carry out business plans in line with global business goals while implementing the above code and principles.

Risk Management

The Coca-Cola Company deploys an asset protection strategy to protect the company’s people and organizations, products and marketing, information, infrastructure and financial assets, as well as such intangible assets as corporate image and reputation. Managing risks that may pose a threat to company assets entails identifying all risks worldwide associated with doing business, with Coca-Cola Japan, too, also identifying risks associated with doing business in Japan, then formulating plans to lower those risks and carrying out routine monitoring.

1. Enterprise Risk Management (ERM)
   - Identify risks
   - Assess risks
   - Devise measures to counter significant risks
   - Check the progress of measures to counter significant risks

2. Incident Management & Crisis Resolution (IMCR)
   - Conduct an initial risk evaluation
   - Take initial action
   - Conduct a risk evaluation
   - Implement measures
   - Make a recovery

Crisis Management and Business Continuity Planning (BCP)

In the event of an accident or other crisis, action is taken in line with emergency planning (EP), which prescribes an initial response for urgent implementation, including protection of human life and determination of damage. Once urgent action is complete, a business continuity plan (BCP) is activated to keep business going.

   - Keep people safe and healthy
   - Determine damage to facilities and equipment
   - Assist local residents
   - Restore core operations

4. Business Continuity Plan (BCP)
Individuals (Consumers)

Coca-Cola Japan strives to offer beverages for every lifestyle and occasion while providing quality that consumers trust. We also make a conscious effort to provide information about beverage products and to support consumers with active, healthy living.

800+ products in Japan

50+ brands in Japan

No. 1 vending machines deployed

- Soft drink sales volume
- Sparkling beverage, coffee, sports drink, and tea beverage sales revenue
- Number of vending machines deployed in Japan
Commitment to Putting Consumers First in Quality and Information Management

The Coca-Cola system manages operations and product quality according to its very own, global management system known as the Coca-Cola Operating Requirements, or KORE, at the same time striving to provide accurate knowledge and promote awareness that will assist consumers with active, healthy living.

Quality Management System

The Coca-Cola system’s KORE system encompasses all standards relating to quality, product and ingredient safety, the environment and occupational health and safety for processes from procurement of ingredients through production, distribution and transportation, and sales, to delivery of products to consumers. Besides meeting requirements set by ISO international standards and applicable laws and regulations, KORE contains voluntary standards that are even more stringent.

A Quality Management System for a Global Corporation

With KORE, we have in place structures for maintaining a consistent level of quality based on standards shared by the Coca-Cola system worldwide, and knowledge learned from other countries continually allows us to deploy here standards more stringent than domestic laws. In this regard, it is an excellent system, characteristic of a global corporation. Production plants are rigorously managed, too. For example, plants are operated in line with four management systems—ISO 9001, ISO 14001, OHSAS 18001 and FSSC 22000—and are audited, without warning, by The Coca-Cola Company’s Global Audit Organization.

Provision of Accurate Knowledge and Product Information

Since 2012, nearly all Coca-Cola products display nutritional information on the back of the packaging and calories information on the front to help consumers select a product matching their needs. Another way we support consumers in product selection is our special website serving as a guide to Coca-Cola products that are Food for Specified Health Uses (FOSHU) or Food with Function Claims. The website uses illustrations and infographics to clarify the features of, and differences between, FOSHU and Food with Function Claims, which often confuse ordinary consumers.

1. Labels on packaging indicate that a product is FOSHU or Food with Function Claims.

   - **FOSHU**
     - The same mark appears on all products.
   - **Food with Function Claims**
     - No specified mark.
     - Labeling includes the term “Food with Function Claims.”

2. In both cases, effectiveness and safety have been scientifically proven.

   - **FOSHU**
     - Clinical testing is carried out using the final product.
   - **Food with Function Claims**
     - Clinical testing using the final product, or a review of literature on the final product and its ingredients is carried out.

3. In both cases, an application or notification is filed with the Consumer Affairs Agency (CAA), providing reliability.

   - **FOSHU**
     - Filing of application with CAA
     - Permission granted by CAA
   - **Food with Function Claims**
     - Notification submitted to CAA
     - Screening
     - Receipt
     - Businesses take responsibility for displaying function claims and providing information
Business of Coca-Cola Japan can only grow if the community is healthy. We value our ties with local communities and engage in activities responding to community needs. Efforts include activities in support of women’s empowerment and development of open workplaces where many kinds of people from diverse backgrounds can work together.

Approx. 6,800 disaster-relief vending machines deployed

Approx. 205,000 participants on plant tours

Approx. 30,450 Coca-Cola “Learn from the Forest” project participants

We continually arrange events where participants interact with nature through tree planting and nature programs while learning about the riches of forests, connections between people, and the importance of water. (2006–2017 result)

5by20 participants so far 2,607

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, 2017)
Major Activities Implemented Across Japan

The Coca-Cola system in Japan comprises Coca-Cola Japan, which supplies concentrate and undertakes product planning, development and marketing, and five bottling partners that engage in such activities as product manufacturing and sales. The network extends its reach to the remotest corners of the country to ensure that consumers can enjoy tasty soft drinks anytime, anywhere. Alongside products, the network delivers happiness to regions across Japan, carrying out a wide range of activities like helping to revitalize local communities and protect water resources.
Activities for Cleaner, Friendlier Communities

Environmental protection and diversity are right now pressing themes the world over. Coca-Cola Japan, too, engages in a variety of projects seeking to make local communities cleaner and more open places where people from many different backgrounds can live side-by-side.

Forest Conservation Activities by Employees
On November 29, 2017, some 320 employees of the Coca-Cola system, including Coca-Cola Japan Representative Director and President Jorge Garduño, took part in a forest planting, thinning and underbrush clearing effort, the biggest so far. (Location: Ebino Shiroyama Sawayaka Shizen-no-Mori, a source of water for the Ebino Plant of Coca-Cola Bottlers Japan)

International Coastal Cleanup
We conduct cleanup activities each year in conjunction with an international volunteer campaign to clean up our coasts. On December 7, 2017, we undertook a cleanup along the shore of Lake Kasumigaura in Tsuchiura, Ibaraki Prefecture. Coca-Cola Japan Representative Director and President Jorge Garduño was among 135 participating employees.

Go Home with a Smile Program
The Coca-Cola system has been implementing the Go Home with a Smile program since 2013 with the objective of raising employee awareness about occupational health and safety. By conveying a warm, positive message that makes employees instinctively think of their family, the project makes a compelling plea to employees to be conscious of safety in the workplace. July 1 each year is designated Go Home with a Smile Day. As well as making the day an opportunity to consider occupational health and safety in the workplace, each place of business endeavors to get the message across, for example by putting up posters, stickers and signs, and creating originally designed items.

Human Rights Policy
Respect for human rights is fundamental to our corporate activities and we must make certain that human rights are in fact respected in order to achieve sustainability of communities in which The Coca-Cola Company and Coca-Cola Japan operate. The Coca-Cola Company has formulated a Human Rights Policy based upon the Universal Declaration of Human Rights, the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work, the United Nations Global Compact and the United Nations Guiding Principles on Business and Human Rights. Coca-Cola Japan urges its bottling partners to adhere to this policy.

Support for Flexible Work Styles
As one element of efforts to create work environments providing job satisfaction, Coca-Cola Japan supports flexible work styles through a variety of systems, including flextime (not available to Moriyama Plant workers), parental leave, caregiver leave, sick/injured child care leave (five days of paid leave each year), paid leave for personal illness or injury (up to 60 days for each illness or injury) and a work from home arrangement.
Activities Supporting the Empowerment of Women

Support for the social advancement of women and the actual roles they play are major themes for Coca-Cola Japan. With women in the workforce becoming increasingly important for Japan in the years ahead, here are our latest projects.

5by20 Project Supporting the Empowerment of Women

The Coca-Cola Company’s 5by20 global project supporting the empowerment of women is an initiative that looks to increase the economic influence of women across the value chain while attending to the needs of local communities and society. In Japan, we have focused on producers of ingredients for Coca-Cola system products, supporting the active role of women in efforts to maximize agriculture’s durability. In 2017, we ran a program supporting women in the dairy industry and held a Symposium for Women Entrepreneurs. And for the next generation, we implemented programs supporting young women in the dairy and tea growing industries, as well as a program involving high school and university visits by entrepreneurs.

Empowering Women in the Workplace

As a global operation, the Coca-Cola system aims to create diverse workplaces. Our 2020 Vision, a global strategy for growth to be achieved by 2020, designates the employment, skills development and career advancement of women as a key theme. Coca-Cola Japan also strives to create diverse workplaces, with a focus on developing the skills of female employees, strengthening support structures between female employees, fostering leaders and creating work environments that provide job satisfaction.

Action Plan for the Active Involvement of Women

<table>
<thead>
<tr>
<th>Core strategic areas</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
<td>Advance an agenda for diversity and inclusion (D&amp;I) by attracting female human resources making use of outside networks</td>
</tr>
<tr>
<td></td>
<td>Raise awareness of the D&amp;I agenda as part of in-house employment policy</td>
</tr>
<tr>
<td>HR development</td>
<td>Actively pursue development of high-potential female employees</td>
</tr>
<tr>
<td>Career development</td>
<td>Ascertain employment of women at all levels of the organization and support their career development using a variety of approaches</td>
</tr>
<tr>
<td>Retention</td>
<td>Make sure female employees feel supported and recognize the diverse career opportunities</td>
</tr>
<tr>
<td>Cultural and organizational climate supporting involvement of women</td>
<td>Realize a workplace environment that supports work-life integration by female employees</td>
</tr>
</tbody>
</table>

Period covered: April 1, 2016–March 31, 2020; Performance indicator: Women account for 30% of managers by 2020
Coca-Cola Japan has been quick to act with a view to protecting the environment, for example by returning an amount of water equivalent to what is used to produce our products. Those efforts have brought concrete results.

**Percentage of water used for products returned to nature nationwide**

241%

By reducing water use in production, managing wastewater properly and protecting source waters of plants, we managed to achieve our goal of replenishing 100% of the water we used to produce our products back to nature for the second year in a row. The percentage of water we returned was the highest ever. (2017 result)

**Approx. 200,000**

“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. (Manufacturer shipments as of December 31, 2017)

**Water use efficiency improved by**

**approx. 28.4%**

since 2012

An average 3.76L of water is used to produce 1L of product. (2017 result)

**Use of plant-based materials leads to**

**approx. 15,365 kL**

reduction in crude oil consumption

(2009–2017 result)
What the Coca-Cola System Hopes to Achieve for the Environment by 2020

In 2015, the Coca-Cola system in Japan set targets for 2020 as performance indicators for environmental sustainability initiatives.

Water Stewardship

By 2020, we aim to return to nature an amount of water equal to the amount used in our products.¹ To achieve this, we are strengthening efforts to improve water use efficiency, reuse water, ensure thorough wastewater management and cultivate water resources.

- Improve water use efficiency in production processes
- Reuse water used in production processes and ensure thorough wastewater management according to company or domestic standards, whichever are more stringent
- Nurture the water that will be used in soft drinks and cultivate water resources in areas our plants draw water from through support for watershed protection plans and for planning and activities contributing to cultivation of local water sources

Energy and Climate

By 2020, we aim to reduce the carbon footprint of “the drink in your hand” (CO₂ emissions over the product lifecycle) by 25% compared to 2010. The 2020 goal is to make product ingredients through packaging, production and transportation to sales (primarily vending machines) subject to initiatives. And as part of efforts to combat global warming, we plan to make all vending machines deployed in the Japanese market HFC-free by 2020, employing natural refrigerants with low global warming potential.

A New Packaging Vision

The Coca-Cola Company has upgraded its 2020 goal for sustainable packaging, announcing a new global plan to create a “World Without Waste.” In Japan, too, we conducted a fundamental review of packaging-related initiatives. By 2030, we will (1) Promote the use of recycled PET or plant-based PET as materials for PET bottles; (2) Help achieve further improvements to PET bottle and can collection and recycling rates in Japan in collaboration with national and local governments, the beverage industry and local communities; and (3) Help keep communities clean through cleanup campaigns and actively participate in awareness activities relating to packaging litter and marine litter.

Sustainable Agriculture

The Coca-Cola system aims to source all key agricultural ingredients for soft drinks from sustainable sources by 2020. Sourcing activities will conform with the Sustainable Agriculture Guiding Principles,² our original approval standard for sourcing of ingredients. By the end of 2015, we were already sourcing all tea leaves and coffee beans from sustainable sources.³ Now we will be shifting our focus to key agricultural ingredients, including fruit juice.

¹. In Japan, the percentage of water replenished was 115% at the end of 2016 and 241% at the end of 2017, meaning the goal was attained four years earlier than the scheduled 2020
². Our original approval system defining the high standard of management sought by the Coca-Cola system in such areas as human and workplace rights, environment and farm management systems
³. Not including specified ingredients and other exceptions
Toward a “World Without Waste”
An Inside View of Initiatives for Realizing the 2030 Packaging Vision
All over the world, the Coca-Cola system has started taking steps toward a “World Without Waste.” The goals set are extremely high and include lifting packaging collection and recycling rates even further. Can they really be attained by the target year, 2030? We asked an employee of Coca-Cola Japan involved in implementing the project.

In January 2018, The Coca-Cola Company (U.S. headquarters) announced a new global environmental plan, one that would see the Coca-Cola system collecting and recycling the equivalent of every can and PET bottle it sells by 2030 en route to a World Without Waste. It was a call for the Coca-Cola system worldwide to take truly unprecedented action. Coca-Cola Japan has named the concept the 2030 Packaging Vision for Japan and incorporated it into its operations.

Coca-Cola Japan has been tackling environmental issues stemming from packaging for some time already—around 40 years. So how does the new project differ from efforts in the past? Aoi Kondo, Technical Stewardship, Supply Chain & Commercialization, a central figure of the project, explains.

“Since learning of the global plan issued by the U.S. headquarters, we have been discussing with bottling partners how best to achieve it. It is not the first time the Coca-Cola system in Japan has undertaken packaging initiatives, but a big difference this time around is there are clear numerical goals.”

One previous packaging-related theme recently pursued by the Coca-Cola system, and one of the 2020 goals announced in 2015, is sustainable packaging. While calling for progress on PET bottle weight reductions and promotion of post-consumer packaging collection and recycling, no target recovery rate or recycle ratio by weight was specified. In that respect, the 2030 Packaging Vision has gone a step further. Specific goals under the vision are expressed in three core elements, as follows.

1. To the extent possible, do not use non-renewable petroleum-based materials for PET bottles. Promote the use of recycled PET or plant-based PET materials, aiming for at least 50% content per PET bottle on average in weight terms.

2. Help achieve even further improvements to PET bottle and can collection and recycling rates in Japan by collaborating with national and local governments, the beverage industry and local communities on efforts to build and maintain a more robust packaging collection and recycling scheme.

3. Help keep communities clean through cleanup campaigns and actively participate in awareness activities relating to packaging litter and marine litter.

Key person behind the 2030 Packaging Vision, Aoi Kondo. A lover of wristwatches who once set out to become a watchmaker in Switzerland. To him, simple watch repairs are a walk in the park.

“One of the goals is to increase the content of recycled PET or plant-based PET materials per PET bottle to 50% on average. Efforts to use recycled PET or plant-based PET are already underway, but content is still not all that high. To lift that to at least 50% on average by 2030, first we have to overcome a number of issues.”

One immediate issue is securing a supply of recycled resin. Increasing content to 50% requires us to recycle even more PET bottles into resin than we do now. However, recycling plants currently contracted by the Coca-Cola system in Japan cannot fill that volume on their own. Outsourcing to other recycling plants is no easy solution either. The reason for that is the Coca-Cola system’s criteria for approving recycling plants are stricter than other companies’. To achieve the goal, we must get existing contracted recyclers to lift their supply capability while also looking elsewhere for recycling plants that might be able to meet criteria for approval.

The second core element, improving collection and recycling rates, is not an easy task either. The PET bottle...
recycling rate for all of Japan is 84%, very high compared to other countries. Lifting that further means achieving collection and recycling rates close to 100%. Though breaking down the remaining 16% would simply be beyond the capabilities of a single company.

“Japan has exceptional programs and practices for collection and recycling. You could probably declare it the only country in this wide world of ours where consumers wash empty PET bottles at home after use and take them to the designated place, a situation resulting from active steps taken by local governments, in a central role, to raise awareness among citizens, who proceed to separate and dispose of waste accordingly. However, there is still a lot of room for improvement in collection by businesses. In some cases, facilities are not equipped with the right infrastructure, and collection boxes, if placed alongside vending machines, sometimes contain various other objects. Not only that, sometimes cans and bottles litter the side of the road. To solve these problems one at a time, we need to enhance our corporate efforts and persist with collaboration and activities urging progress with a wide range of stakeholders.”

The third core element is keeping communities clean through cleanup campaigns. Employees of the Coca-Cola system already undertake cleanups in areas around business locations of bottling partners nationwide, as well as areas where water is sourced. There will be more of those activities and the mentality will change.

“We are still at a stage where many employees view cleanups as our social responsibility. As a person involved in environmental matters, I want to get through to them that the 2030 Packaging Vision, which includes cleanup campaigns, is a business tool that can be used to make an appeal to consumers who drink Coca-Cola products. As well as enhancing our value as a corporation that has the backing of society, I hope that by instilling in employees a soft drink manufacturer’s mentality of caring for the environment, they will incorporate it into product development, generating a positive cycle that heightens the value of products.”

Kondo talks from his successful experience with I LOHAS. In 2009, Coca-Cola Japan adopted the ecoru Bottle Shiboru as the packaging for I LOHAS. The bottle offers waste reduction benefits by employing thinner material than ordinary PET bottles to allow easy crushing after use. The development was groundbreaking, with the bottle winning numerous awards both in Japan and abroad, and I LOHAS continues to have a strong following as an eco-friendly brand today. It is a good example of how environmental initiatives can lead to business success.

A “World Without Waste” Is a World Where People Enjoy Living

Coca-Cola employees involved in efforts towards realizing a “World Without Waste,” a goal that seems so fantastical, each has their own motivation. The same goes for Kondo, who is pushing the 2030 Packaging Vision as a senior manager. He, too, harbors special feelings.

“In my 20s, I was involved in a task to reduce greenhouse gas emissions from a company-owned plant of a certain manufacturer. Though at the time, I was preoccupied with the formalities of the day-to-day routine and was by no means gripped by environmental issues. Then one day, I read a book dealing with the climate change issue and the enormous social significance of my job hit me. I would not have minded staying on at the company, but I wanted to work in the wider world outside plant walls and so I said to my boss at the time, “I’m off to save the world,” and handed in my resignation. My boss said, “Okay. Off you go,” and sent me on my way. After a stint in an environment-related auditing job, I joined Coca-Cola Japan in 2013. The 2030 Packaging Vision, which is on a scale so enormous it reminds me of my own beginnings, also gives me personal satisfaction.”

Some people likely have doubts that solving packaging issues alone could save the Earth, but beyond our shores right now, the problem of plastic waste, including beverage packaging, littering our oceans has become very serious. In Japan, the issue is not yet a well-recognized problem, but overseas it is a major topic. Given the Coca-Cola system
has a global network, Kondo can directly ascertain the sensitivities of people across the globe.

Peeling the label off a used, empty PET bottle, Kondo explains what is happening right in front of him.

“This soft drink PET bottle, its contents already consumed, with the label still attached is waste. But peel the label off, like this, and it becomes a resource. I want to communicate that difference to a wide audience. To recycle PET bottles that have been discarded in a state considered waste, recycling plants have to put them through a separation process that should not really be necessary in the first place. It requires enormous investment and acts as a barrier to recycling rate improvements.”

On methods for getting through to consumers, he offers the following.

“Personally, I don’t like the term ‘litter bin.’ And ‘recycling bin’ is too long to utter normally. Just naming a collection box so people won’t think it’s a litter bin dramatically alters perceptions.”

A wide range of strategies are needed to get as many people on board as possible. Having said that, people need to benefit from the action you want them to take. Kondo knows this. How does it benefit consumers? Kondo says the greatest benefit to consumers is, in fact, the World Without Waste that Coca-Cola is promoting.

“No one litters for fun, do they? A World Without Waste is a world where everyone enjoys living. Reusing resources means we don’t have to compete for resources underground, putting an end to war. And from the expression, ‘World Without Waste,’ too, everyone can imagine a bright, cheerful world. The process of getting there also leads to richness of spirit.”

Japan is often considered an environmentally advanced country. And a lot of the time, initiatives in Japan really are one step ahead of the rest of the Coca-Cola system. Kondo wants to make Japan a model country for the world by achieving the 2030 Packaging Vision ahead of schedule.

“Japan has already matured as a producing nation. So, what do we sell the world now? I would say methodology for making and selling sustainable things. There is a tendency to associate the environment with volunteering, but as a corporation we must tie it in with our business. This type of initiative does, in fact, lift the value of our company and product brand. I hope to demonstrate to people internally, externally and around the world that what we are doing here is also relevant to business.”

Aoi Kondo—In his current role since 2013 after previous experience with a foreign consumer goods manufacturer and a foreign auditing organization. At Coca-Cola Japan, his duties encompass environmental management, as well as promotion of workplace health and safety.

In View of the 2030 Packaging Vision
Yuki Arata, Tokyo 2020 Organising Committee

Reading the 2030 Packaging Vision announced by Coca-Cola Japan, I thought the goals were very ambitious. The Tokyo 2020 Organising Committee also announced sustainability operations plan, which has been professionally appraised for setting stretch goals, so it is assuring to have a likeminded party we can count on dealing with sustainability issues. And your attention to resource management from the input (sourcing of goods) stage, not just in respect to outputs (releases), also coincides with our “Zero Wasting” goal under which no resources will be put to waste.

During major events like the Olympic and Paralympic Games, attended by millions of people, a huge amount of waste is generated in a short period of time. To reduce waste, we must of course tackle the outputs with measures including collection boxes that can be easily identified and facilitate sorting of waste. But we also need to thoroughly manage the inputs, for example by adjusting meal servings and cutting down on use of containers and packaging. And right from the start, materials used for provisional venues and office fixtures were procured after considering whether they would be reused or recycled.

To see that Zero Wasting persists beyond 2020, it is important to communicate the story of the resource cycle. We need to get people to know how the resources they use were made, imagine what happens after they are used, and then act. The things one person can do alone may be small, but these efforts added together will make Zero Wasting a reality. In that way, I hope we can pass down the spirit of these activities to the next generation.

Yuki Arata—Senior Director of Sustainability, Administration Bureau, Tokyo Organising Committee of the Olympic and Paralympic Games. She has been in her current position since August 2017. Employed by the Bureau of Environment of the Tokyo Metropolitan Government, Arata has extensive experience in environment-related work. She has a role to spread the idea of Zero Wasting of resources to people at home and abroad.
Commendable Points

Coca-Cola Japan, which started operating in Japan 61 years ago, conducts its business in line with a mission to “refresh the world,” “inspire moments of optimism and happiness” and “create value and make a difference.” This report is an easy-to-understand summary of sustainability activities undertaken by Coca-Cola Japan and its five bottling partners. Reading it gives you an understanding of the company’s aim to find community-oriented answers to social problems through its soft drink business. It is vital for companies engaging in a broad range of business activities to not only create products that match the traits of each particular region, but to maintain a stance of properly acknowledging and coexisting with stakeholders in the local community possessing diverse sets of values. I highly commend the way that Coca-Cola Japan, through its own business, generates value together with the community and promotes activities aiming for sustained growth.

The point I would like to commend most about this year’s report is the way you examine the relevance to the Sustainable Development Goals (SDGs) of the three domains and nine core areas of Coca-Cola Japan’s sustainability activities and present your action plan. As stated in the Commitment from Top Management, the 17 goals and 169 targets adopted by the United Nations in September 2015, and to be attained by 2030, are challenges highly relevant to the Coca-Cola system, which does business in more than 200 countries. In Japan, too, you have identified five goals as having high relevance to your business—Goal 3: Good health and well-being; Goal 5: Gender equality; Goal 12: Responsible consumption and production; Goal 13: Climate action; and Goal 15: Life on land—and you are making progress on defining materiality (significance) that should be assigned priority in the pursuit of sustainability. I would like to praise Coca-Cola Japan’s serious stance in addressing the issues.

The Special Coverage introduces the 2030 Packaging Vision announced by Coca-Cola Japan in January 2018. One major feature of the 2030 Packaging Vision, which was formulated in view of the World Without Waste that the U.S. headquarters revealed it wishes to realize by 2030, is its definition of clear numerical goals. The goal to lift the average content of recycled PET or plant-based PET materials in each PET bottle to 50% and the goal to lift packaging collection and recycling rates to 100% seem very lofty targets given the current situation. But if we look to the world, marine litter has grown into a major problem that cannot be ignored, and more than anything, it would be wonderful to see Coca-Cola Japan’s taking the lead in the world as a model case result in solutions to problems the whole world faces. I commend your willingness to confront social problems head-on and take on challenges when it is required.

While only available online, one aspect of the detailed report I would like to note is the advanced environmental awareness of Coca-Cola Japan. In regard to water stewardship, the U.S. headquarters has laid down a plan to return to nature an amount of water equivalent to what is used in beverage production worldwide by 2020. In Japan, water replenishment at the end of 2016 was over 100%. In 2017, it was 241%. Also, steady progress has been made in the areas of Energy and Climate, Sustainable Packaging and Sustainable Agriculture, included in the 2020 Environmental Goals that the U.S. headquarters set and announced in 2015. I hope you will carry on directing efforts into protection of the environment into the future.

Requests

In your next report, I would like to see you go further in narrowing down sustainability activities that should be prioritized according to relevance to the Sustainable Development Goals (SDGs) and present your action plan. Doing so will give shape to a structure for Coca-Cola Japan’s implementation of the PDCA cycle in line with global standards and ongoing advancement of sustainability activities.
## Sustainability Report 2018

### Data

**Key Data for Sustainability Activities of the Coca-Cola System in Japan**

Main performance data for sustainability activities implemented by the Coca-Cola system in Japan in 2017 in each of the three domains (Individuals (Consumers), Community, and Environment)

<table>
<thead>
<tr>
<th>Category</th>
<th>Performance parameter</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual</strong> (Customers)</td>
<td>Display of calorie information on the front of packaging</td>
<td>Fulfilled</td>
<td>Fulfilled</td>
<td>Fulfilled</td>
</tr>
<tr>
<td></td>
<td>Responsible marketing</td>
<td>Fulfilled</td>
<td>Fulfilled</td>
<td>Fulfilled</td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>5by20 (people)</td>
<td>596</td>
<td>654</td>
<td>1,357</td>
</tr>
<tr>
<td><strong>Environment</strong></td>
<td>Water replenishment (%)</td>
<td>86</td>
<td>115</td>
<td>241</td>
</tr>
<tr>
<td></td>
<td>Recycling rate (%)*</td>
<td>99.8</td>
<td>98.4</td>
<td>99.1</td>
</tr>
<tr>
<td></td>
<td>Water use per unit of production (L/L)</td>
<td>4.14</td>
<td>3.95</td>
<td>3.76</td>
</tr>
<tr>
<td></td>
<td>Greenhouse gas emissions (total) (‘000 t-CO2)</td>
<td>2,577</td>
<td>2,520</td>
<td>2,465</td>
</tr>
<tr>
<td></td>
<td>- Materials (‘000 t-CO2)</td>
<td>414</td>
<td>428</td>
<td>414</td>
</tr>
<tr>
<td></td>
<td>- Containers and packaging (‘000 t-CO2)</td>
<td>880</td>
<td>881</td>
<td>915</td>
</tr>
<tr>
<td></td>
<td>- Production (‘000 t-CO2)</td>
<td>353</td>
<td>357</td>
<td>339</td>
</tr>
<tr>
<td></td>
<td>- Distribution (‘000 t-CO2)</td>
<td>207</td>
<td>198</td>
<td>192</td>
</tr>
<tr>
<td></td>
<td>- Sales (‘000 t-CO2)</td>
<td>723</td>
<td>657</td>
<td>604</td>
</tr>
</tbody>
</table>

* Percentage of waste generated in production processes that is recycled

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