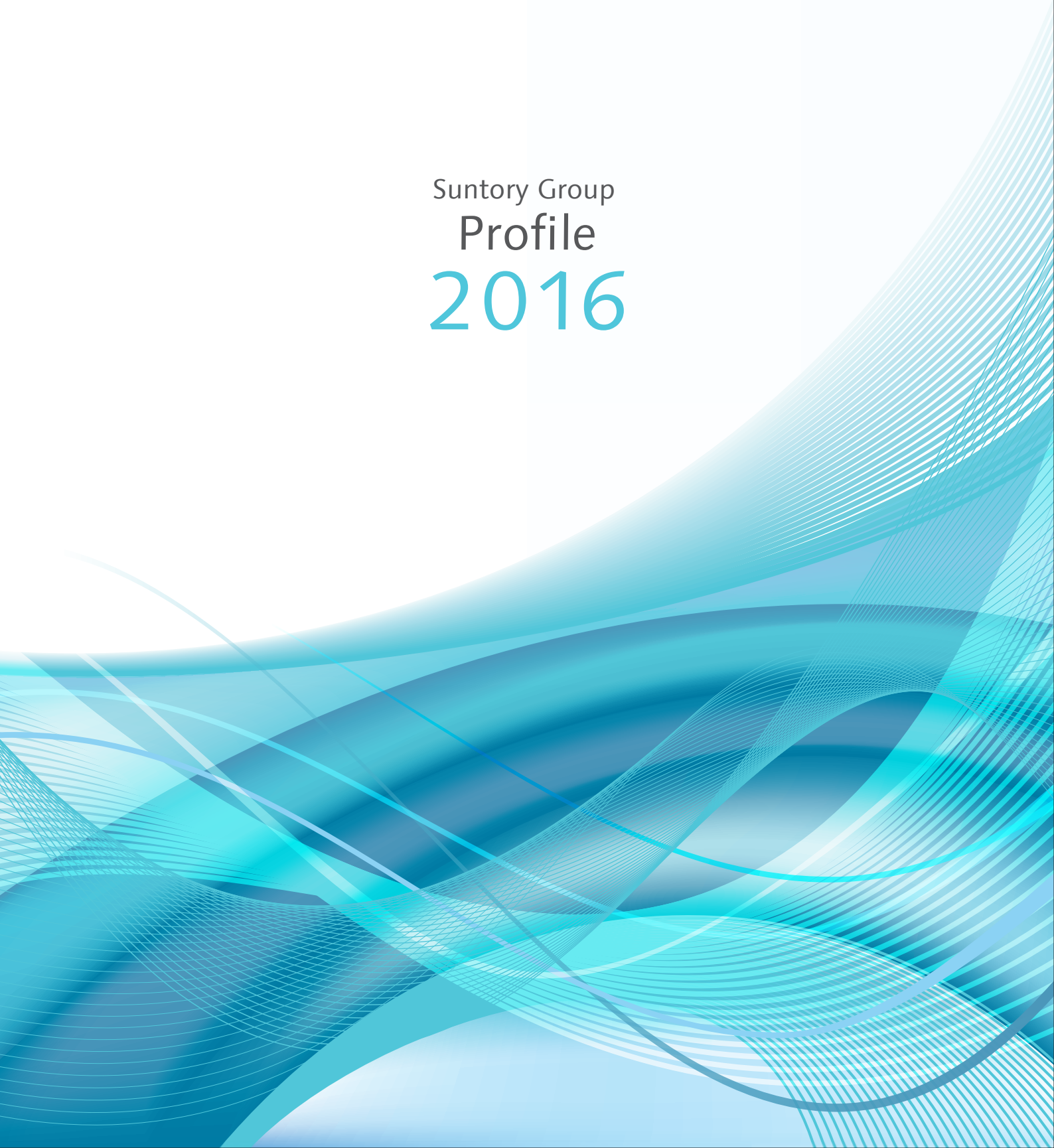


Suntory Group  
Profile  
**2016**



## Striving to be a Multi-faceted Food and Beverage Company Trusted Globally

The Suntory Group continues to steadily grow as a corporate group that is expanding its wide range of businesses globally around alcoholic and non-alcoholic beverages. Our driving force is the “*Yatte Minahare* — Go for it!” spirit, which has been passed down since our founding. We strive to contribute to the realization of more fulfilling lifestyles by boldly stepping up to the challenge to always create new value.

We commit to bring the highest level of quality to all of our products on a global scale. At the same time, we also stay steadfast in continuing to care the food and beverage quality until the point of consumption. Not only to the safety and reliability of the products but also to the taste, fragrance, and ease in using our containers at the point of consumption.

The Suntory World Research Center was established last year as the heart of our research and development to lead the growth of Suntory from now and into the future. This facility endeavors to have the world’s leading-edge research and development while promoting intellectual exchange that go across countries and cultures to overcome challenges in developing products with an even higher level of quality in addition to generating new value.

The expansion of activities at the Suntory Group also means a greater corporate responsibility to the local communities and the global environment.

We must satisfy this responsibility to society, and we believe passing down a sustainable society to the generations to come is indispensable for Suntory to become a truly global corporate group. We are actively expanding our efforts based on the spirit of “Sharing the Profit with Society” we have had since our founding and aim to grow as a corporate group that is trusted by people worldwide.



*Takeshi Niinami*  
Takeshi Niinami  
President & Chief Executive Officer  
Member of the Board  
Representative Director  
Suntory Holdings Limited

Our mission “In Harmony with People and Nature” is outlined in our corporate philosophy. This mission is the unchanging foundation of the Suntory Group that contributes to creating more affluent lifestyles while simultaneously realizing constant harmony with society and the beautiful global environment by delivering the highest quality products and services to customers around the world. We will always strive for further innovation with the goal of becoming a “Growing for Good” company that realizes a sustainable and vibrant society while continually creating new value.

## Suntory Group's Initiatives toward Realizing Our Mission “In Harmony with People and Nature”

### In Harmony with Customers and Partners

#### Products and services

#### To deliver joy to customers with the highest quality of products and services

Under the Suntory Group Quality Policy, “All for the Quality,” we have established the Suntory Quality Principles. Through these principles, we have engaged in the maintenance and improvement of quality in all processes from the development and planning of products to the procurement of water, crops, packaging materials and other raw materials in addition to our manufacturing, distribution, sales and services. In order to provide products that bring satisfaction and earn the trust of customers, the Suntory Group treasures communication with its customers above all else, and actively promote the provision of information to customers as a means to continuously provide products and services.



### In Harmony with Nature

#### Environment

#### To ensure limited water resources for future generations

Suntory Group business is supported by precious global resources such as water and agricultural products. Based on our corporate mission of “In Harmony with People and Nature,” we are undertaking a broad-range of activities to reduce the environmental impact through various initiatives from activities to protect conservation of forests, where water resources are cultivated, energy and water saving at plants, lightening package weight, and implementation of vending machines with lower power consumption to ensure a rich and sustainable global environment for future generations.

In addition, in 2014 we have formulated (established) our Environmental Vision toward 2050 and set targets toward 2020. The Suntory Group continues promoting environmental management based on two axes: preserving and regenerating the natural environment and reducing environmental impact.



### Corporate Tagline

**SUNTORY**  
FOLLOW YOUR NATURE

“Follow Your Nature” is our corporate brand promise. It is not just a tagline, but an open door, welcoming employees, consumers, and external stakeholders to understand who we are and what we believe. At the same time, it is an aspirational call to action, inviting people to celebrate and freely express themselves.

### The Suntory Group Philosophy



#### *Yatte Minahare* – Go for it!

Continuing in the spirit of taking on new challenges, exemplified by our founder who pioneered the way for Western-style liquors such as whisky in Japan, we have been breaking new ground in a variety of business areas including beer, soft drinks and foods. This spirit has been a motivator for our open-minded corporate culture and the challenges we set ourselves to create new value.

#### Sharing the Profit with Society

Following the philosophy of Suntory's founder, we believe that business profits should be used to contribute to society. Carrying on this spirit, we aim for sustainable growth with our stakeholders.

#### Coexisting with Nature

Many of our products are created thanks to such natural bounties as water and agricultural products. We fervently promote environmental management, maintaining respect and gratitude for the great workings of nature.

Our principles is a foundation for every activity we do to realize our corporate philosophy. It formulates basic stance that we see important to fulfill our responsibilities to the society and gain their trust.

### In Harmony with Society

#### Cultural and social contributions

#### To build a bright future with initiatives rooted in the region

The Suntory Group following the philosophy of Suntory's founder Shinjiro Torii's, we believe that business profits should be used proactively to contribute to the society. His strong beliefs have been passed down to us over generations as the spirit of “Sharing the Profit with Society.” Suntory has been involved in a wide range of cultural and social contribution activities that match the era such as developing the next generation, supporting disaster affected areas, and contributing to the local communities in fields such as arts and culture, sports, and social welfare. We promote activities understanding the climate in each local region worldwide by further deepening our links to Group companies in each country around the world based on our policy on social activities to facilitate sustainable growth as our business activities expand globally.



### In Harmony with Employees

#### Diversity management

#### To nurture human resources with bigger dreams for the world

The pursuit of diversity forms the basis for the Suntory Group human resources management philosophy. By promoting diversity in our employee base as well as embracing diverse values and ideas, we can bring forth even greater value. In an effort to maximize the potential of each and every employee in a work environment that overflows with creativity, the Suntory Group is currently putting high priority on developing talented employees who face the challenges of value creation head on. Regular communication between supervisors and employees helps to clarify individual roles, facilitates the setting of targets for achievement and supports the development of each employee. We have also established methods to encourage employees to work hard to achieve ever higher goals without the fear of failure.





As a multi-faceted food and beverage company trusted globally, we bring new value to our customers through variety of products and services.

Non-alcoholic Beverage and Food Business

- Suntory Beverage & Food Ltd.
- Suntory Foods Ltd.
  - Suntory Foods Okinawa Ltd.
- Suntory Beverage Solution Ltd.
- Suntory Beverage Service Ltd.
- Sunvend Co., Ltd.
- Japan Beverage Holdings Inc.
- A-Star Co., Ltd.
- Suntory Products Ltd.
- Suntory Beverage & Food Europe
  - Orangina Suntory France
  - Lucozade Ribena Suntory
  - Schweppes Suntory España
  - Schweppes International
- Suntory Beverage & Food Asia
  - Cerebos Group
  - Suntory Garuda Group
  - Suntory PepsiCo Vietnam Beverage
  - Tipco F&B
- Frucor Group
- Pepsi Bottling Ventures Group
- Suntory (China) Holding Co., Ltd.
- Suntory Huiyuan (Shanghai) Beverage Co., Ltd.
- Suntory Wellness Ltd.
- Connecto Co., Ltd.
- Häagen-Dazs Japan, Inc.

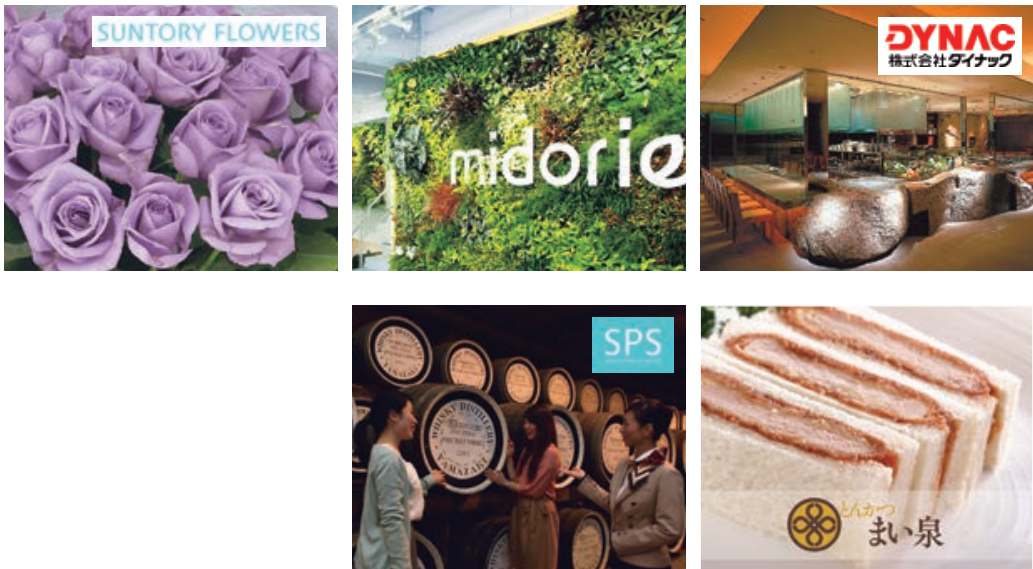


We deliver a variety of products, ranging from non-alcoholic beverages to health food and ice cream so that we may contribute to our customers leading rich and healthy lives. The company has been expanding its lineup in different categories that include mineral water, coffee, green tea, oolong tea, carbonated drinks, and food for specified health uses (FOSHU). For many years, we have also been developing a health food business in which we have made use of biotechnology and scientific research on foods. Furthermore, we have been making efforts to actively expand our businesses overseas in Europe, Asia, Oceania, the Americas, etc.

Non-alcoholic Beverage and Food Business

Restaurants, Flowers, and Services

- Dynac Corp.
- Pronto Corp.
- First-Kitchen Ltd.
- Izutsu Maisen Co., Ltd.
- Restaurant Suntory Mexico Group
- Suntory F&B International Group
- Suntory Flowers Ltd.
- Suntory Midorie Ltd.
- Suntory Marketing & Commerce Ltd.
- Suntory Publicity Service Ltd.
- Suntory Investment and Development Ltd.
- Sun-Ad Co., Ltd.



We are expanding our restaurant business both in Japan and overseas. These businesses include Dynac Corp. which develops unique and distinctive bars and restaurants, chain outlets in Japan such as Pronto, First Kitchen, and Izutsu Maisen, and restaurant business centered in Mexico and Asia. In addition, our flower business which utilizes biotechnologies developed in our other existing businesses, has yielded a wide variety of products including the world's first blue rose. We are also developing our greenification business, which propose wall surface greenification system, as well as advertising and support for sales promotion, and reception service for cultural facilities.

Restaurants, Flowers, and Services

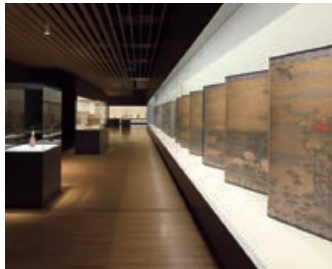


Alcoholic Beverage Business

Cross-functional Companies and Others

Since the inauguration of its business in the production and sale of wine in 1899, the Suntory Group has continued taking on challenges in new businesses, including production of Japan's first authentic whisky and entry into the beer market, to provide a wide variety of products as a multi-faceted beverage company. Aiming for greater growth, we pursue global expansion of our spirits business through Beam Suntory Inc., and have strengthened our beer business through Suntory Beer Ltd. We are engaged in winemaking of the highest quality in Japan and Europe, and have also linked up with noted wineries around the world to develop a wine business based on a global perspective.

Suntory has established Suntory Business Expert Ltd., which brings together operations that crosscut all Suntory Group companies, to carry out expert services related to optimization of management, quality assurance, technological development, supply chain management, advertising and design, customer relations, and business systems, while further improving the efficiency of group management. Our cross-functional companies are responsible for services such as fundamental research and operational support. We also proactively contribute to cultural and social activities, with backing for three public interest incorporated foundations that promote the arts, academic research and local culture, and a social welfare organization that operates senior care facilities and nursery schools.



Alcoholic Beverage Business

- Beam Suntory Inc.
- Suntory Spirits Ltd.
- Suntory Allied Ltd.
- Sungrain Ltd.
- Osumisyuzo Ltd.
- Suntory Beer Ltd.
- Okinawa Suntory Ltd.
- Kyushu Suntory Techno Products Ltd.
- Suntory Liquors Ltd.
- H.B.I. Inc.
- Suntory Wine International Ltd.
- Fwines Co., Ltd.
- Iwanohara Vineyard Co., Ltd.
- Monte Bussan K.K.
- ASC Fine Wines Holding Ltd.
- Château Lagrange S.A.S.
- Grands Millésimes de France S.A. (G/MdF)
- Château Beychevelle
- Château Beaumont
- Barrière Frères S.A.
- Weingut Robert Weil
- Suntory (China) Holding Co., Ltd.

Cross-functional Companies and Others

- Suntory Business Expert Ltd.
  - Suntory Business Expert Asia Pte. Ltd.
  - Suntory China Quality Assurance Center Co., Ltd.
  - Suncafé Ltd.
  - Kanbaku Co., Ltd.
  - Gold Knoll Ltd.
  - Suntory Logistics Ltd.
  - Suntory System Technology Ltd.
  - Suntory Global Innovation Center Ltd.
  - Suntory Corporate Business Ltd.
  - Sunlive Co., Ltd.
- 
- Suntory Foundation for Arts
  - Suntory Museum of Art
  - Suntory Hall
  - Suntory Foundation
  - Suntory Foundation for Life Sciences
  - Social Welfare Organization Hojukai

# Corporate Overview

## Suntory Group

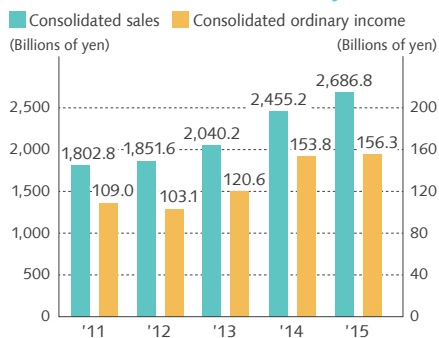
Group companies: 337 (as of December 31, 2015)  
 Employees: 42,081 (as of December 31, 2015)  
 Consolidated sales: ¥2,686.8 billion (January 1 to December 31, 2015)  
 Consolidated ordinary income: ¥156.3 billion  
 (January 1 to December 31, 2015)

## Suntory Holdings Limited

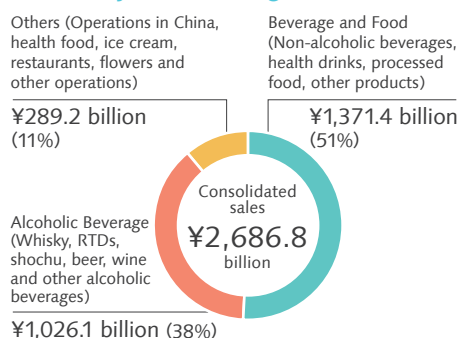
Head Office: 2-1-40 Dojimahama, Kita-ku, Osaka City, Osaka, Japan  
 Suntory World Headquarters: 2-3-3 Daiba, Minato-ku, Tokyo, Japan  
 Inauguration of business: 1899  
 Establishment: February 16, 2009  
 Chairman of the Board & Chief Executive Officer: Nobutada Saji  
 President & Chief Executive Officer, Member of the Board,  
 Representative Director: Takeshi Niinami  
 Capital: ¥70 billion



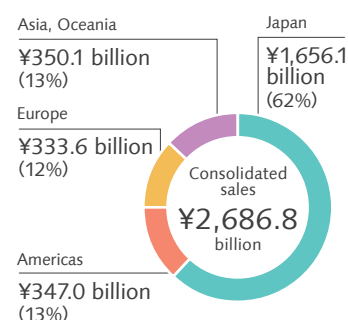
## Consolidated sales/ordinary income



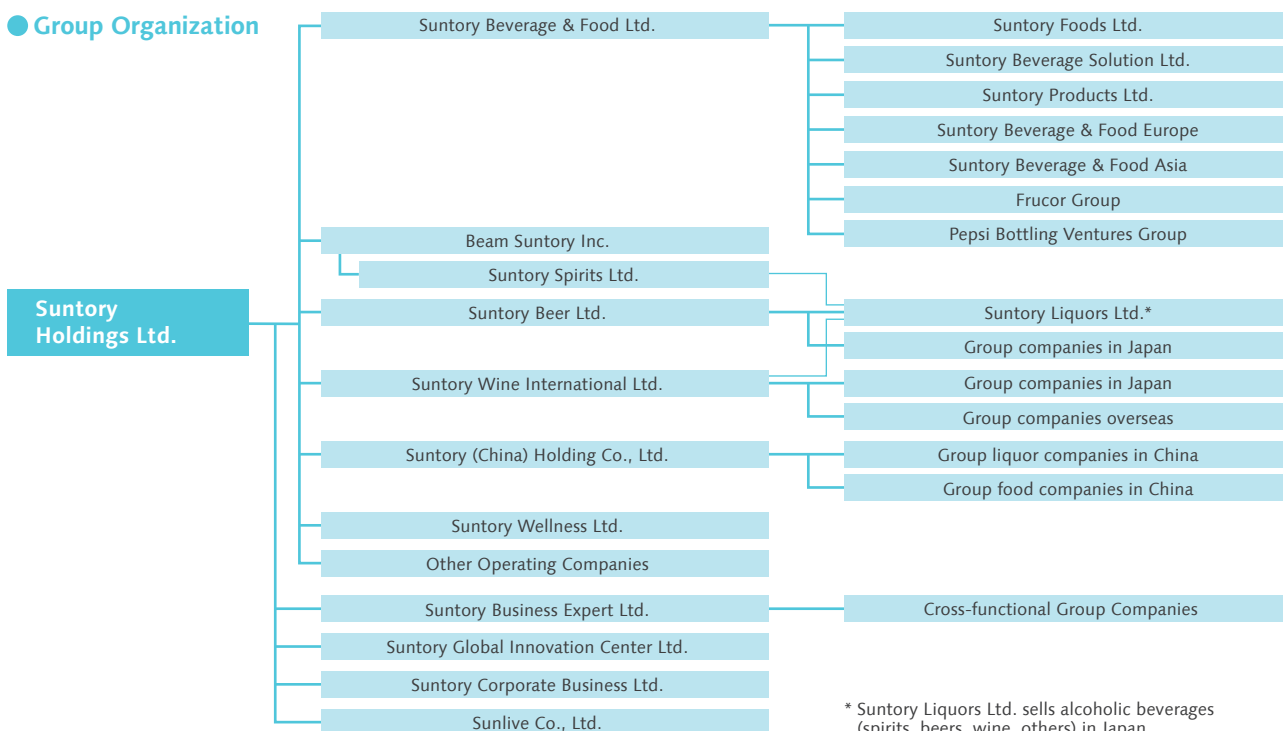
## Sales by business segment (FY 2015)



## Sales by geographic region (FY 2015)



## Group Organization



\* Suntory Liquors Ltd. sells alcoholic beverages (spirits, beers, wine, others) in Japan.