



2017

Suntory Group Profile

Toward Making Suntory a Truly Valuable Global Corporate Group

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” spirit, which has been passed down since our founding. We are determined to pursue challenges that others will not and contribute to the society by creating new values.

We commit to bring the highest level of quality to all of our products on a global scale. We are steadfast in putting consumers first to continually care the food and beverage quality until the point of consumption. We strive in not only the safety and reliability but also the taste, fragrance and ease in using our containers at the point of consumption for all of our products. Last year, we shared and implemented the Suntory MONOZUKURI Values, which holds the values and code of conduct in Suntory manufacturing that we have valued since our founding, with our overseas Group companies to strengthen these efforts throughout the entire Group. We are creating new values such as developing products with even higher quality through generating synergy and technological exchange that surpasses borders, businesses, and companies based on these values.

To become a truly global corporate group, we must pass down a sustainable society to the next generation through contribution unique to Suntory based on our founding spirit of “Giving back to society.” Water is not only the

most valuable resource to our businesses but also vital in terms of the lives and lifestyles of people as well as the economy. Water is the most important theme that we need to prioritize. Based on a recognition that Suntory's business activities are part of the global scale circulation of water, we will implement our initiatives founded on the philosophy of Water Sustainability that we cultivated in Japan more globally and in a longer term.



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

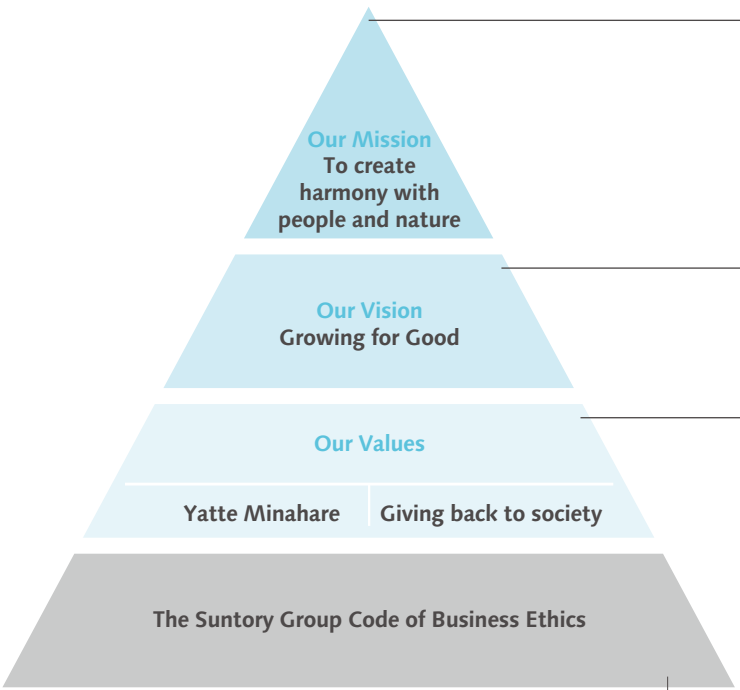
Our mission “To create harmony with people and nature” is outlined in our corporate philosophy. This mission is the unchanging foundation of the Suntory Group that contributes to creating more affluent lifestyles while simultaneously realizing constant harmony with society and the beautiful global environment by delivering the highest quality products and services to customers around the world. The united strength of every employee of the Suntory Group is what realizes this philosophy. We will always strive for further innovation and challenge with the goal of becoming a “Growing for Good” company that realizes a sustainable and vibrant society while promoting an environment that encourages the spirit of “Yatte Minahare”

Corporate Tagline



“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.

Suntory Group's Philosophy



Our Mission
To create harmony with people and nature
Our Mission is the fundamental reason for Suntory to exist, and guides and inspires our organization.
To create harmony with people and nature
We will focus on the needs of our customers and consumers. We deeply respect nature and will strive to protect the environment. By forging greater bonds of appreciation between people and the world around them, we will seek to promote richer, more fulfilling lives.

Our Vision
Growing for good
Our Vision describes what Suntory wants to achieve. It applies both to the company as a whole, and to each individual within the company.
Growing for good
The bigger we are, the greater our positive impact can be. We will grow to become a company that always benefits its community. By doing good things for society and the environment, we will help make a better, brighter future.

Our Values
Our Values reflects our organization's culture.
It is forever fundamental to Suntory and expressed in the two statements:
Yatte Minahare
We earnestly accept challenges. United by our drive to succeed, we move together to create markets and provide new value. From the start, Suntory has been a pioneer. Today we look forward boldly and confidently.

Giving back to society
By giving back generously to the world, we show that Suntory stands for both enjoyment and responsibility. While we always aim for success, we recognize the importance of the world around us. We are committed to building long-lasting, mutually beneficial relationships.

The Suntory Group Code of Business Ethics
The Suntory Group Code of Business Ethics 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.

Suntory Group's Initiatives toward Realizing “To create harmony with People and Nature”

To create 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.



To create 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 “To create 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.



To create 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 “Giving back to 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 to facilitate sustainable growth as our business activities expand globally.



To create 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.



Products & Services

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
 - BRAND'S Suntory
 - Suntory Garuda Group
 - Suntory PepsiCo Vietnam Beverage
- Frucor Group
- Pepsi Bottling Ventures Group



Non-alcoholic Beverage and Food Business

We pursue the highest level of taste and quality to bring happiness and health to the lives of our customers and deliver a variety of products, ranging from mineral water, coffee, green tea, oolong tea, carbonated drinks and sports drinks. We also develop variety of premium products unique to Suntory that are tailored to both the taste of customers and the needs of the time, such as the food for specified health uses (FOSHU) which utilize our research technology developed over many years. We manufacture and sell these developed non-alcoholic beverages and foods globally in Japan, Europe, Asia, Oceania, the Americas, etc.

Health Foods, Restaurants, Flowers, Services and Others

- Dynac Corp.
- Pronto Corp.
- Izutsu Maisen Co., Ltd.
- Restaurant Suntory Mexico Group
- Suntory F&B International Group
- Suntory Flowers Ltd.
- TOYOTA SUNTORY MIDORIE (SHANGHAI) CO.,LTD.
- Suntory Marketing & Commerce Ltd.
- Suntory Publicity Service Ltd.
- Suntory Investment and Development Ltd.
- Sun-Ad Co., Ltd.
- Suntory Wellness Ltd.
 - Connecto Co., Ltd.
- Häagen-Dazs Japan, Inc.
- Suntory (China) Holding Co., Ltd.
 - Suntory Huiyuan (Shanghai) Beverage Co., Ltd.



Health Foods, Restaurants, Flowers, Services and Others

We are widely involved in restaurant businesses in Japan and overseas such as manufacture and sales of ice creams as well as restaurants mainly in Mexico and Asia to offer new value in the food culture of our customers. Moreover, we provide a wealth of products in our health food business, such as Sesamin EX that leverages long-term polyphenol research. In our flower business we offer variety of products such as the world's first blue rose that takes advantage of our biotechnology developed in other businesses. We are also expanding our beverage business in China, greenification business which proposes a wall surface greenification system, advertising, support for sales promotion and reception service for cultural facilities.



Alcoholic Beverage Business

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.



Alcoholic Beverage Business

Beam Suntory Inc.
Suntory Spirits Ltd.
Suntory Allied Ltd.
Sunrain Ltd.
Osumisyuzo Ltd.
Suntory Beer, Wine & Spirits Japan Limited
Suntory Beer Ltd.
Okinawa Suntory Ltd.
Kyushu Suntory Techno Products Ltd.
Suntory Liquors Ltd.
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. (GMdF)
Château Beychevelle
Château Beaumont
Barrière Frères S.A.
Weingut Robert Weil
Suntory (China) Holding Co., Ltd.

Cross-functional Companies and Others

Suntory has established functional companies which bring 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 through such as 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.



Cross-functional Companies and Others

Suntory MONOZUKURI Expert Limited
Suntory China Quality Assurance Center
Suntory Coffee Roastery LTD.
Suntory Malting LTD.
Suntory Trading Hong Kong LTD.
SUNTORY LOGISTICS LIMITED
Suntory Business Systems Limited
Suntory System Technology Limited
SUNTORY BUSINESS SYSTEMS ASIA PTE. LTD.
Suntory Communications Limited
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: 321 (as of December 31, 2016)

Employees: 38,013 (as of December 31, 2016)

Consolidated sales: ¥2,651.5 billion (January 1 to December 31, 2016)

Consolidated ordinary income: ¥175.8 billion
(January 1 to December 31, 2016)

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

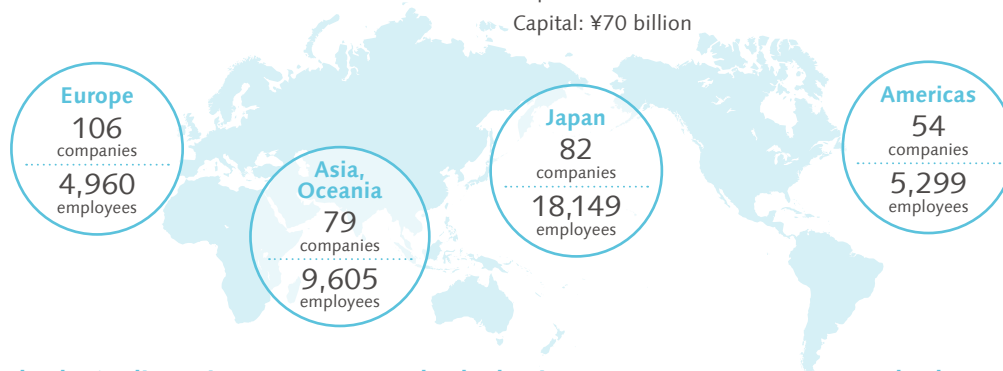
Establishment: February 16, 2009

Chairman of the Board & Chief Executive Officer: Nobutada Saji

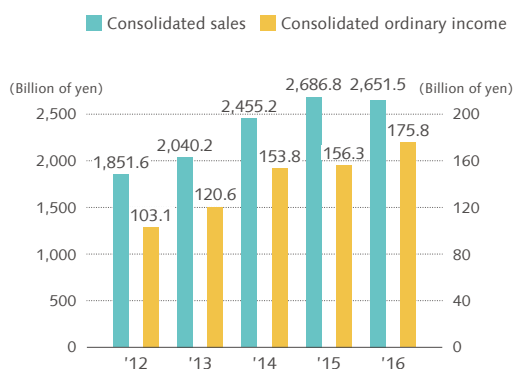
President & Chief Executive Officer, Member of the Board,

Representative Director: Takeshi Niinami

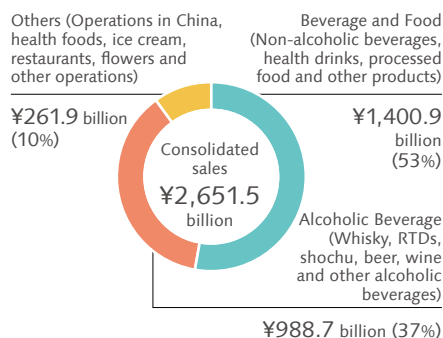
Capital: ¥70 billion



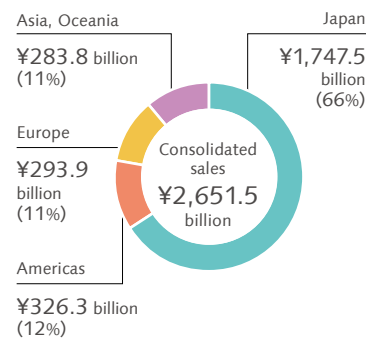
Consolidated sales/ordinary income



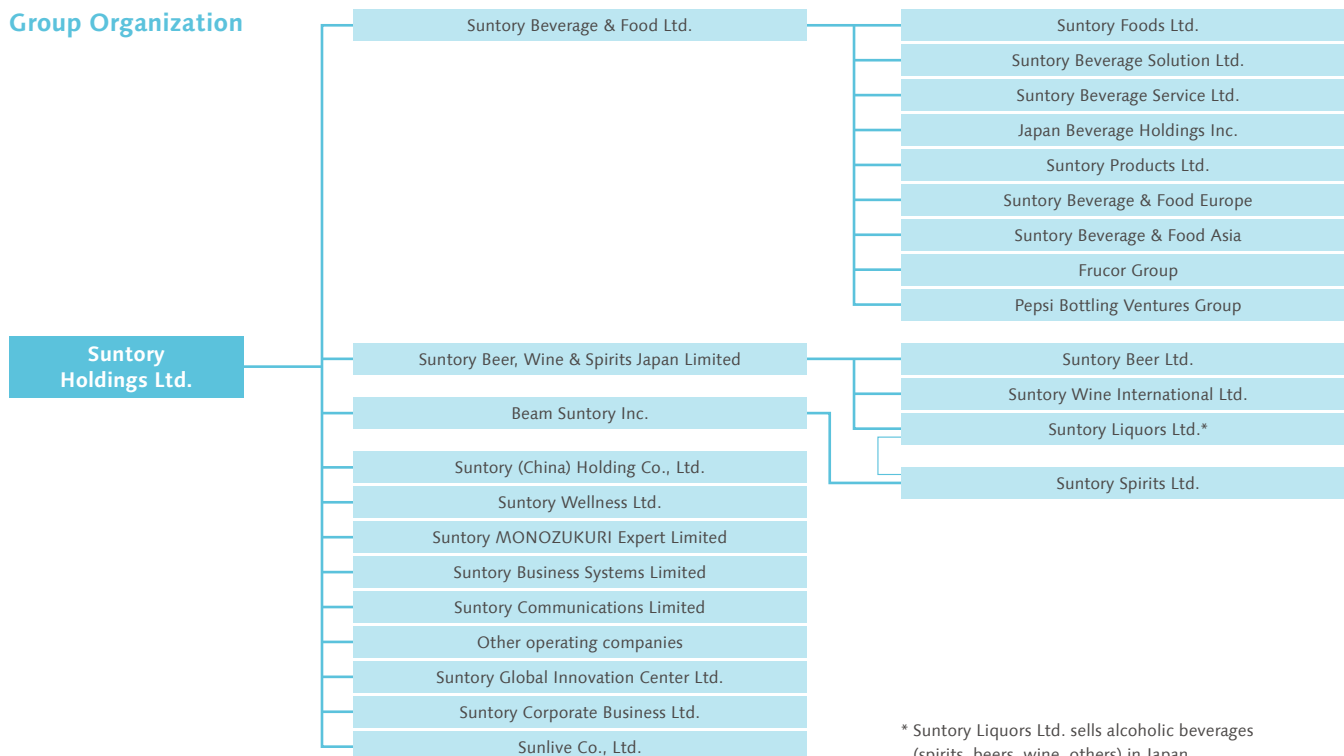
Sales by business segment (FY 2016)



Sales by geographic region (FY 2016)



Group Organization



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

Suntory Holdings Limited
Corporate Communication Division
Corporate Communication Development Department
<http://www.suntory.com/>

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