

Notification concerning Organizational Changes and Executive Appointments

Suntory Beverage & Food Limited (President: Saburo Kogo) hereby notifies you about the following organizational changes and executive appointments.

1. Organizational Changes

Effective April 1, 2017

●New Establishment of the Suntory Beverage & Food Limited, a Corporate Strategy Division

▽We will newly establish a Corporate Strategy Division in order to further promote the formation and execution of a global corporate strategy.

▽We will newly establish an Office of Group CEO. As a result of this change, the Corporate Planning Division will be abolished.

▽We will merge the Global Business Development Department with the Finance & Accounting Division, and rename the Finance & Accounting Division the Global Finance Department. We will also abolish the Finance Department and the Accounting Department.

▽We will make the IR function independent from the Corporate Communication Division and newly establish an Investor Relations Department.

▽We will establish the following departments under the Corporate Strategy Division: The Office of Group CEO, the Global Next Generation Business Development Department, the Global Finance Department, and the Investor Relations Department.

●Reorganization of the Suntory Beverage & Food Limited, Business Administration Division

▽We will reorganize the Business Administration Division in order to strengthen global corporate management and communication.

▽We will newly establish a Global Corporate Communication Department and place it under the Business Administration Division.

▽We will make the global human resources function independent from the Human Resources Department and newly establish a Global Human Resources Department under the Business Administration Division.

▽ We will rename the General Affairs Department the Legal/RM (Risk Management) Department.

● New Establishment of the Suntory Beverage & Food Limited, MONOZUKURI Division

▽ We will newly establish a MONOZUKURI Division in order to formulate and promote a global MONOZUKURI strategy.

▽ We will merge the New Product Development Division with the Research & Technology Development Division and newly establish a Research & Development Department.

▽ We will rename the Production & Supply Chain Management Division the Production & Supply Chain Management Department.

▽ We will rename the Quality Assurance Division the Quality Assurance Department.

▽ We will establish the following departments under the MONOZUKURI Division: The Research & Development Department, the Production & Supply Chain Management Department, and the Quality Assurance Department.

● Reorganization of the Suntory Beverage & Food Limited, Beverage & Food Business Division

▽ We will reorganize the Beverage & Food Business Division in order to strengthen the foundations and autonomy of domestic businesses and define the division's status as the regional headquarters.

▽ We will rename the Beverage & Food Business Division the Japan Business Division.

▽ We will make the domestic finance and accounting functions independent from the Finance & Accounting Division and newly establish a Finance & Accounting Department under the Japan Business Division.

▽ We will rename the Corporate Communication Division the Public Relations Department and establish it under the Japan Business Division.

▽ We will make the domestic quality and assurance function independent from the Quality Assurance Division and newly establish a Quality Assurance Department under the Japan Business Division.

▽ We will newly establish a Water Service Division under the Japan Business Division and transfer functions of the Water Division of the Suntory Beverage Solution Limited to this new division.

●Reorganization of the Suntory Foods Limited, Sales & Marketing Division Chugoku Shikoku Area

▽In order to integrate and consolidate organizations in the Chugoku and Shikoku areas, and also unify and streamline strategy formulation and decision-making processes, we will newly establish a Chugoku Shikoku Branch 1 and a Chugoku Shikoku Branch 2. As a result of this change, the Chugoku Branch and the Shikoku Branch will be abolished.

●Reorganization of the Suntory Beverage Solution Limited, the Business Strategy Division, the Water Division, and the Nationwide Corporate Business Sales Department

▽To enable the company to respond flexibly and swiftly when changes in market conditions or competition circumstances entail changes in the key strategic themes, we will abolish and merge with the Business Strategy Division the following departments: The Corporate Planning Department, Distribution Strategy Department, Merchandise Strategy Department, Vending Machine Department, Sales Planning Department, and the Business Development Department.

▽We will newly establish the Nationwide Corporate Business Sales Division. The new division will have two departments under it: Nationwide Corporate Business Sales Department 1 and Nationwide Corporate Business Sales Department 2. As a result of this change, the Nationwide Corporate Business Sales Department will be abolished.

▽We will transfer functions of the Water Division to the Japan Business Division, Suntory Beverage & Food Limited. As a result of this change, the Water Division will be abolished.

●New Establishment of Business Planning Department, Suntory Products Limited

▽In order to accelerate reform and promote the global mother-company function, we will newly establish a Business Planning Department and strengthen MONOZUKURI capacity.

2. Executive Appointment

●Suntory Beverage & Food Limited

Date of Change: Title (Director) to be assigned: Effective late March, 2017 (planned)

Date of Change: Title (Executive Officer) and the person to be assigned: Effective April 1, 2017

New Position	Former Position (All are positions at Suntory Beverage & Food Limited unless otherwise noted)	Continued Position (All are positions at Suntory Beverage & Food Limited unless otherwise noted)	Name
Division COO, Corporate Strategy Division	-	President, Chief Executive Officer, Member of the Board, Representative Director	Saburo Kogo
Executive Vice President, Chief Operating Officer, Member of the Board, Division COO, MONOZUKURI Division, Senior General Manager, Research & Development Department	Senior Managing Director, Member of the Board, in charge of Intellectual Property Department and R&D Department, Suntory Holdings Limited President, Chief Executive Officer, Member of the Board, Representative Director, Division COO, R&D Support Division, Suntory Business Expert Limited	-	Hideo Tsujimura
-	In charge of Risk Management	Senior Managing Director, Member of the Board, Division COO, Business Administration Division	Nobuhiro Kurihara
Division COO, Japan Business Division	Division COO, Beverage & Food Business Division	Senior Managing Director, Member of the Board	Yukio Okizaki
Director, Member of the Board (Member of the Audit & Supervisory Committee) (external)	-	-	Mika Masuyama
Managing Executive Officer, in charge of Production Planning & Development Department, Japan Business Division	Executive Officer, Senior General Manager, Production / R&D Planning Division, Suntory Holdings Limited	-	Noboru Ito

Senior General Manager, Production & Supply Chain Management Department, in charge of Quality Assurance Department, in charge of Quality Assurance Department, Japan Business Division	Division COO, Production & Supply Chain Management Division, Senior General Manager, Production Planning & Development Department, Beverage & Food Business Division, in charge of Research & Technology Development Division	Managing Executive Officer	Yuji Sawa
Managing Executive Officer	Director, Member of the Board	President, Chief Executive Officer, Member of the Board, Representative Director, Suntory Beverage Solution Limited	Masato Tsuchida
Deputy Division COO, Corporate Strategy Division, Senior General Manager, Global Finance Department	In charge of Corporate Planning Division, Division COO, Global Next Generation Business Development Department Division COO, Finance & Accounting Division Senior General Manager, Finance Department	Managing Executive Officer	Haruhisa Inada
Managing Executive Officer	Director, Member of the Board	President, Chief Executive Officer, Member of the Board, Representative Director, Division COO, Overall Sales & Marketing Division, SUNTORY FOODS LIMITED	Hachiro Naiki
Managing Executive Officer, Deputy Division COO, Business Administration Division, Senior General Manager, Global Corporate Communication Department	Executive Officer Division COO, Human Resources Development Division, Senior General Manager, Global Human Resources Department, Suntory Holdings Limited	-	Makiko Ono
Managing Executive Officer, Senior General Manager, Development & Design Department, Japan Business Division	Executive Officer, Senior General Manager, Business Planning Department, Suntory Business Expert Limited	-	Shozo Nishimoto

Senior General Manager, Office of Group CEO	Division COO, Corporate Planning Division	Executive Officer	Taira Nishikawa
Leaving	Director, Member of the Board President, Chief Executive Officer, Member of the Board, Representative Director, Suntory Products Limited	-	Yoshihiko Kakimi
Leaving	Director, Member of the Board (Member of the Audit & Supervisory Committee) (external)		Yukihiko Uehara
Leaving	Managing Executive Officer, Division COO, New Product Development Division, Senior General Manager, Development & Design Department, Beverage & Food Business Division	-	Yoshihito Suda
Leaving	Managing Executive Officer, Division COO, Quality Assurance & Technology Division	-	Takashi Nakamura
Leaving	Executive Officer, Division COO, Corporate Communication Division	-	Nobuhiro Yasui
Leaving	Executive Officer, Senior General Manager, Business Planning Department, Beverage & Food Business Division	-	Noriaki Otsuka
Leaving	Executive Officer Deputy Division COO, Beverage & Food Business Division, Senior General Manager Global Next Generation Business Development Department	-	Koichi Kitagawa

*Yoshihiko Kakimi will become Advisor, Suntory Products Limited and Deputy Chairman, Suntory Foundation for Life Sciences.

*Yoshihito Suda will become Executive Officer, Senior General Manager, R&D Planning Department, Suntory Holdings Limited, and President, Chief Executive Officer, Member of the Board, Representative Director, Suntory Global Innovation Center.

*Takashi Nakamura will become Executive Officer, and Senior General Manager, Production Planning & Development Department, Suntory Holdings Limited.

*Nobuhiro Yasui will become Senior General Manager, Group Auditing Department, Suntory Holdings Limited.

*Noriaki Otsuka will become Executive Officer, and Senior General Manager, Group Strategy Planning Department, Suntory BWS.

*Koichi Kitagawa will become President, Chief Executive Officer, Member of the Board, Representative Director, SUN-AD Company Limited.

●Suntory Beverage Solution Limited

Date of Change: March 30, 2017

New Position	Former Position	Continued Position	Name
Managing Director, Member of the Board, Division COO, Nationwide Corporate Business Sales Division	President, Chief Executive Officer, Member of the Board, Representative Director, Japan Beverage Holdings Inc.	-	Yuji Nishimiya

●Suntory Products Limited

Date of Change: March 30, 2017

New Position	Former Position (All are positions at Suntory Products Limited unless otherwise noted)	Continued Position (All are positions at Suntory Products Limited unless otherwise noted)	Name
President, Chief Executive Officer, Member of the Board, Representative Director	Executive Officer, Senior General Manager, Production/R&D Planning Division, Suntory Holdings Limited	-	Noboru Ito
Leaving	President, Chief Executive Officer, Member of the Board, Representative Director Director, Member of the Board, Suntory Beverage & Food Limited	-	Yoshihiko Kakimi

●Japan Beverage Holdings Inc.

Date of Change (Director): March 28, 2017

Date of Change (Auditor): March 28, 2017

New Position	Former Position (All are positions at Japan Beverage Holdings Inc. unless otherwise noted.)	Continued Position	Name
President, Chief Executive Officer, Member of the Board, Representative Director	Executive Vice President, Chief Operating Officer, Member of the Board	Division COO, Business Planning Division	Tsuyoshi Oikawa
Senior Audit & Supervisory Board Member	Senior General Manager, Group Auditing Department, Suntory Holdings Limited	-	Etsuro Takegasa
Leaving	President, Chief Executive Officer, Member of the Board, Representative Director	-	Yuji Nishimiya
Leaving	Senior Audit & Supervisory Board Member	-	Akira Nishimura