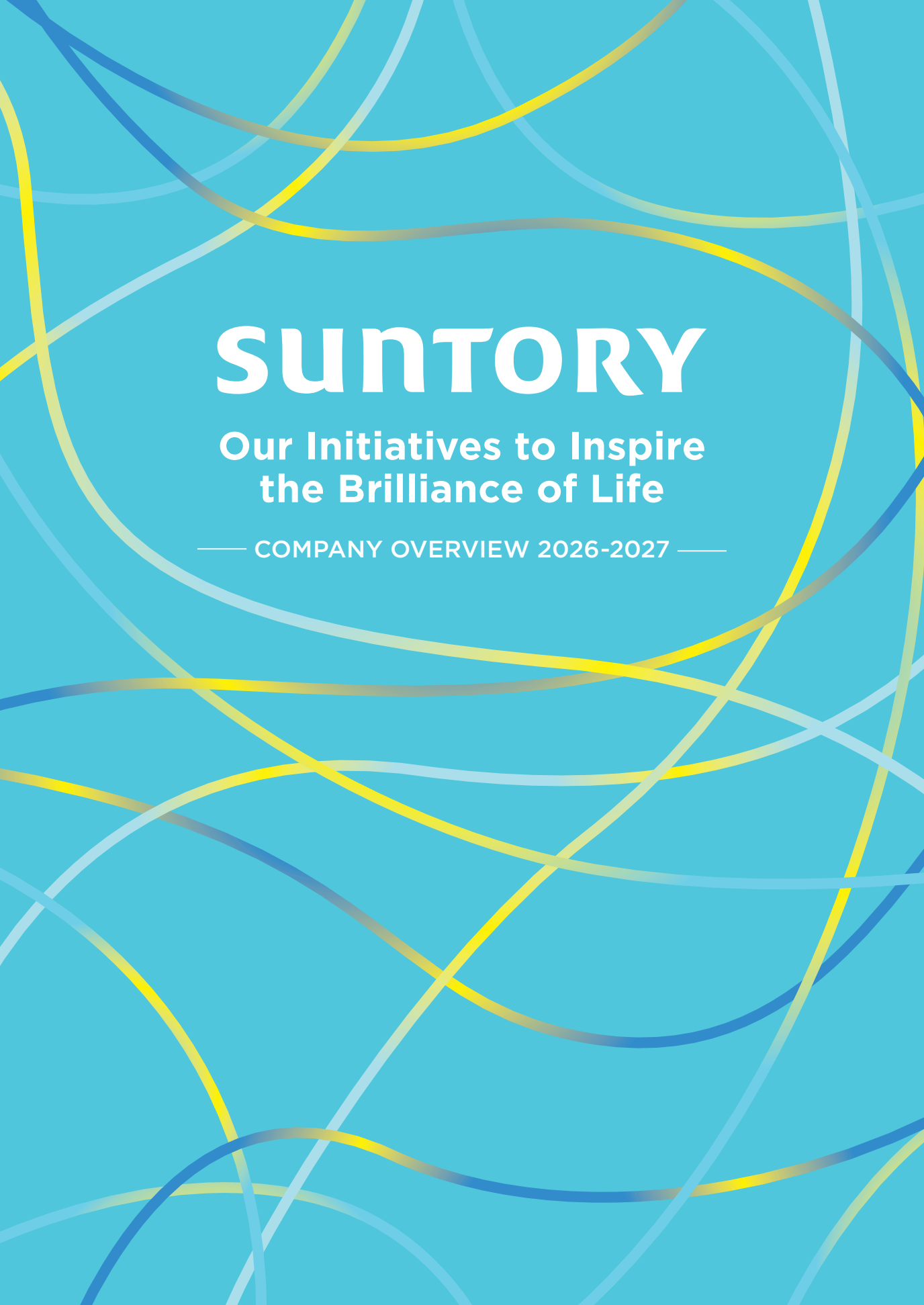


The background of the entire page is a solid light blue. Overlaid on this are numerous thick, wavy, curved lines in two colors: a vibrant yellow and a deep blue. These lines are of varying thickness and curve in different directions, creating a dynamic, abstract pattern that resembles a network or a series of flowing paths. The lines are distributed across the entire page, with some crossing each other.

SUNTORY

**Our Initiatives to Inspire
the Brilliance of Life**

—— COMPANY OVERVIEW 2026-2027 ——

Sustaining the “Brilliance of Life”



Nobuhiro Torii
Representative Director,
President & Chief Executive Officer
Suntory Holdings Limited



The Suntory Group's purpose is “To inspire the brilliance of life, by creating rich experiences for people, in harmony with nature.” We engage in our business and social activities to provide products and services that bring people together, generate joy and inspiration, and illuminate everyone's “life.” This underpins both our business and social contribution activities.

It has been 127 years since my great-grandfather, Shinjiro Torii, founded Suntory in Osaka, Japan. We firmly embrace our values of “Yatte Minahare” and “Giving Back to Society” that have been thoroughly passed down by our predecessors. Suntory's origin traces back to our founder's bold ambition of spreading the Western liquor culture in Japan and creating a Japanese whisky that suits the Japanese palate. Since then, Suntory has continued to build on its history of “Yatte Minahare,” taking on bold challenges in the relentless pursuit of creating new value and become the multifaceted beverage company we are today. Furthermore, our value of “Giving Back to Society” has guided us to give back what our business earns, not only by reinvesting in our company, but also by bringing good to consumers and society. We achieve this through enduring initiatives in social welfare, arts, culture, academic, sports, environmental conservation and disaster recovery support. For over a century, these initiatives in pursuit of coexistence with society and nature have shaped the very essence of sustainability and continue to spread globally.

Sustained by the gifts of nature including water and raw ingredients, we acknowledge our essential duty to pass these gifts on to future generations. With this in mind, we have established Environmental Targets Toward 2030, with a focus on water, containers and packaging, and greenhouse gas (GHG) emissions. Furthermore, our specific goals include reducing GHG emissions by

50%* from our direct operations and by 30%* across the entire value chain by 2030. To achieve these targets, we will continue to strive steadily forward, collaborating both within our group and with external partners, clients, stakeholders, and occasionally with companies from various industries. Moreover, as concrete initiatives, the “Natural Water Sanctuary Initiative,” which aims to enhance the water source recharge function and conserve and restore biodiversity of forests while nurturing groundwater, is expanding globally. This initiative is driven by our “Water Positive” concept, which involves replenishing more than 100% of the water used at our production plants. Additionally, “Mizuiku”—our nature and water education program designed to teach the importance of water to the next generation—has been implemented in Japan for over 20 years. The program has now expanded to Asia, Europe, and other regions, with curricula customized to the environmental needs of each country and region.

Today, Suntory Group operates more than 250 group companies across the Americas, Europe, Asia, and Oceania. The bonds we have formed with consumers in each region and business, and the Monozukuri** technologies we have developed, are important assets. We learn from one another, elevate each other, and create new value, transcending the walls between regions or businesses. Through these efforts, we aim to deliver the high-quality products and services that Suntory Group takes pride in to more countries around the world. Even though we come from different nations, speak different languages and engage in different businesses, we all share one common purpose: “To inspire the brilliance of life, by creating rich experiences for people, in harmony with nature.” As ONE SUNTORY One Family, we aim to create even more “brilliance of life” around the world.

*Based on emissions in 2019

**Monozukuri: Japanese term for craftsmanship

Index

- | | |
|---|--|
| 02 CEO Message
Representative Director,
President & Chief Executive Officer
Suntory Holdings Limited
Nobuhiro Torii | 23 Non-alcoholic Beverage Business |
| 04 Suntory Group's
Corporate Philosophy | 24 Beverage & Food Business |
| 08 History of Business Activities and
Environmental and Social Activities | 26 Health and Wellness Business and
Restaurant, Processed Food, and
Flower Businesses |
| 10 Management Strategy | 28 Social Contribution Activities |
| 12 Sustainability Initiatives | 30 Art, Culture, and
Scholarship Activities |
| 18 Whisky Business | 32 Sports Promotion Activities |
| 20 RTD Business and Wine Business | 34 Human Capital Management Since
Our Founding |
| 22 Beer Business | 38 Company Information |

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We aim to inspire the brilliance of life.

This is our motto established by Keizo Saji,
the second president of Suntory, more than 50 years ago and
our enduring commitment across generations.

Human life, however, is not the only brilliance in this world.

Human life cannot be brilliant without
the brilliance of nature and society.

This is why we must protect the natural ecosystems
that produce the gifts we enjoy on this earth.

Think about when we experience the brilliance of human life.

Times when we are happy. Times when we feel inspired.

Times when we are living life as our whole self.

We utilize the gifts of nature in our craftsmanship to
ensure that we have these moments.

We contribute to cultural activities and give back to society.

This enduring commitment has never changed and never will.

The essence of this commitment is “To inspire the brilliance of life,
by creating rich experiences for people, in harmony with nature.”

This is our purpose, the reason why we engage in business.

Suntory Group’s Corporate Philosophy

Our Purpose

**To inspire the brilliance of life,
by creating rich experiences
for people,
in harmony with nature.**

Our Values

Growing for Good

We keep growing, as individuals and as a corporation, towards a better world.
By continuing to grow, we expand our capacity to improve society.

“Yatte Minahare”

We refuse to fear failure, refuse to give in or give up, and stay relentless
in our quest to innovate new value.

Giving Back to Society

We give back from what our business earns, not only
by reinvesting in our company, but by caring for our customers and
partners and contributing to society.

Aspirations Connect Suntory's Corporate Activities

We continue to hold the aspirations that we have cherished since our founding, and our corporate philosophy forms the basis of our wide-ranging business activities to realize “the brilliance of life” for all people around the world.



Suntory is a company sustained by the gifts of nature.
We engage in craftsmanship made possible by nature's gifts.

Our pursuit of high quality is the pursuit of enriching people's lives and creating new culture.
This is our pursuit as a member of society, to enrich the world.

To achieve this, we continue to challenge ourselves despite failures.
Continuing the pursuit of challenge in every era has been part of the Suntory spirit since our founding.

We have an important responsibility to give back from what our business earns to nature and society.
In addition to environmental conservation, these activities span a wide range of fields from culture, the arts and academia to social welfare, sports, support for disaster recovery, and educating the next generation.

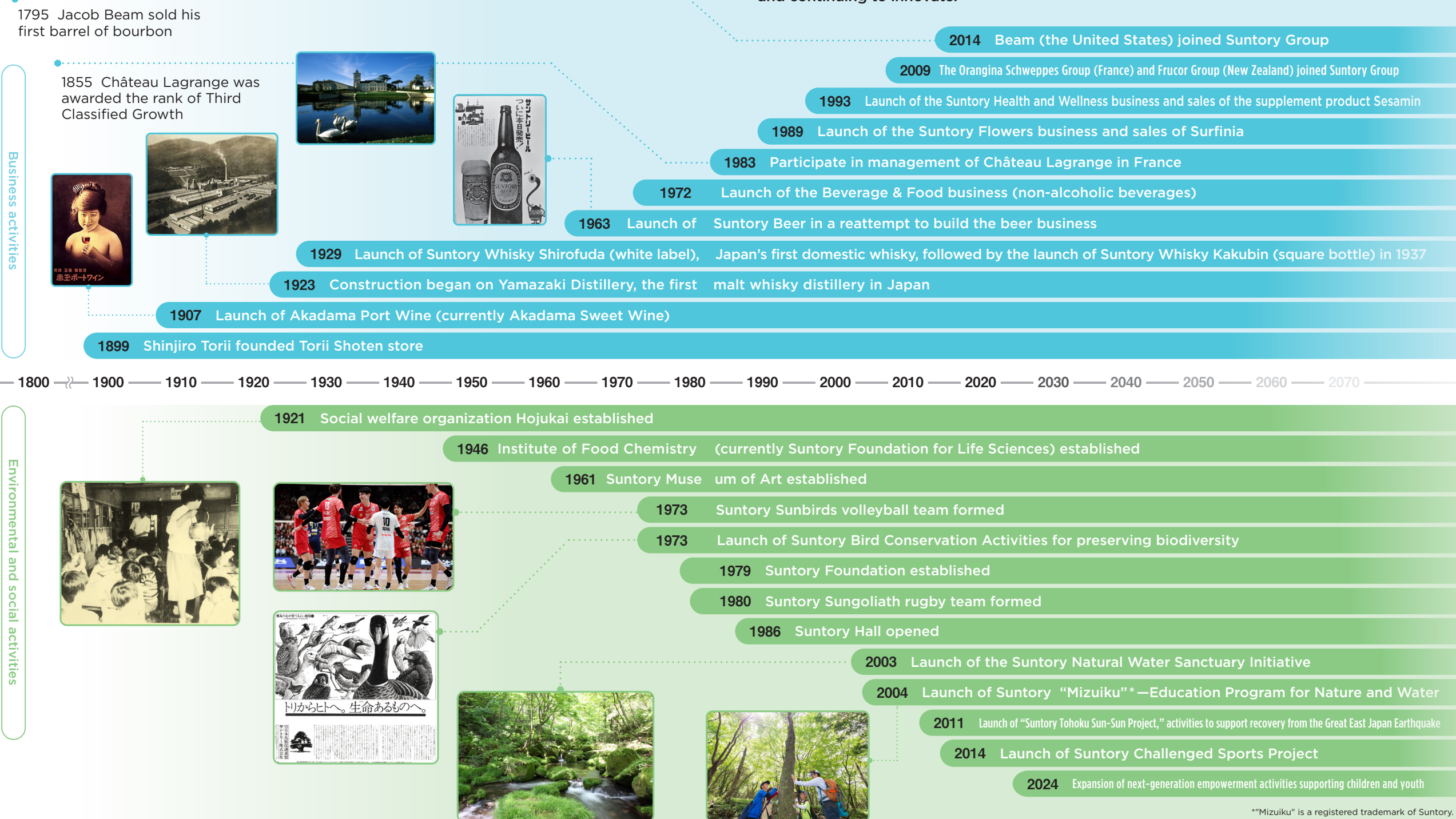
Suntory's aspirations began with a vision to bring joy and happiness to people. They have propelled our business since our founding in 1899 and will continue to do so into the future.



Mission to Create Rich Experiences and Coexist with Society and Nature

Passing Down Our Spirit of Challenge across the Centuries

Suntory's origins trace back to our founder Shinjiro Torii's quest to make wine. This quest imbues our spirit of craftsmanship, which has been passed down and runs through our wide-ranging global business activities. Based on our shared Suntory Group value of Giving Back to Society, we return the profits we earn to society. We will never stop engaging in environmental and social activities. We deliver high-quality products and services to customers to continue pursuing our mission to create rich experiences and coexist with society and nature. We will create our future by passing down these beliefs and continuing to innovate.



Mobilizing Suntory Group's Strengths to Accelerate Growth Globally

Commitment to Sustainable Business Growth and Coexisting with Society and Nature

Since its establishment in 1899, Suntory has been focused on consumers, seeking to create new values, and continuously innovating brands and businesses. To achieve sustainable business growth in the increasingly complex business environment going forward, we will bring together MONOZUKURI craftsmanship, know-how such as brand development and human resources across the entire Suntory Group globally and actively engage in innovation. In the mid to long term, we will mobilize our strength as a multifaceted beverage company to achieve global growth and establish our brands in the premium spirits and non-alcoholic beverage markets, and strive to become the global No. 1 company in the ready-to-drink (RTD) market, aiming to achieve net sales of 4 trillion yen in 2030.

It is essential that we pass down a rich natural environment to ensure a future for all Suntory Group business activities. In particular, we are taking action to help solve the intensifying problem of water scarcity, conducting “water positive” initiatives such as Natural Water Sanctuary Initiatives and Suntory “Mizuiku”—Education Program for Nature and Water to become nature positive and help restore the natural environment.

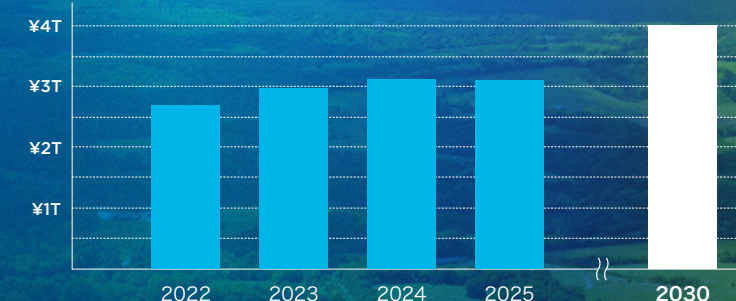
To ensure a stable society for the future, we will continue our growth globally while giving back profits to nature and society, dedicating efforts to social contribution activities and the education of the next generation and leading the world in sustainability.

Aiming to inspire the brilliance of life, by creating rich experiences for people, in harmony with nature, we, as a united group, will strive to engage in sustainable business growth and coexist with society and nature.

Establishing unique and attractive brands around the world that adhere to consumer needs



Sales



Sales by business segment

FY 2025 revenue
(excluding liquor tax)

3,070.1
billion yen

Others

(health supplements, restaurants, flowers and other operations)

322.7 billion yen
(10%)

Alcoholic beverages

(spirits, beer, wine and other alcoholic beverages)

1,040.8 billion yen
(34%)

Beverage & food

(non-alcoholic beverages, health drinks and other products)

1,706.6 billion yen
(56%)

Main operating areas and their sales ratios

Sales by area

FY 2025 revenue (excluding liquor tax)

Europe

484.2 billion yen
(16%)

Japan

1,517.7 billion yen
(49%)

Americas

515.8 billion yen
(17%)

Asia/Oceania

552.5 billion yen
(18%)

In global markets, we are accelerating the growth of core Suntory brands and establishing robust business foundations in the four key areas of Japan, the Americas, Asia/Oceania, and Europe.

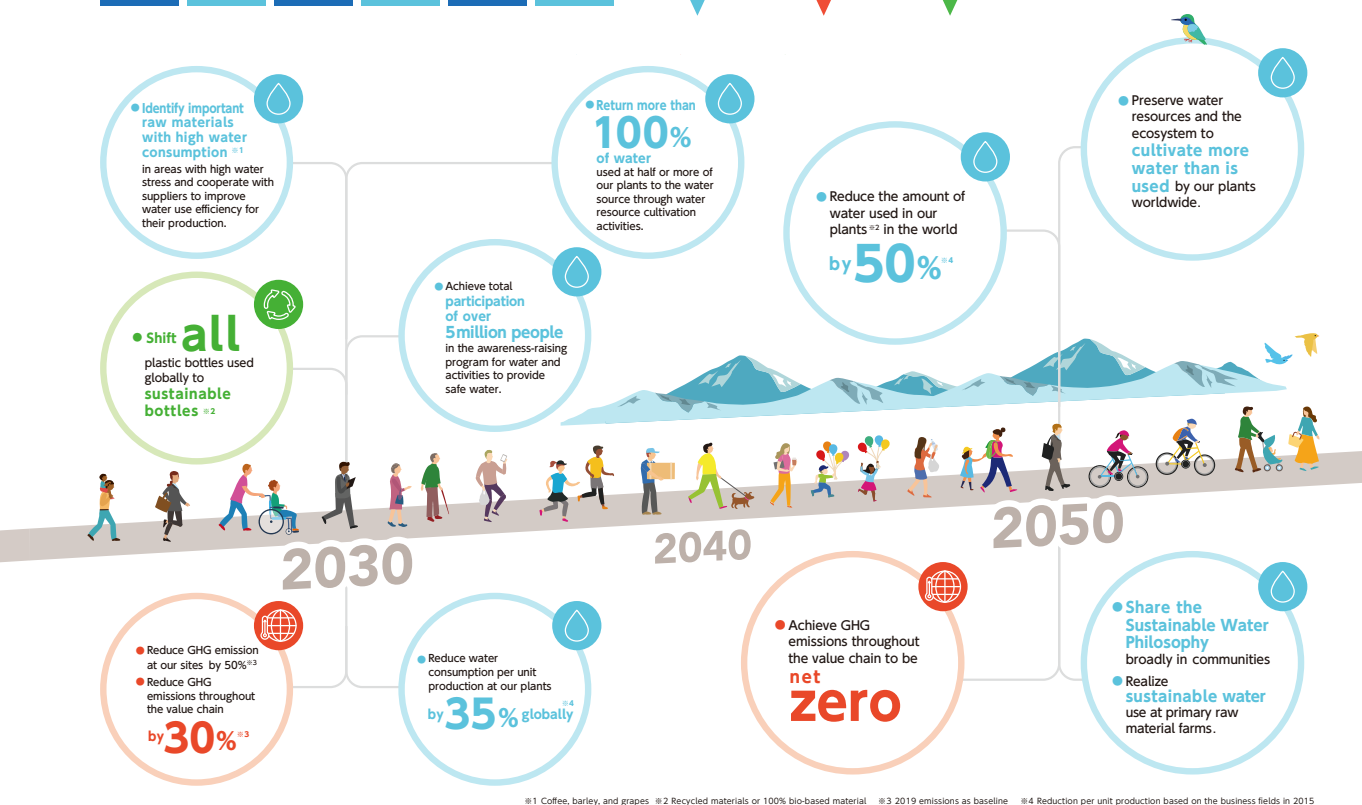
Coexisting with Nature, Protecting Precious Water Resources

Leading the World in Sustainability

Water is a vital resource that supports human life and livelihoods, and serves as the foundation of the Suntory Group's business activities. On the other hand, global issues concerning water resources have arisen due to factors such as population growth, economic development in developing countries, and climate change. As a company that depends on and benefits from water, we have established Environmental Vision Toward 2050 to address global issues and help build a sustainable world. In it, we commit to reducing the water intensity of production at our owned plants by 50% globally and replenishing more than 100% of water used at all of our owned plants globally through conservation of water resources and surrounding ecosystems. We have established Environmental Targets Toward 2030 to achieve these commitments and are planning and conducting initiatives as well as tracking our progress.

SUNTORY GROUP

OUR TARGETS



The three themes of Suntory Group's Targets Toward 2030 are water, climate action, and containers and packaging. Among them, regarding water, we have achieved a 31% reduction by 2025 in the reduction target of 35% in water consumption per unit production at our owned plants. As for the water replenishment target, in which we seek to replenish over 100% of the water used at more than half of our owned plants to their respective water sources, we have realized this goal in 36% of our owned plants.

Natural Water Sanctuary

Since 2003

Returning water to the forests that nurture water and life Implementing "water positive" initiatives Group-wide

To protect valuable water resources, Suntory Group has long worked to achieve water sustainability. One part of this is our efforts to cultivate water resources in Suntory Natural Water Sanctuaries, which are water resource areas around our plants. We have been expanding our water resource conservation efforts globally and are accelerating activities in each region, aiming to become net water positive by 2030, replenishing more than 100% of the water used in at least 50% of our owned plants globally.



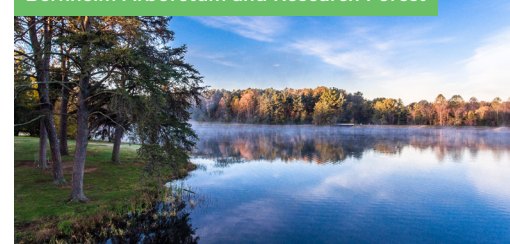
Water conservation activities that started from the Natural Water Sanctuary Initiative are spreading around the world

Maker's Mark Natural Water Sanctuary



The Suntory Natural Water Sanctuary Initiative began in 2003 and today is recharging more than double the amount of groundwater used at Suntory's own plants in Japan. Recharging refers to gradually allowing water to seep back into nature. Our activities to develop forests create rich soil that enables rainwater to be retained and permeate the ground to create quality groundwater. Outside Japan, we conduct environmental conservation activities including the Maker's Mark Natural Water Sanctuary Project and environmental conservation activities at Bernheim Arboretum and Research Forest on Jim Beam Distillery grounds in the United States, conservation of water resources with Grand Parc Miribel Jonage, a nature park located next to the Meyzieu Plant of Suntory Beverage & Food France, as well as other activities to recharge water sources in Europe, Mexico and Asia.

Bernheim Arboretum and Research Forest



Grand Parc Miribel Jonage natural park



Suntory “Mizuiku”—Education Program for Nature and Water
Since 2004

Suntory “Mizuiku”— next-generation environmental education program going global after 20 years

9
countries



Suntory Group has developed “Mizuiku,” a next-generation environmental education program that helps children experience the wonder of nature, become aware of the importance of water and the forests nurturing it, and consider what they can do to pass on water to future generations. In Japan, principal activities include offering the Outdoor School of Forest and Water, providing hands-on nature experiences in the home regions of Suntory Tennensui (mineral water), and visiting schools to provide study lessons. “Mizuiku” has now expanded globally, starting in Vietnam in 2015. Currently, we offer support for learning, experiencing nature, and educational programs to communicate the importance of water to children in 9 countries*. To date, some 1,790,000 children* have participated in these activities. Aiming to continue improving water sustainability, we will globally promote next-generation environmental education through “Mizuiku” that is aligned with the water situation in each region to pass on safe and abundant water resources to future generations.

* As of December 2025

Restoring and protecting nature and restoring biodiversity toward becoming “nature positive”



Our “water positive” activities to recharge more water than we withdraw are connected to our “nature positive” efforts to proactively restore nature and biodiversity. Our initiative to protect the ecological pyramid, representing a healthy state of nature, by planting trees and managing forests to ensure that forests provide habitat for many different forms of life to survive into the future is another important mission. Suntory Group is also participating in the 30by30 Alliance for Biodiversity launched by the Ministry of the Environment of Japan to conserve or protect 30% of land and ocean in Japan by 2030 to halt the loss of and restore biodiversity. Water cultivation forests at 8 Suntory Natural Water Sanctuaries are certified as Other Effective area-based Conservation Measures (OECM), which are one way to achieve this international 30% target.



Mountain Hawk-Eagle

Suntory Bird Conservation Activities Since 1973

Half a century of Suntory Bird Conservation Activities that protect birds living in forest and water environments to pass on healthy natural environments to future generations

We have been conducting bird conservation activities since 1973 in order to protect birds, which are highly sensitive to changes in their environment, and to pass down fields that allow all creatures to live rich lives for generations to come. In the Eagle and Hawk Chick-Rearing Support Project, we observe and protect nests built by raptors at the pinnacle of the ecological pyramid. In the Suntory Fund for Bird Conservation launched in 1989, we established the new Grant for Riparian Large Bird Conservation and support activities to protect birds such as ibises and cranes.



Newspaper ad for the Suntory
Save the Birds! Campaign

Suntory Natural Water Sanctuary: Biodiversity Restoration Report



Published in 2022, this booklet focuses on how developing forests that are both “water positive” and “nature positive” is the key to restoring biodiversity while explaining how the natural world works in easy-to-understand ways. The Facts & Data section provides high-level overviews of various challenges faced by forests in Japan, while the Actions section presents examples of activities in Natural Water Sanctuaries to address these challenges. An online version is also publicly available.



Achieving decarbonization, aiming for net-zero GHG emissions by 2050 Taking steps to address climate change as a Group

The impacts of climate change on water resources are expected to also impact the stable supply of beverage products. We consider climate change to be one of the most serious issues we face in terms of business continuity. In Suntory Group's Environmental Vision Toward 2050, we aim to achieve net-zero greenhouse gas (GHG) emissions across the entire value chain by 2050. We have created Environmental Targets Toward 2030 to clearly present the direction of our sustainability management and aim to reduce GHG emissions from our direct operations by 50% and by 30% across our entire value chain.



Suntory Kita Alps Shinano-no-Mori Water Plant

In addition to its energy-saving initiatives, the Suntory Kita Alps Shinano-no-Mori Water Plant has significantly reduced environmental impact by installing solar power generation systems and biomass-fueled boilers, as well as by procuring electricity generated from renewable energy sources. We will continue to promote further reduction efforts toward achieving net-zero GHG emissions by 2050.



Aiming to reduce environmental impacts across the entire value chain

Limited edition of The Premium Malt's in Green Aluminum can with lower CO₂ emissions



The Green Aluminum, made with 25% lower CO₂ emissions, used in The Premium Malt's Sustainable Aluminum Can was designed and produced in a joint effort with four other companies: Sumitomo Corporation, Sumisho Metalex, Kobe Steel and Daiwa Can Company. The can was available in Japan in limited quantities.



Completed switch to 100% renewable energy at all owned manufacturing sites and R&D facilities in Japan, the Americas, and Europe

We have switched the electricity purchased by Suntory Group to 100% renewable energy for all owned manufacturing sites and R&D facilities in Japan, the Americas, and Europe related to our beverage, food, and alcoholic beverages businesses. This contributes to reducing our GHG emissions by approximately 230,000 tons per year*.

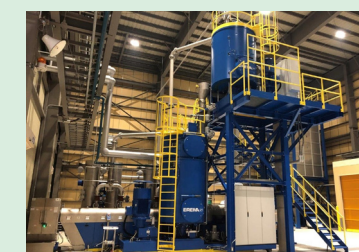
*Based on actual purchased electricity in 2021

Development of new varieties of raw ingredients resilient to climate change and introduction of new cultivation technology



We have begun long-term initiatives in cooperation with ingredient-growing regions inside and outside Japan to alleviate the environmental impacts of climate change on our business. We are developing varieties that are resilient to climate change and continuing research on and introducing new cultivation technology for ingredients such as tea leaves, blackcurrant, and wine grapes. We are also accelerating our efforts in regenerative agriculture, a farming method that is also effective in reducing GHG emissions.

Introducing FtoP Direct Recycle Technology for PET bottles overseas



In "FtoP Direct Recycle Technology," flake created by pulverizing and washing recovered PET bottles is treated at high temperature then melted and filtered before performing PET preform manufacturing directly. We are aiming to expand this technology, which compared to conventional technology can lower CO₂ emissions, overseas.

Used PET bottles

New PET bottles



100% sustainable PET bottles used worldwide by 2030

"Bottle to bottle" horizontal recycling refers to recycling used PET bottles into new ones and is a recycling method with less environmental impact. In 2011, Suntory was the first company in the Japanese beverage industry to establish this technology. Suntory Group has set the target to switch 100% of PET bottles used to recycled or bio-based materials by 2030, achieving zero use of virgin petroleum-based materials.



Whisky Business

From Japan to the World: A tradition of passion and craftsmanship in every drop

“I want to create Japanese whisky suited to the subtle Japanese palate.” With that in mind, founder Shinjiro Torii began work on building the Yamazaki Distillery, Japan’s first malt distillery, in 1923. Suntory carefully crafts its component whiskies with a unique attention to detail, aiming for a robustness—both maturity and a flavorful quality—that can withstand long-term barrel aging. Our blenders carefully select the precious component whisky prepared by their predecessors to create a final product. The component spirits we prepare today will, in turn, be passed on to those who come after us before finally reaching the consumer. Each golden drop of Suntory Whisky, produced over long months and years of tireless effort and passion by numerous craftsmen, will continue to captivate consumers the world over in the years to come.



Distilleries for the world's five major whiskies



Suntory's five major whiskies tied to high quality and the cultivation of culture

Whisky first emerged in Ireland, crossed the sea from Scotland to the United States and Canada, and eventually reached Japan. Nurtured by the rich natural environments and historical climate of each region, whiskies developed their own, unique production processes. Suntory owns distilleries across all of the world's five major whiskies, including Japanese whisky, as well as Irish, Scotch, American, and Canadian. Our collaboration and cooperation in production, always in pursuit of the highest quality, also extends to our safety and security initiatives and the sustainability activities promoted by Suntory Group as a whole. We will continue to reinforce our cultivation of a culture aimed at enhancing the value of our brands through a strong cohesion that transcends regional and business boundaries.



Creating a highball culture across the sea

The highball represents one page of Suntory's history, responsible for pioneering Western liquor culture in Japan. In 2008, a project commenced promoting ways to enjoy drinking highballs, which helped restore a sluggish whisky market, resulting in a thriving highball culture that eventually spread overseas as well. The highball boom has gained momentum in South Korea, especially among young people. In Bangkok, Thailand, the highball bar “1923” has opened and Suntory aims to expand it across Asia as the global growth of highball culture continues to attract greater attention.



A world first! Striving for sustainable whisky production

Suntory Group is taking on the challenge of creating a whisky that balances the pursuit of great taste with a reduction in environmental impact. At a pilot distillery for quality research and technical development located in a section of the Yamazaki Distillery, we conducted the world's first successful direct-fired distillation trial using 100% hydrogen for whisky production (using a pot still of over 1 KL). We have also succeeded in distilling whisky using an electrical heating system that employs electricity from renewable energy. In both cases, the distilled component spirits were confirmed as having the same rich and powerful quality of flavor as with conventional direct-fired distillation.



RTD Business

Aiming to Become No.1 in the Global RTD Market by 2030 through Technologies and Expertise in Creating Superior Taste and Consumer-oriented Brand Development

Ready-to-drink (RTD), which is a pre-mixed alcoholic beverage in a can or bottle that can be opened and enjoyed as is, has been growing worldwide in recent years thanks to its convenience. RTDs are enjoyed by a wide range of consumers, including young people because they can be made freely with spirits such as whisky, vodka, and shochu, and capture diverse needs, from health-conscious to refreshment. Competitive advantages of Suntory are its consumer-oriented brand development; technologies and expertise in creating superior taste that has accumulated through its spirits and soft drink businesses; its global business infrastructure; and its RTD business know-how cultivated through long years of experience. We aim to become the No.1 RTD company in the world by leveraging these advantages to expand our existing brands globally, while also offering new value that meets the needs of consumers in each country.

-196, sold in over ten countries and regions worldwide

The long-selling brand -196 has a history of more than 20 years since its launch. It is currently enjoyed by consumers in more than ten countries and regions around the world, including Australia, New Zealand, China, the United States, Canada, Germany, and the United Kingdom.



Ayers House, Adelaide (Australia)

Suntory's diverse RTD portfolio



The history of Suntory began with wine, and the hope of pioneering Western liquor culture in Japan. Released in 1907, Akadama Port Wine (now Akadama Sweet Wine), named after the red circle of the Japanese flag, marked phenomenal sales. In 1983, Suntory's Wine business opened up yet another new frontier when it became involved in management of Château Lagrange in Bordeaux, France. This Grand Cru Château was mentioned in documents dating back to the 17th century, but its continuation was in jeopardy after the owner family's economic hardships. Suntory replanted the Château's abandoned vineyards and renovated its winemaking facilities, successfully restoring the Château's prestige. Now, fusing this technology and experience into the TOMI NO OKA WINERY in Yamanashi Prefecture, this marks the start of a new stage in Japanese wine-making with an eye on global markets.

Wine Business

Suntory's Wine Business, Growing Together across Languages and Cultures



Suntory was convinced that respect for the local culture would be essential to the rebuilding of a traditional French Château. The past 40 years of working with Château Lagrange has become a major asset in our efforts to expand our global business.



Japan's first-ever advertising poster to show a nude woman, with both shoulders exposed, caused a sensation and made Akadama famous. Akadama became a symbol of stylish culture through its innovative PR campaigns.



TOMI NO OKA WINERY in Kai City, Yamanashi Prefecture, pursues new tastes in wine that reflect the terroir, by introducing technology developed at Château Lagrange and others, and taking on the challenge of cultivating new grape varieties. In 2022, Suntory launched SUNTORY FROM FARM, a new brand name for Japanese wines. Suntory will further continue committing to producing high-quality wines.





Beer Business

Beer Business Forging a New Path Forward through the Pursuit of Unparalleled Quality

The Beer business has been a succession of challenges and creations since Suntory Beer was first launched in 1963. Entering the beer market, already an oligopoly, proved exceedingly difficult. Suntory focused especially on the pursuit of quality. The Premium Malt's was born in 2003 as the culmination of the passion, efforts, and persistence of our brewers, who maintained their relentless challenge to develop the world's finest beer and created the premium beer market in Japan. The stage for that challenge is now expanding around the world.



The PREMIUM MALT'S HOUSE, a flagship beer bar of The Premium Malt's, is open for a limited time in New York, Los Angeles, Singapore, Hong Kong, and other selected cities around the world. Suntory aims to embrace more consumers globally by offering an experience to understand the value and uniqueness of The Premium Malt's beer.



FACTORIP, the Official Factory Tour Website



Join us on a tour of the factory. We bring you a variety of content that takes you to Suntory's MONOZUKURI craftsmanship.



Non-alcoholic Beverage Business

Creating a Non-alcoholic Beverage Culture where a 0.00% Alcohol Future Appeals to All Drinkers

Suntory Group actively promotes non-alcoholic beverages that a wide range of consumers can enjoy without worrying about the effects of alcohol. To create a culture that both drinkers and non-drinkers can enjoy together, we will actively propose delicious and attractive products only possible with an alcohol content of 0.00%.



As the market for non-alcoholic beverages grows, Suntory is developing non-alcoholic beverages in a wide variety of flavors and styles, including beer, wine, and chu-hi. We do this by developing technology to remove only the alcohol content from alcoholic beverages, and by leveraging the knowledge and technology we have cultivated through our alcoholic beverage business. In addition, we are working to revitalize the market and meet a wide range of consumer health and other needs with the launch of Suntory ALL-FREE, a beverage with functional claims that focuses on visceral fat, Non-AI Sakaba Lemon Sour, and Non-AI Sakaba Sparkling Red Wine.

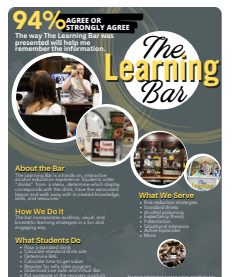


Sales of ALL-FREE across the United States

ALL-FREE, which has been well-received since its launch in 2010, is also taking on the United States market, where the demand for non-alcoholic beverages is growing alongside increases in health awareness. The product is primarily sold on the West Coast, with its design and flavor tailored to consumer preferences, and we will continue to expand its reach through retail stores.

Activities to Raise Awareness of Responsible Drinking

As a responsibility of companies that manufacture and sell alcoholic beverages, Suntory Group has been an industry pioneer in proactively addressing alcohol-related problems. Suntory has been running ads advocating moderation since 1986, raising awareness of responsible drinking and winning numerous advertising awards. In Japan, we promote "DRINK SMILE," an initiative that emphasizes the realization of a society in harmony with alcohol by focusing on responsible drinking and diverse ways to enjoy alcohol, through a wide range of activities for diverse age groups, including moderation-advocated advertising, seminars, and events. Suntory Global Spirits Inc. has also opened The Learning Bar on the campus of the University of Kentucky to educate students about responsible drinking.



お酒は、
なによりも適量です。

水と生きる SUNTORY

カンパイの理由。

ドリンクスマイル

くやしかった。
泣けてくる夜があった。
自分がただの不甲斐なかった。
厚がましくなりたかったが、
やっぱりそうはできなかった。
「頑張ってると思うよ、お前、うん、頑張ってる」
不意に聞こえた言葉に驚いて、
僕は声を出す方に顔を向ける。
30歳離れた、A先輩だった。
今日の忘年会、来たのはなかった。
褒められる成果など一つもなく、世間話も気疲れで、
皆とガラガラ笑って飲むなんて、
そんな気分になれるはずもない。
「つまんなさうな顔してるな(笑)」
先輩にそう言われて、思わず僕は苦笑する。
自分の何を見て頑張っていると思ったのか、
そんなことはいちいち聞けなかった。
ただ、先輩がグラスをちゃんと合わせてきたので、
「今年もお世話になりました」と告げる。
自分が思う自分より、
誰かを見て自分か
ちょっとでも上むならば、
それは、カンパイする理由になる。
ほどほどに酔って、
いつの間にか
笑っている自分がいた。



Europe

Japan

Americas

Oceania

Asia



In Asia, Oceania, and the Americas —BOSS is loved the world over

Since it was first rolled out in Japan in 1992, BOSS has become a favorite recognized as the “Worker’s Buddy,” across different types of work and generations. BOSS Rainbow Mountain Blend and other canned coffee products are aimed at those looking for a little change of pace during work breaks, while Craft BOSS and other PET bottled beverages are for those who like to sip as they work at their desks. The products have thus evolved in response to changes in how people work and to a broader range of preferences. Since 2018, Suntory has worked to expand the brand globally. While keeping the brand concept intact, we develop packaging and contents in line with the lifestyles and preferences of local consumers, striving to create products that will be loved in each region. BOSS is currently available in Asia, Oceania, and the Americas.



TEA+, an oolong tea beverage gaining support in Southeast Asia

TEA+ is a Suntory brand product that was launched in Vietnam and Thailand in 2013. It is an oolong tea beverage containing oolong tea polymerized polyphenols (OTPP) that curb the absorption of fat and help control an increase in blood triglycerides after meals. Using technology accumulated over many years in the development of Suntory Oolong Tea products in Japan, we have created a unique flavor tailored to the tastes of Southeast Asian consumers, whose health consciousness is on the rise. We also actively work to offer flavors tailored to each region, with the goal of becoming the tea beverage most loved by our consumers.

Beverage & Food Business

Driving business growth through brand innovation worldwide

The Beverage & Food business currently operates in approximately 70 countries. We are committed to identifying the latent needs of diverse consumers around the world and delivering suitable products and services as quickly as possible. To this end, we continuously enhance the value of our existing brands that are loved by consumers in each market and create new demand. In addition, we are actively expanding our brand portfolio through entry into new categories to offer consumers a broader range of choices.

Health and Wellness Business

Supporting Healthy Everyday Life for People Around the World

The Health and Wellness Business, Offering New Value through Manufacturing and Services

Building on Suntory's decades of scientific research into food and quality control technologies, we provide supplements and skincare products to more than 2 million consumers annually. Guided by our mission to create rich experiences for people in the "senior stage" in the era of 100-year lifespans, we contribute to the realization of our consumers' wellness by offering not only products but also the "Suntory Wellness Club" membership service, the app "Comado" linked to the service, which encourages healthy behaviors, and various experiential opportunities.



VARON, an all-in-one skin care product for men over 40, becomes a big hit

VARON, a skin care brand, was created out of a sincere desire to address the serious skin concerns of men middle-aged and older. Development began more than 20 years ago with a focus on the polyphenols in whisky, before we succeeded in extracting the essence of barrel wood through repeated research and prototyping. The product boasted No.1* sales in the men's skin care "moisturizing care" category in 2023 and has become a major hit.

Offering a broad lineup of health supplements and beauty products

Suntory has launched a number of health supplements, including Sesamin EX, DHA & EPA + Sesamin EX, Locomore, and Omega A.D.E PLUS, based on the results of many years of research by the Suntory Life Science Institute. Beauty products that enrich both external appearance and internal well-being have also been added, such as F.A.G.E, vitoas, and Liftage, as we help consumers achieve total wellness.



Launching co-developed products with a leading Thai brand, with an eye to the Southeast Asian market

In 2024, Suntory Wellness acquired shares in NBD Healthcare, a company offering leading brands such as VISTRA and PROVAMED, primarily in Thailand. We will build a solid business base by leveraging the company's distribution to expand our business in Southeast Asia, where consumption of skin care products and supplements continues to grow.

Be supporters!



Be Supporters! At 230 facilities nationwide, with a total of approximately 10,000 participants

Be Supporters! is a project in which people who are often supported by those around them, including residents of nursing homes and those with dementia, themselves become a supporting presence by becoming boosters of their local soccer clubs. The concept is "providing opportunities to shine for everyone who wants to be excited no matter how old they are." Today, participation has expanded to about 230 facilities nationwide and a total of approximately 10,000 people.



Comado, an app for Suntory Wellness Club members

Comado is a free app that allows users to earn points while making healthy behaviors a habit. It offers a rich variety of content designed to make consumers' lives just a little bit better, including fitness videos by professional instructors, trivia about physical health, and information on travel and hobbies that fulfill one's mental health.

The Restaurant, Processed Food, and Flower Businesses Bringing Joy and Excitement to Everyday Life



Creating new food and beverage scenes across a variety of business formats

Pronto Corporation operates about 300 stores, including Pronto, which functions as both a cafe and a bar, and Dynac Corporation, with about 210 stores—primarily bars and restaurants. Izutsu Maisen, offering tonkatsu and ready-to-eat items, and Häagen-Dazs, famous for its ice cream, are also part of the Suntory Group's business of creating deliciousness and excitement.



Bringing flowers to people's lives in over 30 countries worldwide

Suntory Flowers develops, produces, and sells flower and vegetable seedlings, cut flowers, and fruits and vegetables. We have continued to explore and develop plants around the world by applying basic research cultivated in our alcoholic beverage and food segments. Our success in developing the world's first blue roses and carnations is a good example. Going forward, we will continue to leverage our technology and expertise in over 30 countries, aiming for even greater creativity and development as a global company.

In the Spirit of Giving Back to Society, a Fundamental Value of Suntory Group, We Are Enhancing and Enriching Society and the World

Giving Back to Society is one of the Suntory Group's values. Shinjiro Torii believed that "Profits obtained through business are thanks to people and society. Profits are useful for rendering service to our customers and partners, reinvesting profits back into the business, as well as contributing to society." He was also passionately committed to social welfare activities. The same conviction is rooted in the hearts of Suntory Group employees, who are committed to volunteer and social contribution activities around the world.

Social Welfare Organization Hojukai

Since 1921

The origin of Suntory's social contribution activities

During the depression that followed World War I, Shinjiro Torii opened the Imamiya Dispensary to provide free medical care and medications to those in need. This was the origin of the Social Welfare Organization Hojukai, which has conducted the Suntory Group's social welfare activities for over a century. Since World War II, the Group has adopted and implemented social activities promptly, in harmony with prevailing national and public sentiment. Today the Group continues these sincere efforts, operating Takadonoen, a special-care nursing home for the elderly in Osaka City, and Tsubomi Nursery School, an Osaka City-licensed nursery.



Founder Shinjiro Torii and the Imamiya Dispensary. The clinic continued to offer support to the community until closing its doors in 1976, following the introduction of universal health insurance.

Takadonoen, a special-care nursing home in Asahi-ku, Osaka City, and Tsubomi Nursery School. The Social Welfare Organization Hojukai promotes human connections across generations, with the elderly and preschool children freely interacting.



Disaster recovery and humanitarian assistance on a global scale

Suntory Group has been providing ongoing support for recovery from natural disasters, including the Great East Japan Earthquake, the Kumamoto Earthquake, and the Noto Peninsula Earthquake. In Noto, we have engaged in volunteer activities and supported local festivals, students, and industries in addition to charitable donations and the provision of beverages. We are also providing active reconstruction support and humanitarian aid for large-scale disasters around the world, including forest fires in Australia and wildfires in Maui.



Support for youth and children, who will create the future: Strengthening next-generation empowerment activities

The potential of children and youth is "Michisu" (limitless). We will create a society in which all children can realize their potential, regardless of their environment or circumstances in which they were born and raised. This is our commitment. Primarily targeting adolescents, we work with NPOs and other pioneering organizations in this field to develop systems to help mitigate disparities in children's experiences and to create a model of safe spaces for teenagers. In addition, we have established the Suntory Kimi-wa-Michisu Foundation to support the growth and development of NPOs that are shaping the next generation.



Promoting volunteer activities that provide employees with opportunities to grow through community contributions

We operate an intranet site, the "Suntory Volunteer Web," to promote diverse forms of volunteer participation. The site offers a wide range of opportunities, including volunteer activities that employees can easily participate in either at the workplace or from home, support for local NPOs, and disaster relief volunteering. In addition, we have expanded support programs such as volunteer leave and introduced an internal donation app, thereby continuously encouraging employees' participation in social contribution activities.

Suntory Foundation for the Arts

Since 1969

The Suntory Foundation for the Arts, the successor entity of the Torii Music Foundation, has engaged in various social contribution activities in the field of the arts, principally through Suntory Hall and the Suntory Museum of Art. We strive to present to the world the esthetic sense and unique sensibilities that the Japanese people have cultivated, and to promote diverse values in the next generation, to go on creating and expressing new esthetic values.



SUNTORY HALL



Suntory Hall

Since 1986

A space for music lovers to gather and share musical experiences

Designed with the concept of “the world’s most beautiful sound,” Suntory Hall welcomes approximately 600,000 concertgoers every year, offering musical experiences with such immediacy that the audience feels as though they are among the performers. The hall will celebrate its 40th anniversary in 2026. Through initiatives such as inviting elementary and junior high school students to performances and supporting young musicians, Suntory Hall strives to serve as a place for sharing the deep joy of music.

Contributing to arts and culture in New York through support for Carnegie Hall

For nearly 40 years, Carnegie Hall, the world-class music venue in New York City, and Suntory have been working together to enrich people’s hearts through music. As one of its major corporate sponsors, Suntory sponsors concerts as part of Carnegie Hall’s season of performances, hosts activations and events, and provides Suntory products for selected events at the Hall. Chairman Nobutada Saji has served as its one of the Advisory Directors since 2023. Suntory will continue to work hand in hand with Carnegie Hall to further promote arts and culture.



Photo by Jeff Goldberg / ESTO

Active Involvement in Social Contributions in the Fields of Art, Culture, and Scholarship

Suntory’s activities, founded in Giving Back to Society social welfare activities, have afforded spiritual enrichment to people in the fields of music, art, and culture. Suntory Hall and the Suntory Museum of Art promote the creations of a rich urban culture. Suntory also stresses the nurturing of children, who will lead the next generation, and plans and manages workshops and educational programs, among others, to help develop broad sensibilities through music and art. We also engage in active efforts to promote diverse cultural initiatives involving local communities, and encourage the development of talented individuals in the humanities and the social and natural sciences. We will continue our social contribution activities and efforts to develop rich experiences in ways that are appropriate for the times.



Suntory Museum of Art

Since 1961

An “urban living room” for enjoying art as part of everyday life

The Suntory Museum of Art’s collection of more than 3,000 artworks, including national treasure “Box with fusenryō design in mother-of-pearl inlay and maki-e,” is very popular with visitors. The museum also offers a wide range of Learning Programs, including events that heighten the enjoyment of art and art appreciation tools. Admission is free of charge for children through junior high school.



National treasure [Box with fusenryō design in mother-of-pearl inlay and maki-e], Kamakura period (13th century) Suntory Museum of Art

Suntory Foundation

Since 1979

Among its various programs, the Suntory Foundation awards the Suntory Prize for Community Cultural Activities. This prize recognizes organizations and individuals contributing to regional promotion of culture and revitalization through such activities as the preservation and propagation of art, literature, and traditions as well as through cultural creation, environmental beautification, and international interchange. Since its establishment, the prize has recognized recipients from every prefecture in Japan. The decision to award the prize stresses the continuity, originality, and development potential of the activities, as well as their impact on the community and the enjoyment afforded to those involved in them.



サントリー文化財団
SUNTORY FOUNDATION

サントリー
地域文化堂



Suntory Foundation for Life Sciences

Since 1946

The Suntory Foundation for Life Sciences (SUNBOR) established Suntory SunRiSE in 2020 to help address Japan’s crisis in basic research. Suntory SunRiSE offers highly flexible grants to young researchers to enable them to investigate challenging, unique research themes. We support the passion and “Yatte Minahare” spirit of researchers by enabling them to devote themselves wholly and with enjoyment to the search for answers.



SUNBOR
公益財団法人 サントリー生命科学財団

SunRiSE
Suntory Rising Stars Encouragement Program
in Life Sciences
サントリー-SunRiSE 生命科学研究者支援プログラム



Rugby team
Tokyo Suntory Sungoliath
Since 1980

This rugby club is based in Fuchu, Tokyo and its home areas are Minato Ward, Fuchu, Chofu, and Mitaka cities in Tokyo, as well as Yamanashi Prefecture. It belongs to Japan Rugby League One. The club has won numerous titles, including eight Japan Rugby Championships, three All Japan Company Championships, and five Japan Rugby Top League titles, and has a passionate fan base.



Enriching the Lives of All through the Power of Sport

Single-minded striving for excellence on the field by dedicated athletes is a source of excitement and passion for all who witness it. Spectator sports unite our emotions and teach the importance of courage, passion, and dreams. Engagement with sports not only cultivates physical and mental health. It is replete with great potential to further enrich human life. With faith in the power of sports, Suntory will continue to explore new challenges.

Volleyball team
Suntory Sunbirds Osaka
Since 1973

This men's volleyball team is based in Minoh City, Osaka Prefecture. In 2023, the team marked its 50th anniversary since its establishment. In the inaugural SV.LEAGUE season last year, the team won its 11th league title in the 2024-25 Daido Life SV.LEAGUE MEN.



Suntory Dream Match

Since 1995

A one-night-only dream match featuring legendary Nippon Professional Baseball players. Some of the proceeds from sales of beer, beverages, merchandise, charity seats, and others, as well as from the charity auction of uniforms signed by participating players, will be applied to baseball-related recovery support activities. These activities include baseball workshops for children taught by former professional baseball players in disaster areas, including areas affected by the Great East Japan Earthquake and the Kumamoto Earthquake.



Ai Miyazato Suntory Ladies Open Golf Tournament

Since 1990

With Kobe as the stage, as the only women's professional golf tournament that offers a pathway to the world, the winner and second-place finishers will be granted entry to the AIG Women's Open held in the UK. This is an arena for heroines to grow and make their way in the world, by inviting top amateur golfers from Japan and the Asia-Oceania region. In addition, proceeds from the tournament venue's charity shop are used to support the growth of junior golfers and other activities.



Ai Miyazato, tournament ambassador, and Sayaka Takahashi, the winner of the 2025 tournament.



Challenged Sports Project

Since 2014

Challenged Sports Project activities were begun in Tohoku region and in 2023, extended across Japan. The Suntory Challenged Sports Athlete Incentive Fund provides grants to local athletes, sports associations, and athletic organizations; the Parasports Design College for university students co-creates and promotes the appeal of parasports; and the hands-on Dream Athlete program features a wheelchair basketball player as a lecturer. Through these and other programs, Suntory is promoting a diverse society.

Personnel are like whiskey.
You can't judge them over the short term.
You have to take a long-term view.



Keizo Saji, the second president of Suntory, was firmly convinced that anyone can develop great ability if their potential is nurtured over the long term. He likened this process to the development of flavor in component whisky. He believed that people are the most important foundation of Suntory Group, and he emphasized that a company depends on the quality of its human resources.

People Are the Most Important Element of Management Since Its Founding, Suntory Has Focused on Human Capital Management

The history of Suntory is “the history of Challenge.” The passion of people pushing the envelope is what drives our success.

In every era, people have been the source of growth. Since its founding, Suntory Group has always believed its most important foundation is that of people, and we take the long view with respect to their development.

We will enhance the overall value of Suntory Group with our founding spirit of “Yatte Minahare,” a value shared by all employees, and by unstintingly investing in human resources so that individuals can demonstrate their uniqueness and abilities, and can grow throughout their careers. As a globally recognized multifaceted beverage company, we will continue to create rich experiences for people.

A major event to connect Suntory's founding spirit with new value



The Walk the Walk—“Yatte Minahare” Award recognizes self-initiated activities to realize new ideas

Established in 2015, the Walk the Walk—“Yatte Minahare” Award is a system open to all Suntory Group employees to recognize those carrying out activities that feature innovative new approaches. In 2025, the 11th year of the award, 475 teams from around the world submitted entries. A diverse range of “Yatte Minahare” initiatives from Japan and overseas were brought together, and a final selection was held among ten finalist teams.



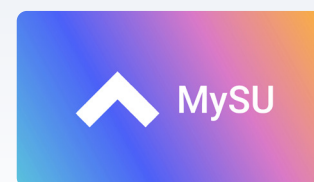
Toward Realizing Growing for Good—Growth Opportunities to Maximize Individual Capabilities

The phrase “Growing for Good” means that Suntory Group strives to expand its strength—as individuals and as companies—to enhance and contribute to society. Along with “Yatte Minahare” and Giving Back to Society, this value is shared by the entire Group. We believe that as employees develop into Career Owners—strong individuals capable of planting their flag, taking on challenges, and carrying their efforts through to results—they will build their companies into strong, competitive enterprises. As such, we are supporting individuals through a variety of initiatives so they can maximize their capabilities and achievements.

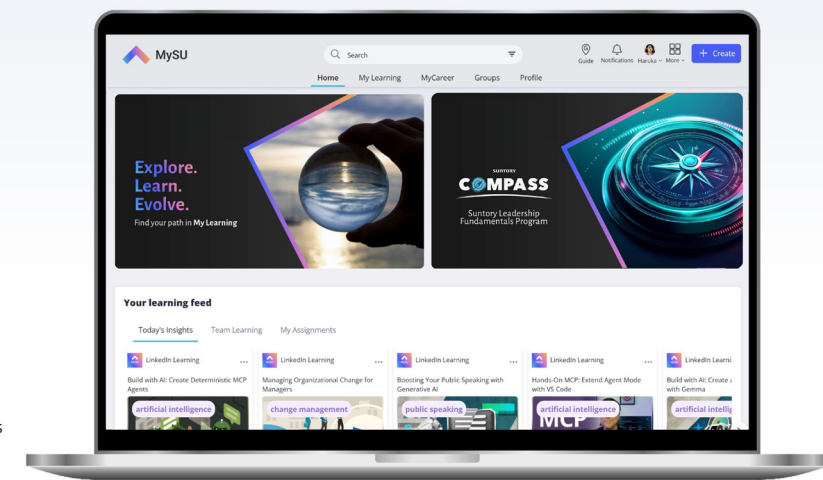


SUNTORY UNIVERSITY

Suntory University offers multifaceted learning development programs accessible to all Suntorians. It offers a wide variety of learning opportunities based on the three pillars: “Personalized Growth”—Unlock the potential within every employee, “Fostering Culture”—Cultivate and elevate our Suntory culture and corporate philosophy and “Leading the Business”—Develop leaders who propel the success of Suntory. Suntory Holdings won the 2024 Cornerstone Galaxy Award for Excellence in Workforce Agility Strategy. The Galaxy Awards honor organizations that are implementing innovative, agile, and impactful approaches to their talent, learning and development programs.



Suntory University's MySU (My Suntory University) is a learning platform enabling all employees to engage with e-learning, video lectures, and other content. The platform offers AI-powered personalized learning experiences based on individual skills and career aspirations, fostering learning culture across the organizations. This development is ongoing, and is aimed at providing a progressively evolving environment that allows any employee anywhere to obtain the best possible learning experiences for themselves.



Leadership Development for Thriving as a Global Enterprise Originating in Japan

If Suntory Group is to enhance its profile as a Japan-based global enterprise and further promote ONE SUNTORY, we must inculcate a clear awareness of the importance of people, a value we have cherished since our founding, to all Suntory Group employees around the world. Suntory Group offers diverse growth opportunities for the development of management personnel with a global perspective, and as we promote broad understanding and propagation of the Group's founding spirit, we are developing a wide range of programs featuring different points of contact with businesses other than our own around the world.



Global Leadership Development Program

This is a training program for general managers around the world that aims to produce global management talent on an ongoing basis. Participants learn to link everything from mindset to important issues like sustainability to the Suntory Leadership Spirit, giving them a deeper grasp of leadership in global management.



Beyond Borders

This training program for senior general managers around the world aims to develop global leaders who can lead the entire Suntory Group across business boundaries. The program was developed jointly with the Wharton School of the University of Pennsylvania, a graduate school of management.



COMPASS
(Suntory Leadership Fundamentals Program)



COMPASS is Suntory's Leadership Fundamentals Development Program designed to enhance leadership skills and foster a cohesive brand of leadership that embodies the five Suntory Leadership Spirit Behaviors.

This tech-enabled, personalized learning promotes a cultural shift where leaders prioritize the experiences, well-being, and performance of their team members, empowering them to reach their goals while contributing to Suntory's Mission and Vision. This opportunity for growth is available to all employees and is practical and engaging, helping leaders to build confidence and knowledge in their roles, benefiting themselves, their teams, and the organization, regardless of language, function, location, or time zone.

Creating environments where individuals can work with vitality

Suntory Group aims to continue creating new values by actively incorporating diverse people and values and ensuring fairness, regardless of gender, nationality, age, and other factors. We will cultivate a workplace culture in which everyone is aware of what it should be and is proud to be a Suntory employee, can fully demonstrate their abilities, and can work vigorously in their own way. We also strive to provide better products and services to our customers by utilizing our diverse personalities and perspectives as a team strength and incorporating various points of view. In addition, we promote health management, because we believe employees' physical and mental health and that of their families is essential to creating new innovations. To inspire the brilliance of life, we are contributing to enhanced human lifestyles and people's health through our products.



The Collaborative Center is entrusted with a variety of operations by Suntory Group companies throughout Japan, with employees with intellectual disabilities playing an important role by handling a wide range of requests. December 3 is the International Day of Persons with Disabilities, and we provide learning programs for employees to promote understanding and awareness of employees with disabilities.

NIKKEI
Smart Work
★★★★★ 2026 Best 9



Suntory Holdings received a five-star rating, the highest, for the eighth consecutive year from the 2025 Smart Work Management Survey conducted by Nikkei Inc. In the evaluation by field, the company achieved the highest level of "S++" in "ability to invest in human resources." Also in 2026, Suntory was recognized for the tenth consecutive year as a Certified KENKO Investment for Health Outstanding Organization—White 500 (large enterprise category), conducted by the Ministry of Economy, Trade and Industry in collaboration with the Nippon Kenko Kaigi.



Suntory Group is engaged in activities to promote LGBTQ+ understanding and awareness. In Japan, we have established a consultation office and provide a handbook for LGBTQ+ people and those who support them, and these initiatives have drawn broad public approval. In 2025, for the ninth consecutive year, Suntory Group received the top rating of Gold in the PRIDE Index, an evaluation index for corporate initiatives relating to all those who are members of minority sexual orientations.



Suntory Holdings has been certified by the Ministry of Health, Labour and Welfare as a company that is making progress in promoting women's activeness in the workplace with the Eruboshi Award (level 3) and as a company that supports parenting with the Platinum Kurumin Award, the special certification. We have created an environment in which employees can work with peace of mind by encouraging employees to take childcare leave and by enhancing systems that support a good balance between work and childcare.



One Suntory Walk, a global event that synergizes health management with sustainability



A one-month walking event open to all employees, where participants collaborate for a month to raise health awareness and develop exercise habits. Based on the number of participants, the company makes a donation to an organization engaged in sustainability activities.

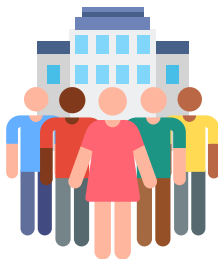
Striving to Create New Value Globally for the Future

Since its founding, Suntory Group has always strived to push the envelope. By doing so, it has grown into a global enterprise headquartered in Japan. With more than 40,000 employees working together in each area and business across 259 companies, Suntory Group will continue to create the future while striving to create new value that will inspire consumers around the world.



Group companies

259



Employees

41,628

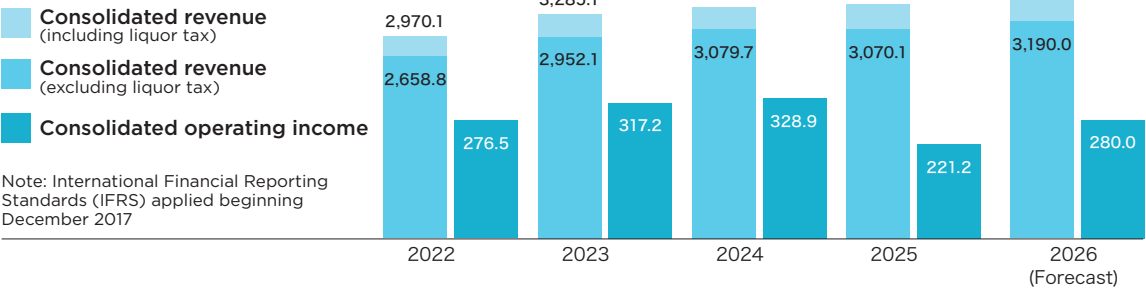


ONE SUNTORY One Family

Consolidated operating income

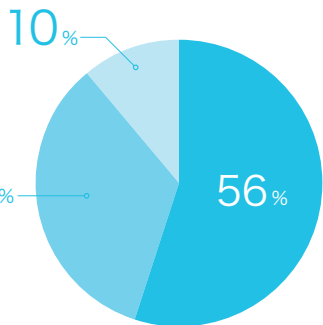
221.2 billion yen

Consolidated revenue/Consolidated operating income (Billions of yen)



Consolidated revenue (excluding liquor tax)

3,070.1 billion yen



- Beverage & Food**
(non-alcoholic beverages, health drinks and other products)
- Alcoholic beverages**
(spirits, beer, wine and other alcoholic beverages)
- Others**
(health supplements, restaurants, flowers and other operations)

Note: As of December 31, 2025



<https://www.suntory.com/>

SUNTORY

Sustained by Nature and Water