

Performance Data

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Performance Data

Suntory Group has brought together its performance for the main indicators (management, environment, and society) on our sustainability site and other media.

Boundary

270 Group companies in Japan and overseas, including Suntory Holdings Ltd.

- The boundary of environmental data is as follows.
2022 and 2023: data covers 27 production plants in Japan and 62 production plants overseas.
2024: data covers 27 production plants in Japan and 52 production plants overseas.
- The boundary of personnel data, describe the scope of data individually.

Independent Assurance

Actual results marked with ★ have been independently assured by KPMG AZSA Sustainability Co., Ltd. in accordance with International Standard on Assurance Engagement (ISAE) 3000 and ISAE 3410.

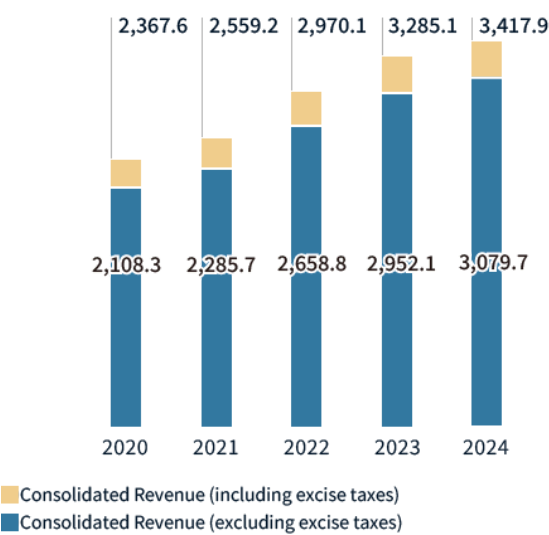
[Independent Practitioner’s Limited Assurance Report](#) 

Key Financial Data

Consolidated financial Results

Consolidated Revenue

(Billion yen)

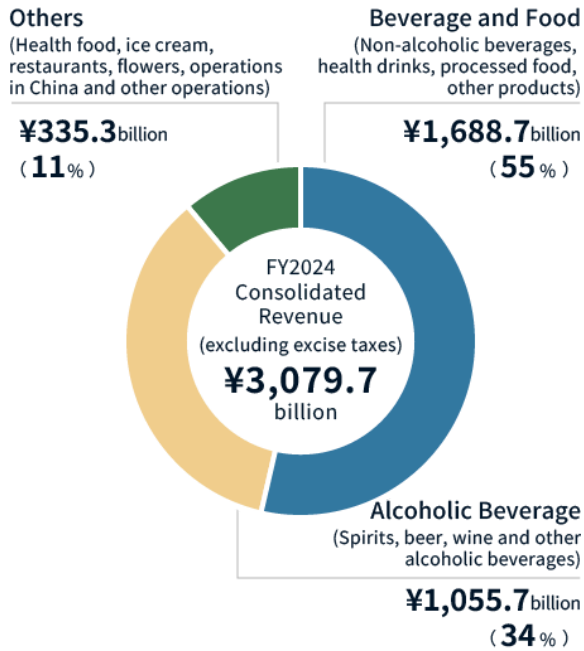


Consolidated Operating Income

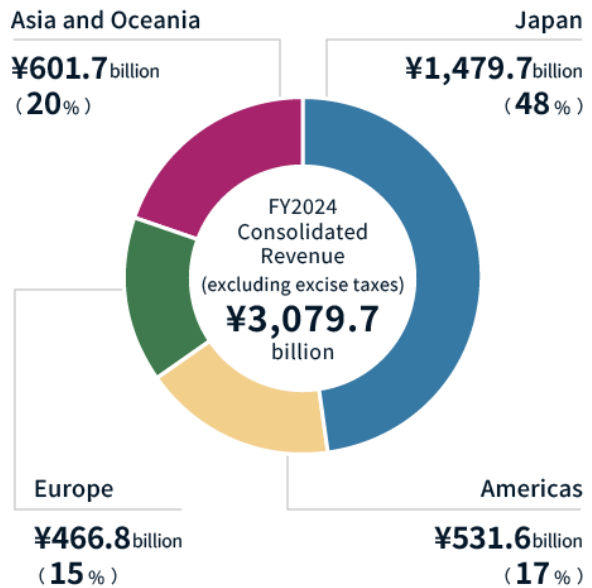
(Billion yen)



Sales by Business Segment



Sales by Area



Economic contribution*

2024 (Billions of yen)		
Economic contribution*	Revenues	3,079.7
	Operating costs	1,080.8
	Employee wages and benefits	486.3
	Payments to providers of capital	67.3
	Payments to government	81.3
	Community investment	7.5
	Financial assistance from government	-
Financial investment contribution	Capex - depreciation	80.4
	Share buybacks plus dividend payments	40.7
Total R&D expenses		32.7
Total global tax		81.3

* Disclose based on the core metrics of Measuring Stakeholder Capitalism-Toward Common Metrics and Consistent Reporting of Sustainable Value Creation, as recommended by the World Economic Forum's International Business Council.

Environmental Data

Targets and Progress<Water>

2030	2024 Results
Reduction of water used in direct operation Reduce the water intensity of production at our owned plants by 35%*1 globally. In addition, explore reduction of absolute amount of water withdrawn in highly water stressed areas	Reduced the water intensity of production by 30% compared to 2015.
Water replenishment Replenish more than 100% of water used in at least 50% of our owned plants*2 globally, including all those in highly water stressed areas, through local water source conservation efforts. Especially in regions with high water stress, the above initiatives are implemented at all factories.	<ul style="list-style-type: none">Water resource cultivation activities implemented in 36% of all owned plants globally.For the plants located in highly water stressed areas, activities are implemented in 31% of those areas.
Sustainable water use in raw ingredients Collaborate with suppliers to improve water-use efficiency in the production of water-intensive key ingredients*3 in highly water stressed areas.	<ul style="list-style-type: none">As part of our efforts in barley production through regenerative agriculture, we are continuously working with our suppliers to verify the improvement of water use efficiency by enhancing soil water retention.Implemented a pilot program to assess and support water use through regenerative agriculture for coffee farmers in the Cerrado region of Brazil.
Water education and access to safe water Expand water education programs and initiatives to provide safe water access for more than 5 million people.	Total 1,750,000 people Water education program: 1,330,000 people Provision of safe water: 420,000 people

*1 Reduction of water intensity of production based on 2015 baseline year

*2 Suntory Group plants that manufacture finished products: 24 plants in Japan, 45 plants overseas

*3 Coffee, barley, grapes

Water Stewardship

Community Engagement	Unit	2015 (base year)	2022	2023	2024
Total water withdrawal	thousand m ³	-	39,576	38,775	37,173★
Water intensity	m ³ /kL	4.53	3.3	3.26	3.17
Total water discharge	thousand m ³	-	24,092	24,496	22,898★
Total water consumption	thousand m ³	-	15,484	14,279	14,275

Water Withdrawal from Areas

Area	Water withdrawal (thousand m ³)		
	2022	2023	2024
Japan	21,230	21,713	21,707
Americas	4,919	4,361	4,092
Europe	6,270	5,810	5,154
Asia	6,761	6,469	5,790
Oceania	397	422	429
Africa	-	-	-
Total	39,576	38,775	37,173★

Amount of Water withdrawal by Source

Intake source	Amount of water (thousand m ³)		
	2022	2023	2024
Groundwater	17,520	17,530	16,606★
Rivers/lakes	3,986	3,382	2,539★
Rain water	0	2	5★
City water	18,070	17,861	18,023★
Total	39,576	38,775	37,173★

Water Discharge to each destination

Destination	Water Discharge (thousand m ³)		
	2022	2023	2024
Rivers/lakes	14,283	14,874	13,565★
Sea	1,086	1,471	1,354★

Sewers	8,599	7,989	7,884★
Others (for watering plants, etc.)	124	162	95★
Total	24,092	24,496	22,898★

Water Pollution Emissions

	2022	2023	2024
BOD(t)	22	27	24★
COD(t)	6	7	7★

Data covers 21 production plants in Japan that meet following calculation criteria (when discharged into sewage systems, neither BOD nor COD is recorded);

- BOD is recorded when discharged into rivers, COD is recorded when discharged into marine areas or lakes.

Number of Participants in the Suntory Mizuiku and Other Water Education Program

Area	2022	2023	2024
Japan	27,175	76,213	45,779
Vietnam	61,070	57,850	534,228
Thailand	3,773	5,905	5,220
France	300	780	751
China	18,677	26,743	30,206
Spain	411	1,276	2,614
United Kingdom	-	665	803
New Zealand	-	5,574	0
Americas	1,120	4,667	10,645
Indonesia (figures only available until 2023)	19,837	21,500	-

* The number of participants includes children, parents, teachers, and expert instructors.

Targets and Progress <GHG>

2030	2024 Results
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Reduce GHG emissions from our direct operations (Scope 1 and 2) by 50%* ¹	32% reduction compared to 2019
Reduce GHG emissions across our entire value chain by 30%* ¹	13% reduction compared to 2019

*1 Based on emissions in 2019.

Scope 1 and 2 Emissions

Area	Scope	GHG emissions (Scope1 : thousand tons CO ₂ e, Scope2 : thousand tons CO ₂)			
		2019 (base year)	2022	2023	2024
Japan	Scope 1	250	233	215	218
	Scope 2	183	58	37	24
	Scope 1+2	433	292	253	242
Americas	Scope 1	162	209	194	165
	Scope 2	63	10	0	0
	Scope 1+2	225	220	194	165
Europe	Scope 1	108	91	100	94
	Scope 2	17	0	0	0
	Scope 1+2	125	91	100	95
Asia	Scope 1	51	55	47	38
	Scope 2	153	179	170	138
	Scope 1+2	204	234	217	176
Oceania	Scope 1	11	6	8	7
	Scope 2	7	1	1	2
	Scope 1+2	19	7	9	9
Africa	Scope 1	7	-	-	-
	Scope 2	1	-	-	-
	Scope 1+2	8	-	-	-

Total	Scope 1	590	594	564	522
	Scope 2	424	248	208	164
	Scope 1+2	1,014	843	772	687

* The boundary of GHG emissions is the entire Suntory Group.

Out of 687 thousand tons CO₂e in the table above, Scopes 1 and 2 emissions of 643 thousand tons CO₂e★ (Scope 1: 481 thousand tons CO₂e★, Scope 2: 162 thousand tons CO₂e★) have been independently assured, which do not include emissions of GHG other than GHG emissions at non-production sites outside of Japan. The reporting boundary for the figures independently assured is as follows:

27 production plants in Japan, 52 production plants overseas, and non-production sites in Japan (offices such as main office, training sites, R&D facilities, sales sites, restaurants and development sites)

* Emission factors for GHG calculation are as follows:

Fuel:

For Japan: Factors specified by the Act on the Rational Use of Energy and the Act on Promotion of Global Warming Countermeasures.(using values before revision of the Ministerial Ordinance on Calculation)

For overseas: Factors obtained from fuel suppliers or factors specified by the Act on the Rational Use of Energy and the Act on Promotion of Global Warming Countermeasures.(using values before revision of the Ministerial Ordinance on Calculation)

GHG from Electricity consumption:

For Japan: The adjusted emission factors for each electric power company specified by the Act on Promotion of Global Warming Countermeasures (For submission in 2024).

For overseas: Factors obtained from individual power suppliers or IEA emission factors by country.

GHG other than CO₂:

For Japan: Factors specified by the Act on Promotion of Global Warming Countermeasures

For overseas: Estimated from basic unit calculated from production volume and emissions at plants in Japan (partially based on actual measurements/derived values in accordance with the laws and regulations of each country).

* The total may not match the sum of each figure due to rounding.

* GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.

Scope 3 Emissions

Suntory Group (Results for 2024)

Category	Emissions (thousand tons CO ₂ e)	Calculation Method
1. Purchased goods and services	4,880★	<p>[Raw Materials and Packages] Calculated by multiplying the weight of raw materials and packaging materials purchased and used for products manufactured and sold by Suntory Group (in Japan and overseas) by the emission factors. A portion of Category 1 GHG emissions are calculated using emission factors calculated from the GHG emissions of suppliers of raw materials and packaging materials. In FY2024, the source of emission factors for raw and packaging materials in Asia and Oceania was updated from IDEA Ver 3.3 to 3.4 last year, and the Thailand Greenhouse Gas Management Organization (TGO) database was also adopted in some cases. In Europe, emission factors from the Ecoinvent database are mainly adopted.</p> <p>[Contract manufacturers] Calculated by multiplying the volume of the products that Suntory Group (in Japan and overseas) have outsourced to contract manufacturers by the emission factors.</p>
2. Capital Goods	615★	<p>Calculated by multiplying the amount of capital expenditure excluding land expenditure of Suntory Group by emission factors. The capital investment for barrels is calculated by multiplying the number of barrels by the emission factor.</p>

3. Fuel and energy-related activities not included in Scope 1 or 2	136	Calculated by multiplying the amount of energy consumed by Suntory Group by emission factors related to the collection, production, and transportation of applicable energy resources.
4. Upstream transportation and distribution	458	Calculated by multiplying the transportation volume in tons-km of goods owned by Suntory Group by emission factors.
5. Waste generated in operations	14	Calculated by multiplying the weight of waste disposed by Suntory Group by emission factors.
6. Business travel	30	Calculated by multiplying the amount of business travel expenses of Suntory Group by emission factors.
7. Employee commuting	24	Calculated by multiplying the amount of commuting expenses of Suntory Group by emission factors.
8. Upstream leased assets	23	Calculated by multiplying the storage volume as well as the floor area of distribution centers rented by Suntory Group by emission factors.
9. Downstream transportation and distribution	253	Calculated by multiplying the transportation volume in tons-km of Suntory Group by emission factors.
10. Processing of sold products	-	None
11. Use of sold products	476	The emissions of Suntory Group products at the point of sale and atmospheric emissions when products are opened are calculated by multiplying the sales volume and purchase volume, respectively, by an emission factor.
12. End-of-life treatment of sold products	311★	Calculated by multiplying the weight of packaging materials purchased and used by Suntory Group by emission factors related to disposal/recycling processing.
13. Downstream leased assets	461★	Calculated by multiplying the electricity consumption of Suntory Group's leased equipment by the emission factors.
14. Franchises	36	Calculated as Scopes 1 and 2 CO ₂ emissions from the direct operations of companies and stores franchised by Suntory group.
15. Investments	-	None
Total	7,718	

* The boundary of the scope3 emissions is Suntory Group's beverage and food, alcoholic beverages and health food business in Japan and overseas. For some overseas group companies, emissions were estimated by using Japan-based emission factors or production volume in Japan.

* The emissions at retail stores and other sales outlets, which had been difficult to calculate in the past, is now included in C11.

* Emissions of overseas subsidiaries in C13 is now included in FY2024.

* Emission factors used to calculate emissions for Japan include the following:

a) "Emission factor database for corporate GHG emissions accounting over the supply chain (Version 3.5)"

b) "LCI Database AiST-IDEA version 3.4" (IDEA Laboratory, Safety Science Research Division, National Institute of Advanced Industrial Science and Technology)

* GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.

Energy Consumption

	2022	2023	2024
Energy Consumption (MWh)	4,173,252	4,122,342	3,975,287
Renewable Energy Consumption(MWh)	787,831	950,977	990,786
Energy Intensity (MWh/kL)	0.35	0.35	0.34
Electricity Consumption (MWh)	-	1,194,505	1,130,365

* Figures for renewable energy consumption and electricity consumption have been certified by a third party for results excluding non-production sites outside Japan.

Renewable energy consumption: 988,515MWh★, Electricity consumption: 1,124,060MWh★

The reporting boundary for the figures independently assured is as follows:

27 production plants in Japan, 52 production plants overseas, and non-production sites in Japan (offices such as main office, training sites, R&D facilities, sales sites, restaurants and development sites)

* Electricity consumption includes in-house generation.

SOx emissions

	2022	2023	2024
Emissions (t)	2.1	2.4	2.3
Per Unit (g/kL)	0.4	0.5	0.4

*Data covers 27 production plants in Japan

NOx emissions

	2022	2023	2024
Emissions (t)	108.1	114.0	90.9
Per Unit (g/kL)	21.1	21.8	17.5

*Data covers 27 production plants in Japan

By-products and Waste Generation Performance

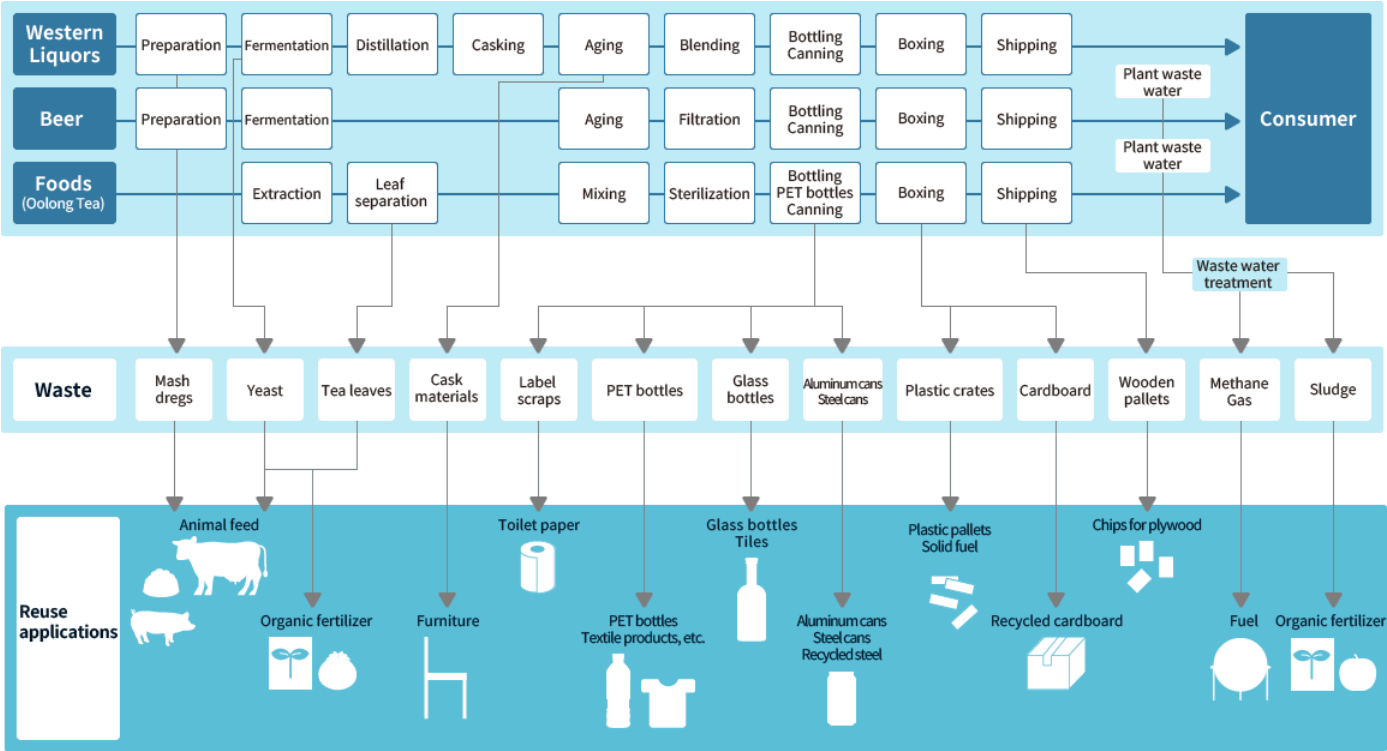
Area	Amount of discharge (thousand ton)		
	2022	2023	2024
Japan	230	271	251

Americas	541	427	301
Europe	144	166	139
Asia	54	32	32
Oceania	6	3	2
Africa	-	-	-
Total	975	900	724

Recycling Rate of Japanese Plants and Flow for Reuse of By-products and Waste Generated in Each Production Process

	2022	2023	2024
Amount of discharge (thousand ton)	230	271	251
Amount recycled (thousand ton)	230	271	245
Recycling rate (%)	100	99.9	97.8

* Data covers 27 production plants in Japan



By-products and Waste Generation, Recycling Rate and the Purpose of Use for Recycled Products

Type of waste	Main Purpose of Use	2022		2023		2024	
		Generation (t)	Recycling Rate (%)	Generation (t)	Recycling Rate (%)	Generation (t)	Recycling Rate (%)
Vegetable (glycation, tea, coffee dregs, etc.)	- Animal feed - Fertilizer	167,855	100	203,440	100	158,404	100
Sludge (excess sludge, etc.)	- Fertilizer	28,396	100	30,444	100	28,472	100
Wood waste (cask, palletes)	- Furniture materials - Plywood raw materials	3,658	100	4,243	98	3,993	98
Glass and ceramic scrap	- Glass materials - Base course material	1,172	100	1,224	100	1,281	100
Paper scraps (cardboards, paper labels, etc.)	- Recycled paper - Cardboard materials	5,735	100	5,671	100	5,660	100
Plastic	- Palette - Solid fuel - Supplementary fuel	5,810	100	6,036	100	5,838	100
Metal scraps (aluminum, steel)	- Aluminum - Steel ingredients	3,123	100	3,033	100	2,693	100
Other		13,979	100	16,863	100	44,196	87
Total		229,728	100	270,953	100	250,537	98

*Data covers 27 production plants in Japan

Environmental Training

	Target	Number of participating employees
Onboarding training (environmental management class)	New employees	
ISO14001 awareness and special education	Plant employees	

Sustainability management training (e-learning, etc.)	Group employees in Japan	21,237
Internal ISO14001 auditor training	Internal ISO14001 auditor	40
Environmental Law Training	Employees from relevant departments	79
Wastes Disposal and Public Cleansing Act seminar	Employees from relevant departments	381

Social Data

Employee Composition

Employee Composition	2022	2023	2024	Scope
Number of Suntory Group employees (people)	40,885	41,511	41,357	All Suntory Group companies
Suntory Group companies within Japan (people)	18,923	19,330	19,820	
Suntory Group companies outside Japan (people)	21,962	22,181	21,537	
Of which, employees of Suntory Holdings and Suntory Beverage & Food (people) (Below, shown as SHD/SBF)	7,385	7,723	7,827	Suntory Holdings Limited and Suntory Beverage & Food Japan
Regular employees (people)	7,078	7,411	7,526	
(Average age) (year)	43	43	43	
Executives (people)	67	66	70	
Advisors (people)	34	25	25	
Non-regular employees (contract employees, etc.) (people)	166	184	170	
Other (athletes, etc.) (people)	40	36	36	

Employee Retention

Employee Retention	2022	2023	2024	Scope
Number of new hires (people)	174	273	322	Suntory Holdings Limited and Suntory

Employee Retention	2022	2023	2024	Scope
Number of recent graduates hired (people)	114	170	232	Beverage & Food Japan
Number of mid-career hires (people)	60	103	90	
Number of employees leaving the company (people)	208	224	240	
Mandatory retirement (people)	136	143	141	
Of which, early retirement (people)	35	51	68	
Voluntary retirement (people)	60	68	88	
Others (people)	12	13	11	
Employee turnover rate (voluntary + early retirement) (%)	1.4	1.7	2.1	
Percentage of new graduate hires who are still with the company after 5 years *1(%)	92.0	88.2	91.8	
Average number of years of service (years)	18.0	17.7	17.6	

*1 Calculated for new graduate hires (regular employees) of Suntory Holdings and Suntory Beverage & Food from 2017 to 2019.

Career Development

Career Development	2022	2023	2024	Scope
Number of employees submitting applications through the career development internal recruitment system*1 (entry)	249	226	193	Suntory Holdings Limited and Suntory Beverage & Food Japan
Number of employees whose applications were approved (people)	36	31	27	
Career Vision interview*2 implementation rate (%)	97.2	97.4	97.7	
Career Vision: Motivation in current position (out of 5) (point)	4.1	4.13	4.32	
Career Vision: Satisfaction with current position (out of 5) (point)	3.84	3.82	4.04	

Career Development	2022	2023	2024	Scope
Number of employees holding other positions concurrently (people)	139	136	118	
Number of employees submitting entries to the “Walk the Walk—Yatte Minahare Award” ^{*3} (entry)	483	482	452	Suntory Group (Results for 2024)
Number of employees joining the FRONTIER DOJO internal entrepreneurship project ^{*4} (entry)	97	105	113	Suntory Group companies with in Japan
Number of employees attending the Career Workshop ^{*5}				
Third year since hiring (people)	303	127	138	Suntory Holdings Limited and Suntory Beverage & Food Japan
Tenth year since hiring (people)	121	160	187	
Mandatory for employees who are 43 years old (people)	196	288	208	
For employees between the ages of 46 and 53 (people)	Not offered	424	911	
For employees in their 50s (people)	191	181	117	
Number of career support interviews held by the Career Development Center (interview)	1,409	1,929	2,448	

*1 This is an initiative that contributes to the growth of individual businesses and the personal growth of employees by cultivating new capabilities in a manner which is free from preconceived ideas.

*2 Career Vision interviews are held for each employee once a year, to provide an opportunity for employees to think about their career through discussion with a manager, with the aim of “fostering the growth of individual employees through self-directed career development, and ensuring the effective utilization of human talent, including making sure that the right people are in the right positions.”

*3 The “Walk the Walk—Yatte Minahare Award” is presented to teams that embody the “Yatte Minahare” spirit through the undertaking of original activities that challenge preconceptions and conventional methods.

*4 In-house venture project started in 2021 to generate innovation and create the Suntory of the future

*5 The Career Workshop is implemented in milestone years to provide an opportunity, in the form of a workshop, for employees to think about their careers, with the aim of “Enhancing career development over the medium to long term, and promoting more self-directed career management.”

Learning

Learning	2022	2023	2024	Scope
Training expenditure per employee per year (yen)	301,000	368,000	392,000	Suntory Holdings Limited and Suntory Beverage & Food Japan
Suntory Self-Development Program				
Number of employees participating in voluntary training (people)	3,810	2,757	1,942	Suntory Holdings Limited and Suntory Beverage & Food Japan
Number of employees undertaking e-learning (people)	1,015	1,042	2,054	
Total number of participants in the Terakoya program*1 (people)	27,465	29,524	25,504	Suntory Group companies with in Japan
Number of employees participating in global talent cultivation initiatives				
Global Leadership Forum (people)	15	21	18	Suntory Group (Results for 2024)
Suntory Harvard Program (people)	31	20	0	
Beyond Borders (people)	26	26	26	
Global Leadership Development Program (people)	29	50	24	
Ambassador Program (people)	26	-	27	Suntory Group companies with in Japan
Total number of trainees successfully completing the program (people)	21	26	19	Suntory Holdings Limited and Suntory Beverage & Food Japan

*1 A learning platform based on the concepts of "learning," "connecting," and "teaching each other" to foster a culture of more proactive learning

Diversity

Gender	2022	2023	2024	Scope	
Percentage of new hires that are female (%)	47.7	49.5	46	Suntory Holdings Limited and Suntory Beverage & Food Japan	
Percentage of female employees (%)	26.2	27.5	28.4	Suntory Holdings Limited and Suntory Beverage & Food Japan	
Percentage of female employees by age group					
	20s (%)	42.6	44.9	46.1	Suntory Holdings Limited and Suntory Beverage & Food Japan
	30s (%)	30.7	32.1	33.2	
	40s (%)	21.8	23	24.5	
	50s (%)	20.7	20.6	20.2	
	60s (%)	15.6	16.8	17.1	
Number of female managers(people)	197	215	238	Suntory Holdings Limited and Suntory Beverage & Food Japan	
	Number of female managers (people)	11.1	11.8		12.5
Number of female Executives(people)	4	7	9	Suntory Holdings Limited and Suntory Beverage & Food Japan	
	Percentage of female managers (%)	6	10.6		12.9
Female employees' salary as a percentage of male employees' salary*1					
	All employees (%)	72.4	72.1	71.8	Suntory Holdings Limited and Suntory Beverage & Food Japan
	Of which, regular employees (%)	72.9	72.4	71.9	Suntory Holdings Limited and Suntory Beverage & Food Japan

Gender	2022	2023	2024	Scope
Of which, non-regular employees (%)	41.5	52.8	73.3	Suntory Holdings Limited and Suntory Beverage & Food Japan non-regular employees and others

*1 Includes athletes employed by Suntory Holdings Limited.

At Suntory, there are no differences in wage structure or personnel system between men and women performing the same work. However, there are disparities as shown at left due to differences in average age, years of service, and the ratio of employees in managerial positions, as well as employment of professional athletes, etc. We will continue to increase the ratio of female new hires and female managers in order to eliminate disparities such as those shown at left and to create an organization where each employee can play an active role regardless of gender.

Balancing work responsibilities with childcare and nursing care responsibilities	2022	2023	2024	Scope
Number of female employees taking childcare leave (people)	104	104	96	Suntory Holdings Limited and Suntory Beverage & Food Japan
Percentage of employees taking childcare leave, etc. (%)	108.3	96.3	105.5	
Percentage of employees returning to work after childcare leave (%)	96.7	97.1	92.3	
Number of male employees taking childcare leave (people)	154	205	200	
Percentage of employees taking childcare leave, etc. (%) ^{*1}	79.8	98.1	111.7	
Percentage of employees returning to work after childcare leave (%)	100	99.4	98.7	
Number of male employees taking childcare leave (people)	11	6	8	
Number of employees taking nursing care leave (people)	0	2	2	
Number of employees making use of company-arranged home help services (people)	3	2	2	

*1 The rate of men taking childcare leave, etc. is calculated using the method stipulated in Article 71-4, Paragraph 1 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members, which came into effect on April 1, 2023.

Senior employees	2022	2023	2024	Scope
Number of employees re-employed by the company at the	39	36	24	Suntory Holdings Limited and Suntory

Senior employees age of 65 (people)	2022	2023	2024	Scope
Percentage of employees re-employed by the company at the age of 65 (%)	40	39	34	Beverage & Food Japan

Disability	2022	2023	2024	Scope
Number of employees who have a disability (people)	105	120	119	Suntory Holdings Limited
Percentage of employees who have a disability (%)	3.04	3.08	2.91	
Number of employees who have a disability (people)	41	42	42	Suntory Beverage & Food Japan
Percentage of employees who have a disability (%)	2.65	2.76	2.88	

Workstyles

Workstyles	2022	2023	2024	Scope
Average number of days of annual paid leave taken*1 (day)	17.6	17.6	16.7	Suntory Holdings Limited and Suntory Beverage & Food Japan
Average overtime hours worked per month (hour)	18.7	19.4	19.9	Suntory Group companies with in Japan*2

*1 Encourage all employees to take at least 16 days of paid leave per year

*2 Includes Suntory Holdings Ltd., Suntory Beverage & Food Ltd., Suntory Spirits Ltd., Suntory Products Ltd., Suntory Foods Ltd., Suntory Business Systems Ltd., Suntory Wellness Ltd., Suntory Global Innovation Center Ltd., and, Suntory System Technology Ltd.

Occupational Safety

Occupational Safety	2022	2023	2024	Scope
Occupational accident severity rate (%)	0	0.001	0.001	Suntory Group companies with in Japan*1
Lost time incident rate (LTIR)*2	0.14	0.21	0.14★	

Occupational Safety	2022	2023	2024	Scope
Number of employees undergoing occupational health and safety education (people)	712	656	768	
Total annual hours worked per employee (hour)	1,869	1,846	1,857	
Deaths due to occupational accidents (people)	0	0	0	Suntory Holdings Limited and Suntory Beverage & Food Japan

*1 Occupational accidents involving full-time employees, special contract employees and part-time employees working at the following Suntory Group companies are included: Suntory Holdings Ltd., Suntory Beverage & Food Group, (Suntory Beverage & Food Ltd., Suntory Foods Ltd., Suntory Products Ltd.), Suntory Spirits Ltd., Suntory Wellness Ltd., Suntory Business Systems Ltd., Suntory System Technology Ltd., and Suntory Global Innovation Center Ltd.

*2 Lost time incident rate (LTIR) (%)=Number of casualties due to occupational accidents (absence of 4 days or more)÷Total hours worked×1 million hours

Labor Practices

Labor Practices	2022	2023	2024	Scope
Percentage of employees with the legal right to engage in collective bargaining (%)	54.5	52.5	52	Suntory Holdings Limited and Suntory Beverage & Food Japan
Number of reports made to hotline (cases)	215	232	386	Suntory Group

Health

Health	2022	2023	2024	Scope
Percentage of employees having a health examination (%)	100	100	100	Suntory Group companies with in Japan ^{*3}
Percentage of employees having a further examination or in-depth examination (%)	83	91.1	89.5	
Percentage of employees eligible for specific health guidelines (%)	21.4	21.4	21.7	
Percentage of smokers who are non-smokers or currently quitting smoking (%)	83.5	83.1	83.2	
Percentage of employees having stress checks (%)	90.5	90.5	94.5	

Health	2022	2023	2024	Scope
Percentage of employees found not to have high stress levels (%)	91.8	91.9	92.8	
Presenteeism*1 (%)	79.1	79.8	80.3	
Absenteeism (number of days absence due to injury or illness)*2 (day)	0.7	0.7	0.6	

*1 Work productivity (4-week average), with 100% representing no injuries or illness.

*2 Number of days on which employees are unable to work due to feeling unwell (3-month average)

*3 Includes Suntory Holdings Ltd., Suntory Beverage & Food Ltd., Suntory Spirits Ltd., Suntory Products Ltd., Suntory Foods Ltd., Suntory Business Systems Ltd., Suntory Wellness Ltd., Suntory Global Innovation Center Ltd., and, Suntory System Technology Ltd.

Engagement

Community Engagement	2022	2023	2024	Scope
Engagement Survey response rate (%)	96	96	93	Suntory Group companies with in Japan*1
Percentage of Favorable Respondents Regarding Pride in Working for Suntory Group (%)	82	85	86	
Proud to work for Suntory Group (out of 100) (point)	79	81	81	
Percentage of favorable respondents regarding satisfaction with company (company they work for) (%)	73	69	71	
Satisfaction with company (company you work for) (out of 100) (point)	72	70	71	

*1 Includes Suntory Holdings Ltd., Suntory Beverage & Food Ltd., Suntory Spirits Ltd., Suntory Products Ltd., Suntory Foods Ltd., Suntory Business Systems Ltd., Suntory Wellness Ltd., Suntory Global Innovation Center Ltd., and, Suntory System Technology Ltd.

2024: 93% response rate and 7,199 respondents

Overseas Data

Employee Number (Y2024)

Region - Employee number	41,357
Japan (people)	19,820

	Americas (people)	7,501
	Europe (people)	4,897
	Asia, Oceania (people)	9,139

Business - Employee number		41,357
	Beverages & Food (people)	22,446
	Liquor (people)	9,868
	Others (people)	7,804
	Corporate (common) (people)	1,239

Diversity (Y2024)

	Suntory Beverage & Food (APAC)	Suntory Beverage & Food (Europe)	Suntory Global Spirits Inc.	Suntory Japan*1
Percentage of new hires that are female (%)	46	43	42	46
Percentage of female employees (%)	38	35	40	28
Average age of male employee (years)	39	46	42	44
Average age of female employee (years)	39	42	40	39
Average age of Executives (years)	55	54	53	60
Percentage of female managers (%)	47	44	23	13
Percentage of female Executives (%)	33	40	29	13
Average number of years of service for male (years)	8.1	13	10	19.3
Average number of years of service for female (years)	7.5	9.8	9.1	13.2

*1 People based in Suntory Holdings Limited and Suntory Beverage & Food Japan.

Engagement (Y2024)

	Suntory Beverage & Food (APAC)	Suntory Beverage & Food (Europe)	Suntory Global Spirits Inc.	Suntory Japan*1
Engagement Survey score (out of 100 points) (points)	78	73	77	71

*1 People based in Suntory Holdings Limited, Suntory Beverage & Food Japan, Suntory Spirits Ltd., Suntory Products Limited, Suntory Foods Limited, Suntory Business Systems Ltd., Suntory Wellness Ltd., Suntory Global Innovation Center Ltd. and Suntory System Technology Ltd.