

## **Suntory Holdings Limited**

February 16, 2018

# SUMMARY OF CONSOLIDATED FINANCIAL STATEMENTS AS OF DECEMBER 31, 2017 [IFRS] (English Translation, UNAUDITED)

Company Name: Suntory Holdings Limited

(URL: http://www.suntory.com/)

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(Fractions of millions have been truncated)

## 1. Consolidated operating results and financial positions for the fiscal year (January 1, 2017 - December 31, 2017)

(1) Operating results

(% figures represent change from the same period of the previous fiscal year)

	Revenue (includ excise taxes)	ing	Revenue (excl excise taxe	_	Operatin income	٠ ا	Profit before tax	-	Profit for the ye		Profit attribut owners of the	
Fiscal year ended	¥million	%	¥million	%	¥million	%	¥million	%	¥million	%	¥million	%
December 31, 2017	2,420,286	.6	2,157,531	2.7	253,639	0.3	226,890	1.4	251,846	13.0	211,448	13.9
December 31, 2016	2,358,404	_	2,101,598	_	252,888	-	223,837	_	222,812	_	185,682	-

Reference: Adjusted operating income for the fiscal year ending December 31, 2017 255,445 \(\frac{1}{2}\)million 3.2 \(\frac{1}{2}\)

Adjusted operating income for the fiscal year ending December 31, 2016 247,565 \u2218 million - \%

Adjusted operating income was calculated as operating income excluding non-recurring items.

	Earnings per share attributable to owners of the parent (basic)	Earnings per share attributable to owners of the parent (diluted)	Profit ratio to equity attributable to owners of the parent	Profit before income taxes	Operating income ratio to revenue (excluding excise taxes)
Fiscal year ended	¥	¥	%	%	%
December 31, 2017	308 .63	_	19.5	5.0	11.8
December 31, 2016	271 .40	_	20.0	4.9	12.0

## (2) Financial positions

(2) I manetal positions					
	Total assets	Total equity	Equity attributable to owners of the parent	Equity attributable to owners of the parent ratio	Equity per share attributable to owners of the parent
Fiscal year ended	¥million	¥million	¥million	%	¥
December 31, 2017	4,579,576	1,545,713	1,204,747	26.3	1,757 .07
December 31, 2016	4,472,380	1,272,134	966,979	21.6	1,412 .09

### (3) Cash flows

	Operating activities	Investing activities	Financing activities	Cash and cash equivalents at the end of the year	
Fiscal year ended	¥million	¥million	¥million	¥million	
December 31, 2017	261,703	(80,049)	(172,042)	359,518	
December 31, 2016	252,606	(62,371)	(87,721)	352,519	

### 2. Dividends

	Dividends per share (Annual)	Total cash dividends (Annual)	Dividend payout ratio (Consolidated)	Ratio of dividends to equity attributable to owner of the parent
Fiscal year ended	¥	¥million	%	%
December 31, 2017	13 .00	8,913	4.2	0.8
December 31, 2016	13 .00	8,902	4.8	1.0

# 3. Consolidated result forecast for the fiscal year ending December 31, 2018 (January 1, 2018 - December 31, 2018)

	Revenue (ir excise ta		Revenue (exercise ta		Operati incom	~	Profit be		Prof for the		Profit attributable to owners of the parent
Fiscal year ended	¥million	%	¥million	%	¥million	%	¥million	%	¥million	%	¥
December 31, 2018	2,500,000	3.3	2,235,000	3.6	264,000	4.1	239,000	5.3	126,000	(40.4)	183 .77

Reference: Adjusted operating income for the fiscal year ending December 31, 2018 258,000¥million 1.0 %

# SUMMARY OF NON-CONSOLIDATED FINANCIAL STATEMENTS AS OF DECEMBER 31, 2017 (English Translation, UNAUDITED)

## (1) Operating results

(% figures represent change from the same period of the previous fiscal year)

	Operating revenue		Operating	income	Ordinary income	
Fiscal year ended	¥million	%	¥million	%	¥million	%
December 31, 2017	138,000	19.1	93,294	19.1	94,577	17.9
December 31, 2016	115,874	91.9	78,305	220.3	80,247	229.0

	Net income		Basic net earnings per share
Fiscal year ended	¥million	%	¥
December 31, 2017	89,950	10.1	131 .29
December 31, 2016	81,699	987.3	119 .42

## (2) Financial positions

	Total assets	Net assets	Ratio of equity to total assets	Total equity per share
As of	¥million	¥million	%	¥
December 31, 2017	2,180,181	689,632	31.6	1,005.80
December 31, 2016	2,172,686	605,113	27.9	883.65

## **Operating Results**

### 1. Overview of the Twelve-Month Period Ended December 31, 2017

The Suntory Group has actively expanded business in each of three segments, "Non-Alcoholic Beverages and Food," "Alcoholic Beverages," and "Other Businesses," both domestically and abroad. In the fiscal year under review, revenue (excluding excise taxes) grew by 2.7% over the same period of the previous year to 2.158 trillion yen, while revenue (including excise taxes) came to 2.420 trillion yen, an increase of 2.6% from the same period of the previous year, while operating income rose by 0.3% to 253.6 billion yen, and profit attributable to owners of the parent was 211.4 billion yen (up 13.9% over the same period of the previous year).

Also note that the Company voluntarily introduced International Financial Reporting Standards starting in the fiscal term under review. In the year-on-year comparison, the figures for the previous consolidated fiscal year have been recalculated to conform to IFRS.

## <Non-Alcoholic Beverages and Food Segment>

Suntory Beverage & Food Limited focused on strengthening brands and creating new demand with the aim of proposing unique, high-quality products that capture the customer's tastes and needs to further enrich customer lifestyles, while leveraging expertise of each Group company in order to strengthen profitability by reforming the cost structure, as well as improving product quality of the entire Group.

In Japan, the Company aimed to create new demand by offering products with new value, in addition to strengthening core brands, resulting in sales volume exceeding the level of the same period of the previous year. In the Suntory Tennensui line, sales of the flagship Suntory Tennensui continued to perform well. Due partly to the contribution to sales from the new Suntory Tennensui PREMIUM MORNING TEA product, the brand's overall sales volume grew significantly year on year. The BOSS brand focused on promoting its flagship products, and in addition the *Pride of BOSS* was launched in September to commemorate the 25th anniversary of the brand's launch. Also, due to a strong performance from Craft BOSS in plastic bottles the brand's overall sales volume grew significantly year on year. In the *lyemon* brand, both the flavor and packaging were renewed. Active marketing operations also bore fruit, and sales volume grew over previous year. In FOSHU products, the Company worked to attract new consumers, while continuing proactive marketing activities. In the vending machine operation business, attempts were made to raise the appeal of the vending machine channel through such measures as launching products exclusive to vending machines and using original campaigns, in addition to focusing on corporate sales and attempting to capture office beverage demand.

In Europe, proactive marketing activities were rolled out, based around the flagship brands. In France, sales volume of *Orangina* and *Oasis* sales surpassed those of the previous year. Sales were also strong for the low-sugar premium iced tea *MayTea*. In the United Kingdom, sales of sports drink *Lucozade Sport* performed well due to proactive marketing activities, but overall sales volumes for the *Lucozade* brand including energy drinks fell below previous-year levels. In Spain, the focus on the on-premise channel continued, and *Schweppes* sales, primarily tonic water, were strong.

In Asia, in addition to strengthening flagship brands, we took initiatives to reinforce the sales and distribution systems in each country. The soft drinks business actively conducted marketing activities for energy drink *Sting* and *TEA*+ in Vietnam, and sales increased year on year. In the health food business, sales of *BRAND'S Essence of Chicken* grew.

In Oceania, we conducted proactive marketing activities, primarily for flagship brands, and worked on expanding sales. In New Zealand, we introduced new flavors and conducted marketing activities centered around the *V* energy drink and the *Just Juice* fruit juice. In Australia, in addition to expanding the flavors of *V*, we strengthened in-store sales promotions for the *Maximus* sports drink with the aim of expanding sales.

In the Americas, in addition to further strengthening sales of PepsiCo brands mainly in the state of North Carolina, focus was placed on the growing non-carbonated drinks category such as water and coffee beverages.

As a result of the above, revenue for the Non-Alcoholic Beverages and Food Segment increased 2.2% year on year to 1.226 trillion yen, while operating income increased by 5.5% to 138.8 billion yen.

<Alcoholic Beverages Segment> The revenue figures for the Alcoholic Beverages Segment exclude excise taxes.

Full-year comparable revenue for Beam Suntory Inc. increased at a mid-single-digit rate, driven by market share gains in the United States, Japan and many key markets, and double-digit global volume growth for brands including *Jim Beam* and *Maker's Mark*. Super-premium Bourbons *Knob Creek* and *Basil Hayden's* grew sales at a strong double-digit rate. Strong growth for the company's Tequila brands, led by *Hornitos* and *Sauza*, and Gin brands, including *Sipsmith* and *Larios*, added to the company's global growth. Geographically, year-on-year revenue grew at a mid-single-digit rate in the United States, a high-single-digit rate in Europe, and a double-digit rate in Southeast Asia and China.

The company's Japan business (Suntory Spirits Limited) saw 6% year-on-year growth in revenue. Among whiskies, strategic brands *Kakubin*, *Jim Beam*, *Torys (Classic)* and *Maker's Mark* delivered strong growth. *Hibiki 21 Years Old* won the "Supreme Champion Spirit"

award, a top award that is given to the most outstanding product from across all categories, at the International Spirits Challenge in July. RTD beverages grew for the 13th consecutive year, with sales volume increasing 10% year on year. -196°C Strong Zero continued its rapid growth as consumers are increasingly pairing the refreshing brand with food. In addition, Kokushibori Premium and canned highball products grew significantly. In July, Suntory Spirits Limited launched ROKU Japanese Craft Gin in an effort to create new demand.

With the overall market\*1 estimated to have fallen by about 2% year on year, Suntory Beer Limited posted flat sales of 71.51 million cases\*2, exceeding that of the overall market. The company's market share for beer excluding alcohol-free beer-type beverages reached a record-high level of 16.0% (on a taxable volume basis).

With flat sales of 17.05 million cases, *The Premium Malt's* brand outperformed the beer market as a whole. *The Premium Malt's* brand cans and barrel draft received their first major renewal in five years, with each posting favorable increases of 2% year on year. Sales volume of new genres reached record highs. As well as approximately 10% year-on-year growth recorded by *Kinmugi* <75% *Less Sugar\**<sup>3</sup>>, the newly launched high-alcohol new genre *Itadaki\**<sup>4</sup> product also contributed to the increase.

For the *All Free* brand, we worked on expanding consumers by proactive marketing activities aimed at expanding the alcohol-free beer-type beverage market.

- \*1 Including alcohol-free beer-type beverages, volume basis
- \*2 Converted to large bottles (1 case = 633 ml × 20 bottles)
- \*3 Compared to Suntory's Kinmugi
- \*4 In comparisons of original wort extract concentration, alcohol percentage and carbon dioxide concentration (comparison with the Company's liqueur [effervescent] 1 [excluding limited edition items])

Suntory Wine International Limited's revenue rose year on year. In Japanese wine, sales volume of the *Sankaboshizai Mutenka* brand were up 14% year on year. New imported wine products *Dark Horse* and *Santa Premium* were introduced to the mid-high value products, which performed well.

As a result of the above, revenue (excluding excise taxes) for the Alcoholic Beverages Segment were 722.5 billion yen, up 4.8% year on year, and revenue (including excise taxes) came to 985.3 billion yen (up 4.1% year on year) and operating income was 126.9 billion yen (down 0.5% from the previous fiscal year) and profit attributable to owners of the parent was 130.4 billion yen(up 5.7% year on year).

<Other Businesses Segment> The revenue figures for the Other Businesses Segment exclude excise taxes

For Suntory Wellness Limited, the *Sesamin* series and other products posted strong revenue, growing 8% year on year. Meanwhile, Suntory (China) Holding Co., Ltd. dissolved its joint

venture with Tsingtao Brewery Co., Ltd. in March of last year, leaving the Other Businesses Segment with revenue of 208.6 billion yen, down 1.9% year on year, and operating income of 25.9 billion yen, down 17.9% year on year.

Additionally, domestic and overseas revenues were as follows.

Revenue (excluding excise taxes)

Domestic: 1.275 trillion yen (up 1.0% year on year)

Overseas: 882.5 billion yen (up 5.2% year on year)

Overseas ratio: 40.9%

Revenue (including excise taxes)

Domestic: 1.467 trillion yen (up 0.9% year on year)

Overseas: 953.5 billion yen (up 5.4% year on year)

Overseas ratio: 39.4%

Since our very inception, Suntory has aggressively pursued interests while also putting forth initiatives to contribute to culture and society and implement environmental activities based on Suntory's founding spirit of "Sharing the Profit with Society." Moreover, under the corporate tagline of "SUNTORY Follow Your Nature," we have been engaged in various activities aimed at coexistence with society and nature.

Our reconstruction support activities for the Kumamoto earthquakes have reached a cumulative scale of 400 million yen, and our focus is on "Activities entailing contributions to the sustainability of groundwater in the Kumamoto Region" and "Support activities for the bodies and minds of residents through culture, the arts and sports." Our reconstruction support activities for the Great East Japan Earthquake are continuing, with donations reaching a total of 10.8 billion yen.

As for our environmental activities, the Suntory Group's Sustainable Water Philosophy was formulated in January 2017 as the basic principles when conducting activities involving water. In Japan, we continue to work on the Suntory Natural Water Sanctuaries, by which we have cultivated water resources covering approximately 9,000 hectares, we are also engaged in activities based on local conditions overseas, including an education program on water for the next generation in Vietnam and water source conservation activities in the United States and France. Additionally, based on our original 2R+B strategy\*5 for plastic bottle development, we are working on lighter packaging materials and are continuing recycling activities through a bottle to bottle mechanical recycling system\*6, which is the first of its kind to be developed in the domestic beverage industry. Moreover, we are promoting environmental management, including becoming the first domestic beverage manufacturer to obtain FSC-COC Certification, an international forest management certification, in May 2017.

- \*5 2R+B is short for "Reduce/Recycle + Bio." It is our approach of substituting recyclable materials for petroleumbased materials whenever possible while striving for efficient use of resources through reduced plastic consumption and the use of recycled materials.
- \*6 Mechanical recycling is a method where reusable plastic obtained from material recycling (making used products the raw material for new products by crushing, cleaning or other process) is further processed under high temperatures and decompression for a certain period of time to remove impurities in the recycled material. Since its introduction in 2011, the Company has been recycling plastic bottles and making them into new plastic bottles.

## 2. Forecast for the Next Period

The Suntory Group will continue to respond swiftly to changes in the market environment and take on the challenge of creating new values, while aiming to maintain a harmonious coexistence between society and nature, in addition to which it will strive to grow globally as a multi-faceted food and beverage company group, and to improve profitability.

## <Non-Alcoholic Beverages and Food Segment>

Based on the newly drawn-up mid- to long-term strategy and medium-term management plan, Suntory Beverage & Food Limited will take steps to further reinforce previous strategies, improve profitability further and to build a platform.

In Japan, by strengthening key brands and categories, as well as proposing the creation of new value to customers in order to capture their needs, we aim to grow at rates higher than that of the market. In Europe, we will move forward to strengthen the brand portfolio in the main countries by bolstering low-sugar products and strengthening sales activities to increase contact points with consumers. In Asia, in addition to focusing on flagship brands, we will begin business in new markets and, with an eye on further growth, launch businesses in new markets. In Oceania, as well as reinforcing flagship brands, we will strive to broaden the portfolio and to expand sales routes. In the Americas, we plan a recovery built around carbonated beverages, but we will also focus on the non-carbonated category. We will also strengthen our initiatives for developing new businesses.

#### <Alcoholic Beverages Segment>

As the world's third largest premium spirits company, Beam Suntory Inc. aims to outperform its global market by building its premium brands, leveraging strong routes to market, and further fueling its growth through organizational efficiency and effectiveness. Specifically in Japan, the company plans to enhance marketing activities for whisky brands including *Jim Beam*, *Torys (Classic)* and *Maker's Mark*, as well as RTD brands such as -196 °C Strong Zero and canned highball products.

Suntory Beer Limited will continue to focus on the three main brands of *The Premium Malt's*, *Kinmugi*, and *All Free*. In particular, *The Premium Malt's* will refer to the unique foam of the brand as "CREAMY FOAM," and develop major promotions for both household and commercial use. The flavor, packaging and communications strategy used for *All Free* will undergo a major redesign, with the aim of securing growth. Also, in the expanding new high-alcohol genre category, we will nurture the *Itadaki* brand, and use it to energize the market.

Suntory Wine International Limited will leverage its strengths as a wine maker with its own vineyards in Japan and Europe and also a distributor that handles high-quality wines from around the world in an aim for further growth. Suntory Wine International Limited will introduce new domestic and imported wines and conduct activities aimed at communicating their value, thereby creating new demand.

## <Other Businesses Segment>

Suntory Wellness Limited will continue to focus on the *Sesamin* series, the skin care product *F.A.G.E.*, and other products. Dynac Corporation and Pronto Corporation are also working proactively on developing their businesses.

Based on these activities, we expect the following revenue by segment: Non-Alcoholic Beverages and Food 1.286 trillion yen (up 4.9% year on year); Alcoholic Beverages (excluding excise taxes) 740 billion yen (up 2.4% year on year); Alcoholic Beverages (including excise taxes) 1.005 trillion yen (up 2.0% year on year); and Other Businesses Segment 209 billion yen (up 0.2% year on year).

Putting together all the above, revenue (excluding excise taxes) for the fiscal year ending December 31, 2018 is forecast to be 2.235 trillion yen (up 3.6% year on year); revenue (including excise taxes) 2.500 trillion yen (up 3.3% year on year); operating income 264 billion yen (up 4.1% year on year); and profit attributable to owners of the parent 126.0 billion yen (down 40.4% year on year).

## Classification of Shareholders

As of December 31, 2017

			Sh	nares (Number of	one unit of shar	res: -)			
	Japanese				Foreign	investors			Shares less
	government	Financial	Securities	Other	Other than		Individuals and	nd Total	than One Unit
	and local	institutions	Companies	Corporation	Individuals	Individuals	Others	Total	(share)
	government				marviduais				
Number of	_	4	_	2	_	_	74	80	_
Shareholders	olders	7		2			7-		
Number of									
Shares Held	_	27,485,448	_	617,408,764	_	_	42,241,984	687,136,196	_
(Unit)									
Percentage of									
Shares Held	_	4.00	_	89.85	_	_	6.14	100.00	_
(%)									

Note: 1,480,748 shares of treasury stock are included in "Individuals and Others"

## Status of Major Shareholders

As of December 31, 2017

Name of shareholders	Address	Number of shares held (thousands)	Percentage of common stock issued (%)
Kotobuki Realty Co., Ltd.	2-1-40 Dojimahama, Kita-ku, Osaka	613,818	89.32
Employees Share Ownership Plan of Suntory	2-1-40 Dojimahama, Kita-ku, Osaka	34,351	4.99
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	2-7-1, Marunouchi, Chiyoda-ku, Tokyo	6,871	1.00
Sumitomo Mitsui Banking Corporation	1-1-2, Marunouchi, Chiyoda-ku, Tokyo	6,871	1.00
Sumitomo Mitsui Trust Bank, Limited	1-4-1, Marunouchi, Chiyoda-ku, Tokyo	6,871	1.00
Nippon Life Insurance Company	1-6-6, Marunouchi, Chiyoda-ku, Tokyo	6,871	1.00
Suntory Foundation for Life Sciences	8-1-1, Seikadai, Seika-cho, Souraku-gun, Kyoto	3,590	0.52
Suntory Holdings Limited (Treasury stock)	2-1-40 Dojimahama, Kita-ku, Osaka	1,480	0.21
Nobutada Saji	Minato-ku, Tokyo	652	0.09
Shingo Torii	Higashinada-ku, Kobe	539	0.07
Total	_	681,918	99.24

Note: The Company allocated 870,000 treasury shares to the Employees Share Ownership Plan of Suntory by third party allotment on August 31, 2017.

## Members of the Board of Directors and Audit & Supervisory Board Members

As of December 31, 2017

Title	Name	Date of Birth	Brief History	Term of office	Number of shares held (in thousands)
			Joined Sony Corporation in April 1971.		
			Joined Suntory Limited in June 1974.		
			Assumed the office of Senior General Manager of Osaka branch		
			of such company in August 1981.		
			Assumed the office of Director of such company in June 1982.		
			Assumed the office of Managing Director of such company in		
			June 1984.		
			Assumed the office of Senior Managing Director of such		
			company in June 1987.		
		i November 25, 1945	Assumed the office of Executive Vice President of such company	,	
			in March 1989.		
			Assumed the office of Representative Director and Executive		
Representative			Vice President of such company in March 1990.		
Director and	ector and Nobutada Saji		Assumed the office of Representative Director and President of	Note 4	652
Chairman			such company in March 2001.		
			Assumed the office of Representative Director and Chairman and		
			President of such company in March 2002.		
			Assumed the office of Representative Director and President of		
			Kotobuki Realty Co., Ltd. in March 2002.		
			Assumed the office of Representative Director and Chairman and		
			President of Suntory Holdings Limited in February 2009.		
			Has occupied the office of Representative Director and Chairman		
			of Suntory Holdings Limited from October 2014 to date		
			(incumbent).		
			Has occupied the office of Representative Director and Chairman		
			of Kotobuki Realty Co., Ltd. from March 2016 to date		
			(incumbent).		

Title	Name	Date of Birth	Brief History	Term of office	Number of shares held (in thousands)
			Joined Itochu Corporation in April 1980.		
			Joined Suntory Limited in June 1983.		
			Assumed the office of Senior General Manager of Production		
			Planning Division of such company in March 1990.		
			Assumed the office of Director of such company in March 1992.		
			Assumed the office of Managing Director of such company in		
			March 1999.		
			Assumed the office of Representative Director and Senior		
			Managing Director of such company in March 2001.		
			Assumed the office of Representative Director and Executive		
Representative Director and Vice	Shingo Torii	January 18, 1953	Vice President of such company in March 2003.	Note 4	539
Chairman			Assumed the office of Representative Director and Executive		337
			Vice President of Suntory Holdings Limited in February 2009.		
			Assumed the office of Representative Director and Executive		
			Vice President of Kotobuki Realty Co., Ltd. in March 2009.		
			Has occupied the office of Representative Director and Vice		
			Chairman of Suntory Holdings Limited from October 2014 to		
			date (incumbent).		
			Has occupied the office of Representative Director and Vice		
			Chairman of Kotobuki Realty Co., Ltd. from March 2016 to date		
			(incumbent).		
			Joined Mitsubishi Corporation in April 1981.		
			Assumed the office of Manager of LAWSON Project		
			Management Unit and Food Service Business Unit, Consumer		
			Business Div. of such company in April 2001.		
			Assumed the office of President & CEO, Representative Director		
			and Executive Officer of Lawson, Inc. in May 2002.		
			Assumed the office of President & CEO, and Representative		
			Director of such company in March 2005.		
			Assumed the office of Chairman, Representative Director of such		
Representative Director and	Takeshi Niinami	January 30, 1959	company in May 2014.	Note 4	170
President	Takesiii Tuinaiiii	January 50, 1757	Assumed the office of Chairman, Member of the Board of such	11010 4	170
			company in May 2014.		
			Assumed the office of Advisor of Suntory Holdings Limited in		
			August 2014.		
			Assumed the office of Director of Suntory Holdings Limited in		
			September 2014.		
			Has occupied the office of Representative Director and President		
			of Suntory Holdings Limited from October 2014 to date		
			(incumbent).		

Title	Name	Date of Birth	Brief History	Term of office	Number of shares held (in thousands)
Representative Director and Executive Vice President	Nobuhiro Torii	March 10, 1966	Joined The Industrial Bank of Japan (Present: Mizuho Bank, Ltd.) in July 1991.  Joined Suntory Limited in April 1997.  Assumed the office of Senior General Manager of Overall Sales & Marketing Division of such company in September 2005.  Assumed the office of Director of such company in March 2007.  Assumed the office of Executive Officer of Suntory Holdings  Limited in April 2009.  Assumed the office of Managing Executive Officer of Suntory  Holdings Limited in April 2010.  Assumed the office of Senior Managing Director of Suntory  Holdings Limited in January 2011.  Assumed the office of Representative Director and President of Suntory Beverage & Food Limited in January 2011.  Assumed the office of Director of Suntory Holdings Limited in January 2013.  Has occupied the office of Representative Director and President of Kotobuki Realty Co., Ltd. from March 2016 to date (incumbent).  Has occupied the office of Representative Director and Executive Vice President of Suntory Holdings Limited from March 2016 to date (incumbent).  Has occupied the office of Director of Suntory Beverage & Food Limited from March 2016 to date (incumbent).  Has occupied the office of Director of Suntory Beverage & Food Limited from March 2016 to date (incumbent).  Has occupied the office of Representative Director and President of Suntory Beer, Wine & Spirits Japan Limited from April 2017	Note 4	173
Executive Vice President	Shunichi Naito	July 29, 1948	of Suntory Beer, Wine & Spirits Japan Limited from April 2017 to date (incumbent).  Joined Suntory Limited in April 1972.  Assumed the office of Senior General Manager of Human Resources Department of such company in August 1993.  Assumed the office of Director of such company in March 2002.  Assumed the office of Managing Director of such company in March 2005.  Assumed the office of Senior Managing Director of Such company in March 2006.  Assumed the office of Senior Managing Director of Suntory Holdings Limited in February 2009.  Has occupied the office of Executive Vice President of Suntory		165

Executive Vice President	Yasunori Aiba	May 24, 1949	Joined Suntory Limited in April 1974.  Assumed the office of Senior General Manager of Beer Division of such company in March 2000.  Assumed the office of Director of such company in March 2003.  Assumed the office of Managing Director of such company in March 2007.  Assumed the office of Managing Executive Officer of Suntory Holdings Limited in April 2009.  Assumed the office of Senior Managing Director of Suntory Holdings Limited in January 2011.  Has occupied the office of Executive Vice President of Suntory Holdings Limited from March 2014 to date (incumbent).  Has occupied the office of Representative Director and Vice	Note 4	162
			President of Suntory Beer, Wine & Spirits Japan Limited from April 2017 to date (incumbent).		
Senior Managing Director	Koji Kojima	May 21, 1952	Joined Suntory Limited in April 1978.  Assumed the office of Senior General Manager of Engineering & Process Development Division of such company in October 2003.  Assumed the office of Director of such company in March 2005.  Assumed the office of Managing Executive Officer of Suntory Holdings Limited in April 2009.  Has occupied the office of Senior Managing Director of Suntory Holdings Limited from March 2013 to date (incumbent).  Has occupied the office of Representative Director and President of Suntory MONOZUKURI Expert Limited from March 2017 to date (incumbent).	Note 4	112

Title	Name	Date of Birth	Brief History	Term of office	Number of shares held (in thousands)
			Joined Suntory Limited in April 1978.		
			Assumed the office of Executive Officer of Suntory Beer &		
			Spirits Limited (Present: Suntory Liquors Limited) in April		
			2009.		
			Assumed the office of Senior General Manager, Sales		
			Development & Marketing Promotion Department 1 of such		
			company in April 2009.		
Caria Manazira	Chilatal ta		Assumed the office of Executive Officer of Suntory Holdings		
Senior Managing Director	Shinichiro Hizuka	November 19, 1955	Limited in January 2011.	Note 4	92
			Assumed the office of Managing Director of Suntory Beverage		
			& Food Limited in March 2012.		
			Assumed the office of Senior Managing Director of such		
			company in December 2012.		
			Has occupied the office of Senior Managing Director of Suntory		
			Holdings Limited from March 2015 to date (incumbent).		
			Assumed the office of Director of Suntory Beverage & Food		
			Limited in March 2015.		
			Joined Suntory Limited in April 1980.		
			Assumed the office of Senior General Manager of Legal		
			Department of Suntory Limited in March 2006.		
	Kazutomo Aritake	October 14,1957	Assumed the office of Executive Officer of Suntory Holdings		
Senior Managing Director			Limited in April 2010.	Note 4	103
			Assumed the office of Managing Executive Officer of Suntory		
			Holdings Limited in April 2012.		
			Has occupied the office of Senior Managing Director of Suntory		
			Holdings Limited from March 2017 to date (incumbent).		
			Assumed the office of Professor of the Faculty of Law, Tokyo		
			Metropolitan University in October 1988.		
			Has occupied the office of Visiting Professor of the Research		
			Center for Advanced Science and Technology, the University of		
		April 7 / 1951	Tokyo from April 2012 to date (incumbent).		
Director	Takashi		Has occupied the office of Professor Emeritus of the University	Note 4	_
	Mikuriya		of Tokyo from April 2012 to date (incumbent).		
			Has occupied the office of Visiting Professor of the Open		
			University of Japan from April 2016 to date (incumbent).		
			Has occupied the office of Director of Suntory Holdings Limited		
			from March 2017 to date (incumbent).		
			Assumed the office of Director, President and CEO of Beam		
			Global Spirits & Wine, Inc. in March 2009.		
			Has occupied the office of Director, President and CEO of Beam		
			Inc. (Present: Bean Suntory Inc.) from October 2011 to date		
Director	Matthew J.	August 19, 1962	(incumbent).	Note 4	_
Director	Shattock	August 19, 1902	Has occupied the office of Chairman of Beam Suntory Inc. from	11016 4	
			April 2014 to date (incumbent).		
			Has occupied the office of Director of Suntory Holdings Limited		
			from May 2014 to date (incumbent).		

Senior Audit & Supervisory Board Member  Toru Yamamoto  March 10, 1956  Senior Audit & Supervisory Board Member  Toru Yamamoto  March 10, 1956  March 10, 1956  Toru Yamamoto  Toru Yamamoto  March 10, 1956  Toru Yamamoto  Toru Yamamoto  March 10, 1956  Toru Yamamoto  Toru Yamamoto  Toru Yamamoto  March 10, 1956  Toru Yamamoto  Toru Yamamoto  Note 5  Toru Yamamoto  Toru Yamamoto  Toru Yamamoto  Note 5  Toru Yamamoto  T	75 170
Senior Audit & Supervisory Board Member  Toru Yamamoto  March 10, 1956  Toru Yamamoto  March 2011 to date  (incumbent)  Note 5  Toru Yamamoto  Toru Yamamoto  Member of Suntory Holdings Limited in April 1976.  Resigned from bench in March 1980.	
Senior Audit & Supervisory Board Member  Toru Yamamoto  March 10, 1956  2010.  Has occupied the office of Senior Audit & Supervisory Board  Member of Suntory Holdings Limited from March 2011 to date  (incumbent).  Joined Suntory Limited in April 1980.  Assumed the office of Chief Operating Officer, Liquor China  Division of such company, and Vice President of Suntory  (China) Holding Co., Ltd. in April 2008.  Assumed the office of Executive Officer of Suntory Holdings  Limited in April 2009.  Assumed the office of Director of Suntory Beverage & Food  Limited in March 2013.  Assumed the office of Representative Director and President of  Suntory Beverage Service Limited in April 2013.  Has occupied the office of Senior Audit & Supervisory Board  Member of Suntory Holdings Limited from March 2016 to date  (incumbent).  Was appointed as Judge in April 1976.  Resigned from bench in March 1980.	
Board Member  Has occupied the office of Senior Audit & Supervisory Board Member of Suntory Holdings Limited from March 2011 to date (incumbent).  Joined Suntory Limited in April 1980. Assumed the office of Chief Operating Officer, Liquor China Division of such company, and Vice President of Suntory (China) Holding Co., Ltd. in April 2008. Assumed the office of Executive Officer of Suntory Holdings Limited in April 2009. Assumed the office of Director of Suntory Beverage & Food Limited in March 2013. Assumed the office of Representative Director and President of Suntory Beverage Service Limited in April 2013. Has occupied the office of Senior Audit & Supervisory Board Member of Suntory Holdings Limited from March 2016 to date (incumbent).  Was appointed as Judge in April 1976. Resigned from bench in March 1980.	
Member of Suntory Holdings Limited from March 2011 to date (incumbent).  Joined Suntory Limited in April 1980. Assumed the office of Chief Operating Officer, Liquor China Division of such company, and Vice President of Suntory (China) Holding Co., Ltd. in April 2008. Assumed the office of Executive Officer of Suntory Holdings Limited in April 2009. Assumed the office of Director of Suntory Beverage & Food Limited in March 2013. Assumed the office of Representative Director and President of Suntory Beverage Service Limited in April 2013. Has occupied the office of Senior Audit & Supervisory Board Member of Suntory Holdings Limited from March 2016 to date (incumbent).  Was appointed as Judge in April 1976. Resigned from bench in March 1980.	170
Senior Audit & Supervisory Board Member  Yasuhiko Kamada  Yasuhiko Kamada  February 4, 1958  February	170
Senior Audit & Supervisory Board Member  Yasuhiko Kamada  February 4, 1958  Assumed the office of Executive Officer of Suntory Holdings  Limited in April 2009.  Assumed the office of Director of Suntory Beverage & Food  Limited in March 2013.  Assumed the office of Representative Director and President of  Suntory Beverage Service Limited in April 2013.  Has occupied the office of Senior Audit & Supervisory Board  Member of Suntory Holdings Limited from March 2016 to date  (incumbent).  Was appointed as Judge in April 1976.  Resigned from bench in March 1980.	170
Assumed the office of Chief Operating Officer, Liquor China Division of such company, and Vice President of Suntory (China) Holding Co., Ltd. in April 2008.  Assumed the office of Executive Officer of Suntory Holdings Limited in April 2009.  Assumed the office of Director of Suntory Beverage & Food Limited in March 2013.  Assumed the office of Representative Director and President of Suntory Beverage Service Limited in April 2013.  Has occupied the office of Senior Audit & Supervisory Board Member of Suntory Holdings Limited from March 2016 to date (incumbent).  Was appointed as Judge in April 1976. Resigned from bench in March 1980.	170
Senior Audit & Supervisory Board Member  Senior Audit & Supervisory Board Member  Yasuhiko Kamada  Yasuhiko Kamada  February 4, 1958  February 4, 1958  February 4, 1958  Assumed the office of Director of Suntory Beverage & Food Limited in March 2013.  Assumed the office of Representative Director and President of Suntory Beverage Service Limited in April 2013.  Has occupied the office of Senior Audit & Supervisory Board Member of Suntory Holdings Limited from March 2016 to date (incumbent).  Was appointed as Judge in April 1976.  Resigned from bench in March 1980.	170
Senior Audit & Supervisory Board Member  Yasuhiko Kamada  February 4, 1958  Assumed the office of Director of Suntory Beverage & Food Limited in March 2013.  Assumed the office of Representative Director and President of Suntory Beverage Service Limited in April 2013.  Has occupied the office of Senior Audit & Supervisory Board Member of Suntory Holdings Limited from March 2016 to date (incumbent).  Was appointed as Judge in April 1976.  Resigned from bench in March 1980.	170
Senior Audit & Supervisory Board Member  Yasuhiko Kamada  February 4, 1958  February 4, 1958  Assumed the office of Executive Officer of Suntory Holdings  Limited in April 2009.  Assumed the office of Director of Suntory Beverage & Food  Limited in March 2013.  Assumed the office of Representative Director and President of  Suntory Beverage Service Limited in April 2013.  Has occupied the office of Senior Audit & Supervisory Board  Member of Suntory Holdings Limited from March 2016 to date  (incumbent).  Was appointed as Judge in April 1976.  Resigned from bench in March 1980.	170
Senior Audit & Supervisory Board Member  Yasuhiko Kamada  February 4, 1958  Assumed the office of Director of Suntory Beverage & Food  Limited in March 2013.  Assumed the office of Representative Director and President of  Suntory Beverage Service Limited in April 2013.  Has occupied the office of Senior Audit & Supervisory Board  Member of Suntory Holdings Limited from March 2016 to date  (incumbent).  Was appointed as Judge in April 1976.  Resigned from bench in March 1980.	170
Senior Audit & Supervisory Board Member  Yasuhiko Kamada  February 4, 1958  Assumed the office of Director of Suntory Beverage & Food Limited in March 2013.  Assumed the office of Representative Director and President of Suntory Beverage Service Limited in April 2013.  Has occupied the office of Senior Audit & Supervisory Board Member of Suntory Holdings Limited from March 2016 to date (incumbent).  Was appointed as Judge in April 1976.  Resigned from bench in March 1980.	170
Supervisory Board Member  February 4, 1958  Assumed the office of Director of Suntory Beverage & Food  Limited in March 2013.  Assumed the office of Representative Director and President of  Suntory Beverage Service Limited in April 2013.  Has occupied the office of Senior Audit & Supervisory Board  Member of Suntory Holdings Limited from March 2016 to date  (incumbent).  Was appointed as Judge in April 1976.  Resigned from bench in March 1980.	170
Limited in March 2013.  Assumed the office of Representative Director and President of Suntory Beverage Service Limited in April 2013.  Has occupied the office of Senior Audit & Supervisory Board Member of Suntory Holdings Limited from March 2016 to date (incumbent).  Was appointed as Judge in April 1976.  Resigned from bench in March 1980.	
Suntory Beverage Service Limited in April 2013.  Has occupied the office of Senior Audit & Supervisory Board  Member of Suntory Holdings Limited from March 2016 to date  (incumbent).  Was appointed as Judge in April 1976.  Resigned from bench in March 1980.	
Has occupied the office of Senior Audit & Supervisory Board Member of Suntory Holdings Limited from March 2016 to date (incumbent).  Was appointed as Judge in April 1976. Resigned from bench in March 1980.	
Member of Suntory Holdings Limited from March 2016 to date (incumbent).  Was appointed as Judge in April 1976.  Resigned from bench in March 1980.	
(incumbent).  Was appointed as Judge in April 1976.  Resigned from bench in March 1980.	
Was appointed as Judge in April 1976. Resigned from bench in March 1980.	
Resigned from bench in March 1980.	
Has Registered as Attorney from May 1980 to date (incumbent).	
Audit & Assumed the office of Audit & Supervisory Board Member of	
Supervisory Minoru Amano February 17, 1948 Note 5 — Suntory Limited in March 2003.	_
Has occupied the office of Audit & Supervisory Board Member	
of Suntory Holdings Limited from February 2009 to date	
(incumbent).	
Assumed the office of Professor of system science laboratory,	
Waseda University in April 1997.	
Has occupied the office of Outside Auditor of Fukuoka	
Financial Group, Inc. from June 2015 to date (incumbent).	
Audit & Has occupied the office of Audit & Supervisory Board Member	
Supervisory Board Member Hideo Yamada February 23, 1955 of Suntory Holdings Limited from March 2016 to date  Note 6	_
(incumbent).	
Has occupied the office of Professor of Graduate School of	
Business Administration, Waseda University from April 2016 to	
date (incumbent).	

Note: 1. Suntory Limited is Suntory Spirits Limited at the present time.

- 2. Director Mr. Takashi Mikuriya is an Outside Director.
- 3. Mr. Minoru Amano and Mr. Hideo Yamada are Outside Audit & Supervisory Board Members.
- 4. Current terms of office will expire at the close of Ordinary General Meeting of Shareholders for the Fiscal Year 2017.
- 5. Current terms of office will expire at the close of Ordinary General Meeting of Shareholders for the Fiscal Year 2018.
- 6. Current terms of office will expire at the close of Ordinary General Meeting of Shareholders for the Fiscal Year 2019.

			(Millions of yen)
	IFRS transition date (January 1, 2016)	December 31, 2016	December 31, 2017
Assets			
Current assets:			
Cash and cash equivalents	255,589	352,519	359,518
Trade and other receivables	375,093	379,286	396,645
Other financial assets	6,068	3,269	19,687
Inventories	414,755	383,861	408,822
Other current assets	50,732	72,940	66,914
Sub-total	1,102,240	1,191,877	1,251,588
Assets held for sale	65,244	_	23,152
Total current assets	1,167,484	1,191,877	1,274,741
Non-current assets:			
Property, plant and equipment	674,144	654,527	660,481
Goodwill	928,550	885,441	882,123
Intangible assets	1,588,174	1,461,504	1,469,110
Investments accounted for using the equity method	39,492	37,673	41,544
Other financial assets	114,245	110,708	135,882
Deferred tax assets	48,202	92,008	75,394
Other non-current assets	52,039	38,637	40,297
Total non-current assets	3,444,850	3,280,502	3,304,835
Total assets	4,612,335	4,472,380	4,579,576

	IFRS transition date (January 1, 2016)	December 31, 2016	December 31, 2017
Liabilities and equity			
Liabilities			
Current liabilities:			
Bonds and borrowings	210,187	307,702	291,501
Trade and other payables	491,101	493,850	515,323
Other financial liabilities	78,584	90,187	103,578
Accrued income taxes	34,206	22,472	29,478
Provisions	11,358	7,674	12,383
Other current liabilities	92,263	85,349	84,614
Sub-total	917,701	1,007,237	1,036,880
Liabilities directly associated with assets held for sale	40,943	_	6,215
Total current liabilities	958,644	1,007,237	1,043,096
Non-current liabilities:			
Bonds and borrowings	1,849,696	1,636,125	1,539,763
Other financial liabilities	106,890	85,441	72,908
Post-employment benefit liabilities	39,089	41,109	41,478
Provisions	8,811	8,076	7,979
Deferred tax liabilities	424,669	405,504	307,115
Other non-current liabilities	16,347	16,750	21,520
Total non-current liabilities	2,445,505	2,193,008	1,990,767
Total liabilities	3,404,150	3,200,245	3,033,863
Equity			
Share capital	70,000	70,000	70,000
Share premium	138,081	133,251	133,885
Retained earnings	674,435	851,912	1,064,603
Treasury shares	(2,285)	(1,598)	(1,006)
Other components of equity	9,529	(86,586)	(62,735)
Total equity attributable to owners of the parent	889,760	966,979	1,204,747
Non-controlling interests	318,423	305,155	340,965
Total equity	1,208,184	1,272,134	1,545,713
Total liabilities and equity	4,612,335	4,472,380	4,579,576

		(Millions of yen)
	2016	2017
Revenue (including excise taxes)	2,358,404	2,420,286
Less: excise taxes	(256,806)	(262,754)
Revenue (excluding excise taxes)	2,101,598	2,157,531
Cost of sales	(1,072,782)	(1,095,535)
Gross profit	1,028,815	1,061,995
Selling, general and administrative expenses	(785,043)	(809,653)
Gain on investments accounted for using the equity method	8,328	9,688
Other income	28,688	10,334
Other expenses	(27,900)	(18,725)
Operating income	252,888	253,639
Finance income	2,203	3,084
Finance costs	(31,254)	(29,833)
Profit before income taxes	223,837	226,890
Income tax expenses	(1,024)	24,956
Profit for the year	222,812	251,846
Attributable to:		
Owners of the parent	185,682	211,448
Non-controlling interests	37,130	40,398
Profit for the year	222,812	251,846
Earnings per share Basic (yen per share)	271.40	308.63
Reconciliation from operating income to adjusted operating income		(Millions of yen)
	2016	2017
Operating income	252,888	253,639
Restructuring charges	6,682	6,647
Losses from natural disaster	3,917	876
Impairment losses and reversal of impairment losses	839	616
Gain on disposals of shares in subsidiaries and associates and gain on business transfers	(13,238)	(1,876)
Other	(3,522)	(4,458)
Total	(5,322)	1,806
Adjusted operating income	247,565	255,445

## Consolidated statement of changes in equity for the year ended 31 December 2017

							(Millions of yen)		
		Attr	ibutable to ow	ners of the pa	rent				
•	Share	Share premium	Retained earnings	Treasury	Other components of equity	Total	Non- controlling interests	Total equity	
Balance at 1 January 2016	70,000	138,081	674,435	(2,285)	9,529	889,760	318,423	1,208,184	
Profit for the period			185,682			185,682	37,130	222,812	
Other comprehensive income					(96,115)	(96,115)	(21,320)	(117,435)	
Total comprehensive income for the									
period	_	_	185,682	_	(96,115)	89,566	15,810	105,376	
Disposals of treasury shares		468		686		1,155		1,155	
Dividends			(8,205)			(8,205)	(12,709)	(20,914)	
Changes in ownership interests in									
subsidiaries that do not involve		(5,297)				(5,297)	1,335	(3,962)	
loss of control									
Changes in the scope of consolidation						_	(17,704)	(17,704)	
Total transactions with owners of the		(4.920)	(0.205)	(9)		(12.240)	(20, 079)	(41.426)	
parent		(4,829)	(8,205)	686		(12,348)	(29,078)	(41,426)	
Balance at 31 December 2016	70,000	133,251	851,912	(1,598)	(86,586)	966,979	305,155	1,272,134	
Cumulative effect of adopting new					783	783	(200)	492	
accounting standards					763	763	(290)	492	
Balance at 1 January 2017	70,000	133,251	851,912	(1,598)	(85,802)	967,762	304,864	1,272,627	
Profit for the period			211,448			211,448	40,398	251,846	
Other comprehensive income					33,211	33,211	10,152	43,363	
Total comprehensive income for the	_	_	211,448	_	22 211	244,659	50 551	205 210	
period			211,446		33,211	244,039	50,551	295,210	
Disposals of treasury shares		534		591		1,125		1,125	
Dividends			(8,902)			(8,902)	(15,141)	(24,043)	
Transfer from other components									
of equity to retained earnings			10,145		(10,145)	_		_	
Changes in ownership interests in									
subsidiaries that do not involve		99			1	101	691	793	
loss of control									
Total transactions with owners of the	_	633	1,243	591	(10,143)	(7,675)	(14,449)	(22,124)	
parent		055	1,273	371	(10,143)	(7,073)	(14,449)	(22,127)	
Balance at 31 December 2017	70,000	133,885	1,064,603	(1,006)	(62,735)	1,204,747	340,965	1,545,713	

## Consolidated statement of cash flows

	2016	2017
Cash flows from operating activities		
Profit before income taxes	223,837	226,890
Depreciation and amortization	96,336	97,262
Impairment losses (reversal of impairment losses)	839	616
Interest and dividend income	(1,964)	(2,790)
Interest expense	27,705	25,800
Gain on investments accounted for using the equity method	(8,328)	(9,688)
Decrease (increase) in inventories	5,230	(15,623)
Increase in trade and other receivables	(20,667)	(19,451)
Increase in trade and other payables	22,031	15,002
Other	(1,558)	3,573
Subtotal	343,461	321,593
Interest and dividends received	6,700	7,477
Interest paid	(28,064)	(27,358)
Income taxes paid	(69,490)	(40,008)
Net cash inflow from operating activities	252,606	261,703
Cash flows from investing activities	- ,	, , , , ,
Purchases of property, plant and equipment and intangible		
assets	(100,720)	(99,379)
Proceeds from sales of property, plant and equipment and		
intangible assets	8,312	8,115
Payments for acquisition of investment securities	(1,251)	(3,370)
Proceeds from sales of investment securities	466	19,504
Payments for acquisition of shares in subsidiaries involving		
changes in the scope of consolidation	_	(8,587)
Proceeds from disposals of shares in subsidiaries involving		
changes in the scope of consolidation	10,586	_
Payments for business transfers	(8,088)	_
Proceeds from business transfers	25,148	_
Other	3,173	3,667
Net cash outflow from investing activities	(62,371)	(80,049)
Cash flows from financing activities	(02,571)	(00,017)
Increase in short-term borrowings	2,214	8,546
Proceeds from long-term borrowings	175,018	132,125
Repayment of long-term borrowings	(231,912)	(280,465)
Payments of finance lease liabilities	(9,441)	(10,458)
Proceeds from disposals of treasury shares	1,155	1,125
Dividends paid to owners of the parent	(8,205)	(8,902)
Dividends paid to owners of the parent  Dividends paid to non-controlling interests	(12,538)	(15,160)
Payments for acquisitions of shares in subsidiaries that do not	(12,556)	(13,100)
involve loss of control	(3,808)	(171)
Other	(204)	1,317
Net cash outflow from financing activities	(87,721)	(172,042)
Effects of exchange rate changes on cash and cash	(5.500)	007
equivalents	(5,583)	827
Net increase in cash and cash equivalents	102,513	9,611
Cash and cash equivalents at the beginning of the year	255,589	352,519
Cash and cash equivalents included in assets held for sale	<del></del>	(3,439)
Cash and cash equivalents at the end of the year	352,519	359,518
	302,017	337,310

### **Segment Information**

#### (1) Overview of reportable segments

The reportable segments are components of the Group for which separate financial information is available and regularly reviewed by management to make decisions about the allocation of resources and to assess segment performance.

The Group applies a holding company structure and operating companies have been established by product or service. The management of each operating company focuses on the type of products and services delivered or provided when establishing its own strategy for domestic and international operations. Therefore, the Group determined and identified "Beverage and Foods" and "Alcoholic Beverages" as a reportable segment based on the types of products and services delivered or provided. The classification of the Group's primary products and services have been defined as below.

Reportable segment	Primary products
Beverage and Food	Non-alcoholic beverages, healthy drinks, processed foods, other products
Alcoholic Beverage	Spirits, beer, wine and other alcoholic beverages
Others	Healthy foods, ice cream, restaurants, flowers, operations in China and other operations

#### (2) Profit or loss for each reportable segment

Profit or loss for each reportable segment of the Group was as follows.

Year ended December 31, 2016

		Reportable segment			Reconciliations	Consolidated
	Beverage and Food	Alcoholic Beverage	Others	Segment total	*2	*1
Revenue (including excise taxes)	1,199,690	946,158	212,555	2,358,404	l	2,358,404
Revenue (excluding excise taxes)						
External customers	1,199,690	689,351	212,555	2,101,598	_	2,101,598
Intersegment	9,458	4,443	9,562	23,464	(23,464)	-
Total revenue	1,209,149	693,795	222,118	2,125,063	(23,464)	2,101,598
Segment profit (loss)	131,591	127,534	31,554	290,680	(37,791)	252,888

<sup>(</sup>Note) \*1. Segment profit agrees with operating income presented in the consolidated statement of profit or loss.

<sup>\*2. &</sup>quot;Reconciliations" to segment profit or loss represent overhead costs incurred by the parent to manage the Group's operations and are not allocated to the reportable segments.

		Reportable segment			Consolidated		
	Beverage and Food	Alcoholic Beverage	Others	Segment total	Reconciliations *2	*1	
Revenue (including excise taxes)	1,226,436	985,288	208,561	2,420,286	-	2,420,286	
Revenue (excluding excise taxes)							
External customers	1,226,436	722,533	208,561	2,157,531	_	2,157,531	
Intersegment	7,571	4,233	11,561	23,366	(23,366)	_	
Total revenue	1,234,008	726,767	220,122	2,180,898	(23,366)	2,157,531	
Segment profit (loss)	138,771	126,927	25,892	291,591	(37,951)	253,639	

<sup>(</sup>Note) \*1. Segment profit agrees with operating income presented in the consolidated statement of profit or loss.

### (3) Information about geographical areas

Geographical areas other than Japan are comprised of the following countries:

Americas: United States of America and others

Europe: France, UK, Spain, and others

Asia and Oceania: Vietnam, Thailand, Australia and others

#### 1. Revenue (including excise taxes) from external customers was as follows:

(Millions of yen)

	Japan	Americas	Europe	Asia and Oceania	Total
2016	1,453,873	329,477	292,523	282,530	2,358,404
2017	1,466,814	348,682	310,796	293,991	2,420,286

(Note) Revenue (including excise taxes) is allocated into countries or areas based on the customers' locations for the analysis above.

### 2. Revenue (excluding excise) taxes from external customers was as follows:

(Millions of yen)

	Japan	Americas	Europe	Asia and Oceania	Total
2016	1,262,764	277,276	284,955	276,601	2,101,598
2017	1,274,985	293,001	303,010	286,534	2,157,531

(Note) Revenue (excluding excise taxes) is allocated into countries or areas based on the customers' locations for the analysis above.

<sup>\*2. &</sup>quot;Reconciliations" to segment profit or loss represent overhead costs incurred by the parent to manage the Group's operations and are not allocated to the reportable segments.

## **Balance Sheet**

	1	(Millions of yen)
	As of December 31, 2016	As of December 31, 2017
ASSETS		
Current assets	1,218,254	1,177,345
Cash and deposits	188,010	182,641
Accounts receivable-trade	3,656	3,841
Short-term loans receivable	980,782	945,063
Advance payments-trade	707	1,558
Deferred tax assets	2,384	1,883
Accounts receivable-other	38,589	38,548
Other current assets	4,123	3,809
Non-current assets	953,998	1,002,199
Property, plant and equipment	34,799	34,657
Buildings, net	23,976	23,620
Machinery and equipment, net	713	1,039
Tools, furniture and fixtures, net	4,278	4,565
Land	4,669	4,296
Construction in progress	56	18
Other	1,104	1,117
Intangible assets	3,866	3,854
Leasehold right	3,705	3,705
Other intangible assets	160	148
Investments and other assets	915,332	963,688
Investment securities	19,168	20,297
Shares of subsidiaries and associates	520,110	513,869
Long-term loans receivable from	242.065	200 742
subsidiaries and associates	343,965	399,743
Long-term prepaid expenses	2,623	1,932
Prepaid pension cost	21,860	20,817
Other	9,062	8,511
Allowance for doubtful accounts	(1,458)	(1,485)
Deferred assets	433	635
TOTAL ASSETS	2,172,686	2,180,181

		(Millions of yen)
	As of December 31, 2016	As of December 31, 2017
LIABILITIES		
Current liabilities	306,422	276,322
Short-term loans payable	14	15
Current portion of long-term loans	105 972	142 625
payable	105,872	143,625
Current portion of bonds	79,554	_
Accounts payable-other	19,476	23,673
Accrued expenses	14,738	14,580
Accrued consumption taxes	1,011	428
Income taxes payable	613	2,708
Deposits received from employees	16,393	16,794
Deposits received	61,234	66,525
Provision for bonuses	6,916	6,777
Other	597	1,192
Non-current liabilities	1,261,149	1,214,226
Bonds payable	127,796	194,024
Long-term loans payable	1,105,799	993,736
Deferred tax liabilities	14,730	11,917
Provision for retirement benefits	3,950	7,994
Other	8,872	6,553
TOTAL LIABILITIES	1,567,572	1,490,548
NET ASSETS		
Shareholders' equity	601,103	683,276
Capital stock	70,000	70,000
Capital surplus	285,742	286,276
Legal capital surplus	17,500	17,500
Other capital surplus	268,242	268,776
Retained earnings	246,959	328,007
Other retained earnings	246,959	328,007
Reserve for special depreciation	76	42
Reserve for advanced depreciation of	1 411	1.020
non-current assets	1,411	1,830
General reserve	160,100	232,100
Retained earnings brought forward	85,371	94,033
Treasury stock	(1,598)	(1,006)
Valuation and translation adjustments	4,010	6,355
Valuation difference on available-for-sale	6.674	7.041
securities	6,674	7,841
Deferred gains or losses on hedges	(2,663)	(1,485)
TOTAL NET ASSETS	605,113	689,632
TOTAL LIABILITIES AND NET ASSETS	2,172,686	2,180,181

## **Statement of Income**

	1	(Millions of yen)
	Fiscal year ended December 31, 2016	Fiscal year ended December 31, 2017
Operating revenue	115,874	138,000
Royalty income	34,697	36,337
Rent income	1,542	1,548
Dividends from subsidiaries and associates	79,633	100,113
Operating expenses	37,568	44,705
General and administrative expenses	37,568	44,705
Operating income	78,305	93,294
Non-operating income	16,406	16,667
Interest income	15,503	15,180
Interest income on securities	10	9
Dividends income	200	262
Foreign exchange gains	546	_
Other	145	1,214
Non-operating expenses	14,464	15,385
Interest expenses	11,963	12,642
Interest on bonds	932	1,161
Foreign exchange losses	_	142
Other	1,568	1,439
Ordinary income	80,247	94,577
Extraordinary income	2,652	2,634
Gain on sales of shares of non-current assets	1,017	2,624
Gain on sales of shares of subsidiaries and associates	1,583	_
Other	52	9
Extraordinary loss	551	1,173
Restructuring cost	148	
Losses from a natural disaster	170	_
Loss on exemption from imputed tax		
receivable	_	820
Other	233	353
Income before income taxes	82,348	96,038
Income taxes-current	2,061	10,040
Income taxes-deferred	(1,412)	(3,953)
Net income	81,699	89,950

## **Statement of Changes in Net Assets**

Fiscal year ended December 31, 2016

										(IV	(illions of yen
		C	apital surplu	18		Ret	ained earnin	gs			
						Other retaine	ed earnings				
	Capital Legal stock capital surplus	capital capital capita	Total capital surplus	Reserve for special depreciation	depreciation		Retained earnings brought forward	Total retained earnings	Treasury stock	Total shareholders' equity	
Balance at January 1, 2016	70,000	17,500	267,773	285,273	107	914	154,900	17,543	173,464	(2,285)	526,453
Changes of items during the year											
Dividends from surplus								(8,205)	(8,205)		(8,205)
Net income								81,699	81,699		81,699
Adjustment to reserve due to change in tax rate (special depreciation)					1			(1)	_		_
Reversal of reserve for special depreciation					(32)			32	_		_
Provision of reserve for advanced depreciation of non- current assets						507		(507)	_		_
Adjustment to reserve due to change in tax rate (advanced depreciation of noncurrent assets)						21		(21)	-		-
Reversal of reserve for advanced depreciation of non- current assets						(31)		31	_		_
Provision of general reserve							5,200	(5,200)	-		_
Disposal of treasury shares			468	468						686	1,155
Net changes of items other than shareholders' equity											
Total changes of items during the year	_	I	468	468	(30)	497	5,200	67,827	73,494	686	74,649
Balance at December 31, 2016	70,000	17,500	268,242	285,742	76	1,411	160,100	85,371	246,959	(1,598)	601,103

i <del>n</del>				(Millions of yen)
	Valuation	djustments		
	Valuation difference on available - for - sale securities	Deferred gains or losses on hedges	Total valuation and translation adjustments	Total net assets
Balance at January 1, 2016	7,718	(3,513)	4,205	530,658
Changes of items during the year				
Dividends from surplus				(8,205)
Net income				81,699
Adjustment to reserve due to change in tax rate (special depreciation)				_
Reversal of reserve for special depreciation				_
Provision of reserve for advanced depreciation of non- current assets				_
Adjustment to reserve due to change in tax rate (advanced depreciation of noncurrent assets)				_
Reversal of reserve for advanced depreciation of non- current assets				_
Provision of general reserve				_
Disposal of treasury shares				1,155
Net changes of items other than shareholders' equity	(1,044)	850	(194)	(194)
Total changes of items during the year	(1,044)	850	(194)	74,455
Balance at December 31, 2016	6,674	(2,663)	4,010	605,113

										(M	(illions of yen)	
		C	apital surplu	ıs		Ret	ained earnin	gs				
						Other retained	ed earnings					
	Capital stock	Legal capital surplus	Other capital surplus	Total capital surplus	Reserve for special depreciation	Reserve for advanced depreciation of non- current assets	General reserve	Retained earnings brought forward	Total retained earnings	ed stock	Total shareholders' equity	
Balance at January 1, 2017	70,000	17,500	268,242	285,742	76	1,411	160,100	85,371	246,959	(1,598)	601,103	
Changes of items during the year												
Dividends from surplus								(8,902)	(8,902)		(8,902)	
Net income								89,950	89,950		89,950	
Reversal of reserve for special depreciation					(33)			33	_		_	
Provision of reserve for advanced depreciation of non- current assets						464		(464)	_		_	
Reversal of reserve for advanced depreciation of non- current assets						(45)		45	_		_	
Provision of general reserve							72,000	(72,000)	_		_	
Disposal of treasury shares			534	534						591	1,125	
Net changes of items other than shareholders' equity												
Total changes of items during the year	_	_	534	534	(33)	419	72,000	8,662	81,047	591	82,173	
Balance at December 31, 2017	70,000	17,500	268,776	286,276	42	1,830	232,100	94,033	328,007	(1,006)	683,276	

				(Millions of yen)
	Valuation	djustments		
	Valuation difference on available - for - sale securities	Deferred gains or losses on hedges	Total valuation and translation adjustments	Total net assets
Balance at January 1, 2017	6,674	(2,663)	4,010	605,113
Changes of items during the year				
Dividends from surplus				(8,902)
Net income				89,950
Reversal of reserve for special depreciation				_
Provision of reserve for advanced depreciation of non- current assets				-
Reversal of reserve for advanced depreciation of non- current assets				-
Provision of general reserve				_
Disposal of treasury shares				1,125
Net changes of items other than shareholders' equity	1,166	1,177	2,344	2,344
Total changes of items during the year	1,166	1,177	2,344	84,518
Balance at December 31, 2017	7,841	(1,485)	6,355	689,632