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[Cover]

Document to be filed:	Extraordinary Report
Filing to:	Director-General of the Kanto Local Finance Bureau
Date of filing:	November 28, 2025
Company name:	Suntory Beverage & Food Limited
Name and title of representative:	Makiko Ono Representative Director, President & Chief Executive Officer
Location of head office:	1-1, Shibaura 3-chome, Minato-ku, Tokyo
Telephone number:	+81-3-5579-1837
Name of administrative contact:	Naoto Okinaka Senior Managing Executive Officer, Division COO, Corporate Strategy Division
Closest contact location:	1-1, Shibaura 3-chome, Minato-ku, Tokyo
Telephone number:	+81-3-5579-1837
Name of administrative contact:	Naoto Okinaka Senior Managing Executive Officer, Division COO, Corporate Strategy Division
Place where the document is available for public inspection:	Tokyo Stock Exchange, Inc. (2-1, Nihombashi Kabutocho, Chuo-ku, Tokyo)

1. Reason for filing

At the Board of Directors meeting held on November 28, 2025, Suntory Beverage & Food Limited (the “Company”) made a tentative decision to change its Representative Director. Therefore, the Company has filed this report pursuant to the provisions of Article 24-5, paragraph (4) of the Financial Instruments and Exchange Act and Article 19, paragraph (2), item (ix) of the Cabinet Office Order on Disclosure of Corporate Affairs.

2. Content of report

(1) Name, date of birth, and positions (before and after this change) of Representative Directors related to this change and the date of change, and number of the Company’s shares held

(a) Person to resign as Representative Director

Name (date of birth)	New Position*1	Current Position	Date of Change (expected)	Number of Company’s Shares Held*2
Makiko Ono (March 16, 1960)	–	Representative Director, President & Chief Executive Officer	Latter part of March 2026	3,000

*1 Makiko Ono is expected to assume the position as Director, Senior Managing Executive Officer of Suntory Holdings Limited.

*2 The number of Company’s shares held is as of September 30, 2025.

(b) Person to become new Representative Director

Name (date of birth)	New Position	Current Position	Date of Change (expected)	Number of Company’s Shares Held*
Josuke Kimura (January 23, 1961)	Representative Director, President & Chief Executive Officer	–	Latter part of March 2026	1,000

* The number of Company’s shares held is as of September 30, 2025.

(2) Career summary of person to become new Representative Director

Name	Career Summary	
Josuke Kimura	April 1983	Joined Suntory Limited
	April 2009	Senior General Manager, Marketing & Development Division of Suntory Beverage & Food Limited
	April 2010	Executive Officer of such company
	April 2010	Deputy Chief Operating Officer, Marketing & Development Division of such company
	May 2012	Senior General Manager, Brand Marketing Department of such company
	March 2013	Director of Suntory Foods Limited
	April 2013	Chief Operating Officer, Nationwide Chainstores Sales Division of such company
	March 2014	Senior Managing Director of such company
	April 2014	Full-time Advisor of Suntory Beverage & Food Limited
	September 2015	Chief Operating Officer, Nationwide Chainstores Sales Division and

Name	Career Summary
	in charge of Sales Development & Marketing Promotion Division of Suntory Foods Limited
March 2016	Managing Director of Suntory Beer Limited (current: Suntory Spirits Limited)
April 2016	Executive Officer of Suntory Holdings Limited
April 2016	Chief Operating Officer, Business Strategy Planning Division and Chief Operating Officer, Brand Marketing Division of Suntory Beer Limited
April 2017	Managing Executive Officer of such company
April 2017	Chief Operating Officer, Brand Marketing Division and Senior General Manager, Premium Beer Marketing Department of such company
March 2018	Director, Managing Executive Officer of Suntory Beverage & Food Limited
April 2018	Chief Executive Officer, Japan Business Division of such company
March 2019	Director, Senior Managing Executive Officer of such company
January 2020	Chief Operating Officer, Communication Division, Japan Business Division of such company
January 2022	Director, Executive Vice President of such company
January 2022	Chief Executive Officer, SBF Japan of such company
January 2023	Senior Managing Executive Officer of Suntory Holdings Limited
January 2023	Supervisor, SCM Division, and Division COO, Supply Chain Division of such company (to date)
March 2023	Director, Senior Managing Executive Officer of such company (to date)
January 2026	Director, Vice President of such company (scheduled)
January 2026	Advisor [Business Transformation] of Suntory Beverage & Food Limited (scheduled)