CORPORATE PROFILE 2022

SUNTORY BEVERAGE & FOOD

Achieving strong growth through "Full Value-chain Excellencies" and "True Gemba-Centricity"

It has been almost two years since the coronavirus has spread around the world.

In 2021, the countries were hit hard by the pandemic.

Despite that, we have been aggressive and proactively implemented various transformations that enabled us to exceed our pre-COVID profit levels one year earlier than initially planned.

Recently, as vaccinations have progressed, demand has begun to recover worldwide.

Meanwhile, the costs of raw materials, transportation, and labor, etc. have been rising.

Although this challenging environment is expected to continue, in 2022,

we will strengthen our "Full Value-chain" (all processes from raw materials to the delivery of products to customers) to seize the opportunity of growing demand and overcome cost increases.

To achieve this, we will not hesitate to implement an "agile transformation" of our organization and systems.

At the same time, consumers' purchasing behavior and preference have been changing at an ever-faster pace. It is increasingly important that all of us, including myself, make the effort to visit the markets of various countries in order to gain inspiration by directly seeing and experiencing the moment of purchase and the moment of consumption. With "True Gemba-Centricity", we do not overlook the little changes and will continue to deliver the products and services that our consumers need, ahead of the market.

We will also continue to invest in growth for the future.

We will make bold investments as necessary to create new value, test new business models, invest in high value-added businesses, and review our business portfolio.

Moreover, Suntory Group as a whole will also focus on sustainability-related activities, which have become increasingly important.

As a whole, the Group will work together to set ambitious goals

for the efficient recycling of plastics,

the reduction of CO₂ emissions, and the conservation and utilization of water resources.



Kazuhiro Saito President & Chief Executive Officer. Suntory Beverage & Food Limited

To deliver high quality products to the consumers

Another important mission for us is the delivery of safe and reliable products to our consumers. To accomplish this, we practice thorough quality assurance not only in manufacturing and sales, but in all processes with strict individual standards for safety management that place a particular emphasis on water, ingredients, and packaging to enable multilateral evaluation at each stage based on cutting-edge testing and analytical technologies to ensure a safety system that meets and exceeds international standards.

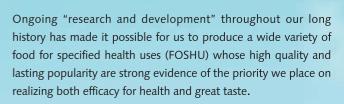


To continue to create products that appeal to the consumers

The driving force behind the creation of products popular with the consumers is "research & development". It is the life source of a manufacturer. This concept can be described as the starting point of the Suntory Group, dating back to its very foundation. Positioning "good tastes" backed by safety and reliability at the center of "research and development", we have established specialized sections in Japan and overseas, and work daily on the development of highly value-added products, including content development, ingredients research, and processing technologies.







Business in Japan

What sort of beverages are the consumers seeking? What sort of taste is sensation? Suntory Beverage & Food (SBF) has the knack of tapping into those consumer needs, striving on a daily basis to produce ever tastier products with safety and reliability.

Our products evolve, remaining in step with consumer needs and ensuring consumer safety

forged into new business fields over the years, starting with the sale of wine, adding whiskey and beer to its line-up as it developed into a multi-faceted food and beverage company. The non-alcoholic beverage business was initiated with the launch of fruit juice drinks in 1932, expanding rapidly with carbonated drinks in the 50s, mineral water drinks in the 70s, and sports drinks in the 80s. Currently, SBF provides products

Founded in 1899 as Kotobukiya, the Suntory Group steadily in a broad variety of categories, from coffee drinks to food for specified health uses (FOSHU). We tune into consumer preferences and beverage enjoyment scenes, pursuing wide-ranging and unsurpassed "good tastes" in harmony with both.

> We will continue honing our technology and product development to offer the consumers high value-added products.

> > 1990~

Green tea

1985~

Black tea

The Suntory Group's history of "good tastes" in Japan



Sustainability Initiatives

To realize coexistence with society and nature and become a truly valuable company, we are working toward the realization of our corporate philosophy "To Create Harmony with People and Nature" by developing a variety of activities together with stakeholders on a global scale.



Aim for 35% reduction of water consumption per unit of production at our plants globally by 2030

In addition to reduction of water used in direct operation, we are working on water replenishment and water education and access to safe water. One of the initiatives, Suntory Mizuiku-Education Program for Nature and Water, is a program unique to Suntory designed for the next generation to realize the beauty of nature and importance of water and the forests that nurture the groundwater and to think about what they can do to ensure there is water in the future. The program centers on two activities: Outdoor School of Forest and Water and Teaching Program at Schools. It started online in 2020.

We have expanded the Mizuiku activities to regions overseas. Suntory Beverage & Food Asia Pacific started the Mizuiku program in Vietnam in 2015, the first Suntory Mizuiku effort overseas, and expanded to Thailand and Indonesia in 2019. Collaborating with local and international NGOs, we were able to teach elementary school children about the importance of water, healthy water cycle, and the importance of preserving water resources.



Aim for 50% reduction of GHG emissions from our direct operations by 2030

The Kita Alps Shinano-no-Mori Plant (Omachi City, Nagano Prefecture) which started operation in May 2021 as a fourth water resource for Suntory Tennensui Mineral Water, become the Suntory Group's first zero CO2 Emissions plant in Japan through adoption solar power generation facility and boilers which use biomass fuel as well as electric power procurement derived from renewable energy. In overseas, four plants including the Donnery Plant in France achieved zero net-zero CO2 Emissions using offset.



Aim for 100% replacement of PET bottles to sustainable bottles globally by 2030

To achieve Suntory Group's ambition to use 100% sustainable PET bottles globally by 2030 by using only recycled or plant-based materials and achieving zero use of virgin petroleum-based materials, Suntory Beverage & Food will aim to make one in two PET bottles used in Japan to be made from 100% recycled materials by volume.

We are partially implementing recycled PET bottles using recycled PET resins in products handled by Suntory Beverage & Food Europe in France such as MayTea, Oasis and Pulco. All Ribena products in UK have already been using recycled PET bottle using 100% recycled PET resin for over ten years. We plan to achieve a mid-term goal of shifting 50% of the materials used for beverage containers to recycled plastic by 2025 in Europe.

Ribena also implemented roll label technology used in Japan to significantly reduce the area covered by a label to 50% or less of the product so their packaging are more recyclable in January 2021.



A challenge to introducing our brands globally

To offer new and diverse "good tastes" around the world. The brands, technologies and know-how of our group companies across the world are being used to its full potential to develop new products that meet the needs of various countries and regions. Our challenge is to offer brand that can be trusted by the consumers around the world.





Providing global consumers with tastier, evermore pleasing products









Business in 4 regions

Suntory Beverage & Food's business reach extends through Japan, Europe, Asia Pacific and Americas. Through answering global consumer needs with new product development, we strive to continue growing as a global company.



Europe

– Suntory Beverage & Food Europe –

Suntory Beverage & Food GB&I Manufacturer and distributor of non-alcoholic beverages in Great Britain and Ireland including

Manufacturer and distributor of non-alcoholic beverages in France including Orangina, Oasis Lucozade drinks and Ribena fruit beverages.



Suntory Beverage & Food France Suntory Beverage & Food Spain Manufacturer and distributor of non-alcoholic beverages in Spain including Schweppes, La



SUNTORY BEVERAGE & FOOD Suntory Garuda Beverage

INTERNATIONAL (THAILAND) Manufacturer and distributor of non-alcoholic Manufacturer and distributor of non-alcoholic Manufacturer and distributor of non-alcoholic Frucor Suntory is a major manufacturer Manufacturer and distributor of health beverages in Indonesia. It offers brands including beverages in Vietnam. It offers brands including beverages under the Suntory and PepsiCo and distributor of non-alcoholic beverages enrichment products in Southeast Asia. It OKKY Jelly Drink, Mountea, along with PepsiCo brand carbonated beverages Pepsi, brands in Thailand. offers brands including Essence of Chicken Suntory brand MYTEA Teh Poci and Good the energy drink STING, along with Suntory It offers brands including Pepsi, Mirinda, including energy drink V, fruit juices JUST and Bird's Nest sold under the flagship Mood. brand BRAND'S.



Suntory PepsiCo Vietnam Beverage Suntory PepsiCo Beverage Thailand Frucor Suntory

brand TEA+ Oolong Tea and Good Mood 7UP, Gatorade, Lipton, Aquafina, TEA+, and JUICE and BOSS coffee.



in the Oceania region. It offers various beverages



- Pepsi Bottling Ventures –

Americas

Pepsi Bottling Ventures is a joint-venture with PepsiCo. The Group is the largest privately-held bottler of Pepsi-Cola products in North America, and its business area is mainly in North Carolina.













Asia Pacific

- Suntory Beverage & Food Asia Pacific -



Corporate Overview

Suntory Beverage & Food Limited

Head office : Tamachi Station Tower N, 3-1-1 Shibaura, Minato-ku, Tokyo 108-8503, Japan

Established : January 2009

President & Chief Executive Officer,

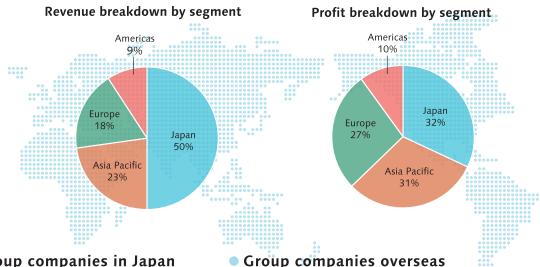
Member of the Board, Representative Director: Kazuhiro Saito

Group Overview

•Group companies: 88 (As of December 31, 2021) •Employees: 23,866 (As of December 31, 2021) •Capital: ¥168,384 million

• Financial Data (January – December 2021) The SBF Group has applied the IFRS since FY 2017.

Consolidated Revenue: ¥1,268,9 billion Consolidated Operating income: ¥118.6 billion



Group companies in Japan

Suntory Foods Ltd. Suntory Foods Okinawa Ltd. Suntory Beverage Solution Ltd. SUNVEND Co., Ltd. Suntory Products Ltd.

Group companies overseas

Asia Suntory Beverage & Food Asia Pte. Ltd.

Pacific Suntory Beverage & Food International (Thailand) Co., Ltd.

PT SUNTORY GARUDA BEVERAGE

Suntory PepsiCo Vietnam Beverage Co., Ltd. Suntory PepsiCo Beverage (Thailand) Co., Ltd. FRUCOR SUNTORY NEW ZEALAND LIMITED FRUCOR SUNTORY AUSTRALIA PTY. LIMITED

Europe Orangina Schweppes Holdings B.V.

Lucozade Ribena Suntory Limited

Americas Pepsi Bottling Ventures LLC

Suntory Group

The Suntory Group introduces pure holding-company system for the manufacturing and marketing of soft drinks and alcoholic beverages.

Consolidated Revenue(excluding excise taxes): ¥2,285.7 billion (January 1-December 31,2021) Group companies: 285 (As of December 31, 2021) Consolidated Revenue(including excise taxes): ¥2,559.2 billion (January 1-December 31,2021) **Employees** : 40,275 (As of December 31, 2021)

Established : 1899 Consolidated Operating income : ¥247.5 billion (January 1-December 31,2021)

Suntory Beverage & Food Limited

https://suntory.com/sbf/ Corporate Strategy Division