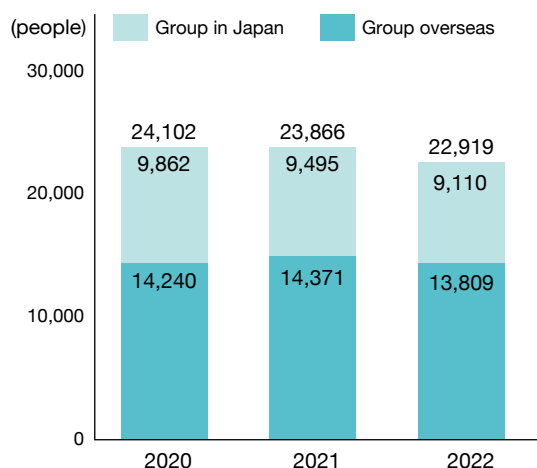


Employee Composition



Employee Composition	Unit	2020	2021	2022
Number of Suntory Beverage & Food Limited employees	People	24,102	23,866	22,919
Composition of Suntory Beverage & Food Limited employees (hereinafter referred to as SBF employees)	People	1,842	2,153	2,130
Regular employees	People	1,783	2,085	2,055
(Average age)	Age	43	42	42
Officers	People	17	17	21
Advisors	People	-	1	2
Non-regular employees (contract employees, etc.)	People	40	48	50
Number of Suntory Group employees	People	40,044	40,275	40,885
Composition of Suntory Beverage & Food Limited and Suntory Holdings Limited employees (hereinafter referred to as SBF/SHD employees)	People	7,277	7,291	7,385

Human resource mobility

Human resource mobility	Unit	2020	2021	2022	Scope
Number of new recruits	People	42	34	34	SBF employees
Number of new graduate recruits	People	38	32	25	
Number of mid-career recruits	People	4	2	9	
Number of retirees (including those retiring for personal reasons, age, death, and disciplinary action)	People	54	65	42	
Number who retired for personal reasons	People	19	19	7	
Turnover rate	%	1.1	0.9	0.3	
Rate of new graduate recruits employed for 5 years*1	%	90	84	83	
Average years of service	Year	18.4	17.4	17.6	

*1 Calculated for Suntory Beverage & Food Limited's new graduate recruits (regular employees) from 2015 to 2017

Career

Career	Unit	2020	2021	2022	Scope
In-house recruitment*1 Number of entries	Number of cases	32	34	61	SBF employees Regular employees
Number of successful in-house recruitment applicants	People	8	8	13	
Number of career workshop participants*2					
3rd year (from 2022) / 4th year (until 2021)	People	35	33	91	
10th year	People	45	89	30	
40s (must be at least 43 years old (from 2021), voluntary)	People	13	76	80	
50s (must be at least 58 years old, voluntary)	People	56	50	32	
Number of career support interviews held by the Career Development Promotion Center	Number of cases	84	323	386	

*1 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 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

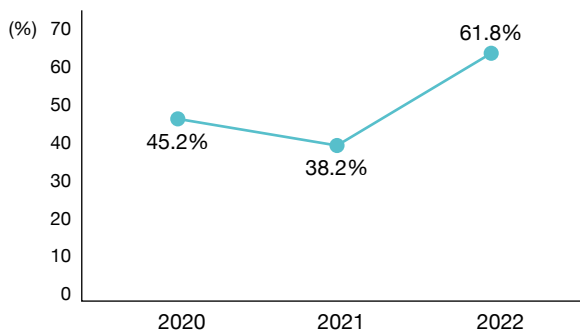
Learning	Unit	2020	2021	2022	Scope
Suntory Self-Development Program					
Number of employees participating in voluntary training	People	184	224	746	SBF employees
Number of employees undertaking e-learning	People	147	135	283	
Number of employees participating in global talent cultivation initiatives					
Global Leadership Forum	People	Not implemented due to the impact of the COVID-19 pandemic	16	15	All Suntory Group companies
Suntory Harvard Program	People		-	31	
Beyond Borders	People		25	26	
Global Leadership Development Program	People		26	29	
Ambassador Program	People		39	26	Group overseas

Diversity

Gender

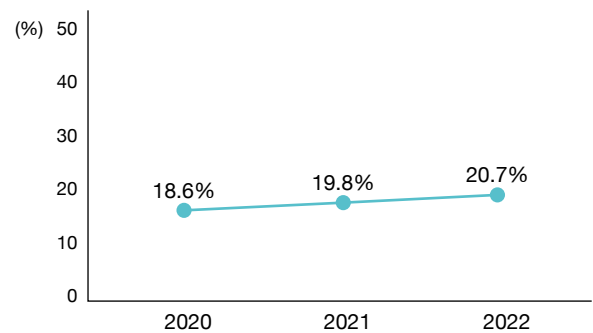
Percentage of women among newly hired employees

[SBF regular employees]



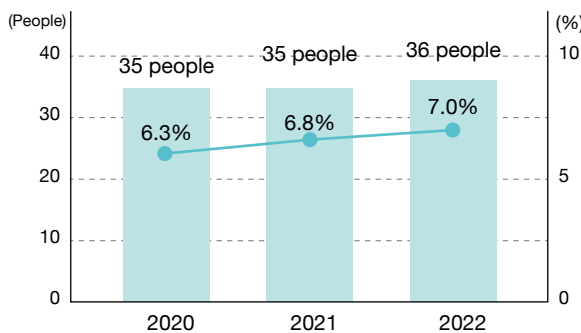
Percentage of female employees

[SBF regular employees]

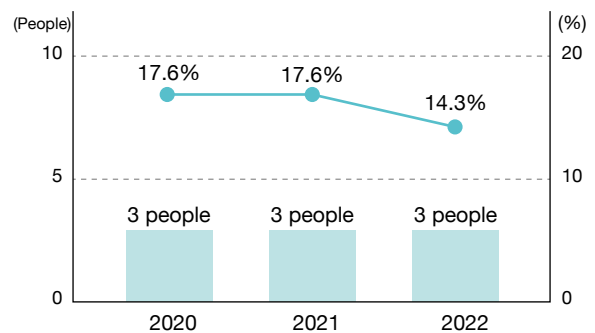


Number and percentage of female managers

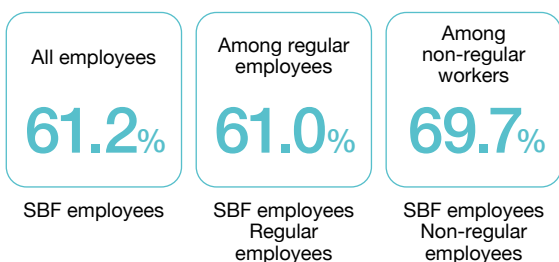
[SBF regular employees]



Number and percentage of female officers



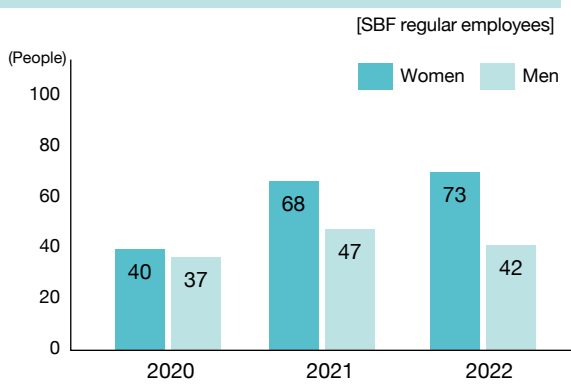
Female employees' salary as a percentage of male employees' salary*1



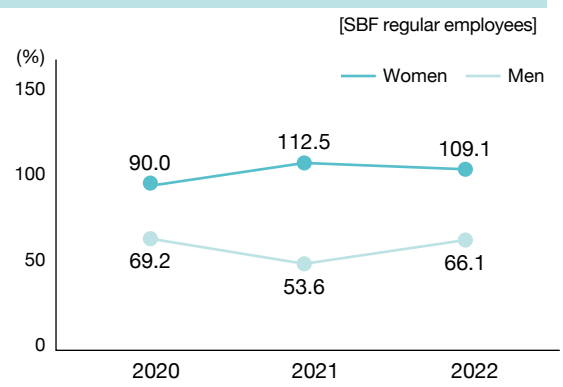
*1 Suntory applies the same standards regardless of gender. The wage difference between men and women in management positions is 94.3%.

Balancing work responsibilities with childcare and nursing care responsibilities

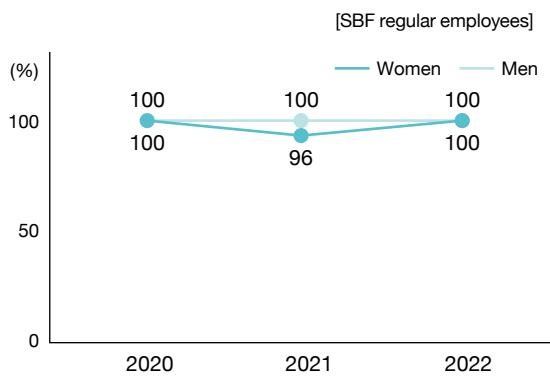
Number of employees taking childcare leave



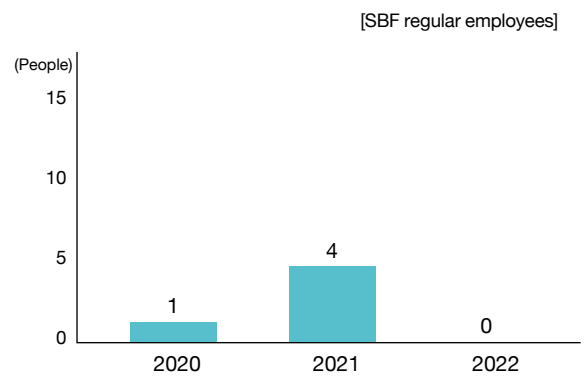
Percentage of employees taking childcare leave*2



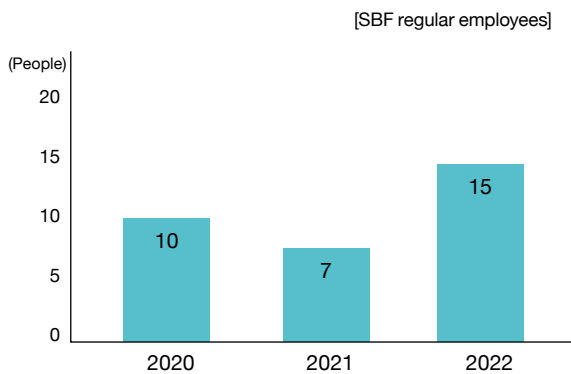
Percentage of employees returning to work after taking childcare leave



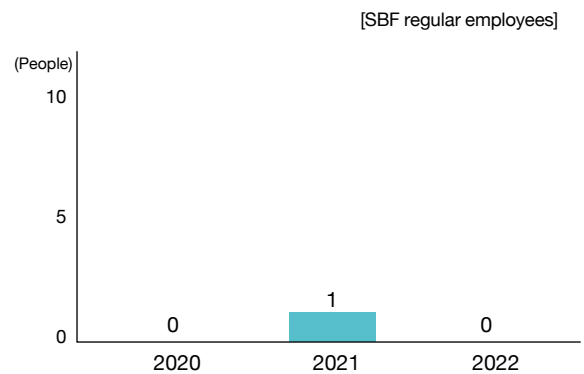
Number of employees registering with the Job Return program in the current year



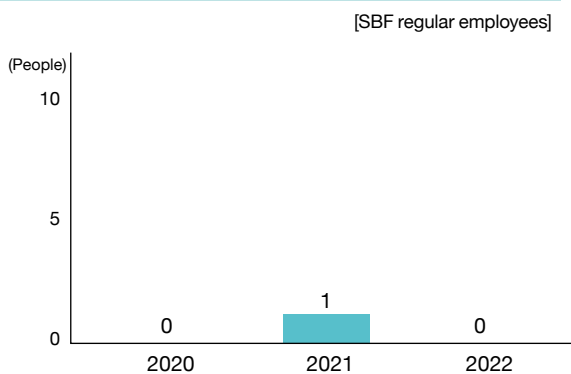
Number of employees making use of company-arranged babysitting services



Number of employees taking nursing care leave



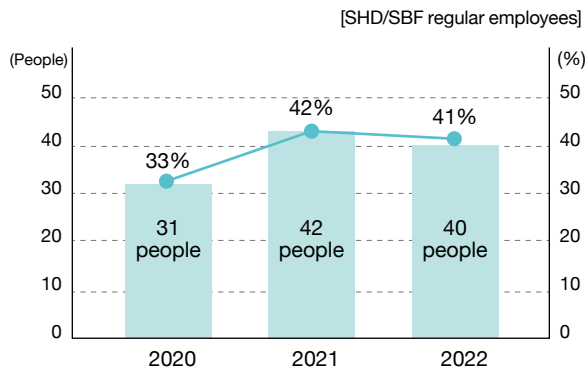
Number of employees making use of company-arranged home help services



*2 The rate of male employees taking childcare leave is calculated based on the method stipulated in Article 71-4-1 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, enacted on April 1, 2023.

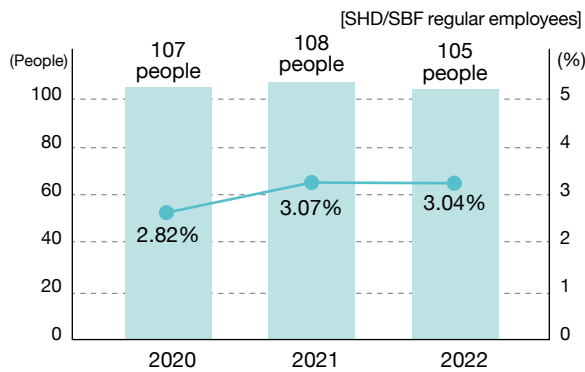
Senior employees

Number and percentage of employees re-employed by the company at the age of 65

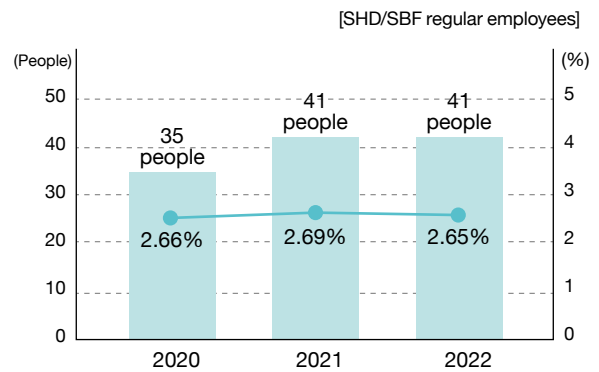


Number and percentage of employees who have a disability

Suntory Holdings Limited employees



Suntory Beverage & Food Limited employees



Workstyles

Workstyles	Unit	2020	2021	2022	Scope
Number of days of annual paid leave taken*1	Days	17.1	17.1	17.4	SBF regular employees
Average overtime hours worked per month	Hours	18.5	18.6	18.8	

*1 All employees are encouraged to take at least 16 days of paid leave per year

Occupational Safety

Occupational Safety	Unit	2020	2021	2022	Scope
Occupational accident severity rate	%	0.011	0.000	0.001	Group in Japan*1
Lost time incident rate (LTIR) (incidents per million working hours)	%	0.22	0.07	0.14	
Number of employees undergoing occupational health and safety education	People	611	717	712	
Total annual hours worked per employee	Hours	1,915	1,910	1,908	SBF regular employees
Number of deaths due to occupational accidents	People	0	0	0	

*1 Refers to the members of Suntory Holdings, Suntory Beverage & Food Limited, Suntory, Suntory Products, Suntory Foods, Suntory Business Systems, Suntory Wellness, Suntory Global Innovation Center, Suntory System Technology

Labor Practices

Labor Practices	Unit	2020	2021	2022	Scope
Percentage of employees with the legal right to engage in collective bargaining	%	57.4	55.8	54.5	SHD/SBF regular employees

Health

Health	Unit	2020	2021	2022	Scope
Percentage of employees undergoing health examinations	%	99.5	99.4	100.0	Group in Japan*3
Percentage of employees undergoing further examinations or in-depth examinations	%	51.9	74.1	83.0	
Percentage of employees subject to specified health guidance standards	%	24.2	21.4	21.4	
Percentage of smokers who are non-smokers or currently quitting smoking	%	79.9	82.7	83.5	
Percentage of employees having stress checks	%	94.6	94.8	90.5	
Percentage of employees found not to have high stress levels	%	92.8	93.0	91.8	
Presenteeism*1	%	-	79.2	79.1	
Absenteeism (number of days absence due to injury or illness)*2	Days	-	0.5	0.7	

*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 Refers to Suntory Holdings, Suntory Beverage & Food Limited, Suntory, Suntory Products, Suntory Foods, Suntory Business Systems, Suntory Wellness, Suntory Global Innovation Center, Suntory System Technology

Engagement

Engagement	Unit	2020	2021	2022	Scope
Engagement Survey response rate	%	98	98	97	SBF/SFS/SPD work
Percentage responding favorably about pride in working for the Suntory Group	%	79	79	76	
Proud to work for Suntory Group (out of 100)	Points	78	77	76	
Percentage responding favorably about satisfaction with the company worked for	%	69	70	68	
Satisfaction with the company worked for (out of 100)	Points	70	70	69	