

Skillset Matrix of the Board of Directors

Having deemed that the Board of Directors is responsible for implementing corporate strategy and achieving management targets by engaging in wide-ranging and practical discussions regarding corporate strategy, medium- and long-term plans, and management issues, the Company has accordingly identified the skills that the Board of Directors should possess, as follows, in order to fulfill such responsibilities.

Skill category	Reason for inclusion in the skillset matrix
Company management	Knowledge and experience regarding company management are necessary in seeking to achieve high-quality growth, building corporate strategy, and making appropriate management decisions as a True Global Beverage Company in the rapidly changing business environment.
International experience	Knowledge and experience in building and executing global strategies based on an understanding of diverse values and cultures are necessary in order to achieve growth as a True Global Beverage Company.
Marketing	Knowledge and experience in building and executing marketing strategies are necessary in order to accurately understand the business environment and market trends and create connections with “Seikatsusha” through meaningful dialogue.
Sales	Knowledge and experience in building and executing sales strategies are necessary in order to achieve revenue growth as well as profit growth which outpaces revenue growth.
Finance and accounting	Knowledge and experience in finance and accounting are necessary in order to establish financial infrastructure necessary for achieving corporate strategy.
Human resource development	Knowledge and experience in human resource development are necessary in order to enable each and every employee to achieve ongoing growth enlisting their full potential in terms of their individuality and skills, based on the philosophy that people are the crucial foundation of business management.
Sustainability	Knowledge and experience in sustainability are necessary with respect to enhancing efforts for addressing environmental and social challenges and promoting sustainability management.
Corporate governance/ Risk management	Knowledge and experience in corporate governance and risk management are necessary in order to establish a corporate governance structure and appropriately manage risk in a manner that places due consideration on the “characteristics” and “basic policy” of the Company’s corporate governance.

[Translation]

Currently serving Directors are expected to align with the following three values, which are set out in the Suntory Group corporate philosophy.

Growing for Good

“Yatte Minahare”

Giving Back to Society

Furthermore, the Company selects internal Directors who ensure diversity in terms of their respective fields of specialty and professional experience, while also demonstrating managerial leadership.

When it comes to Outside Directors, the Company considers those with independence and equipped with abundant knowledge, experience and expertise in such areas as company management, international experience, marketing, human resource development, and corporate governance/risk management.

The following skillset matrix presents the individual skills possessed by each Director.

As of April 1, 2025

Name	Date of birth/ Gender/ Nationality	Position(s), etc.	Area of expertise	Major work experience and expected role	First appointment
Makiko Ono	March 16, 1960 Female Japan	Representative Director, President & Chief Executive Officer Chairperson of the Human Resources Committee	Company management International experience Marketing Human resource development Sustainability Corporate governance/Risk management	<ul style="list-style-type: none">• She has borne management responsibility of the Group and directed the entire Group through her strong leadership in her role as Representative Director, President & Chief Executive Officer of the Company from 2023, applying her experience in leading departments including overseas business, corporate planning, marketing, human resources, and sustainability, and her abundant business experience, including overseas management experience.• She is expected to direct the entire Group through her strong leadership.	March 2023

[Translation]

Name	Date of birth/ Gender/ Nationality	Position(s), etc.	Area of expertise	Major work experience and expected role	First appointment
Hachiro Naiki	April 18, 1960 Male Japan	Director, Senior Managing Executive Officer Chief Executive Officer of SBF Japan	Company management Sales	<ul style="list-style-type: none"> From 2023, he has driven business forward as Chief Executive Officer of the Group's Japan business, applying his experience of driving business forward with strong leadership in the sales division over many years. He is expected to drive business forward with strong leadership as Chief Executive Officer of the Group's Japan business. 	March 2023
Peter Harding	April 24, 1964 Male U.K.	Director Chief Executive Officer of SBF International	Company management International experience Marketing	<ul style="list-style-type: none"> He has driven business forward with strong leadership as Chief Executive Officer of the International business from 2024, applying his wide-ranging experience notably in the marketing division in the European region and experience as Chief Executive Officer of the Group's Europe business. He is expected to drive business forward with strong leadership as Chief Executive Officer of the Group's International business. 	March 2021
Toru Miyanaga	June 8, 1966 Male Japan	Director	Company management International experience Finance and accounting	<ul style="list-style-type: none"> He has served as Managing Executive Officer of Suntory Holdings Limited from 2023, and as leading the corporate planning division of that company from 2025, applying his extensive experience in finance and accounting divisions and management experience overseas in the Suntory Group's beverage and alcoholic beverage businesses. He is expected to provide cooperation with the Suntory Group as well as experience and knowledge cultivated with the Suntory Group. 	March 2025
Maki Nakamura	July 21, 1964 Female Japan	Outside Director (Independent Officer) Human Resources Committee Member Special Committee Member	Company management International experience Marketing Human resource development	<ul style="list-style-type: none"> She currently serves as Representative Director and President of Mamma Co., Ltd., and Director and CHRO of SATUDORA HOLDINGS CO., LTD., applying her extensive experience as a corporate executive in the retail industry and other sectors. She is expected to utilize her experience as a corporate manager and insight in the field of human resource development to demonstrate strategic advice and supervisory functions at the Board of Directors. She is expected to serve as a member of the Human Resources Committee and the Special Committee from an independent and objective standpoint. 	March 2024

[Translation]

Name	Date of birth/ Gender/ Nationality	Position(s), etc.	Area of expertise	Major work experience and expected role	First appointment
Hideki Kanda	May 13, 1963 Male Japan	Director Full-time Audit and Supervisory Committee Member Human Resources Committee Member	Company management Marketing Sales Finance and accounting Human resource development Corporate governance/Risk management	<ul style="list-style-type: none"> • He has served as full-time Audit and Supervisory Committee Member from 2024, applying his experience in sales and business departments and leading the human resources department of the Suntory Group's alcoholic beverage business, his management experience as Head of a spirits operating company, and his experience in leading the legal/risk management divisions. • He is expected to give advice and strengthen supervisory functions at the Board of Directors, and in particular, execute effective and advanced audits through the Audit and Supervisory Committee as full-time Audit and Supervisory Committee Member who is well-versed in the Group's business. 	March 2024
Mika Masuyama	January 6, 1963 Female Japan	Lead Outside Director (Independent Officer) Audit and Supervisory Committee Member Human Resources Committee Member Chairperson of the Special Committee	International experience Human resource development Corporate governance/Risk management	<ul style="list-style-type: none"> • She has a wealth of consulting experience in fields such as corporate governance, human resources, organizations and M&A. From 2016, she has served as President and Representative Partner of Masuyama & Company LLC. • She is expected to utilize her experience and insight related to areas such as corporate governance and human resource development to give advice and strengthen supervisory functions at the Board of Directors as well as strengthen auditing and supervisory functions at the Audit and Supervisory Committee. • She is expected to serve as a member of the Human Resources Committee and the chairperson of the Special Committee from an independent and objective standpoint. 	March 2017
Mariko Mimura	March 22, 1957 Female Japan	Outside Director (Independent Officer) Audit and Supervisory Committee Member Human Resources Committee Member Special Committee Member	Company management International experience Corporate governance/Risk management	<ul style="list-style-type: none"> • She has experience as an attorney as well as abundant business experience. From 2018, she has served as Of Counsel of Nishimura & Asahi (Gaikokuho Kyodo Jigyo). • She is expected to utilize her experience and insight as an attorney to give advice and strengthen supervisory functions at the Board of Directors as well as strengthen auditing and supervisory functions at the Audit and Supervisory Committee. • She is expected to serve as a member of the Human Resources Committee and the Special Committee from an independent and objective standpoint. 	March 2023