

Sharing the Benefits of Nature through Sustainable Management

For SBF, an extension of our *Mizu To Ikiru* promise can be seen in how we practice responsible environmental and water resource management, since these areas affect our livelihood as well as the lives of numerous stakeholders. Our initiatives rely on the dedication of our diverse employees, who all contribute to bettering their communities across the globe.

We primarily help to conserve water resources through the development of watersheds. Suntory Natural Water Sanctuaries cover approximately 9,000 hectares of forest in Japan. This area is already more than enough to replenish the groundwater equivalent of the water used by Suntory production facilities in Japan, but we aim to increase it to 12,000 hectares by 2020. We are also seeking out further water conservation projects in our overseas regions.

SBF and the Suntory Group pursue stewardship of other natural resources by increasing energy efficiency in our plants, decreasing waste, and incorporating more packaging designed to reduce environmental impact. We work to minimize our environmental footprint so that we can pass on a sustainable global environment to future generations.

CONTENTS

01	Promise
02	Vision
04	Business Model & Value Creation
06	Resources & Sustainability
08	At a Glance
10	Performance Highlights
12	A Message from the President and CEO
16	A Message from the Senior Managing Executive Officer
18	Business Overview
22	Segment Activities
34	Special Feature: R&D
38	Sustainability
46	Corporate Governance
50	Materiality for the SBF Group
52	History of Suntory
54	History of SBF's Locally Loved Brands
56	Corporate Data
57	Shareholders' Information

Forward-looking Statements

- This annual report digest is aimed at providing financial, management, and other information on Suntory Beverage & Food Limited (SBF) and its subsidiaries and affiliate companies (the SBF Group).
- Though SBF has relied upon and assumed the accuracy and completeness of third-party information available to it in preparing this annual report digest, including data prepared by Euromonitor International Ltd., Inryou Souken, and INTAGE Inc., SBF has not independently verified such information and makes no representations as to the actual accuracy or completeness of such information. Therefore, such information should not be relied upon in making, or refraining from making, any investment decision. The information in this annual report digest is subject to change without prior notice. Statements contained herein that relate to the future operating performance or strategic objectives are forward-looking statements. Forward-looking statements are based on judgments made by SBF's management based on information currently available. These forward-looking statements are subject to various risks and uncertainties, and actual business results may vary substantially.
- This annual report digest is not a securities report based on the Financial Instruments Exchange Act of Japan, and does not necessarily contain all the information required in making investment decisions regarding the securities of SBF.