

**Summary of Consolidated Financial Results
for the Fiscal Year Ended December 31, 2025
(Under IFRS) (UNAUDITED)**

Company name: **Suntory Beverage & Food Limited**
 Shares listed: Tokyo Stock Exchange
 Securities code: 2587
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Scheduled date of ordinary general meeting of shareholders: March 25, 2026
 Scheduled date to file securities report: March 26, 2026
 Scheduled date to commence dividend payments: March 26, 2026
 Preparation of supplementary material on financial results: Yes
 Holding of financial results presentation meeting (for institutional investors and analysts): Yes

(Millions of yen with fractional amounts discarded, unless otherwise noted)

**1. Consolidated financial results for the fiscal year ended December 31, 2025
(from January 1, 2025 to December 31, 2025)**

(1) Consolidated operating results

(Percentages indicate year-on-year changes)

	Revenue		Operating income		Profit before tax		Profit for the year	
Fiscal year ended	(Millions of yen)	(%)	(Millions of yen)	(%)	(Millions of yen)	(%)	(Millions of yen)	(%)
December 31, 2025	1,715,438	1.1	148,739	(7.2)	146,985	(8.7)	110,118	(6.4)
December 31, 2024	1,696,765	6.6	160,249	13.1	161,047	13.6	117,629	12.6

	Profit for the year attributable to owners of the Company		Comprehensive income for the year	
Fiscal year ended	(Millions of yen)	(%)	(Millions of yen)	(%)
December 31, 2025	88,723	(5.1)	167,154	(7.9)
December 31, 2024	93,495	13.0	181,443	3.8

	Basic earnings per share	Diluted earnings per share	Ratio of profit for the year to equity attributable to owners of the Company	Ratio of profit before tax to total assets	Ratio of operating income to revenue
Fiscal year ended	(Yen)	(Yen)	(%)	(%)	(%)
December 31, 2025	287.13	—	7.0	6.9	8.7
December 31, 2024	302.57	—	8.1	8.1	9.4

Reference: Gain on investments accounted for using the equity method
For the fiscal year ended December 31, 2025: ¥(53) million
For the fiscal year ended December 31, 2024: ¥139 million

(2) Consolidated financial position

	Total assets	Total equity	Equity attributable to owners of the Company	Ratio of equity attributable to owners of the Company to total assets	Equity attributable to owners of the Company per share
As at	(Millions of yen)	(Millions of yen)	(Millions of yen)	(%)	(Yen)
December 31, 2025	2,218,015	1,425,198	1,315,948	59.3	4,258.74
December 31, 2024	2,058,032	1,315,278	1,209,587	58.8	3,914.53

(3) Consolidated cash flows

	Net cash inflow (outflow) from operating activities	Net cash inflow (outflow) from investing activities	Net cash inflow (outflow) from financing activities	Cash and cash equivalents at the end of the year
Fiscal year ended	(Millions of yen)	(Millions of yen)	(Millions of yen)	(Millions of yen)
December 31, 2025	159,307	(88,799)	(84,024)	148,663
December 31, 2024	193,730	(101,297)	(112,036)	160,493

2. Dividends

	Annual cash dividends					Total cash dividends	Dividend payout ratio (Consolidated)	Ratio of dividends to equity attributable to owners of the Company (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	(Yen)	(Yen)	(Yen)	(Yen)	(Yen)	(Millions of yen)	(%)	(%)
Fiscal year ended December 31, 2024	—	55.00	—	65.00	120.00	37,079	39.7	3.2
Fiscal year ended December 31, 2025	—	60.00	—	60.00	120.00	37,079	41.8	2.9
Fiscal year ending December 31, 2026 (Forecast)	—	60.00	—	60.00	120.00		41.7	

3. Consolidated earnings forecast for the fiscal year ending December 31, 2026 (from January 1, 2026 to December 31, 2026)

(Percentages indicate year-on-year changes)											
	Revenue		Operating income		Profit before tax		Profit for the year		Profit for the year attributable to owners of the Company		Basic earnings per share
	(Millions of yen)	(%)	(Millions of yen)	(%)	(Millions of yen)	(%)	(Millions of yen)	(%)	(Millions of yen)	(%)	(Yen)
Fiscal year ending December 31, 2026	1,826,000	6.4	155,000	4.2	154,000	4.8	110,500	0.3	89,000	0.3	288.03

*** Notes**

- (1) Changes in significant subsidiaries during the period (changes in specified subsidiaries resulting in the change in scope of consolidation): None
- (2) Changes in accounting policies and changes in accounting estimates
- | | | |
|----|--|------|
| a. | Changes in accounting policies required by IFRS: | None |
| b. | Changes in accounting policies due to other reasons: | None |
| c. | Changes in accounting estimates: | None |
- (3) Number of issued shares (ordinary shares)
- | | | |
|----|--|--------------------|
| a. | Total number of issued shares at the end of the period (including treasury shares) | |
| | As at December 31, 2025 | 309,000,000 shares |
| | As at December 31, 2024 | 309,000,000 shares |
| b. | Number of treasury shares at the end of the period | |
| | As at December 31, 2025 | 340 shares |
| | As at December 31, 2024 | 272 shares |
| c. | Average number of outstanding shares during the period | |
| | Fiscal year ended December 31, 2025 | 308,999,697 shares |
| | Fiscal year ended December 31, 2024 | 308,999,786 shares |

*** Financial results reports are not required to be audited by certified public accountants or an audit corporation.**

*** Proper use of earnings forecast, and other special matters**

The earnings forecast contained in these materials are based on our judgment attributable to information available to the Company and the Group as of the date of announcement of these materials, and include certain risks and uncertainties. These statements are not intended as a promise by the Company to achieve such results. Actual business results may differ substantially due to various factors such as economic situation surrounding the Company and the Group, market trend, exchange rates and other factors.

Attached Materials

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1. Overview of Operating Results

(1) Overview of operating results for the fiscal year under review

Suntory Beverage & Food Limited Group (the Group) has set the achievement of “high-quality growth” as its target in order to realize sustainable business growth and enhancement of corporate value as a truly global beverage enterprise. Under the medium-term management plan covering the period from 2024, the Group has established the four important strategic themes of “Brand strategy”, “Business structural transformation”, “DEI (diversity, equity and inclusion)” and “Sustainability”, and is actively developing business in line with these themes.

For the operating results of the fiscal year under review, the Group reported consolidated revenue of 1,715.4 billion yen, up 1.1% year on year and up 0.7% on a currency neutral basis. Consolidated operating income was 148.7 billion yen, down 7.2% year on year and down 7.8% on a currency neutral basis. Net profit attributable to owners of the Company was 88.7 billion yen, down 5.1% year on year and down 5.8% on a currency neutral basis.

During the fiscal year under review, despite being impacted by a challenging external environment, particularly in Asia Pacific, we continued aggressive marketing activities centered on our core brands. At the same time, we identified issues to be addressed and steadily advanced transformation initiatives aimed at resolving these challenges and creating new value.

Revenue increased year on year. By segment, revenue grew in Europe, Japan, and the Americas, where our aggressive marketing activities yielded positive results. However, revenue declined in Asia Pacific, due to delays in responding to rapid changes in the business environment.

Operating income decreased, mainly reflecting lower revenue in Asia Pacific as well as the impact of soaring raw material prices and logistics costs driven by inflation.

Results by segment are described below.

< Japan business >

Revenue was 735.2 billion yen, up 0.5% year on year, as price revisions and product mix improvements offset lower sales volume.

The beverage market declined year on year (based on the Company’s estimates) due to the continued impact of price revisions and unfavorable weather conditions during the peak season. Our sales volume was also lower compared with the previous fiscal year, despite the continued strengthening of core brands, new product launches, and aggressive marketing activities, due to the same factors affecting the beverage market.

By brand, *Suntory Tennensui* performed well in the 1L PET bottle products and with *Suntory Tennensui Kirrito Yogu*, but overall sales volume declined due in part to the rebound from increased stockpiling demand in the previous fiscal year. For *BOSS*, *Amakunai Italiano* of the *Craft BOSS* series and the *Sekaino TEA* series performed strongly, resulting in overall brand sales volume remaining roughly in line with the previous fiscal year. For *Iyemon*, sales volume was down year on year due to the continued impact of price revisions, particularly for large-size products, amidst a continued challenging competitive environment. On the other hand, sales of small-size products performed steadily, supported by effective marketing activities. In the category of food for specified health uses and food with functional claims, *Tokucha* performed strongly driven by communications emphasizing evidence of its effectiveness. In addition, *Tokusui*, a water-category product under the *Tokucha* brand launched in October 2025, successfully cultivated new demand.

In the vending machine business, the cashless app *Jihanpi* for vending machines achieved 15 million downloads by the end of December 2025, contributing to the expansion of customer touchpoints.

Segment profit was 47.0 billion yen, down 4.3% year on year, due to higher raw material prices and logistics costs driven by inflation, despite strict cost management.

< Asia Pacific business >

Revenue was 394.1 billion yen, down 2.0% year on year and down 1.6% on a currency neutral basis. In the beverage business, sales volume declined year on year in Vietnam and Thailand, where responses to rapid changes in the business environment were delayed, resulting in lower revenue compared to the previous fiscal year. Vietnam experienced a contraction of the beverage market, except for the water category, due to increased competition and sluggish consumption. Thailand was affected by the underperformance of its key carbonated beverage market due to unfavorable weather conditions. In Oceania, revenue increased due to higher sales volume of *V* driven by growth in the energy drink category and aggressive marketing activities, as well as contributions from RTD alcoholic beverages launched in July 2025.

In the health supplement business (Thailand and the Indochina Peninsula), revenue increased as sales in Thailand remained solid, supported by the launch of new products and renewed communication strategies, despite weaker demand caused by sluggish consumption and a decline in tourist numbers.

Segment profit was 42.5 billion yen, down 6.4% year on year and down 6.2% on a currency neutral basis, due to a decrease in revenue.

< Europe business >

Revenue was 390.2 billion yen, up 6.0% year on year and up 3.2% on a currency neutral basis. In France, although sales volume declined following an increase in the sugar tax, revenue rose due to the impact of price revisions. The UK's revenue grew due to aggressive and effective marketing activities for *Lucozade* and *Ribena*, foreign exchange impacts, and a rebound from low production capacity utilization in the first half of the previous fiscal year. In Spain, despite the continued impact of a slowdown in the on-premise tonic water market, revenue grew as a result of successful efforts to expand the product portfolio.

Segment profit was 61.6 billion yen, up 2.0% year on year and down 0.6% on a currency neutral basis, as a result of revenue growth and strict cost management.

< Americas business >

Revenue was 196.0 billion yen, up 0.6% year on year and up 2.0% on a currency neutral basis. While offerings of certain products in the water category declined, overall revenue was supported by steady performance in the carbonated beverage and energy drink categories, along with the contribution of new product launches.

Segment profit was 23.5 billion yen, down 0.7% year on year and up 0.8% on a currency neutral basis, due to the impact of higher labor and manufacturing costs.

(2) Overview of financial position for the fiscal year under review

Total assets as at December 31, 2025 stood at ¥2,218.0 billion, an increase of ¥160.0 billion compared to December 31, 2024. The main factor was an increase in trade and other receivables and property, plant and equipment, in addition to the depreciation of key currencies against the yen compared to the end of the previous fiscal year.

Total liabilities stood at ¥792.8 billion, an increase of ¥50.1 billion compared to December 31, 2024. This was due in part to an increase in trade and other payables, in addition to the depreciation of key currencies against the yen compared to the end of the previous fiscal year despite a decrease of bonds and borrowings.

Total equity stood at ¥1,425.2 billion, an increase of ¥109.9 billion compared to December 31, 2024, due in part to an increase in other components of equity because of the depreciation of key currencies against the yen compared to the end of the previous fiscal year and retained earnings.

As a result of the above, ratio of equity attributable to owners of the Company to total assets was 59.3% and equity attributable to owners of the Company per share was ¥4,258.74.

(3) Overview of cash flows for the fiscal year under review

Cash flow positions in the fiscal year under review are as follows.

Cash and cash equivalents as at December 31, 2025 amounted to ¥148.7 billion, a decrease of ¥11.8 billion compared to December 31, 2024.

Net cash inflow from operating activities was ¥159.3 billion, a decrease of ¥34.4 billion compared to the previous fiscal year. This was mainly the result of profit before tax of ¥147.0 billion, and depreciation and amortization of ¥83.6 billion, despite an increase in trade and other receivables of ¥48.2 billion and income tax paid of ¥42.7 billion.

Net cash outflow from investing activities was ¥88.8 billion, a decrease of ¥12.5 billion compared to the previous fiscal year. This was mainly the result of payments for property, plant and equipment and intangible assets of ¥94.0 billion.

Net cash outflow from financing activities was ¥84.0 billion, a decrease of ¥28.0 billion compared to the previous fiscal year. This was mainly the result of dividends paid of ¥38.6 billion, repayments of long-term borrowings of ¥25.1 billion.

(4) Future outlook

Based on the medium-term strategy, the Group will work on further improvement of profitability and business foundation.

Please see 3. Management Policies for further details on the medium-term strategy and initiatives for 2026. In the 2026 fiscal year, the Group expects consolidated revenue of ¥1,826.0 billion, up 6.4% year on year, consolidated operating income of ¥155.0 billion, up 4.2% year on year.

The main foreign exchange rates underlying the outlook for the next fiscal year are ¥180.0 against the euro and ¥150.0 against the U.S. dollar.

(5) Basic policy on profit distribution and dividends for the 2025 and 2026 fiscal years

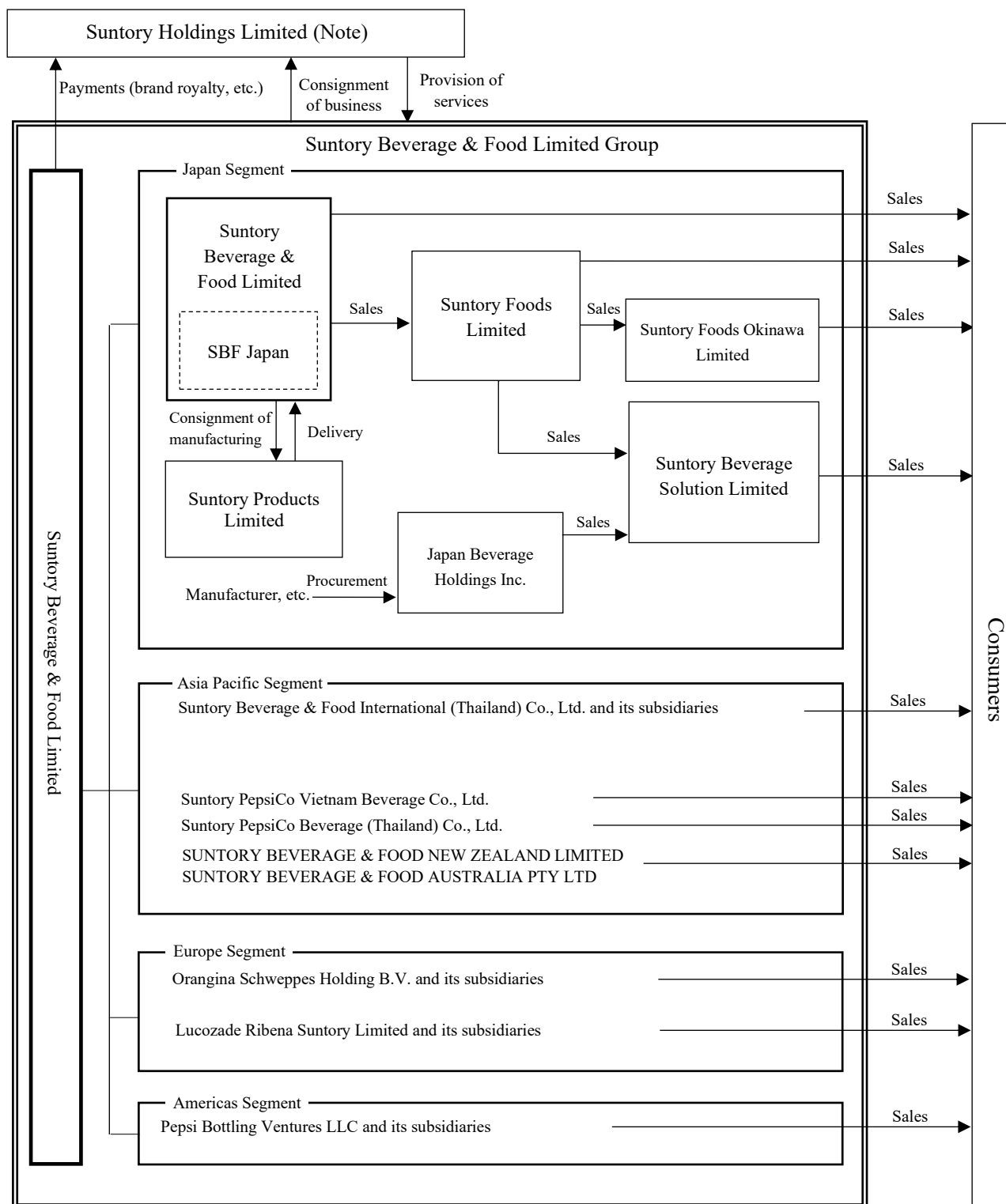
The Company believes its prioritization of strategic investments as well as capital expenditures for sustainable revenue growth and increasing the value of its business will benefit its shareholders. In addition, the Company views an appropriate shareholder return as one of its core management principles. While giving due consideration to providing a stable return and maintaining robust internal reserves for the future, the Company intends to pursue a shareholder return policy that takes its business results and future funding needs into account comprehensively. Specifically, the Company aims to stably increase dividends on the basis of profit growth with a targeted consolidated payout ratio of 40% or more of profit for the year attributable to owners of the Company.

For the fiscal year under review, in accordance with the basic policy described above and a consideration of business results and environment, the Company plans to pay a fiscal year-end dividend of ¥60 per share. As a result, the planned annual dividend for the fiscal year under review is ¥120 per share, together with an interim dividend of ¥60 already paid. For the fiscal year ending December 31, 2026, the Company plans to pay an annual dividend of ¥120 per share, comprised of an interim dividend of ¥60 and a fiscal year-end dividend of ¥60.

2. State of the Group

The Suntory Beverage & Food Limited Group is comprised of the Company, 62 subsidiaries, 6 affiliates and 2 joint ventures.

The major companies are mentioned below.



Note: Suntory Holdings Limited is the parent company.

3. Management Policies

(1) Corporate philosophy

The Group's corporate philosophy consists of "Our Purpose," "Our Values," and "Who We Are." "Our Purpose" and "Our Values" align with the Suntory Group's Corporate Philosophy in that they define the values all our employees embrace to achieve our purpose, in addition to the goals of our business and our corporate direction.

Moreover, we define the universal characteristics of the Group as "Who We Are" in seeking to achieve "high-quality growth" as a truly global beverage business.

< Our Purpose >

To inspire the brilliance of life, by creating rich experiences for people, in harmony with nature.

< Our Values >

Growing for Good / "Yatte Minahare" / Giving Back to Society

< Who We Are >

Always Together with Seikatsusha

We connect with your feelings to enrich every moment of life

(2) Medium-term strategy and medium-term plan

The medium-term strategy and medium-term plan are as follows:

Medium-term strategy

Our aspiration is ¥2.5 trillion sales by 2030 to be achieved organically by "outperforming the market" as well as through "incremental growth from new investments," as we seek to achieve "high-quality growth" as a truly global beverage enterprise.

Furthermore, we aim for profit growth which outpaces revenue growth.

In order to achieve these, the Group will proactively develop business in line with the following key strategic pillars.

< Brand strategy >

- Enhance core brand innovation
- Expand cross-selling of strategic brands to a wider area
- Develop global Suntory brands

< Structural transformation >

- Japan: Accelerate structural transformation toward strengthening profitability
- Overseas: Accelerate business growth and further strengthen profitability
- Further augment and strengthen the business portfolio (deployment of RTD, etc.)

< DEI >

- Improve corporate competitive strengths through integration of diverse perspectives and values

< Sustainability >

- Reinforce initiatives for taking on environmental and social challenges

Medium-term plan (2024-2026)

The targets through 2026 based on the medium-term strategy are as follows:

Organic growth

(Base year: 2023, on a currency neutral basis)

Revenue	Mid single-digit Compound Annual Growth Rate (CAGR) growth
Operating income	High single-digit Compound Annual Growth Rate (CAGR) growth
Operating margin	Over 10% by 2026
Free cash flow	Generate more than ¥140 billion in 2026

* Free cash flow = cash flows from operating activities – cash flows from investing activities

Growth investment

- Allocate ¥300-600 billion for investment
- Focus on augmenting M&A and strategic capital investment (including investments in sustainability), and on global deployment of strategic brands

Dividend policy

- Target dividend payout ratio of 40% or higher from fiscal year 2024 onward
- * A targeted consolidated payout ratio of profit for the year attributable to owners of the Company

(3) Initiatives for 2026

In 2026, we expect the highly uncertain external environment and intense competitive environment to persist, alongside further diversification in consumer behavior. Against this backdrop, we aim to drive revenue growth by accelerating the “creation of new value (innovation)” and “business transformation (transformation)”. We will also continue to tightly manage costs and strive for higher profits. Further, to ensure medium- to long-term growth, we will continue to explore M&A and other investment opportunities and work to increase productivity by expanding production facilities.

Regarding our DEI initiatives, we will promote various initiatives under our vision of growing as One Team, while embracing the unique strengths of our global workforce. In terms of sustainability, we have identified water, greenhouse gases, and plastics as priority areas and will intensify our efforts to achieve the “Environmental Targets toward 2030”.

In addition, effective January 1, 2026, we have restructured our organization to accelerate the transformation of our overseas operations and conduct integrated management. Consequently, the reportable segments, previously categorized as “Japan business”, “Asia Pacific business”, “Europe business”, and “Americas business”, will be reorganized into “Japan business”, “Europe business”, “Asia business”, “Oceania business”, and “Americas business”, effective from the fiscal year ending December 31, 2026.

< Japan business >

Designating our business strategies of “core brand innovation,” “vending machine business transformation,” and “supply chain structural reform” as the key priorities, we aim to grow revenue and profit.

We will further strengthen efforts to communicate our distinctive brand value, centered on our core brands, and aim to enhance brand value and create new demand through expanded flavor offerings and a broader range of size options. With respect to marketing activities, the Group will continue to further strengthen initiatives involving *Suntory Tennensui*, *BOSS*, *Iyemon*, *GREEN DA·KA·RA* and *Tokucha*.

Further, we will expand our portfolio through the development and launch of new brands, thereby creating new value aligned with consumer needs.

< Europe business >

In Europe, we will strengthen our core brands and advance aggressive promotional activities. We will also continue cost reduction initiatives and structural reforms to improve profitability. In France, we will further enhance the added value of *Oasis* and *Orangina*. In the UK, we will actively communicate the distinctive value of *Lucozade* and other products, while launching new products and new flavors. In Spain, we will further expand our product portfolio and advance structural reforms of the on-premise business.

< Asia business >

In Asia, assuming that the impact of rapid changes in the business environment in Vietnam and Thailand will continue, we will strengthen promotional activities for our core brands and, along with providing container and size offerings tailored to consumer needs, aim to create new demand and enhance brand value.

In the beverage business, in Vietnam, the Group will continue to strengthen its sales activities of core brands such as the energy drink *Sting* and tea beverage *TEA+*. In Thailand, in addition to reinforcing the carbonated beverage category, we will advance brand transformation for *TEA+* and expand our portfolio in the non-carbonated beverage category.

In the health supplement business, we will strengthen promotional activities for *BRAND'S Essence of Chicken*, and for *BRAND'S Bird's Nest*, we will work to expand beverage sales and introduce jelly-type products.

< Oceania business >

In Australia and New Zealand, we will continue to focus on our core brand *V* while pursuing further growth of *BOSS*. For RTD alcoholic beverages, we will commence sales in New Zealand in January

2026 and aim to achieve further sales expansion.

< Americas business >

The Group will enhance the core carbonated beverage category while working to further expand the growing non-carbonated beverage category. By optimizing our portfolio through the launch of new brands and product offerings that anticipate changing consumer preferences, we aim to drive growth in revenue and profits.

4. Basic Concept Regarding Selection of Accounting Standard

Considering the ongoing globalization of the business activities of the Group, the Group has applied the International Financial Reporting Standards (IFRS Accounting Standards) from the fiscal year ended December 31, 2017, to improve the quality of the Group's business management through unified accounting standards and to increase international comparability of its financial information in the capital markets.

5. Consolidated Financial Statements and Significant Notes Thereto (Unaudited)

(1) Consolidated statement of financial position

	Millions of yen	
	As at December 31, 2024	As at December 31, 2025
Assets		
Current assets:		
Cash and cash equivalents	160,493	148,663
Trade and other receivables	341,028	401,239
Other financial assets	4,558	2,719
Inventories	118,412	137,528
Other current assets	34,206	35,892
Subtotal	658,699	726,043
Assets held for sale	1,842	1,114
Total current assets	660,541	727,157
Non-current assets:		
Property, plant and equipment	481,950	518,141
Right-of-use assets	61,495	67,570
Goodwill	285,224	299,861
Intangible assets	530,886	565,445
Investments accounted for using the equity method	241	135
Other financial assets	14,534	15,013
Deferred tax assets	15,589	17,486
Other non-current assets	7,566	7,203
Total non-current assets	1,397,490	1,490,858
Total assets	2,058,032	2,218,015

Millions of yen

	As at December 31, 2024	As at December 31, 2025
Liabilities and equity		
Liabilities		
Current liabilities:		
Bonds and borrowings	26,666	14,950
Trade and other payables	460,147	503,547
Other financial liabilities	26,995	26,064
Accrued income taxes	22,054	16,957
Provisions	1,578	1,546
Other current liabilities	6,733	11,139
Total current liabilities	544,176	574,205
Non-current liabilities:		
Bonds and borrowings	550	506
Other financial liabilities	55,484	61,533
Post-employment benefit liabilities	15,240	16,155
Provisions	7,361	11,191
Deferred tax liabilities	111,666	120,624
Other non-current liabilities	8,274	8,599
Total non-current liabilities	198,578	218,611
Total liabilities	742,754	792,817
Equity		
Share capital	168,384	168,384
Share premium	185,311	185,493
Retained earnings	716,919	767,388
Treasury shares	(1)	(1)
Other components of equity	138,973	194,683
Total equity attributable to owners of the Company	1,209,587	1,315,948
Non-controlling interests	105,690	109,249
Total equity	1,315,278	1,425,198
Total liabilities and equity	2,058,032	2,218,015

(2) Consolidated statement of profit or loss

Millions of yen

	Year ended December 31, 2024	Year ended December 31, 2025
Revenue	1,696,765	1,715,438
Cost of sales	<u>(1,049,885)</u>	<u>(1,073,452)</u>
Gross profit	646,879	641,986
Selling, general and administrative expenses	(477,965)	(484,684)
Gain on investments accounted for using the equity method	139	(53)
Other income	5,108	5,860
Other expenses	<u>(13,912)</u>	<u>(14,369)</u>
Operating income	160,249	148,739
Finance income	5,551	2,774
Finance costs	<u>(4,753)</u>	<u>(4,528)</u>
Profit before tax	161,047	146,985
Income tax expense	<u>(43,417)</u>	<u>(36,867)</u>
Profit for the year	<u>117,629</u>	<u>110,118</u>
Attributable to:		
Owners of the Company	93,495	88,723
Non-controlling interests	<u>24,134</u>	<u>21,394</u>
Profit for the year	<u>117,629</u>	<u>110,118</u>
Earnings per share (Yen)	302.57	287.13

(3) Consolidated statement of comprehensive income

Millions of yen

	Year ended December 31, 2024	Year ended December 31, 2025
Profit for the year	117,629	110,118
Other comprehensive income		
Items that will not be reclassified to profit or loss:		
Changes in the fair value of financial assets	181	170
Remeasurement of defined benefit plans	72	487
Total	253	657
Items that may be reclassified to profit or loss:		
Translation adjustments of foreign operations	61,624	57,075
Changes in the fair value of cash flow hedges	1,845	(704)
Changes in comprehensive income of investments accounted for using the equity method	90	7
Total	63,560	56,378
Other comprehensive income for the year, net of tax	63,813	57,035
Comprehensive income for the year	181,443	167,154
Attributable to:		
Owners of the Company	148,490	144,804
Non-controlling interests	32,952	22,350
Comprehensive income for the year	181,443	167,154

(4) Consolidated statement of changes in equity

Millions of yen								
	Attributable to owners of the Company					Non-controlling interests	Total equity	
	Share capital	Share premium	Retained earnings	Treasury shares	Other components of equity			
Balance at January 1, 2024	168,384	182,229	652,706	(0)	84,050	1,087,370	97,656	1,185,027
Profit for the year			93,495			93,495	24,134	117,629
Other comprehensive income					54,995	54,995	8,818	63,818
Total comprehensive income for the year	—	—	93,495	—	54,995	148,490	32,952	181,443
Purchase of treasury shares				(0)		(0)		(0)
Dividends			(29,354)			(29,354)	(19,713)	(49,068)
Transactions with non-controlling interests		3,082				3,082	(5,205)	(2,123)
Reclassification to retained earnings			72		(72)	—		—
Total transactions with owners of the Company	—	3,082	(29,282)	(0)	(72)	(26,273)	(24,918)	(51,192)
Balance at December 31, 2024	168,384	185,311	716,919	(1)	138,973	1,209,587	105,690	1,315,278
Profit for the year			88,723			88,723	21,394	110,118
Other comprehensive income					56,080	56,080	955	57,035
Total comprehensive income for the year	—	—	88,723	—	56,080	144,804	22,350	167,154
Purchase of treasury shares				(0)		(0)		(0)
Dividends			(38,624)			(38,624)	(18,567)	(57,192)
Transactions with non-controlling interests		181				181	(223)	(41)
Reclassification to retained earnings			369		(369)	—		—
Total transactions with owners of the Company	—	181	(38,225)	(0)	(369)	(38,443)	(18,790)	(57,234)
Balance at December 31, 2025	168,384	185,493	767,388	(1)	194,683	1,315,948	109,249	1,425,198

(5) Consolidated statement of cash flows

Millions of yen

	Year ended December 31, 2024	Year ended December 31, 2025
Cash flows from operating activities		
Profit before tax	161,047	146,985
Depreciation and amortization	76,955	83,610
Impairment losses (reversal of impairment losses)	3,975	(106)
Interest and dividends income	(3,788)	(2,741)
Interest expense	4,529	3,958
Loss (gain) on investments accounted for using the equity method	(139)	53
Decrease (increase) in inventories	2,132	(14,450)
Decrease (increase) in trade and other receivables	(20,706)	(48,224)
Increase (decrease) in trade and other payables	8,123	30,913
Other	1,780	2,927
Subtotal	233,908	202,926
Interest and dividends received	3,679	3,077
Interest paid	(4,531)	(3,982)
Income tax paid	(39,326)	(42,713)
Net cash inflow (outflow) from operating activities	193,730	159,307
Cash flows from investing activities		
Payments for property, plant and equipment and intangible assets	(108,307)	(94,006)
Proceeds on sale of property, plant and equipment and intangible assets	1,790	4,596
Proceeds from sale of subsidiaries	4,707	—
Other	512	610
Net cash inflow (outflow) from investing activities	(101,297)	(88,799)
Cash flows from financing activities		
Increase (decrease) in short-term borrowings and commercial papers	(7,874)	12,010
Repayments of long-term borrowings	(5,929)	(25,076)
Redemption of bonds	(35,000)	—
Payments of lease liabilities	(12,010)	(13,726)
Dividends paid to owners of the Company	(29,354)	(38,624)
Dividends paid to non-controlling interests	(19,713)	(18,567)
Payments for acquisition of interests in subsidiaries from non-controlling interests	(2,152)	(40)
Other	(0)	(0)
Net cash inflow (outflow) from financing activities	(112,036)	(84,024)
Net increase (decrease) in cash and cash equivalents	(19,603)	(13,516)
Cash and cash equivalents at the beginning of the period (Statement of financial position)	171,755	160,493
Reclassification of cash and cash equivalents included in assets held for sale	1,301	—
Cash and cash equivalents at the beginning of the year	173,057	160,493
Effects of exchange rate changes on cash and cash equivalents	7,039	1,686
Cash and cash equivalents at the end of the year	160,493	148,663

(6) Notes to consolidated financial statements

(Going concern)

No items to report.

(Significant accounting estimates)

Valuation of goodwill and intangible assets with indefinite useful lives

(1) Amounts recorded in the consolidated financial statements at the end of the fiscal year under review

Goodwill	¥299,861 million
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Intangible assets with indefinite useful lives	¥508,557 million
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(2) Information on details of significant accounting estimates relating to the identified items

The Company estimates recoverable amounts for impairment testing on goodwill and intangible assets with indefinite useful lives.

The recoverable amount is calculated as the discounted present value of estimated future cash flows primarily based on the long-term growth rates in the business plan and after the applicable period of the business plan.

The business plan used for impairment testing is formulated based on not only the growth rate of the beverage market having an impact of future revenue and operating income, and the effect of soaring raw material and energy prices, but also estimates of the effects of the sales strategies for each brand, and the sales and promotion strategies for each sales channel, such as off-premises and on-premises channels.

Moreover, the growth rate is determined by taking into consideration the long-term average growth rate in the markets or countries to which these cash-generating units and groups of cash-generating units belong. If they differ from the actual results, it may impact the business performance and other indicators.

(Segment information)

The reportable segments are components of the Group for which separate financial information is available and regularly reviewed by management to make decisions about the allocation of resources and to assess segment performance.

The Group manufactures and distributes soft drinks and foods, including mineral water, coffee drinks, tea drinks, carbonated drinks, sports drinks, food for specified health uses and alcoholic beverages. The Company, together with its manufacturing and sales subsidiaries, operates in the domestic market, and its regional subsidiaries operate in overseas markets. Therefore, the Group comprises of four reportable segments: “Japan business”, “Asia Pacific business”, “Europe business”, and “Americas business”. The intersegment transactions are considered on an arm’s length basis.

The Group operates a single business, the manufacturing and distribution of soft drinks and foods; therefore, financial information by product and service is not prepared.

Profit or loss for each reportable segment of the Group is as follows.

Year ended December 31, 2024

Millions of yen							
	Reportable segment				Segment total	Reconciliations	Consolidated
	Japan	Asia Pacific	Europe	Americas			
Revenue:							
External customers	731,814	402,049	368,081	194,819	1,696,765	–	1,696,765
Intersegment	112	0	1,225	–	1,338	(1,338)	–
Total revenue	<u>731,926</u>	<u>402,050</u>	<u>369,306</u>	<u>194,819</u>	<u>1,698,103</u>	<u>(1,338)</u>	<u>1,696,765</u>
Segment profit	<u>49,083</u>	<u>45,404</u>	<u>60,356</u>	<u>23,684</u>	<u>178,529</u>	<u>(18,279)</u>	<u>160,249</u>
(Depreciation and amortization)	32,801	18,925	14,316	7,109	73,154	3,801	76,955

Year ended December 31, 2025

Millions of yen							
	Reportable segment				Segment total	Reconciliations	Consolidated
	Japan	Asia Pacific	Europe	Americas			
Revenue:							
External customers	735,188	394,057	390,202	195,990	1,715,438	–	1,715,438
Intersegment	83	–	560	–	644	(644)	–
Total revenue	<u>735,272</u>	<u>394,057</u>	<u>390,762</u>	<u>195,990</u>	<u>1,716,082</u>	<u>(644)</u>	<u>1,715,438</u>
Segment profit	<u>46,950</u>	<u>42,516</u>	<u>61,559</u>	<u>23,529</u>	<u>174,555</u>	<u>(25,816)</u>	<u>148,739</u>
(Depreciation and amortization)	33,342	22,142	16,397	7,720	79,603	4,006	83,610

“Reconciliations” to segment profit represents overhead costs incurred by the Company to manage the Group’s operations and is not allocated to each reportable segment. Segment profit agrees with operating income presented in the consolidated statement of profit or loss.

Geographical areas are comprised of the following countries.

Japan business:	Japan
Asia Pacific business:	Vietnam, Thailand, New Zealand, Australia, and others
Europe business:	France, UK, Spain, and others
Americas business:	United States of America

Revenue from external customers is as follows:

	Millions of yen				
	Japan	Asia Pacific	Europe	Americas	Total
Year ended December 31, 2024	731,814	401,918	368,212	194,819	1,696,765
Year ended December 31, 2025	735,188	393,942	390,317	195,990	1,715,438

Revenue is allocated to countries or areas based on the customers' location for the analysis above.

Non-current assets by reportable segment is as follows:

	Millions of yen				
	Japan	Asia Pacific	Europe	Americas	Total
As at December 31, 2024	365,036	254,815	627,885	111,821	1,359,558
As at December 31, 2025	365,109	287,699	687,125	111,084	1,451,019

Non-current assets (property, plant and equipment, right-of-use assets, intangible assets and goodwill) is allocated to each reportable segment based on their locations for the above analysis.

There is no customer to which sales exceeds 10% of the Group's total revenue.

(Per share information)

The basis for calculating earnings per share is as follows. There is no diluted share issued.

	Millions of yen	
	Year ended December 31, 2024	Year ended December 31, 2025
Profit for the year attributable to owners of the Company	93,495	88,723
Profit for the year not attributable to ordinary shareholders of the Company	—	—
Profit for the year used in the calculation of earnings per share	93,495	88,723
Weighted-average number of ordinary shares (Shares)	308,999,786	308,999,697
Earnings per share (Yen)	302.57	287.13

(Subsequent events)

No items to report.