



Suntory Beverage & Food Overview

SUNTORY
BEVERAGE & FOOD



Suntory Group

SUNTORY

Suntory Group's Corporate Philosophy

Our Purpose The goals of the Suntory Group's business and our corporate direction

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

Our Values The values we embrace to achieve our purpose

Growing for Good

We keep growing, as individuals and as a corporation, towards a better world. By continuing to grow, we expand our capacity to improve society.

"Yatte Minahare"

We refuse to fear failure, refuse to give in or give up, and stay relentless in our quest to innovate new values.

Giving Back to Society

We give back from what our business earns, not only by reinvesting in our company, but by caring for our customers and partners and contributing to society.

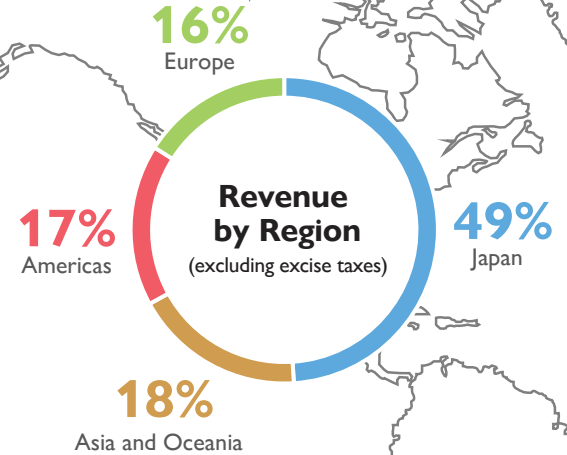
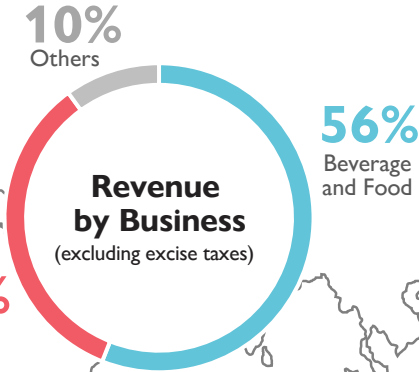
Corporate Slogan

SUNTORY
Sustained by Nature and Water

As a corporation sustained by the gifts of nature and water, we will always protect the ecosystems that deliver water. Because our ecosystem is the wellspring, not only of our business and the rich experiences we create for people's lives, but also of human life itself. We will continue to be a company where everyone is empowered with the freedom and flexibility to innovate. Through all of our corporate pursuits, Suntory seeks to inspire the brilliance of life.

Suntory Group

FY2025



Employees
41,628

Japan: 20,053 / Asia and Oceania: 9,120
Americas: 7,568 / Europe: 4,887

Group Companies
259

Japan: 66 / Asia and Oceania: 62
Europe: 81 / Americas: 50

(As of December 31, 2025)

* 1.00 U.S. dollar = 156.9 yen at the end of December 2025

History that shaped today's Suntory



1899

Shinjiro Torii founded “Torii Shoten” and starts production and sale of wine



1923

Begins construction of the Suntory Yamazaki Distillery



1963

Renamed “Suntory Limited” and entered into Beer business



1983

Started managing the Château Lagrange winery in Bordeaux, France



2009

Acquired Orangina Schweppes Group



2014

Acquired Beam Inc., creation of “Beam Suntory Inc”

1907

Launched “Akadama Port Wine”, a sweet grape wine



1929

Launched “Suntory Whisky Shirofuda”, first whisky to be manufactured in Japan



1972

Established “Suntory Foods Limited” and entered into Soft Drinks business



1993

Started Health Enrichment business



2013

“Suntory Beverage & Food Limited” listed on Tokyo Stock Exchange



2024

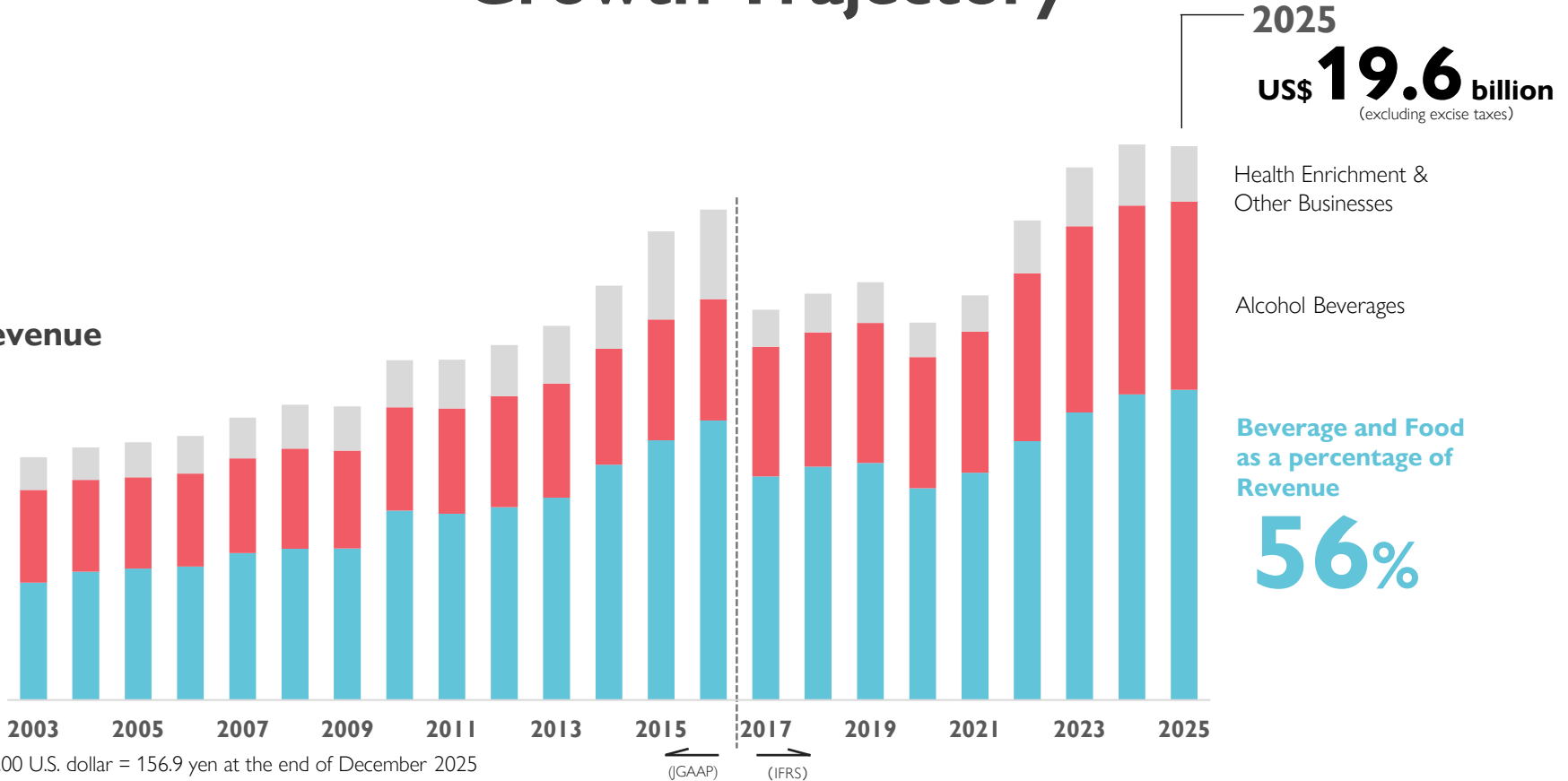
Beam Suntory becomes “Suntory Global Spirits”



*Sesamin E, a health food from sesame seeds launched in 1996

Growth Trajectory

Revenue



* 1.00 U.S. dollar = 156.9 yen at the end of December 2025

(GAAP) (IFRS)

Portfolio

Soft Drinks

Coffee



Tea



Functional



Water



Carbonated



Energy



Sports Drink



Still



Alcohol Beverages

Beer



RTD*



Non-alcohol



Whisky



Liqueur and Write Spirits



Cognac



Wine



Other Businesses

Health Supplements



Skincare



Restaurant



Flower



* RTD: "Ready-to-drink" alcoholic beverages, such as canned chu-hi drinks and canned cocktails with a relatively low alcohol content.

Corporate Social Responsibility

“Giving Back to Society”

Profits from the business will not only be reinvested in the company, but also serve the interests of consumers and business partners and contribute to the improvement of society.

This commitment has been put into words as “Giving Back to Society”

Reinvestment to Business



Service for Clients and Customers

Contribution to Society

Social Welfare & Developing the Next Generation



Hojukai
(Social Welfare Organization)



Suntory Mizuiku (Education Program for Nature and Water)
Vietnam



Next-Generation
Empowerment Activities



China

Promotion of Arts, Culture and Academics



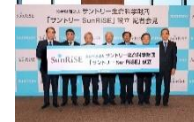
Suntory Foundation



Suntory Museum of Art



Suntory Hall



Suntory Foundation for
Life Sciences

Championing Sports



Challenged Sports
(Support Para-Sports)



Tokyo Suntory
SUNGOLIATH
(Rugby Team)



SUNTORY
SUNBIRDS OSAKA
(Volleyball Team)

Disaster Recovery Support



The Suntory Tohoku Sun-Sun Project
(Activities to Support the Recovery
from the Great East Japan Earthquake)



Emergency Beverage Vending Machine
(Providing Free Beverages When Disasters Strike)

Environmental Conservation

Initiatives at the Water Source



Suntory Natural Water Sanctuary
(Japan)



Maker's Mark Water Sanctuary
Project (Americas)

Our People

“People” is the most important foundation of our management.

Diversity, Equity and Inclusion

“DEI Vision Statement” “Strategic Pillars”

DEI VISION

Our vision is to be a company in which everyone is valued and free to be themselves, where our inclusive culture inspires dialogue, creativity and joy, and where our diversity fuels innovation and collective growth.

Uniquely Me
Growing as One

SUNTORY

Talent Development

Suntory University SUNTORY UNIVERSITY

Suntory Group's human resources development program to ensure the Group's global development. Opened in 2015, the program provides a variety of learning opportunities for all 40,000 employees, with the aim of encouraging each employee to continue learning and growing and to take ownership of their careers.



Global Leadership Forum



Beyond Borders Program



Suntory Beverage & Food

SUNTORY
BEVERAGE & FOOD

SBF Corporate Philosophy

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

What is Seikatsusha?

We see people as “Seikatsusha”, instead of just “consumers.”

Seikatsusha refers to people who live their lives as a whole, with their own unique perspectives and feelings.

We look at holistic aspects of Seikatsusha’s life.

This is what is unique about us.

Also as Seikatsusha ourselves, we understand and resonate with them, and enrich every moment of their life.

PERSPECTIVE

DEPTH

Moment of consumption

With labels that can be seen from outside

Consumer

- Japanese
- Male
- 26 years old
- Programmer
- Light coffee user



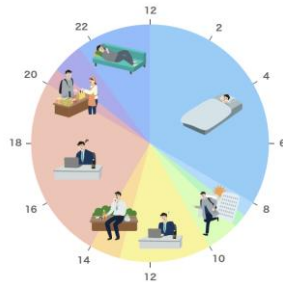
- Japanese
- Male
- 26 years old
- Programmer
- Light coffee user



Whole Day

With their own unique personality, values, and feelings that are on the inside

SBF's Seikatsusha



Mid-term Strategy

Deliver Quality Growth unique to SBF to become a True Global Beverage Company

Brand strategy

- Strengthening of Core Brands Innovation
- Strengthening new brand development and creating new categories

Business structural transformation

- Japan: Acceleration of structural transformation for stronger earning capacity
- Overseas: faster growth and stronger earning capacity

DIVERSITY, EQUITY & INCLUSION

- Integration of various ideas and values to boost corporate competitiveness

Sustainability

- More efforts to address environmental and social issues

Mid-term Strategy

Organic Growth



Growth Investment



Dividend Policy



*1 Base year: 2023, on a currency neutral basis

*2 Free Cash Flow = Operating CF - Investment CF

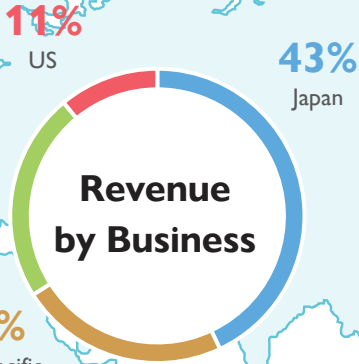
*3 Based of Profit for the year attributable to owners of the Company

Business Overview

FY2025

We conduct our businesses in

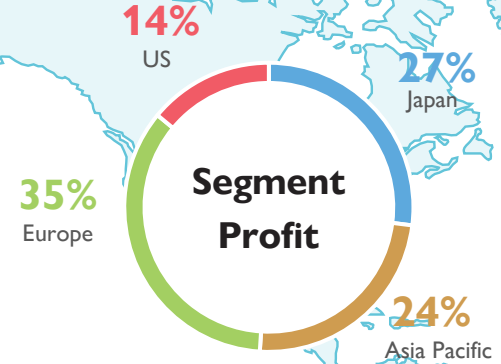
About **70** countries



**Revenue
by Business**

Revenue
US\$ **10.9** billion

Operating Income
US\$ **1.0** billion



**Segment
Profit**

Employees
22,700

Japan: 9,404 / Asia Pacific: 6,526
Europe: 3,411 / US: 3,200 / Corporate: 159

Group Companies
70

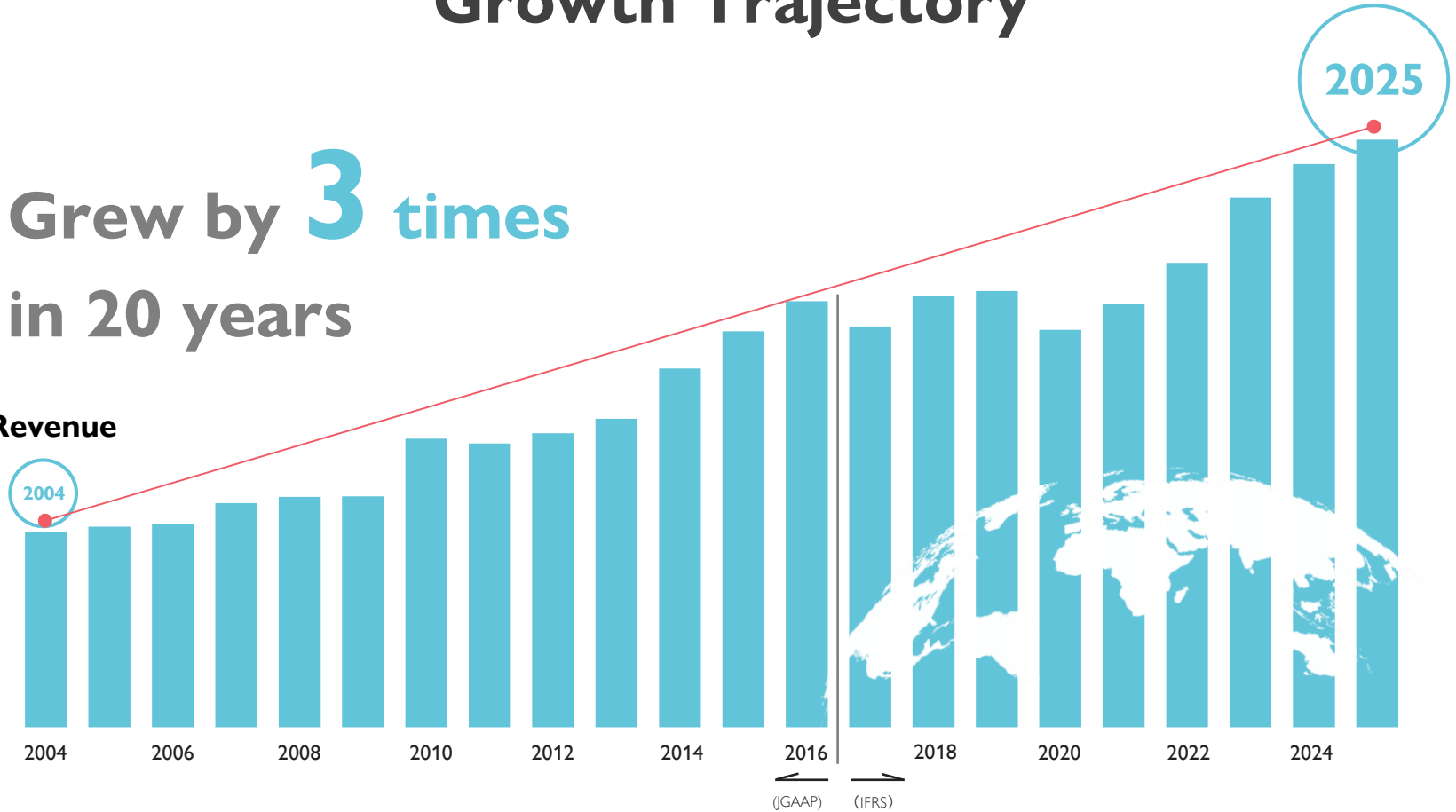
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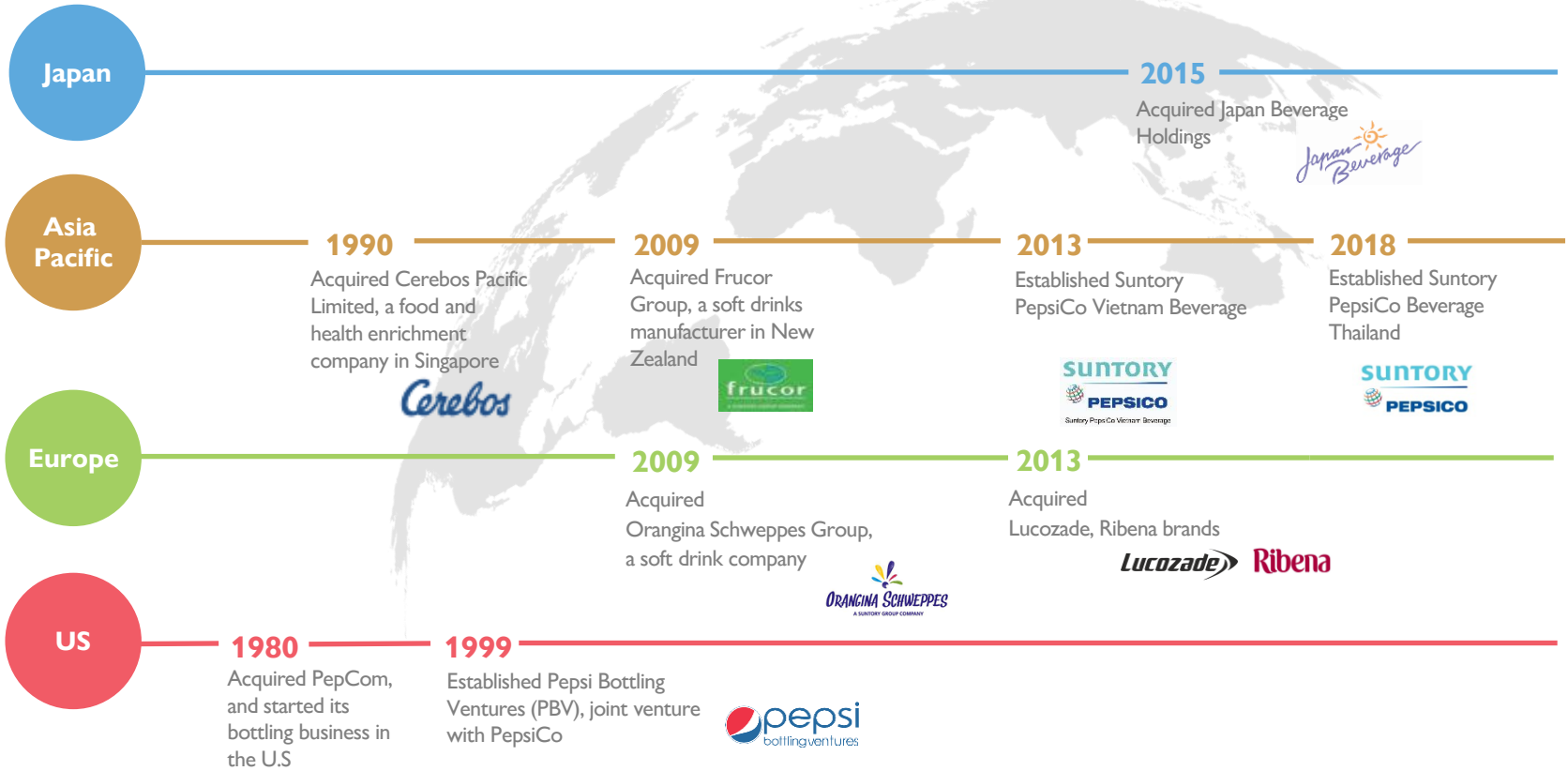
Growth Trajectory

Grew by **3** times
in 20 years

Revenue



History of M&A



Japan

In Japan, we entered beverage business in 1972.

Today, we offer a broad product portfolio centered on brands that have earned long-standing trust from Seikatsusha, including “Suntory Tennensui,” “Suntory BOSS Coffee,” and the green tea brand “IYEMON.”

In addition to supermarkets and convenience stores, we have built an extensive distribution network of more than 300,000 vending machines nationwide, enabling us to deliver beverages anytime and anywhere.

Main Products

Suntory
Tennensui



CRAFT
BOSS



Iyemon



Tokucha



Oolong
tea



Yasashii
Mugicha



GREEN
DA·KA·RA



C.C.
Lemon



Natchan



Pepsi



ZONE



Vending Machine



Asia

In Asia, we operate a diverse beverage and wellness business across seven key markets: Vietnam, Thailand, Malaysia, Singapore, Taiwan, Hong Kong and Indonesia. Our portfolio includes well known brands such as “Ribena®”, “Suntory BOSS Coffee”, “TEA+®”, “Lucozade™”, and “BRAND’S®”. In the soft drinks business, we work through joint ventures with PepsiCo in Vietnam and Thailand. We continue to grow Suntory’s global brands, including “TEA+” and “Suntory BOSS Coffee”, by tailoring product formulations and packaging to meet local tastes and lifestyles. We also hold a leading position in the wellness category in Thailand, offering products such as “BRAND’S® Essence of Chicken” and “BRAND’S® Bird’s Nest”, which are widely consumed for nourishment and daily wellness.

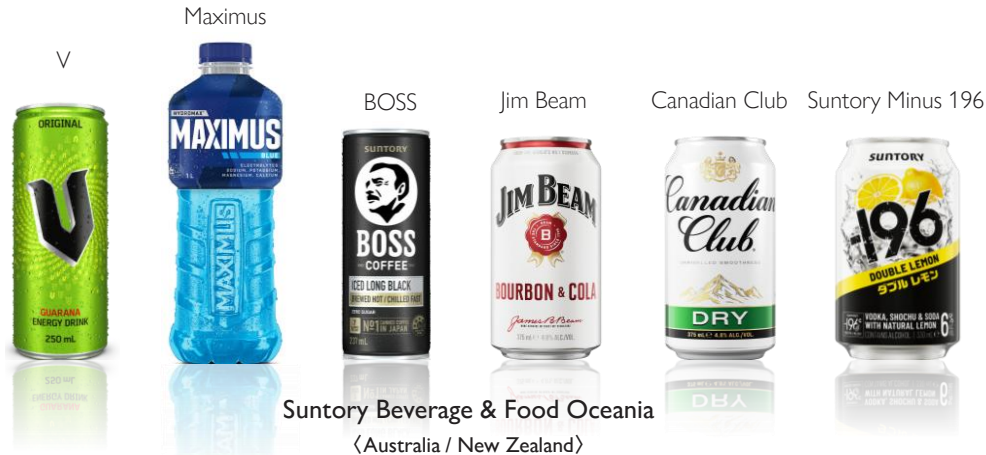
Main Products



Oceania

In Oceania, our business is built around a vibrant portfolio of well loved beverages that have become part of everyday life for Seikatsusha across Australia and New Zealand. In these markets, we manage a diverse range of non alcohol brands including “V Energy”, “Maximus”, “Suntory BOSS Coffee”, and “Celsius”. In New Zealand, we also proudly produce and distribute the full PepsiCo beverage range. Through a partnership with Suntory Global Spirits, we also manufacture, distribute and sell a multi beverage portfolio, including spirits and RTDs, with brands such as “Jim Beam”, “Canadian Club” and “-196”.

Main Products



Europe

Across our region, our business is built around long established, locally loved brands that have been part of Seikatsusha' daily lives for many years, while also expanding our portfolio with newer brands, such as “-196”, to meet evolving Seikatsusha needs. In Europe, our portfolio includes brands such as “Lucozade” and “Ribena” in the United Kingdom and Ireland; “Orangina” and “Oasis” in France; and “Schweppes” and “La Casera” in Spain. We also operate in other European countries, as well as in regions across Africa and the Caribbean, where we continue to develop and distribute our brands to meet local Seikatsusha preferences.

*Owned and commercialized within SBFE respective territories.

Main Products



*Owned and commercialised within SBFE respective territories

United States

In the United States, Pepsi Bottling Ventures (PBV) is the largest independent bottler for PepsiCo. PBV operates bottling and distribution centers, delighting Seikatsusha in North Carolina and the surrounding region. PBV also develops original brands, such as "Nature's Twist", a zero sugar, non-carbonated juice drink in multiple flavors to provide Seikatsusha with unique innovation.

Main Products



Pepsi Bottling Ventures

Our Strength

2

Creation and Development of Long-Selling Brands

We develop and continuously refine brands that are long beloved by always looking half a step ahead of the ever-changing needs of consumers, which we achieve by going to the “Gemba,” where all values are created.



Our Strength

3

MONOZUKURI

With the spirit of “MONOZUKURI” —which literally means “crafting things” in Japanese, we pursue unparalleled craftsmanship in every step to bring the best quality and innovation to our consumers.

Quality Assurance

We have established our own Suntory Beverage & Food Quality Policy and are committed to improving the quality of our products and services throughout the value chain.

Research and Development

Our products are only as good as our R&D and technical expertise. Having passion for creating new value, Suntory Beverage & Food have established 10 R&D facilities all around the world to create innovation.

Suntory Quality Policy All for the Quality

We offer products and services that meet or exceed relevant safety standards and will continue to respond to the desires of our consumers and customers and earn their trust.

1. Each and every member of the Suntory Group wholeheartedly strives to offer products and services from the consumer's and customer's perspectives.
2. We strive to provide our consumers and customers with accurate information that is easy to understand. We earnestly listen to consumer and customer opinions and endeavor to reflect them in our products and services.
3. We abide by laws and regulations.
4. We place a very high priority on the safety of our products and services.
5. We continue to quest for even greater product quality by reference to recognized international quality standards.

SUNTORY

2018



Suntory World Research Center
(Japan)



R&D Center
(Japan)



Tordera R&D Centre
(Spain)

Sustainability



Water

Based on our “Water Philosophy,” we work to understand the scientific water cycle—conserving, reusing, and purifying water—as we cooperate with local communities and other stakeholders to sustainably conserve water sources and resolve water issues.

- Targets Toward 2030 at Suntory Beverage & Food
Reduce the water intensity*1 of production at our owned plants*2 by **20%***3 Globally



CO₂

We consider the environment throughout the product life cycle—from product design, packaging materials, and containers, to transportation and recycling after consumption—and work to realize a recycling-oriented and decarbonized society.

- Targets Toward 2030 at Suntory Beverage & Food
Reduce GHG emissions from our direct operations by **50%***4
Reduce GHG emissions across our entire value chain by **30%***4



Containers and packaging

We consider the environment throughout the product life cycle—from product design, packaging materials, and containers, to transportation and recycling after consumption—and work to achieve a circular economy.

- Targets Toward 2030 at Suntory Beverage & Food
Switch **100%** of PET bottles used globally to fully recycled or plant-based material by 2030

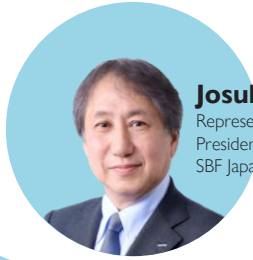
*1: Water intensity is the amount of water withdrawn per unit of production, which is 1 kiloliter of production

*2: Owned plants that manufacture finished products and excludes plants for packaging and ingredients

*3: Reduction of water intensity of production based on 2015 baseline year

*4: Based on emissions in 2019

Management Team



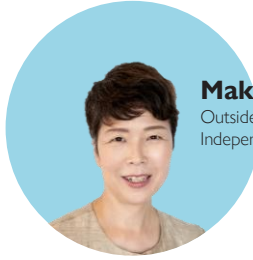
Josuke Kimura
Representative Director,
President & CEO
SBF Japan CEO



Naoto Okinaka
Director, Senior Managing
Executive Officer
Chief Strategy & Finance Officer
Chief Business Growth Officer



Sho Senba
Director



Maki Nakamura
Outside Director,
Independent Officer



Hideki Kanda
Director, Member of the
Full-time Audit and
Supervisory Committee



Mika Masuyama
Outside Director, Member
of the Audit and
Supervisory Committee
Independent Officer



Mariko Mimura
Outside Director, Member
of the Audit and
Supervisory Committee
Independent Officer



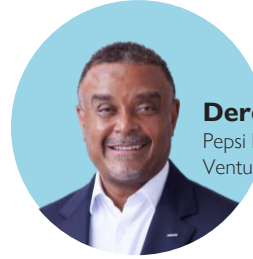
Jahanzeb Khan
SBF Asia CEO



Daisuke Minato
SBF Oceania CEO



Pierre Decroix
SBF Europe CEO



Derek Hill
Pepsi Bottling
Ventures CEO

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