

Social

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Respect for Human Rights

Suntory Group considers respect for human rights to be a fundamental responsibility as a global company and essential to our business activities. Under the Suntory Group Human Rights Policy, we are committed to respecting the human rights of all individuals involved in our business. We engage in dialogue and collaboration with various stakeholders, including employees, business partners, local communities, and NGOs, to further strengthen our existing initiatives.

Our Policies and Approach

Formulation of the Suntory Group Human Rights Policy

In 2019, Suntory Group formulated the Suntory Group Human Rights Policy, based on business-specific key issues identified through dialogue with external human rights experts. Since then, we have continued to advance our activities to address important human rights issues, incorporating ongoing feedback from external experts obtained through dialogue. In 2024, to drive our initiatives for respect for human rights further, we revised the Suntory Group Human Rights Policy. As Suntory Group's highest-level guidance for human rights, this policy clearly declares Suntory Group's commitment to respecting internationally recognized standards for human rights, including the United Nations' International Bill of Human Rights and Guiding Principles on Business and Human Rights, as well as various labor standards (including the International Labour Organization's core labor standards: freedom of association and the right to bargain collectively, abolition of forced and child labor, and elimination of discrimination in employment). This policy identifies human rights issues that the entire Group should address as priority themes. Policy formulation and revisions are carried out with the approval of the Board of Directors, and the Policy has been translated into 9 languages spoken in countries where the Group does business. All company officers and employees are made aware of the Policy through e-learning and the company intranet.

Internally, we foster further understanding of the Suntory Group's Code of Business Ethics. Externally, we encourage business partners to understand the Suntory Group Human Rights Policy and distribute copies of the Suntory Group Partner Guidelines, which include our requests and expectations relating to human rights and request that partners confirm their agreement with these Guidelines. Furthermore, we have introduced clauses in our vendor contracts requesting business partners to support our efforts to respect human rights, and are upholding respect for human rights throughout our value chain.

- [Suntory Group Human Rights Policy](#)
- [Suntory Group's Code of Business Ethics](#)
- [Suntory Group Partner Guidelines PDF](#) 

Human Rights of Vulnerable Populations

As a corporate signatory to the UN Global Compact, Suntory Group has declared its commitment to respecting international human rights principles such as the Women's Empowerment Principles, the Children's Rights and Business Principles, and the International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families, and protecting the rights of vulnerable populations (such as women, children, migrant workers) within throughout our company and value chain. We also expect Suntory Group business partners to undertake same efforts to respect the human rights of vulnerable groups.

Suntory Group also considers it crucial to protect land tenure, water access rights, and the rights of indigenous peoples, and has declared to respect these in accordance with international standards of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT), the IFC's Performance Standards, and the ILO Indigenous and Tribal Peoples Convention (No. 169). Furthermore, we expect Suntory Group business partners to do the same, including respect for ILO labor standards.

We understand the important role played by human rights defenders, and regard them as stakeholders with whom we can collaborate in advancing human rights due diligence. We do not tolerate any discrimination or violence of any kind toward human rights defenders, and we require the same commitment from our business partners.

Suntory Group Migrant Worker Employment Guidelines

Regarding migrant workers, who are vulnerable to forced labor, in February 2023 we established the “Suntory Group Migrant Worker Employment Guidelines,” an internal policy that gives guidance to our relevant departments and business partners on how to prevent risks from materializing, and also how to provide remedy based on the IHRB’s “Employer Pays Principle” in the case that risks have materialized. These guidelines define the main issues that migrant workers might face and specify the steps that can be taken in response.

<Key Points from the Migrant Worker Employment Guidelines>

- (1) The Guidelines specify the main issues facing migrant workers, including vulnerability to being made to bear recruitment costs and related expenses, to issues relating to retention of ID documents, etc., and to issues relating to the provision of suitable housing. They also explain the steps that should be taken in response.
- (2) The Guidelines clearly enunciate the principle that no worker should be required to pay for a job, i.e., the costs and fees relating to recruitment and arranging jobs (as defined by the ILO) should not be borne by the worker.

Suntory Group is working to enhance awareness of potential risks relating to migrant workers by sharing the “Suntory Group Migrant Worker Employment Guidelines” with key internal divisions and with relevant business partners, and ensuring that these risks do not become actualized, and that appropriate measures are implemented speedily to minimize their impact if they do become actualized. Based on these Guidelines, we are leveraging the Sedex and SMETA management processes (including several checkpoints regarding labor practices in relation to migrant workers) and implementing monitoring, to prevent the charging of fees to workers in the supply chain.

AI and Human Rights

As AI rapidly becomes integrated into society in recent years, Suntory Group is taking on the challenge of delivering new value to our customers by combining the know-how we have accumulated through our business activities with AI technologies. At the same time, AI remains an evolving technology and its use involves risks related to the respect for human rights and the assurance of fairness. Suntory Group adheres to the Suntory Group AI Principle as well as the laws and regulations of each country. To effectively implement this Principle across the entire Group, we have established an appropriate governance structure and will continue to ensure responsible use of AI.

➤ Suntory Group AI Principle

Promotion Structure

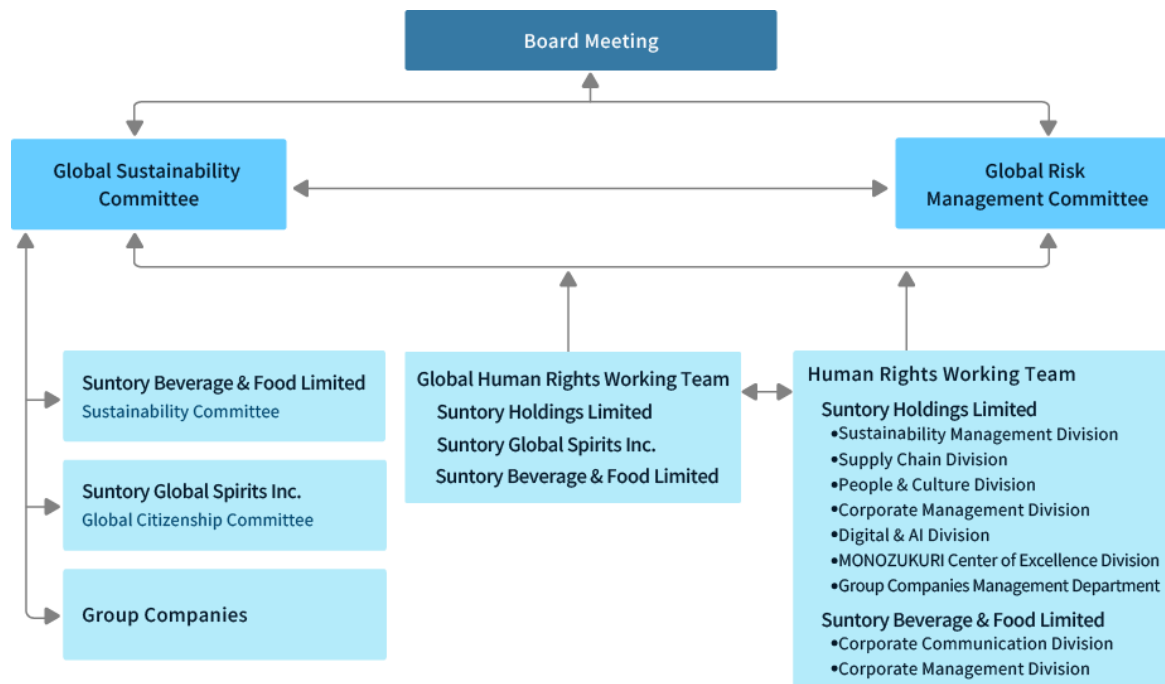
The Human Rights Working Team, which consists of the sustainability, supply chain, human resources, legal, compliance, and other functional divisions, as well as major operating companies, serves as the driving force to promote human rights due diligence, regularly formulating strategies and monitoring the progress of activities. The team reports to the Global Sustainability Committee and, as necessary, to the Board of Directors. The Board of Directors receives regular reports on key issues and progress with regard to human rights due diligence to fulfill its responsibilities to oversee these efforts. The Global Sustainability Committee met twice, in February and April 2024, to discuss items such as the Group-wide human rights due diligence report, and revision of the Human Rights Policy. The committee also consulted with external experts and human rights NPOs, and took their opinions into account in internal discussions.

With respect to daily operations, the Human Rights Working Team holds monthly discussions to promote human rights due diligence, including the sharing of information on human rights inside and outside Japan, identifying and responding to human rights violations risks throughout the value chain and carrying out awareness-raising activities. To further deepen our human rights due diligence policy and plans, a Global Human Rights Working Team consisting of human rights representatives from the human resources, legal, compliance and procurement divisions in each company was established. Team meets twice a year to share information and discuss human-related activities in each company. The Chief Sustainability Officer (CSO) is responsible for human rights-related activities, and progress on relevant themes, such as child labor and forced labor, are included in CSO compensation criteria to drive these initiatives forward.

Integration with Corporate Risk Management

Aligning with the Global Risk Management Committee, which is in charge of risk management for the entire Group, the Global Sustainability Committee assesses human rights risks as a top-priority issue in our corporate management and regularly shares information and discusses those risks. We also collaborate and communicate with external experts, such as lawyers specializing in human rights. The discussions of the Global Sustainability Committee and Global Risk Management Committee are reported to the Board of Directors as appropriate. In addition, we respond to Japanese traditional human rights issues through our Human Rights Education Promotion Committee, which consists of a central committee and Human Rights Promotion Committee members from each business location.

Promotion Structure

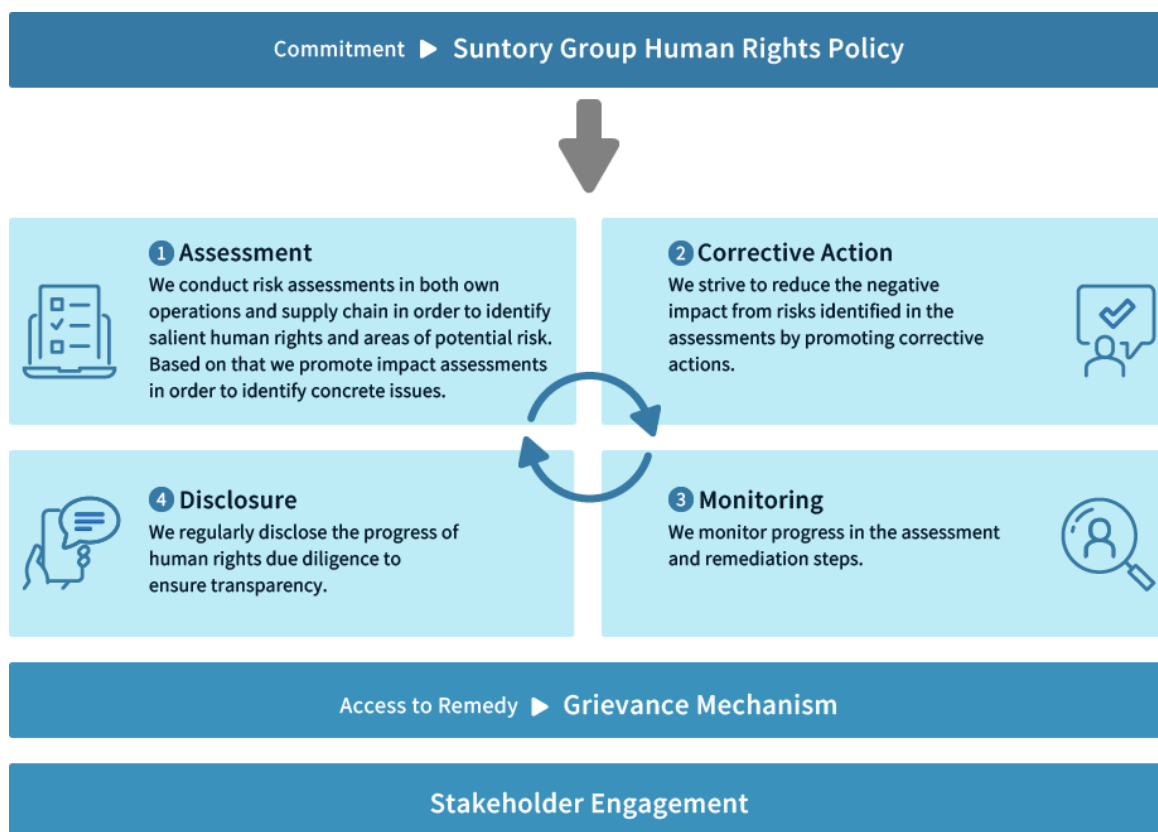


Due Diligence Process

Suntory Group's Human Rights Policy identifies key themes such as forced labor and human trafficking, child labor and dangerous or hazardous work for young workers, discrimination, and foreign and migrant workers' rights, and we pursue human rights due diligence globally.

Due Diligence Process

Using the United Nations Guiding Principles on Business and Human Rights (UNGPs) as a framework for implementation, we comply with relevant laws and regulations in each country or region where we operate and conduct human rights due diligence in own operations and value chain under the following processes.



Identifying Stakeholders

We believe that identifying and engaging stakeholders is important in promoting human rights due diligence. Stakeholders mentioned here include rightsholders, as well as other related stakeholders (NGOs / NPOs, experts, etc.). We have discussed with external human rights experts to identify our key stakeholders in consideration of our business structure. These key stakeholders are:

- (1) Our employees, outsourced manufacturing employees, and the local community around the plants.
- (2) Our business partners' employees (suppliers, farms), the local community around our business partners' plants and agricultural fields.
- (3) Investors, benchmarking organizations
- (4) NGOs, experts
- (5) Customers

Assessment

Identifying Human Rights-Related Risks

The process of formulating the Suntory Group Human Rights Policy involved understanding the characteristics of our supply chain, particularly our own plants and the agricultural products from which our products are made, while leveraging information from a variety of external human rights-related reports. We also engaged in dialogue with human rights experts, and positioned issues that are important in our global business activities as key human rights themes to be addressed by the Group (and listed in the Policy). In implementing our business activities, we are promoting risks assessment internally and in our supply chain, focusing on these priority human rights themes.

To ensure that Suntory Group constantly maintains an up-to-date awareness of global human rights risks, we are engaging in periodic dialogue with NPOs and with human rights experts from the UN, and the fruits of this dialogue are reflected in our human rights due diligence strategy. We are also strengthening our risk identification process by using risk data from the global consulting firm Verisk Maplecroft.

When a risk assessment shows, for example, that a raw material (coffee, sugar, etc.) or region has a high risk of child labor or forced labor, we prioritize on-site visits and support preventive and mitigating measures.

Assessing Human Rights Risks

To manage human rights risk in the supply chain, we assess risk for both existing and new business partners by making use of Sedex's SAQ and risk assessment tools, SMETA information, and third-party interviews. These assessments take the geographic, economic, and social considerations into account, and incorporate the perspectives of the different regions and rights-holders that are prone to specific human rights risks. Based on this information, we promote detailed evaluation through interviews with migrant workers, etc. and corrective actions on key findings at business partners, starting from high-risk areas/issues.

[Risk Assessment]

● Internal Operations

To promote risk assessment as a part of our human rights due diligence process, we have conducted a potential risk assessment in collaboration with Verisk Maplecroft, a global risk consulting company, for the countries in which our global total of 90 plants are located, using general country and industry data. The results obtained through this assessment indicated that, of the countries in question, countries that have a high risk of child labor and forced labor where we have plants were: India, Vietnam, Mexico, Thailand, and Malaysia. Going forward, we will carry out individual evaluations targeting those plants located in high-risk areas.

Potential risk assessment results (overall*):

Low risk:	61 plants	68%
Mid risk:	21 plants	23%
High risk:	8 plants	9%
Very high risk:	0 plant	0%

* Covered human rights risks: child labor, forced labor, working hours, fair wages and welfare, discrimination, harassment, freedom of association and right to collective bargaining, access to remedy, health and safety

● Supply Chain

In order to promote risk assessment as a part of our human rights due diligence process, we have conducted a potential risk assessment in collaboration with Verisk Maplecroft, a global risk consulting company, for our major ingredients using general country and industry data (major ingredients × country combinations for a total of 124 patterns).

Potential risk assessment results (overall*):

Low risk:	21 items	17%
Mid risk:	58 items	47%
High risk:	37 items	30%
Very high risk:	8 items	6%

* Covered human rights risks: child labor, forced labor, working hours, fair wages and welfare, discrimination, harassment, freedom of association and right to collective bargaining, access to remedy, health and safety

The results of this potential risk assessment showed that the following items had very high risk and very high potential impact (in terms of being items where procurement volume is high) from the perspective of child labor and forced labor.

Forced labor: coffee, oolong tea, ethanol, and sugar

Child labor: coffee and sugar

Going forward, we will start with items that are very high risk and very high impact in terms of child labor and forced labor, and conduct impact assessments to understand the actual situation.

➤ [For more information, see Sustainable Procurement.](#)

[Impact Assessment]

● Internal Operations

Impact Assessment at Own Plants

We are using Sedex in order to visualize human rights risks and strengthen management at our own plants. We are assessing the management capability in relation to potential risks in 4 categories: (1) labor practices, (2) health and safety, (3) business ethics, and (4) environment.

(Number of plants)

	Potential risks			Management capability		
	High	Medium	Low	High	Medium	Low
Japan	0	7	19	26	0	0
India	1	0	0	1	0	0
Mexico	0	1	0	1	0	0
Vietnam	0	5	1	6	0	0
Thailand	0	3	1	4	0	0
Philippines	0	1	0	0	1	0
Taiwan	1	0	0	0	1	0
New Zealand	0	0	1	1	0	0
France	0	4	0	4	0	0
Spain	0	2	1	3	0	0
United Kingdom	0	3	3	6	0	0
Ireland	0	0	2	2	0	0
Canada	0	0	1	1	0	0
United States	0	2	4	6	0	0

As shown in the figure above, of the 63 plants, 61 plants had “high” management capability, 2 plants had “medium” management capability, and no plant had “low” management capability toward the potential risks.

Particular attention was paid to confirming the situation in regard to child labor and forced labor, which we consider to be important human rights risks.

- Child labor

There were no cases of workers under the age of 15. At 2 plants, we confirmed the presence of workers under the age of 18. A thorough assessment of their working conditions was conducted, and no concerns were identified.

- Forced labor

Migrant workers, who are generally considered to be at higher risk of forced labor, were identified at 8 plants. A review of their working conditions was conducted, and no concerns were identified.

As a result of our efforts to strengthen management practices, the number of plants classified as having “high” management capability increased significantly from 37 to 61. We will continue to strengthen management of important human rights risks. From next year onwards, we will be making effective use of Sedex to help realize sustainable management.

● Supply Chain

Suntory Group is working to promote activities for respecting human rights throughout the entire supply chain while linking to business partners by establishing the Basic Policy on Sustainable Procurement.

Impact Assessment by Sedex

We joined Sedex in June 2019, and since then we are requesting our business partners to share information through Sedex by answering to the SAQ*. These SAQs evaluate the potential social risks in the supply chain by focusing on child labor, forced labor and other human rights issues as well as considerations toward the work environment and occupational safety. As of December 2025, we have confirmed that over 1,300 manufacturing sites of approximately 900 major business partners are linked to Suntory Group via Sedex. We will continue to promote all major business partners to join the sedex and link to Suntory Group. Currently, the coverage rate based on purchasing value among Sedex member partners exceeds 80% for direct material items (raw ingredients and packaging materials). We will prioritize the strategy for each region based on the result of the risk assessment to formulate an action plan and promote corrective actions when needed.

* SAQ:Self-Assessment Questionnaire

Impact Assessment Status

Suntory Group identifies potential and actualized risks using a risk assessment tool offered by Sedex. Specifically, we evaluate the ability to manage potential and actualized risks of the business partners with SAQ. In addition, we also confirm actualized risks based on third-party audit information that can be checked on Sedex.

Potential Risks of Business Partners

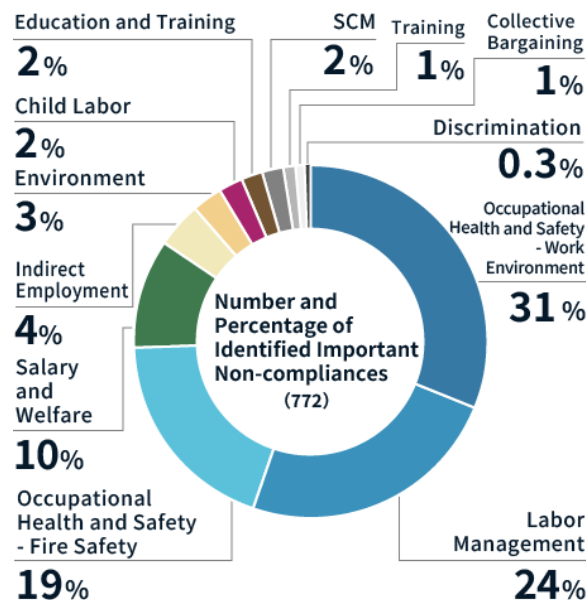
Sedex revamped its SAQ in October 2023. We continue to conduct evaluations through the new Sedex SAQ, with the number of manufacturing sites for which we were able to conduct potential risk assessments reaching 1,287(up 212 from 2024).

(Number of manufacturing sites/%)

	December 2025		December 2024	
Low	228	18%	218	20%
Medium	823	77%	687	64%
High	129	10%	116	11%
Waiting for answer	107	8%	54	5%
Total	1287		1075	

Actualized Risks of Business Partners (As of December 2025)

The total number of non-compliances identified was 772.



Monitoring through Supplier Assessment Questionnaires

We also conduct sustainable procurement questionnaires targeting business partners that have not joined Sedex. We examine not only our existing business partners to identify those that are at high risk, but also assess potential new business partners before we start business relationships.

In addition, Suntory Group shares the Suntory Group Partner Guidelines with our overseas Group companies and verifies initiatives toward sustainability at each company at the Global Procurement Conference in which our overseas Group companies participate.

Conducting Human Rights Due Diligence Related to Migrant Workers

In line with advice from international experts that we received during Group-specific dialogue hosted by Caux Round Table Japan (CRT) in 2019, we are assessing the labor conditions of migrant workers regularly, including that of foreign technical intern trainees, which are a particularly vulnerable type of rightsholder in Japan. We engaged CRT to conduct third-party human rights impact assessment interviews at the Tsuzuki and Takatsu Plants of Izutsu Maisen Co., Ltd., a Group company that hires foreign technical intern trainees. Interviews were conducted in 2024, following on interviews in 2021. Taking into consideration that all interviewees were non-Japanese females, we identified particularly important human rights risks that could arise in the interview context, and conducted direct interviews in a way that allowed rightsholders to freely express their opinions with total anonymity.

As a result, CRT Executive Director Hiroshi Ishida commented, "The relationship between foreign workers and Japanese employees is good at both plants, which are aware of the need to position foreign workers as important strategic assets, and provide them with good treatment." In addition, the assessment found no significant negative human rights impacts on foreign intern trainees, such as being forced to work long hours, non-payment of wages, or working under hazardous conditions. Comments received, such as those regarding knowledge of evacuation procedures and of the content of employment contracts, will be reviewed with the goal of making improvements.

Aiming to further improve the workplace environment for foreign workers, we will engage in effective communication and maintain good working relationships going forward.

➤ [〈Report〉 Suntory Holdings Limited Findings from Interviews with Foreign Workers \(PDF: 733KB\)](#) 

Corrective Action

As part of our efforts to promote corrective measures, if it becomes clear that Suntory Group business activities have directly caused negative impacts on human rights, or if indirect negative impact through business relations come to light or are suspected, Suntory Group will take corrective measures (remedy) through dialogue with related parts, based on international standards and through appropriate procedures. Furthermore, we expect Suntory Group's business partners to undertake corrective measures (remedy) as well. In order to implement corrective measures, we will also work with external organizations such as human rights experts (NPOs) and Sedex to engage business partners regarding any issues discovered, and to work together on corrective steps.

Suntory Group is committed to providing redress through due process or cooperating in providing redress for any negative human rights impacts that it has caused (or has been involved in through its business relationships). We are also committed to working with judicial and non-judicial mechanisms, as appropriate, to collaborate in the remediation of harm caused by business partners directly related to our business.

Corrective Process (Remedy)

As stated in our Human Rights Policy, our key themes in human rights include child labor, forced labor, discrimination and harassment, freedom of association, and a good working environment (health and safety). We have identified numerous questions in the Sedex SAQ that relate to each of these key themes, and we use them for assessment and ongoing monitoring in our own plants and supply chain. We currently conduct continuous monitoring of our business partners through Sedex, representing over 80% of our purchasing volume globally, and we strongly engage business partners which we have been able to identify actualized risks. The monitoring process leverages also SMETA* audit information on the supply chain, including interviews with local workers. In this way, we try to leverage the voices of rightsholders.

Our remedy process using Sedex and SMETA information is as follows:

* SMETA is one of the world's leading auditing schemes and is particularly focused on labor, health, and safety. It especially aims to protect workers in terms of occupational health and safety, overwork, discrimination, low wages, and forced labor. SMETA also leverages the Forced Labor Indicators (FLI) tool embedded in the Sedex risk assessment platform to specifically monitor forced labor risks.

Cases of Potential Risk

1. Goal: to confirm that sufficient measures are taken toward avoiding potential risks.
2. Index: Sedex risk and management scores.
3. Timeframe: check the risk score and management capability score periodically (about once every 6 months), and confirm the status of the improvement activities of business partners.

Cases of Actualized Risk

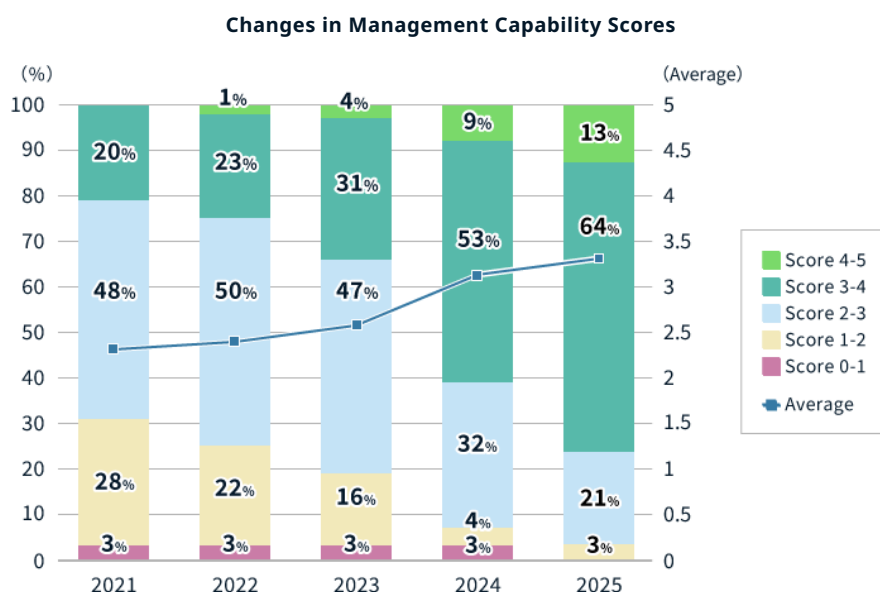
1. Goal: bring actualized risks down to zero.
2. Index: key findings of third-party audit.
3. Timeframe: confirm within 6 months that the identified issues have been resolved.

In cases that we cannot confirm that the identified risks have been resolved, we will encourage them to undergo a SMETA audit and strongly urge them to make improvements.

Potential Risks of Business Partners

Regarding the above-mentioned potential risks that can be confirmed in Sedex, we also assess the management capability of our business partners' manufacturing sites in respect to the potential risks. Based on that, we engage with manufacturing sites, in particular sites with "high risk + low management capability" and work together with them to improve their management capability. As a result, the management capacity of many manufacturing plants has improved since 2021, when we began reaching out to business partners. Going forward, we will continue to engage our business partners and promote improvement activities.

In addition, we are working to clarify which plants have migrant workers (who are seen as being subject to a particularly high level of human rights risk) working there, as well as the number of migrant workers, and to confirm whether the issues that are specific to migrant workers are being actualized.

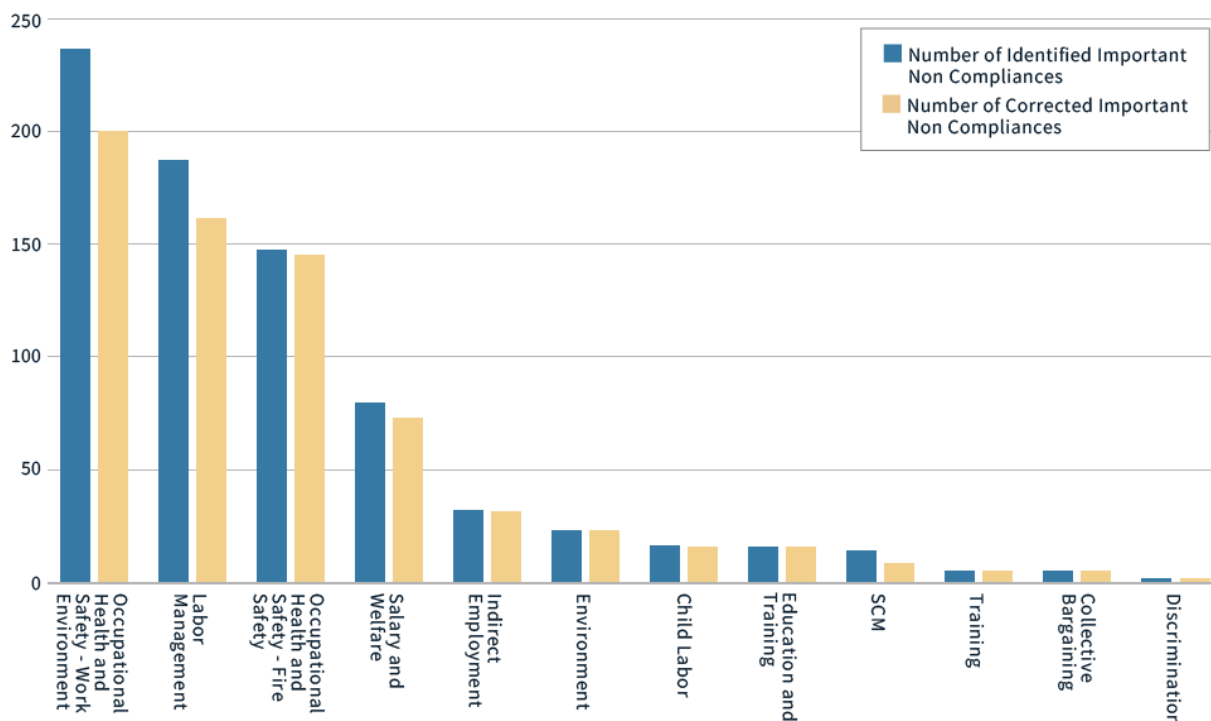


* Scores until 2023 use the old SAQ. The 2024 score uses the new SAQ.

Actualized Risks of Business partners

We communicate directly with business partners regarding issues identified in Sedex by third-party audits, and we check that these issues are corrected within 6 months of having been pointed out. Of a total of 772 instances of important non-compliance identified as of the end of December 2025, auditors had confirmed that corrective actions have been taken, or Suntory had communicated with business partners to confirm that corrective actions have been taken, for 693 instances. We will continue to engage with business partners on the remaining non-compliances as we move ahead with remedial actions.

Status of Correction of Supplier Non-Compliances



More specifically, we have reviewed all Sedex SAQ responses under the former format regarding the following key human rights themes, and identified data indicating potential risks. At the same time, we have reviewed the findings of SMETA audits, to check whether any potential risks have been actualized. In those cases, we engaged with the business partners in question and confirmed the status of the corrective actions taken. With the new SAQ, we have reviewed and analyzed responses and, in conjunction with audit findings, confirmed the status of corrective actions taken when risks have become apparent.

● Child Labor

We regard child labor as one of the key human rights risks in supply chains, and are strengthening management of business partners through Sedex and SMETA audit information. For example, we use the questions in Sedex to identify workers who may be considered underage workers (under 18). In addition, based on actual on-site audits conducted through SMETA, we confirmed that worker age verification is being performed properly, and corrective actions are being taken when issues become apparent.

A review of SAQ responses from approximately 1,150 manufacturing sites showed that 95% verified age using identity verification documents prior to hiring. While the legal working age varies by country, approximately 85% of manufacturing sites answered that their workers are of legal working age, and around 40% stated that they have a clear policy of not assigning workers under the age of 18 to dangerous tasks or night shifts. The findings of one SMETA audit also noted a 17-year-old worker, but we have confirmed that this was not a problem under local law.

In addition, 14 instances of inadequate worker age records and verifying documents were noted. We have confirmed that the indicated instances have been corrected, but we believe there are still challenges regarding document retention and establishment of policies. We will engage with our business partners and work to implement improvements, such as documenting recording methods and policies, and clearly outlining procedures for supporting workers who require care.

● Forced Labor

We consider forced labor to be one of the key human rights risks in supply chains and are strengthening management of business partners through Sedex and SMETA audit information.

1) Recruitment fees

A review of SAQ responses from approximately 1,200 supplier manufacturing sites showed that at 93%, workers do not pay any type of fees or deposits, while at 6%, workers pay only what is legally required in the country. In addition, around 1% of the respondents indicated that the

workers bear costs in some form. SMETA audits found 7 instances of non-compliance related to the burden of recruitment fees on workers, but we confirmed that these had already been addressed by revising the supplier's internal regulations, and through refunds, the provision of equipment at no cost, and other measures. Similarly, there were 4 findings regarding wage reductions, but we confirmed that there were no deductions that were problematic under local law.

2) Wages

A review of SAQ responses from approximately 1,150 supplier manufacturing sites showed that 85% use digital payments exclusively for wage payments, 12% use a combination of digital and other payment methods, and about 1% do not use digital payments.

Regarding payroll processing, more than 90% of manufacturing sites reported that they distribute pay slips and explain them to workers. On the other hand, only about 50% indicated that they were evaluating or reviewing the living wage gap, suggesting that promoting understanding of a living wage in each region remains a challenge. In addition, while more than 90% of manufacturing sites reported that they apply an overtime premium rate, SMETA audits revealed instances where overtime pay was not calculated correctly in accordance with regulations. SMETA audit findings also included 80 instances of non-compliance related to wages.

While there were many findings of issues such as missing payroll records and errors in overtime pay calculations, we have engaged our business partners and confirmed that currently there are no confirmed cases of uncorrected wage issues (the issues found had been solved).

3) Freedom of movement

A review of SAQ responses from approximately 1,150 manufacturing sites showed that at over 90%, employees can resign without paying a fee. SMETA audits also did not identify any risks related to freedom of movement.

4) Working hours

A review of SAQ responses from approximately 1,150 manufacturing sites showed that, at approximately 70%, overtime is performed on a voluntary basis, and employees have the right to refuse, and 30% have established policies governing overtime work. 97% of sites answered that they ensure at least 2 days off within a 14-day period, and approximately 50% ensure at least 12 hours of rest between shifts. There were 147 instances of the SMETA audit findings related to working hours. Many findings regarding inadequate methods for managing and recording working hours, as well as a lack of sufficient rest days and time off, were also noted. We are currently verifying that corrective measures have been implemented. While unexpected overtime or additional work may occur during peak seasons, going forward, we will work to engage with business partners in upgrading their working-hour management methods.

● Freedom of Association and Collective Bargaining

We consider impediments to freedom of association and collective bargaining to be one of the key human rights risks in supply chains, and are strengthening management of business partners through Sedex and SMETA information to prevent infringement of these rights. For example, we leverage questions in Sedex to check the presence of labor unions, as well as processes and organizations in which workers can participate and have their participation reflected in decision-making by the supplier company. In addition, we confirm through SMETA audit data whether the rights to freedom of association and collective bargaining are being protected, and engage in corrective actions when issues become apparent and are uncorrected.

A review of SAQ responses from approximately 1,200 manufacturing sites showed that at over 95%, workers are free to form and join labor unions, and that the company does not interfere with labor unions. In addition, data from the SMETA audit included 6 findings related to freedom of association and collective bargaining, but we have confirmed that corrections have already been made.

● Health and Safety

We regard health and safety to be one of the key human rights risks in supply chains, and we are strengthening management of our dealings with our business partners through Sedex and SMETA information to promote their health and safety conditions. For example, we leverage questions in Sedex to check facts such as whether a health and safety policy is in place, whether there have been any serious work accidents, whether fire safety drills are conducted, and the supplier's existing efforts to enhance health and safety. We also analyze similar data through SMETA audits and engage in corrective actions when issues are apparent and uncorrected.

A review of SAQ responses from approximately 830 manufacturing sites showed that 98% comply with local and national legal requirements regarding occupational safety and health standards, and 90% provide occupational safety and health training to their workers. Further, approximately 90% of manufacturing sites provide PPE to their workers and require its use, and have established proper procedures for managing hazardous substances. Data from the SMETA audit also showed 390 instances of health and safety non-compliance, with the majority of these—approximately 380—relating to fire alarms, emergency exits, evacuation routes, and evacuation drills. Of these, we have confirmed that remedial actions have already been taken with respect to 346. We will continue to engage with business partners on the 34 instances of non-compliance for which corrective actions are still pending. Corrective actions for the health and safety risks found through the Sedex's SAQ answers and non-compliance by SMETA were shared with other business partners in an effort to improve health and safety management (FY2025).

● Climate Change

We are strengthening management of business partners through Sedex information to identify human rights risks related to climate change. A review of SAQ responses from approximately 1,130 manufacturing sites showed that about 65% of companies collaborated with other business partners on climate change issues, and approximately 800 sites have obtained or plan to obtain SBTi Certification. Data from SMETA audits also showed 24 instances of environmental non-compliance, with the majority of these relating to waste management and permit acquisition. We will continue to engage with business partners and, in addition to our long-term efforts to address climate change, strive to strengthen our management of environmental impacts in order to avoid adversely affecting the environment.

● Water Access and Sanitation

With the new SAQ, questions regarding water access have been moved to the Environment SAQ. We are currently developing a reporting system for Environment SAQ responses through Sedex. Once this reporting system is complete, we will review the SAQ responses and use them to drive improvement initiatives.

● Women's Rights and the Principle of Non-Discrimination

We are strengthening management of business partners through Sedex data to identify risks related to women's rights. For example, we leverage questions in Sedex to check the ratio of male to female workers, the ratio of female managers, whether anti-discrimination policies are in place, and rates of absenteeism and turnover among female workers. A review of SAQ responses from approximately 870 manufacturing sites showed that about 65% of companies have established company-wide goals for gender equality and women's empowerment and are implementing measures to advance them. A review of SAQ responses from approximately 1,130 manufacturing sites showed that about 90% are committed to a policy of non-discrimination and equal opportunity for their workers. In addition, data from the SMETA audit included 2 findings related to discrimination—specifically, the inclusion of age and gender in job postings—but we have confirmed that these have already been corrected.

● Remedy

For example, Sedex questions were used to identify employee grievance notification mechanisms and grievance handling management. A review of SAQ responses from approximately 1,150 manufacturing sites showed that about 90% have implemented a grievance-handling mechanism and that measures to protect complainants from intimidation and retaliation, as well as confidentiality obligations, are being maintained. In addition, approximately 80% of sites conduct training on violence and harassment. No issues relating to grievance handling were noted in the SMETA audit data.

● Training

For example, Sedex questions are used to confirm employee training status. A review of SAQ responses regarding training by category showed that approximately 80% of manufacturing sites provide training on interview skills for recruitment, hiring, and selection; approximately 90% of sites provide training on occupational safety; and approximately 75% of sites provide training on anti-bribery. SMETA audit data indicated that employees were not receiving required health and safety training (including evacuation drills) at the appropriate frequency at 77 sites, and were not receiving business ethics- and bribery-related training at 13 sites. We are engaging with business partners to confirm that corrective actions are underway as needed. We are aware that the content and frequency of such training presents challenges, and will recommend that business partners utilize Sedex e-learning and other training programs going forward.

Measuring the Effectiveness of Actions Taken (Monitoring)

We measure the effectiveness of our assessment and remediation efforts through Sedex at our plants and in our supply chain by measuring the degree of improvement across multiple risks (health and safety, worker age, discrimination, work based on free choice, etc.) before and after the execution of remediation efforts addressing the risks we have identified through the Sedex. In the case of Sedex assessment, there are items for which it is challenging to reduce the potential risk, but even if the potential risk is high, the risk can be controlled if the management capability is high. Based on this premise, we focus on improving management capability as we undertake corrective actions at our own plants and with our business partners.

Furthermore, as part of the series of steps noted above, we provide feedback to stakeholders on the results of our effectiveness measurement, and carry out direct engagement that leads to further actions for improvement.

Action Plan

While taking into consideration the risks and other factors identified through the above process, we will implement the following priority initiatives as our action plan.

● Own Plants

We will carry out assessment activities utilizing Sedex's new assessment SAQ at principal domestic- and international-business plants periodically.

We also plan to promote similar Sedex assessment activities with contract manufacturers and with subcontractors operating in our plants.

● Supply Chain

With regard to 1st tier business partners, we will continue to promote the remedy of important non-compliances that have become apparent through Sedex, and will continue to encourage business partners to improve their management capabilities with regard to potential risks. In addition, we will move forward with impact assessments for upstream business partners in our main raw materials supply chain.

● Migrant Workers

We will identify sites other than our own plants where migrant workers (especially technical intern trainees) are present, and consider necessary steps depending on the degree to which the significant risk of forced labor is present.

Access to Remedy

Internal Reporting System

● Hotline

The basic rule in Suntory Group is that when an employee discovers actions that breach the Suntory Group's Code of Business Ethics, they must first report it to the supervisors and seek their advice. However, we have also established a Compliance Hotline both internally (our Compliance Office) and externally (3rd party law firm) as contact point for all of the Group companies in Japan in order to quickly discover and resolve compliance issues when reporting or consulting with a supervisor is not appropriate.

Both mechanisms are available in multiple languages so that foreign employees who do not speak Japanese fluently can use easily use them. We have also implemented a global contact point for compliance issues encompassing all Group companies in Japan and globally as part of our global risk management system. This contact point supports multiple languages such as English, Chinese, and Spanish, and accepts reports and consultations from multiple countries. Additionally, in order to avoid accessibility issues due to technical or financial reasons, we have made this mechanism accessible to all employees through different methods (digital and analog), including web, smartphones, telephone, and mail.

The internal awareness of this mechanism is measured every year through initiatives such as the "Employee Awareness Survey" as a way to engage users and assess the current mechanism, and the current awareness rate is over 90%. We also strive to keep improving the awareness rate and accessibility of this mechanism by sharing these results (including comparisons with previous year) with our top management.

In 2025, a total of 382 reports were received through these contact points in Japan and overseas. There were no reports relating to child labor or forced labor.

If there is a suspicion of non-compliance based on the content of the report, we take into consideration the privacy protection of all persons involved in accordance with the Suntory Group Internal Reporting System Regulations. In that case, the compliance officer promptly conducts a confidential investigation within the company, and promptly requests correction while escalating to the relevant executive in charge, so that measures can be taken as soon as possible in order to avoid any negative impact on the reporter. The results of the survey are shared to the reporter and management, respectively, to promote corrective measures and prevent recurrence. After a certain period of time has passed after the response, we close the case once we receive a report on the state of change from senior management as a follow-up.

Furthermore, regarding measures against harassment, which is a priority issue, in many cases there is a difference in values with colleagues and related parties, so we aim to create a culture where both sides can recognize the difference by providing an opportunity to learn about unconscious bias. In this respect, we hold seminars from time to time to promote a more tolerant organization.

● Protecting the Reporters

Based on our internal regulations, the Suntory Group prohibits any type of negative impact such as retaliation or spread of rumors and does not force confidentiality on the reporters. In order to achieve this, when the Compliance Office conducts an investigation, it identifies the persons concerned and then confirms the "internal reporting system regulations," protecting thus the rights of the reporter.

In addition, during the interviews with the reporter on the closing of each case, we also check that reporters have not suffered any disadvantages during the process.

Furthermore, we are working to create a culture in which compliance reports are protected not only by the persons concerned, but also by the entire workplace by proactively disseminating the "internal reporting system regulations" within the company on a daily basis.

➤ [For more information, see Suntory Group's Compliance.](#)

External Reporting System

Since its founding, Suntory Group has placed customer satisfaction first and valued proactive communication with customers. In addition, based on our belief that all our stakeholders are customers, business partners are also regarded as important customers. Therefore, when promoting human rights due diligence, we believe it is important that not only our employees, but also our business partners, their own business partners, as well as other related parties (their local community, etc.) have access to a grievance mechanism, including human rights issues. Furthermore, as stated in our Suntory Group Partner Guidelines, we expect partners to establish similar grievance mechanisms (with no retaliation) within their own supply chain, thereby striving to promote access to remedy upstream in our supply chain. Currently, we have established a Suntory Group Business Partner Compliance Hotline and Customer Center as a contact point for business partners and their related parties (communities) to use, which accepts inquiries from all customers.

➤ [Business Partner Compliance Hotline](#)

➤ [Contact Us](#)

Grievance Mechanism for Migrant Workers

In order to strengthen our human rights due diligence efforts, Suntory Group joined the “Japan Platform for Migrant Workers towards Responsible and Inclusive Society” (JP-MIRAI) multi-stakeholder initiative in 2023. With this step, we aim at building a grievance mechanism in which we can gather not only the voices of our supply chain workers and/or their representatives without any type of retaliation or censorship (particularly from vulnerable groups such as migrant workers), but also directly share with them helpful information regarding life in a foreign country, how to obtain language support, etc. in order to improve their quality of life and protect their rights.

Users can seek for help anonymously by phone, chat, or email, and they are first connected to an independent NPO specialized in supporting migrant workers, who then escalates to us based on the contents shared by the worker. After that, we promptly analyze if any risks may be occurring, and engage the corresponding parties in order to help the worker and deliver remedy as soon as possible.

This service is available in 9 languages: “easy” Japanese, English, Spanish, Portuguese, Bahasa Indonesia, Vietnamese, Tagalog, Chinese and Burmese.



➤ [More information about JP-MIRAI can be found on the following link:](#) [🔗](#)

Stakeholder Engagement

We utilize information on Sedex and third-party interviews as key processes to engage with stakeholders (rightsholders).

As an example of information gathering through Sedex, when we implement Sedex at our own plants, we communicate directly with the office management of each plant to exchange opinions from the perspective of human rights risks. An example of our third-party interviews can be seen in the third-party interviews conducted by CRT with migrant workers (foreign technical intern trainees) at our group company Izutsu Maisen in February 2024. In doing so, we listened to their perspectives on human rights and related issues of migrant workers (communication, cross-cultural understanding, and creating a more comfortable workplace). We regard this as important information to be used in our future human rights due diligence efforts.

Communication with Business Partners

We believe that communicating with stakeholders on human rights risks and impact is critical to our stakeholder engagement. For example, we carry out direct communication that is attentive to rightsholders (as in the interviews with migrant workers at Izutsu Maisen described above), and we communicate through briefings for business partners (on Suntory Group Partner Guideline compliance).

On the other hand, while identifying and approaching rightsholders upstream in the supply chain is a very important component of stakeholder communication, it is also a challenging area of activity that must be addressed step by step and after proper prioritization. We plan to engage and communicate with the main stakeholders of the high-potential-risk and high-impact raw materials that we identified.

Human Rights Training for Business Partners

From 2022, Suntory Group has started to hold annual training sessions on sustainability towards our main business partners, with an agenda on human rights including child labor and forced labor, in which we engage our ingredients business partners to think about these risks and act towards prevention and mitigation. For the first of these training sessions, we engaged more than 120 attendees from 50 business partners. The effectiveness of this training is measured through the following Sedex results on human rights related scores.

Further, in November 2023 we held a meeting to exchange opinions with domestic packaging business partners regarding occupational health and safety, including opinions regarding prevention of serious accidents, which is a cross-sectional issue, based on the Sedex assessment. Through discussion with business partners, we debated which measures could be taken to prevent accidents during dangerous operations, for example when operating forklifts. In addition, business partners gave presentations profiling their internal awareness-raising approach with respect to such measures. As a forum for proactive awareness-raising with respect to occupational health and safety, the meeting served as a Sedex human rights evaluation activity.

Video to Raise Awareness about Business and Human Rights

In line with the revision of our Human Rights Policy in 2024, we have produced an original video to raise awareness about human rights to help our employees, business partners, and other stakeholders understand Suntory Group's efforts to respect human rights. This video is available to view in Japanese, English and Chinese so that it can be used to foster awareness of respect for human rights throughout Suntory Group's value chain, including overseas business locations.



Communication with Employees

Initiatives to Raise Awareness

Every year, Suntory Group conducts a sustainability e-learning program for approximately 20,000 employees to learn about global ESG trends, including human rights, and the company's initiatives. In addition, to facilitate understanding of the Suntory Group's Code of Business Ethics (including human rights) among all officers and employees of Suntory Group, and to encourage them to practice these ethics in their daily activities, we have included the Code in a booklet that summarizes the Suntory Group's system of philosophy, which is distributed to all employees. To promote global understanding, we have translated the booklet into 11 languages, and its contents are read and signed once each year. Group companies outside Japan also carry out similar efforts to promote compliance and human rights understanding in various regions.

Regarding our corporate management, every year we provide briefings on sustainability encompassing human rights as part of our annual training for newly appointed managers. In addition, members and management of the procurement department, which is closely involved with human rights initiatives, are all provided with briefings on sustainability encompassing human rights.

For management, we invited experts to hold study sessions on human rights with the Board of Directors.

Freedom of Association and Collective Bargaining

Suntory Group holds regular labor-management council meetings which bring together union representatives and senior managers, and we liaise closely with the union regarding everything from labor issues to managerial and business issues, with senior management responding in

a serious manner to all points raised by the union. (All employees other than those holding managerial positions are required to join the union)

Measures to Reduce Excessive Working Hours

Besides adhering faithfully to labor laws (including those relating to working hours) in each country where it operates, Suntory Group also implements measures, through labor-management collaboration, to reduce long working hours and prohibit unpaid overtime, as well as encouraging employees to take their annual paid leave. In addition, we have adopted a system that enables daily checking of time-use data, including the amount of time spent using a computer, etc., and we provide support for employees to implement self-directed time management, while also formulating appropriate response measures, including the provision, where needed, of guidance on how to realize improvement.

Dialogue with Experts

Suntory Group holds regular dialogue with experts on human rights from Japan and overseas to strengthen initiatives related to human rights. In 2023, we engaged in dialogue with Human Rights Watch (HRW), a human rights NGO, and with human rights experts from other international NGOs.

In our dialogue with HRW, we discussed the assessment of human rights risk which is necessary when developing a new business, and how to respond when a human rights issue becomes actualized. We also received advice from human rights experts associated with global NGOs regarding the need to review human rights related measures in light of the proposed Directive on Corporate Sustainability Due Diligence in the European Union.

In dialogue with global experts conducted in collaboration with the Caux Round Table Japan (CRT Japan), we engaged in a productive exchange of views regarding the scale and scope of support needed to address human rights issues in the upstream portion of the raw materials supply chain, and the right approach for this, as well as prioritizing in the value chain, dialogue with civil society, etc., and we received valuable advice regarding the best approach for responding to these kinds of issues, and the key points to consider.

Going forward, we will continue to engage in this type of dialogue, and will reflect the results of this dialogue in our human rights measures.

<Dialogue with Experts in Recent Years>

Year	Contents
2019	• Ethical production activities and migrant workers in the Group's production sites
2020	• Progress of the risk assessment activities for the Group's own plants and migrant workers. • How to proceed efficiently and effectively risk assessment on raw ingredients and migrant workers in the corona disaster.
2022	• Sharing of progress made in initiatives relating to forced labor risk and migrant workers in the upstream portion of the supply chain
2023	• Methods for determining human rights risk, and how to respond in the event that human rights risk becomes actualized • The need to review human rights related measures in light of the proposed Directive on Corporate Sustainability Due Diligence in the European Union • The scale and scope of support needed to address human rights issues in the upstream portion of the raw materials supply chain, and the right approach for this • Prioritizing in the value chain • Dialog with civil society
2024	• Participated in the UN Forum on Business and Human Rights
2025	• Participated in the United Nations Responsible Business and Human Rights Forum, Asia-Pacific • Held a dialogue between the ILO Office for Japan and the Suntory Group Workers Union; the 2 sides exchanged views on the need for strong management commitment and insights on ensuring the effective functioning of grievance mechanisms

- Exchanged views with the United Nations International Organization for Migration (IOM) on issues facing foreign workers in Japan, and participated in a study tour to Vietnam to deepen understanding of local human rights issues

Statement on Legislation of Human Rights Due Diligence by Group Companies around the World

➤ [Suntory Global Spirits Inc.](#) 

➤ [Suntory Beverage & Food Europe](#) 

Suntory Group Human Rights Policy

The Suntory Group's purpose is "To inspire the brilliance of life, by creating rich experiences for people, in harmony with nature", in order to contribute to the realization of a thriving society. The Suntory Group recognizes that it may directly or indirectly impact human rights in the course of our business activities, and in order to respect the human rights of all people involved in our business activities, the Suntory Group Human Rights Policy (hereafter, this "Policy") set out herein, will promote our efforts to respect human rights. This Policy serves as the primary guiding principle for all other human rights-related policies within the Suntory Group.

1. Our Approach to Human Rights

As a member of society, the Suntory Group recognizes the importance of respecting human rights in all business activities and respects the following international human rights principles:

- United Nations (UN) Universal Declaration of Human Rights;
- ILO Declaration on Fundamental Principles and Rights at Work and the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy;
- OECD Guidelines for Multinational Enterprises on Responsible Business Conduct;
- UN Guiding Principles on Business and Human Rights (UNGPs);
- International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families;
- Children's Rights and Business Principles; and
- Women's Empowerment Principles

The Suntory Group complies with relevant laws and regulations in each country or region where it operates. If laws and regulations in the countries and regions contradict the principles of international human rights, we will seek ways to respect internationally recognized human rights to the greatest extent possible. Where laws and regulations in the countries and regions differ from the international human rights principles, we strive to follow the higher standard.

As a signatory to the United Nations Global Compact, we support and respect the Ten Principles of the UN Global Compact.

2. Scope of Application

The Suntory Group applies this Policy to all Suntory Group executives and employees. We also require all business partners involved in our business activities, products, and services to understand and comply with the principles set out in this Policy. This Policy is incorporated in the Suntory Group Basic Policy on Sustainable Procurement and the Suntory Group Partner Guidelines, and the specific requirements for partners are stipulated in these policies and guidelines.

3. Responsibility to Respect Human Rights

The Suntory Group strives not to violate the human rights of anyone involved in our business activities and respects human rights throughout our value chain by taking appropriate measures to remediate any adverse human rights impacts.

4. Human Rights Due Diligence

The Suntory Group establish a human rights due diligence system, identify our potential adverse human rights impacts, and work to prevent and mitigate such impacts. By conducting human rights due diligence, we will identify and assess themes and areas of human rights which are high risk in the value chain, and take corrective measures to remediate adverse human rights impacts. We will incorporate clauses related to the respect for human rights into our standard partner contract form, including a provision that requires partners to cooperate on human rights due diligence.

5. Remediation

If it becomes clear that our business activities are causing or contributing to adverse human rights impacts, the Suntory Group will remedy the situation through stakeholder engagement and other appropriate procedures aligned with international human rights principles. We will work with partners to remedy adverse impacts which are directly linked to our operations, products, or services. We do not prevent stakeholders who are adversely impacted from using judicial or non-judicial grievance mechanisms and will collaborate with these mechanisms as necessary to provide remedy.

6. Grievance and Whistleblowing Mechanisms

The Suntory Group offers various hotlines for executives and employees globally to report and consult human rights concerns. A designated contact point is also established to receive human rights concerns and inquiries from stakeholders including partners' employees, local communities, and customers. We prohibit any form of retaliation or discriminatory treatment against those who raise human rights related concerns. We will continuously review and improve our whistleblowing and grievance mechanisms to enhance their effectiveness.

7. Disclosure

The Suntory Group will timely and appropriately disclose the progress and results of our efforts to respect human rights on our website, etc.

8. Stakeholder Engagement

While implementing this Policy, the Suntory Group will take advice from independent experts and diligently engage in dialogue and consultation with internal and external stakeholders with the aim to understand and address adverse human rights impacts that arise or may arise from our business activities.

9. Education and Training

The Suntory Group will provide appropriate education and training to our officers and employees so that this Policy will be integrated appropriately into our business activities and implemented effectively. We will provide our business partners with education and training as necessary.

10. Officer in Charge

The Suntory Group will clarify the officer responsible for the implementation of this Policy and ensure its effectiveness. The Board of Directors of Suntory Holdings Limited is responsible for overseeing the compliance and implementation status of this Policy.

11. Important Themes regarding Human Rights

The Suntory Group has established the Suntory Group Code of Business Ethics and aims to realize a corporate group that is rewarding, and respects diversity, inclusion and human rights. We position the following items as key themes in respecting human rights.

Forced labor and human trafficking

We strictly prohibit any form of forced labor including human trafficking. The labor practices*¹ that may contribute to forced labor and human trafficking are also prohibited.

Child labor and young workers exposed to hazardous work

We strictly prohibit employing any child under the legal working age as prescribed in the laws and regulations of the relevant country or region. We also prohibit the assignment of hazardous or night work to workers under 18. We will verify the age of newly recruited workers and provide remedial measures to children or young workers identified.

Discrimination

We will build a workplace where everyone is treated fairly by respecting the rights and personalities of each individual and eliminating all forms of discrimination based on ethnicity or race, religion, sex, gender, sexual orientation, age, national or social origin, property, birth, language, disability, or other characteristics that are not relevant to a person's capacity and aptitude. We strive to accommodate requests related to employees' religious practices within reasonable limits.

Inhumane treatment

We do not tolerate inhumane treatment that threatens an individual's dignity, including physical, sexual, racial, psychological, verbal, or any other form of harassment, bullying, or abuse.

Freedom of association and collective bargaining

We will respect the basic rights of our employees to engage in freedom of association and collective bargaining. We will also prohibit intimidation, harassment, retaliation, and violence against trade union members and employees' representatives.

Occupational health and safety

We will comply with the laws and regulations on occupational health and safety and implement an occupational safety and health management system. We will promote work styles that find balance between the professional and private lives of our employees while building a workplace that allows each person to work safely, securely and with enthusiasm in ways that are healthy, both mentally and physically.

Working hours

We will appropriately manage working hours, holidays, and vacations in compliance with the laws and regulations of the relevant country or region. We strive to respect international standards where the local laws and regulations conflict with international standards or do not fully meet with them. We seek to ensure that overtime work is consensual and paid at an appropriate rate.

Wages

In compliance with the laws and regulations of the country or region and other relevant provisions, we work to manage so that wages of our employees meet or surpass the statutory minimum, and overtime is compensated at the appropriate rate. We strive to pay a living wage that provides a decent standard of living for our employees and their families. Our employees are paid directly, regularly, and in full, on time, and are provided with a pay slip explaining any legitimate deductions.

Rights of foreign and migrant workers

We respect foreign and migrant workers' rights as set out in the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families. We ensure appropriate working conditions and environments for foreign and migrant workers and prohibit discriminatory treatment against them.

Rights of local community including indigenous peoples

We respect the ownership and use of land and natural resources and respect legitimate tenure rights related to the ownership and use of land and natural resources as set out in the international norms related to the rights of indigenous peoples^{*2}. When acquiring water, land, or natural resources, we avoid adverse impacts on the rights and access of indigenous peoples and obtain free, prior, and informed consent (FPIC) from the community as required.

Rights of human rights defenders

We neither tolerate nor contribute to threats, intimidation, and attacks (both physical and legal) against human rights defenders. We will work with human rights defenders to create safe and enabling environments for civic engagement and human rights at local, national or international levels.

Open-minded workplaces

We will foster an open-minded workplace that respects one another's beliefs, values, and diversity and where each and every employee can candidly express and share their views. We will also build cooperative relationships founded with unity through active communication throughout the Suntory Group

Perseverance and growth

We will realize the growth of individuals by fostering a feeling of pride and responsibility toward work in each and every individual so that they may independently persevere in achieving their goals.

^{*1} The labor practices that may contribute to forced labor and human trafficking include, but are not limited to, the following:

- Companies or employers retaining personal documents, collecting recruitment fees and related costs from workers and job seekers, restricting workers' freedom of movement, not providing employment terms in written form, and requiring workers to use company-provided accommodation.
- Third-party recruitment intermediaries retaining personal identifications and collecting recruitment fees and related costs from workers and job seekers.

^{*2} The international norms pertaining to the rights of indigenous peoples encompass:

- International Finance Corporation Performance Standards
- ILO Convention on Indigenous and Tribal Peoples No.169

Established: 10th July 2019
Revised: 7th June 2024

This Policy has been approved by the Board of Directors of Suntory Holdings.

> Suntory Group Human Rights Policy (English)



> Suntory Group Human Rights Policy (Japanese)



> Suntory Group Human Rights Policy (Simplified Chinese)



> Suntory Group Human Rights Policy (Traditional Chinese)



> Suntory Group Human Rights Policy (French)



> Suntory Group Human Rights Policy (Indonesian)



> Suntory Group Human Rights Policy (Spanish)



> Suntory Group Human Rights Policy (Thai)



> Suntory Group Human Rights Policy (Vietnamese)



Sustainable Procurement

Our Policies and Approach

Basic Policy on Sustainable Procurement

In order to offer our customers high-quality products and services, Suntory Group recognizes the importance of promoting sustainability throughout our entire supply chain. This means to give due consideration to the environment and society, as well as to safety and reliability. In 2011, to promote sustainability in procurement, we established the Suntory Group Basic Policy on Sustainable Procurement consisting of 6 main pillars—legal compliance, human rights and labor standards, quality, environment, information security, and coexistence with society—that address global issues such as child labor, forced labor, freedom of association and collective bargaining, working hours, and the guarantee of minimum wages. To advance sustainability in collaboration with our business partners, we communicate with them to ensure awareness and seek their understanding.

To avoid our purchasing practices negatively affecting the human rights of our suppliers' workers, we agree on estimated lead times with our suppliers and share our payment terms in advance. We also implement the necessary mechanisms and procedures so that payments are executed according to the timeframe agreed upon with the supplier.

Furthermore, if we identify high human rights risk in one particular ingredient, we review our purchasing practices and strive to reduce the risk. For example, in some of our business units we switch to sustainable-certified palm oil in order to minimize human rights and environmental risks.

Suntory Group has been working toward a target of zero deforestation across its key forest-risk commodities by the end of 2025. Through these efforts, we have identified challenges in the upstream supply chain, and to address them, we have begun verifying traceability back to the production origin using digital and other technologies, and building a new risk-assessment framework in collaboration with our suppliers. Going forward, we will use the results of this verification to roll out effective due diligence.

Suntory Group Basic Policy on Sustainable Procurement (Established in 2011)

In order to provide high-quality products and services safely and reliably based on our corporate philosophy and our Code of Business Ethics, Suntory Group engages in fair business practices and, in collaboration with supply chain business partners, promotes procurement activities that take social responsibility into consideration, mindful of such issues as human rights, labor standards, and the environment.

We build good partnerships with our business partners and contribute toward realizing a truly affluent and sustainable society.

1. Legal Compliance and Respect for International Standards of Conduct

We will promote fair and equitable procurement activities that comply with each country's laws and respect international standards of conduct.

2. Consideration for Human Rights, Labor, and Safety and Health

We will promote CSR initiatives in the supply chain that respect basic human rights and are mindful of labor conditions and safety and health.

3. Guaranteeing Quality and Safety

Aligned with the Suntory Group Quality Policy, we will promote CSR initiatives in the supply chain that seek to guarantee a high level of quality and safety based on the optimal standards for quality, cost, and supply.

4. Consideration for the Global Environment

Consistent with the Suntory Group Environmental Principles, we will promote procurement activities mindful of the global environment.

5. Preservation of Information Security

We will strictly manage confidential information regarding procurement dealings and personal information.

6. Coexistence with Society

We will promote social contribution initiatives directed toward coexisting within society.

Furthermore, as stated in our Human Rights Policy, we require our suppliers to understand and comply with the International Labour Organization (ILO) Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy and ILO Declaration on Fundamental Principles and Rights at Work. We expect compliance through the voluntary efforts of our suppliers, even if the ILO principles are not adequately protected by local law.

Partner Guidelines

We have established the Suntory Group Partner Guidelines to realize sustainable procurement throughout the value chain based on the Suntory Group Basic Policy on Sustainable Procurement, since we regard our suppliers and other business partners as sharing the same ethical values, respecting human rights, and seeking to protect the environment. These guidelines put in place the specific compliance items required in each field, from human rights and legal compliance to the environment, for Suntory Group suppliers and other business partners in Japan and overseas. These guidelines are to confirm that the same ethical values are shared between Suntory Group and our business partners. Compliance with our human rights commitments is a prerequisite for engaging in a business relationship with us, and we require both new and current partners to sign these guidelines. If severe human rights violations that contravene the law are discovered, and communication reveals a lack of willingness from the business partner to improve, this may lead to the termination of the contract. We are promoting joint efforts with suppliers for compliance, such as sharing the Partner Guidelines at guideline meetings or sharing related information through Sedex. In addition, in terms of human rights commitments, we request our partners to cascade down their own commitments to their suppliers.

➤ [Suntory Group Partner Guidelines PDF](#) 

Promoting Green Procurement

Green procurement is selecting items and services that consider the environment, such as by not including hazardous substances or using resources efficiently, when selecting ingredients, materials and equipment to purchase.

Suntory Group has established the Suntory Group Green Procurement Standard (revised in 2011) based on the Suntory Group Basic Policy on Sustainable Procurement and promotes procurement activities to lower environmental impacts in cooperation with each business partner.

Suntory Group Green Procurement Standard (revised in 2011)

1. Basic policy

Suntory Group strives to purchase ingredients, materials and services that have the lowest environmental impact as possible for items and services used in the Group to build a sustainable society.

2. Prioritized items

- a) Consideration of not using environmentally polluting substances, etc.
- b) Consideration of resource- and energy-saving through use of renewable resources, miniaturization, etc.
- c) Consideration of resource collection that does not damage the ecosystem
- d) Long-term use is possible through repair, parts replacement, etc.
- e) Whether it is reusable
- f) Whether it is designed to be recyclable
- g) Whether it is easy to dispose or treat
- h) Whether environmental information about the item is disclosed
- i) Consideration of whether the item is manufactured or sold by a business operator that actively engages in environmental conservation such as acquiring ISO 14001

Promotion Structure

Global Sustainability Committee

Suntory Group has established a system for promoting environmental management centered on the Global Sustainability Committee (GSC). Under the supervision of the Chief Sustainability Officer, GSC formulates strategies related to the material issues outlined in the Suntory Group Sustainability Vision. GSC also oversees the progress of these strategies and analyzes the business risks and growth opportunities, reporting to the Board of Directors on a quarterly basis.

➤ [For more information on the Global Sustainability Committee, see Environmental Management.](#)

Our Initiatives

Supply Chain-related Human Rights Due Diligence

Suntory Group has established the Basic Policy on Sustainable Procurement, and in collaboration with our business partners, promotes initiatives to respect human rights throughout the supply chain.

In 2019, we joined Sedex, the world's largest ethical information sharing platform for suppliers. We request that our suppliers join Sedex and share information, including participation in SAQs*, to enable us to identify issues, if any.

* Self-Assessment Questionnaires

➤ [For more information on supply chain risk assessment, see Respect for Human Rights.](#)

Activities for Stable Procurement of Raw Ingredients

With regard to agricultural products and other raw ingredients that are essential to our products, we cooperate with business partners across the supply chain, identify social and environmental issues, and promote sustainability initiatives that enable us to grow together, thereby enriching our communities. It is predicted that extreme weather, such as drought and flooding, occurring due to the rise in the Earth's average temperature caused by climate change will have a major impact on production activities, including fluctuations in production volumes, creating the need to move to other locations which offer suitable cultivation. Furthermore, with the increasing globalization of corporate activities, demand for the right responses to social issues is growing, which includes consideration for the human rights of people working in the supply chain.

To offer our customers high-quality products and services, at Suntory Group we believe it is crucial to promote sustainability throughout our entire supply chain. This means we need to give due consideration to the environment and society, as well as to safety and reliability. Based on this belief, Suntory Group is formulating a long-term strategy and promoting activities for optimum and sustainable procurement throughout the Group.

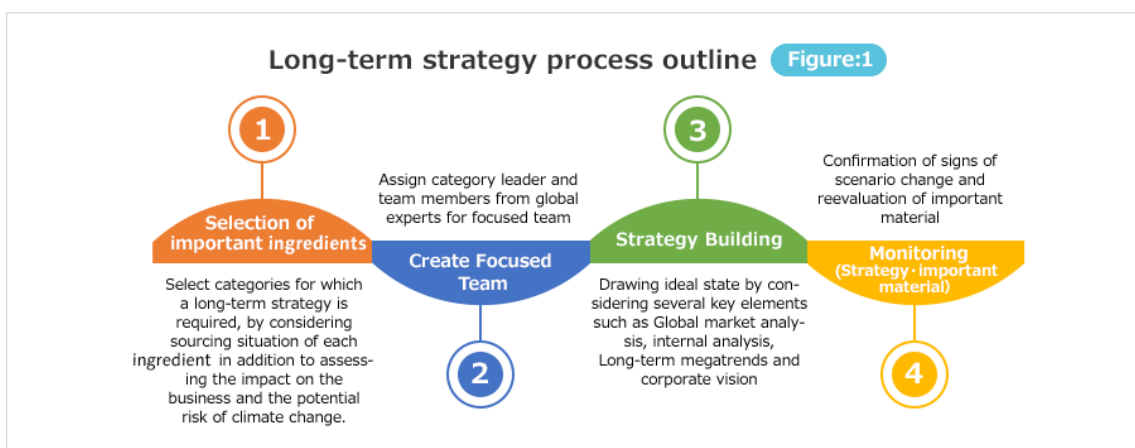
Overview of Long-term Strategy

We utilize the TCFD framework to formulate this strategy and we also referred to open scenarios from RCP2.6 (scenarios below 2°C), RCP8.5 (4°C scenario) from the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA) for identifying risks and opportunities. The documents, information, and data referred to in this exercise are current as of the time of the review, and the analyses and calculations based on them are subject to uncertainty.

By focusing on our policies such as Environmental Vision toward 2050 and the Suntory Group Basic Policy on Sustainable Procurement, in addition to long-term trends specific to our raw ingredients, we aim to create a vision of what we would like raw ingredient procurement to be in the future, find countermeasures based on the gaps between the current situation and be ready to respond to a wider range of social and environmental sustainability issues.

Activity Overview

Strategy development is based on the following steps:



1. Selection of Key Raw ingredients

- Identify ingredients that are particularly important for our business activities
- Based on the results of assessments, select the ingredients category for which long-term strategies are to be formulated through consultations with related parties

Risk assessment process

1) Extraction of key raw ingredients

The impact is defined as the loss of product sales that the business would suffer if there were a problem with the supply of raw ingredients, and raw ingredients with a high impact extracted as key raw ingredients, including agricultural products such as barley and corn, undergo a certain processing such as sugar, vitamin C, and oak wood.

2) Risk assessment

To evaluate the possibility of problems in the supply of the extracted key raw ingredients, the effects of climate change on yield and suitable areas for cultivation, which are considered to have the greatest impact on future supply, were studied and evaluated from research and statistical perspectives. One of the results is shown in Figure 2. For raw ingredients that undergo a certain amount of processing, the risk assessment considers the impact of climate change on the production area of the base ingredient and the ratio of raw ingredients used in the process. (Example: for sugar, see the results of climate change impact assessment for sugarcane and sugar beets.)

Based on the above approach, we found that the yields of agricultural raw ingredients such as barley and corn used in both alcoholic beverages and non-alcoholic beverages, oak and hops used in the alcoholic beverage business, and coffee beans used in non-alcoholic beverages, will be significantly impacted in several production areas.

Figure 2: Results of Climate Change Impact Study

4°C temperature increases scenario in 2050: Study of the effects of yield and suitable land on key raw ingredients and production area

-/+ Impact Below 10% ↓/↑
 More than 10% to below 50% ↓↓/↑↑
 More than 50% ↓↓↓/↑↑↑

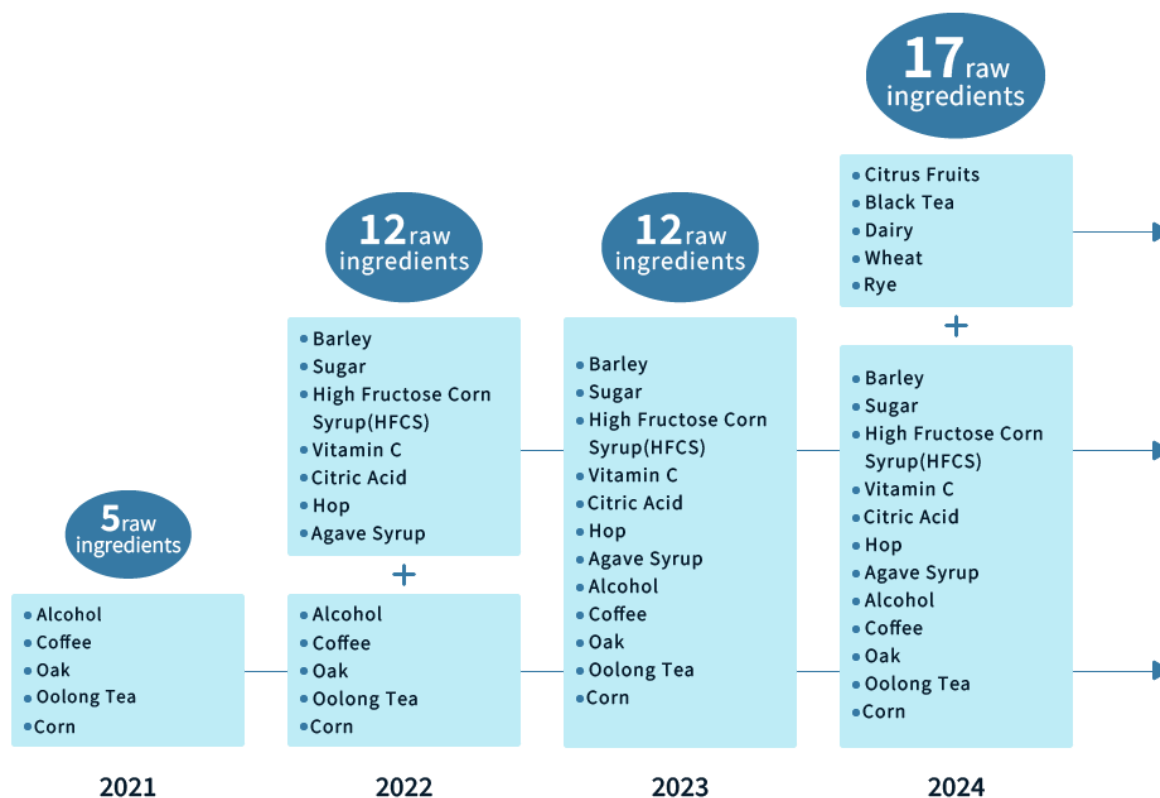
Business Sector	Raw Ingredients	North America	Latin America	Asia	Europe/Africa	Oceania
Alcoholic and non-alcoholic beverage	Barley*	Canada Yield: ↓↓			UK Yield: ↓↓ France Yield: ↓↓	
Alcoholic and non-alcoholic beverage	Corn*	USA Yield: ↓	Brazil Yield: ↓	China Yield: ↓↓		
Alcoholic and non-alcoholic beverage	Sugarcane*		Brazil Yield: ↑↑↑	Thailand Yield: ↑↑		Australia Yield: ↑↑

Alcoholic beverage	Oak	USA Wood quantity: ↑↑		Japan Suitable land: ↓↓↓	Spain Suitable land: ↓↓↓	
Alcoholic beverage	Hop	USA Yield: ↓			Germany Yield: ↓ Czech Republic Yield: ↓	
Non-alcoholic beverage	Coffee beans		Brazil Yield: ↓↓ Colombia Yield: ↓↓ Guatemala Yield: ↓↓↓			

* Includes origin of processed ingredient.

3) Formulation of action plan

Based on the results of the survey, we consulted with the relevant departments and selected the following raw ingredient commodities (see figure below), for which we are advancing activities.



Note) Coffee refers to the results of a climate change impact study on coffee beans. Similarly, sugar refers to sugarcane, etc. HFCS, vitamin C, and citric acid refer to the results of a climate change impact study on corn.

2. Creation of Focused Teams

- A taskforce consisting of experts within Suntory Group from various departments such as research, development, procurement, and quality assurance is formed to work on the selected ingredients

3. Building Strategy

- Analysis of market, company, and trends by a team of experts
- Analysis of future world scenarios and description of the ideal state within those scenarios
- Design of activities by backcasting from the future world back to the present to set issues

The task force set its time horizon axis to 2050 with respect to the relevant raw ingredient categories, and considered publicly available scenarios from the IPCC, IEA, and other organizations. It then considered possible business impacts as of 2050 from an environmental perspective, including the impact of climate change, as well as from a social perspective, including human rights.

By the end of 2024, we completed the long-term strategic planning for the 17 raw ingredient categories as outlined in our roadmap. Strategy-driven actions include participating in joint research on regenerative agriculture and disease control.

For key raw ingredients, the total business impact of the 4°C scenario as of 2050 is projected to be 8.0 billion yen (Figure 3). Prices of coffee, oolong tea, corn, and barley are projected to rise due to falling output, raising procurement costs. At the same time, sugarcane and sugar beet prices are projected to decrease on higher output, resulting in a positive business impact.

(Figure 3) Impact on Business

Key Raw Ingredients	Business Impact
 Coffee	8.0 billion yen
 Oolong Tea	0.5 billion yen
 Corn	2.5 billion yen
 Barley	2.0 billion yen
 Sugarcane	-4.5 billion yen
 Sugar Beet	-0.5 billion yen
Total: 8.0 billion yen	

* Scope: Suntory Global Spirits Inc., Suntory Beverage & Food Limited, and Suntory Spirits Ltd.

* Currency exchange rate 1 USD = 147 JPY

* For corn, calculations included alcoholic beverage and food use, including processed raw ingredients.

* For barley, calculations were made for alcoholic beverage use only.

4. Strategy Monitoring

- Monitoring of signs of scenario change and strategy revision based on prior assumption of change
- Analysis of future world scenarios and description of the ideal state within those scenarios
- Revising road map of strategy building by reevaluating ingredients risk

Strategy Execution

The long-term strategy formulated by the team of experts is discussed with each operating company to promote activities. GSC, which is an advisory body to the Board of Directors, also discusses the strategy.

Learnings and Actions from the Long-Term Strategy

Example of Activities Derived from Specific Strategies

Addressing human rights issues such as forced labor and child labor, as well as environmental issues including reducing greenhouse gas (GHG) emissions from agriculture, restoring soil biodiversity, and effectively using water, is becoming increasingly important upstream in the supply chain.

Suntory Group engages in a range of initiatives within our supply chain, in collaboration with production areas, to realize sustainable agriculture.

1. Participation in Sustainable Agriculture Initiatives

We are further promoting sustainable raw ingredient procurement by undertaking such initiatives as building networks, and engaging in collaboration, with companies and private organizations that are leaders in sustainable agriculture.

(1) Sustainable Agriculture Initiative (SAI) Platform

Recognizing the need for enhanced sustainability of agricultural raw ingredients cultivation, Suntory Group became the first Japanese company to join the Sustainable Agriculture Initiative Platform, an international organization launched in 2002.

➤ [For more information, see Suntory Group Joins the Sustainable Agriculture Initiative \(SAI\) Platform.](#)

(2) VIVE

We are a member of VIVE, an international organization supporting sustainable procurement of agricultural products, mainly sugarcane, based on our sugar strategy. We were the first Japanese company to join this organization.

➤ [For more information, see Suntory Group Joins International Organization VIVE to Contribute to Sustainable Sugarcane Procurement.](#)

(3) Biodiversify

Suntory Group has, for the first time as a Japanese company, entered into a partnership with Biodiversify, a natural capital consulting firm, and has begun efforts to develop agricultural strategies and a roadmap for sustainable sourcing of raw ingredients.

2. Sustainable Sugar Procurement Initiatives

We are implementing the following 12 initiatives for sustainable agriculture in our supply chain.

No.	Raw Ingredients	Source	Details of Initiative
1	Coffee	Guatemala	➤ Promoting Sustainable Procurement in Upstream Supply Chain for Coffee <Guatemala>
2	Coffee	Brazil	➤ Promoting Sustainable Procurement in Upstream Supply Chain for Coffee <Brazil>
3	Coffee	Uganda	➤ Promoting Sustainable Procurement in Upstream Supply Chain for Coffee <Uganda>
4	Coffee	Colombia	➤ Regenerative Agriculture Pilot Program in Colombia's Coffee-Growing Region
5	Corn	USA	➤ Collaborating with Corn Farmers to Pioneer Regenerative Agriculture
6	Barley	UK	➤ Initiative to Procure Malting Barley Produced through Regenerative Agriculture
7	Sugarcane	Thailand	➤ Launching Low Carbon Sugarcane Farming Project in Thailand in Collaboration with VIVE Programme and KTIS
8	Agave	Mexico	—
9	Blackcurrant	UK	➤ Supporting Sustainable Agriculture of Blackcurrant Farmers
10	Grape	Japan	➤ Challenging Climate Change with a New Cultivation Technique for Wine Grapes

11	Oranges	France	➤ For Orange Disease Countermeasures, Carrying out Joint Research with CIRAD (the French agricultural research and cooperation organization working for the sustainable development of tropical and Mediterranean regions)
12	Sweet Potatoes	Japan	➤ Launching a Pilot Program for Sweet Potato Cultivation Using Regenerative Agriculture Practices

Next Steps

Based on the formulated strategy, we will consider and promote initiatives for regenerative agriculture, which is expected to have mitigation and adaptation effects for raw ingredients with high climate change risk or raw ingredients with high GHG emission risk in the future.

In strategy monitoring, we will periodically check for the occurrence of events such as the junctures of multiple possible scenarios and the success of technological innovations necessary to achieve the desired goals. This will enable us to capture important changes as much as possible in advance and revise the strategy to incorporate them.

We will also revise the road map for strategy building by regularly reevaluating risks.

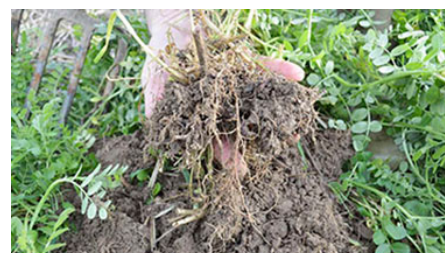
Collaboration with Suppliers

Suntory Group is promoting pioneering initiatives in collaboration with diverse partners to reduce GHG emissions and address environmental and social challenges, such as human rights, throughout the value chain.

Initiative to Procure Malting Barley Produced through Regenerative Agriculture

To reduce GHG emissions originating in raw ingredients, Suntory Group is collaborating with malt supplier Muntons, agricultural consulting firm Future Food Solutions, and barley farmers, and implementing a range of initiatives in a project to procure barley for malting produced through regenerative agriculture*¹ in the United Kingdom.

Through agricultural approaches such as the use of cover crops*² and no-till farming, the project hopes to reduce GHG emissions from agriculture by 50% within 5 years compared to conventional approaches, while regenerating soil biodiversity, enhancing soil fertility, reducing chemical fertilizer and pesticide use, and using water more effectively.



*¹ Agricultural methods that focus on enhancing soil fertility by regenerating its ecosystem to make crop production sustainable.

*² Cover crops that can enhance soil fertility by supplying organic matter to the soil, preventing erosion, etc.

Collaboration with Green Tea Production Area

In order to promote the sustainable procurement of tea leaves used for green tea beverages, Suntory Group has launched a long-term initiative in collaboration with a tea production area.

Collaborating with Kuma Regional Agricultural Cooperative (JA Kuma), we have succeeded in reducing GHG emissions by more than 30%* compared to the conventional method by introducing a nature-positive process in the tea leaf production process at JA Kuma.

We will continue to pursue high-quality tea production and contribute to the continuation of tea production in the region and the training of successors in tea farming.



* Emissions per unit production weight in the production of green tea raw ingredients in the process from leaves to Aracha tea.

Supporting Sustainable Agriculture of Blackcurrant Farmers

Suntory Beverage & Food Great Britain and Ireland (SBF GB&I) manufactures and sells Ribena, a soft drink loved by many in Europe and other regions. Some 90% of the blackcurrants grown in the UK are used by this iconic juice drink brand. SBF GB&I began supporting sustainable agriculture of blackcurrant farmers in the UK from 2004. SBF GB&I employs agronomists that directly advise farmers and design biodiversity plans according to the biological habitat of each farm and surrounding area to protect the ecosystem of rivers and wetlands.

We also conduct research on new species of blackcurrant that are resilient to climate change. Ben Lawers, a new variety of blackcurrant that is more resilient to climate change, was harvested in 2020. This success was the result of a long-term joint research with the James Hutton Institute, a research institute for agriculture.



➤ Sustainability Stories – Protecting UK Blackcurrants and Their Growers: Sustainable Agriculture Support Program

Promoting Sustainable Procurement in Upstream Supply Chain for Coffee

Guatemala

Suntory Group is supporting Guatemala coffee export company UNEX in promoting their “farmer aid” program aimed at helping coffee farmers tackle different environmental and social challenges and strengthen the sustainability of the coffee beans they produce. The program is based on 4 pillars: health, education, sustainability, and climate change. In 2022, Suntory Group financially supported this program in 2 ways:



(1) Childcare Center in Alotenango

This childcare center is open during school holidays (from October to January) and is used as a free education and recreation place for coffee farmer's children. It serves the dual purpose of minimizing the risk of child labor by taking care of the children during harvesting season. The center also provides medical services to both children and their parents.



(2) Coffee Farmer Training in Santa Barbara

We are supporting the current sustainable practices of the farm via training, which benefits small producers to strengthen their coffee production and improve their families livelihood. We also empower women through farming practice training in order to contribute to a better livelihood for them and their families. Through the farmer aid sponsorship, we are able to create positive impact on approximately 300 families, including children, in Guatemala.



Brazil

In order to expand our human rights due diligence efforts to upper tiers of our supply chain, we are formalizing a partnership with ITOCHU and their local partner in Brazil, Sucafina, to

start a pilot program to assess and support coffee farmers in the Cerrado region of Brazil. The pilot leverages Sucafina's responsible sourcing program, IMPACT, and is founded on 5 main pillars: carbon emissions, deforestation, human rights, living income, and regenerative agriculture. IMPACT standard verification ensures compliance with 80 social, environmental, and economic standards modelled on the Global Coffee Platform's Coffee Sustainability Reference Code, with independent audits done every 3 years. Regarding human rights, IMPACT has key indicators such as health and wellbeing, forced labor, child labor, freedom of association, grievance, working hours, discrimination and land rights. Going forward, we will monitor and improve the working conditions of the targeted farms during the initial 3 years of this pilot.



➤ [For more information, visit the Sucafina website.](#)

Uganda

To promote environmental (GHG reduction, etc.) and human rights due diligence activities for coffee farmers in Africa, Suntory Group participated in a pilot program to evaluate and support coffee farmers in Uganda. The program, which included an examination of local conditions, was conducted by MC Agri Alliance and Olam, a Singapore-based general agricultural trading company.

This pilot program utilizes Olam's AtSource sustainable procurement program to evaluate and support farmer activities to give farming guidance for enhanced livelihoods, plant trees to reduce GHG emissions and prevent deforestation, provide guidance on efficient fuel use, and improve farmers' livelihood infrastructure.

Farmers targeted by the program have virtually no gas, electricity, or water supply infrastructure, living instead by storing rainwater and burning wood. The project is providing infrastructure to support farmers' livelihood income through agricultural guidance on how to plant crops in addition to coffee that are self-sufficient and have high cash value, including bananas, soybeans, cotton, sesame, and corn, as well as improving the sanitary conditions for rainwater by installing water purification filters in order to provide safe water. Moreover, the labor involved in making firewood and cooking is not only a significant burden for women but also leads to GHG emissions and deforestation. As a measure to mitigate these impacts, we provide cooking stoves. We also conducted interviews regarding educational and medical structures for children, who make up the majority of farmers. We were able to verify that, while such school infrastructure as classrooms with desks and chairs is progressively improving, some schools lack textbooks and computers, and efforts to expand medical facilities face challenges. AtSource conducts third-party audits to evaluate support initiatives and their effectiveness. This ongoing monitoring makes possible continuous initiatives to help target farmers.



Engagement with Local Coffee Farm to Improve Community Resilience

Suntory Group procures a portion of its coffee beans, from Fazenda Bau, which is a specialty coffee farm in Minas Gerais, Brazil, as we aim for the highest quality and sustainable supply of coffee beans. Fazenda Bau has acquired international sustainable certifications, and their thorough quality management and workplace environment are highly praised.



Fazenda Bau has been engaging in a wide range of activities to promote sustainability, turning their attention to labor practices and the labor environment, conducting efforts such as courses on the health and safety of employees, as well as courses about motivation and human relationships in the workplace, among other initiatives. Environmental conservation activities such as separating trash and comprehensive management of the water intake as well as tree planting initiatives show their awareness regarding their impact on the environment. In addition, Fazenda Bau has been engaging in a support project at a neighboring school since 2011 with the purpose of contributing to the local community.



Joint Research for Controlling Orange Diseases

Suntory Group is participating in a joint research by France's CIRAD on controlling orange diseases, with a focus on citrus greening disease, considered to be one factor in declining orange yields.

Citrus greening is a bacterial disease that infects citrus fruits such as oranges. It causes a deterioration in fruit quality, including shape and taste. Orange harvests have been steadily declining in recent years, with citrus greening disease said to be one of the reasons. This joint research is taking place over a six-year period from 2024 and involves developing and cultivating orange varieties with improved resistance to citrus greening disease. Verification of adaptability will be done sequentially in Spain, Brazil, and other countries.

Supplier Engagement and Educational Activities

Suntory Group strives to promote sustainable procurement together with all of its business partners in the supply chain. In addition to providing education to our employees, we hold annual policy briefings for our major business partners, such as raw materials suppliers, contract manufacturers, and logistics partners. We are promoting better awareness and support for sustainability initiatives within each company or in cooperation with Suntory Group by introducing Suntory Group initiatives and providing questionnaires.

Collaboration with Logistics Partners

The Safety Promotion Committee, launched in collaboration with our logistics partners, promotes initiatives to ensure safety, environmental friendliness, and risk management. A safety promotion convention is held each year for those across Japan involved in transportation and delivery. The convention provides thorough safety education via study sessions and contests along with information sharing through outstanding case studies. Awards are presented to outstanding drivers and operation bases to raise awareness of the safety management system.

We are also working to strengthen our transportation and delivery safety management system by promoting the acquisition of G Mark Ccertification, which certifies business locations that have achieved safety excellence and reliability. This certification system is operated by Japan's Ministry of Land, Infrastructure, Transport and Tourism (MLIT).

Industry Collaboration Initiatives

Suntory Group participates in The Consumer Goods Forum Japan*, which promotes distribution networks of consumer goods across the industry, to reduce the environmental impact of the Suntory supply chain.

* The Consumer Goods Forum Japan is an organization primarily made up of companies in the consumer goods distribution industry that engages in cooperative manufacturing, distribution and sales efforts to address common challenges in non-competitive industries in Japan.

Rigorously Engaging in Fair and Equitable Business Practices with Business Partners

In our dealings with business partners, we provide each company with an opportunity for equitable competition in keeping with our Purchasing Control Regulations and our Business Partner Selection Standards, based on the Suntory Group Basic Policy on Sustainable Procurement. At the same time, we fairly evaluate efforts regarding the quality and supply capabilities of the products and services, financial status, assured safety, environmental conservation, and social contribution of each company, when we select new suppliers or determine whether to continue business with our existing business partners.

By joining forces with our business partners as mutually reliable partners, we aim to provide products and services that delight our customers.

➤ [Suntory Group's Code of Business Ethics](#)

Learning & Development

Our Approach

Suntory Group takes a medium-to-long-term approach to human resource development and strives to present opportunities for growth to all of our employees, regardless of nationality, age, or other traits.

•Providing new challenges through growth fields (by business, region and function)

Suntory Group started out as a merchant in foreign liquors and expanded into beer, soft drinks, health foods, restaurants, flowers, and many other areas of business. We also grew internationally out of Japan, and today we do business as a manufacturer in the Americas, Europe, Asia, and Oceania, extending across functions and the value chain. As the corporate group develops further in global foods and liquors, we aim to provide ongoing opportunities for career challenges and growth for all employees through our company-wide talent development system.

•Suntory University—a place for Suntory employees worldwide to learn, develop skills, and absorb the corporate philosophy

Suntory Group opened Suntory University in April 2015 for employees to strengthen our framework for day-to-day learning and build a culture of learning in an effort to develop talent within the Group. Suntory University offers a variety of programs for all employees in the Group based on four aspects—cultivating a culture of self-development and continued personal growth, sharing and implementing the founding spirit, leadership development, and skills development for the future.

- We publish the [Suntory Human Capital Report, which outlines the human capital strategies and human resources policies of the Suntory Group \(in Japanese\)](#). 
- For more information on our Human Resource Development, DEI, and Health Management, see [Our Focus Areas: Human Capital](#).

Diversity, Equity & Inclusion

Our Approach

Suntory Group aims to drive growth by encouraging, learning from, and integrating the experiences and perspectives of each individual, regardless of gender, nationality, or age. By leveraging our diverse personalities, perspectives, and strengths as a team, we strive to continue creating new value and providing better products and services to our customers.

We are promoting our initiatives based on the Suntory Group's shared DEI Vision Statement.



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

- For more information on our human resource development, DEI, and health management, See Our Focus Areas: Human Capital.
- We publish the Suntory Human Capital Report, which outlines the human capital strategies and human resources policies of the Suntory Group (in Japanese). 

Health & Safety

Our Approach

The Suntory Group's Aim for Health Management

We believe that the health of our employees and their families is the source of workplace energy and innovation at the Suntory Group. Based on this, we aim to maintain good working conditions for all of our employees—conditions that promote positive motivation at work and excellent mental and physical health. In 2016 we set forth a Health Management Declaration, and have been implementing various measures since, led by our Global Chief Health Officer, in association with the Suntory Health Insurance Association and the Suntory Union.

Health Management Declaration (Established in 2016)

Based on the idea that the health of our employees and their families is the source of the Suntory Group's challenge and innovation, we aim to have all employees work in a healthy and motivated state, both physically and mentally.

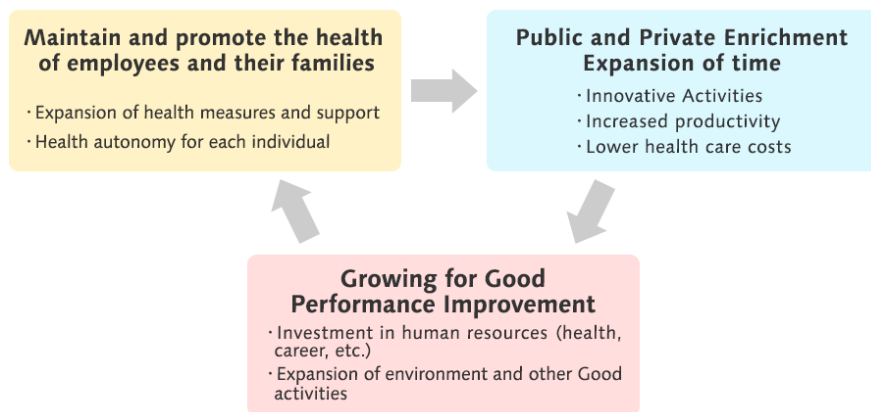
Basic Policy

- We will promote the creation of a foundation for employee health by improving the workplace environment and through work style reform.
- We will work to improve health literacy by providing health information and individual support to employees.
- We will work to improve lifestyle habits and promote physical health through prevention, early detection, and support for balancing work and family life.
- We will provide support so that each employee can understand about mental health and take appropriate care.
- Through these efforts, we aim to help our employees and their families realize enriched, fulfilling lives.



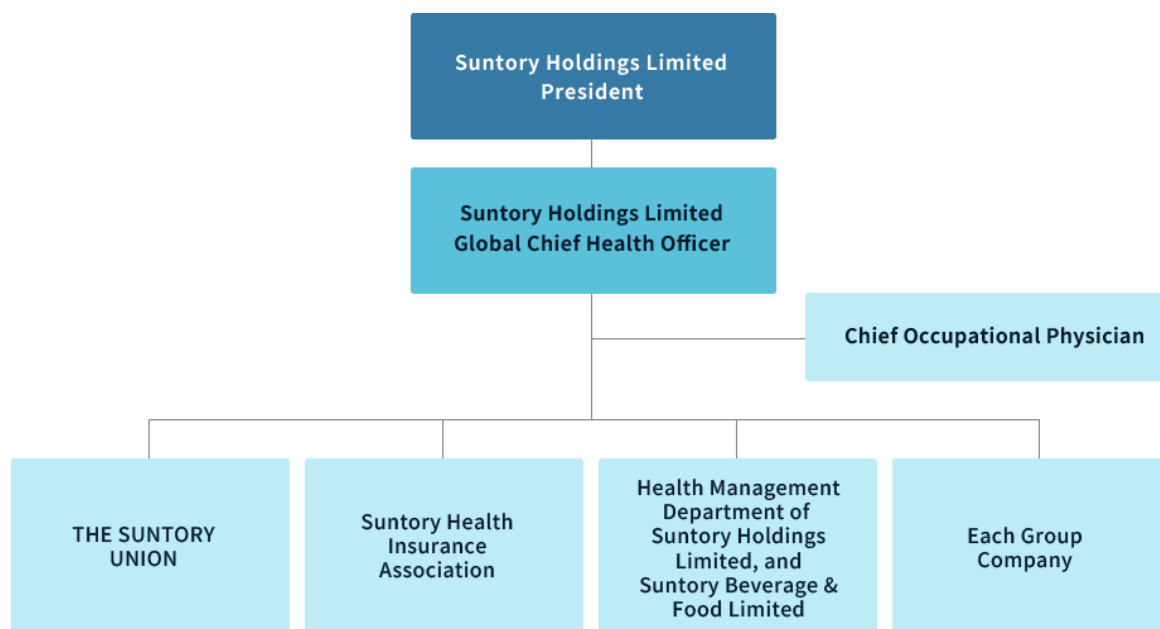
Significance of Health Management

Working to maintain and improve the health of employees and their families will lead to more time for both personal and professional enrichment. As a result, business performance improves, allowing for further investment in human resources and in resolving social issues, such as environmental investment. By promoting health management, we will realize our aspiration of Growing for Good.



Promotion Structure

Health and Productivity Management Promoting Structure



Major Health and Productivity Management Meetings

Meeting name	Main attendees		Meetings per year	Description
Consultative meeting with management	- Global Chief Health Officer (GCHO) - Director in charge of human resources - Chief occupational physician	- Nursing staff - Persons in charge of health management department	2	Confirmation of company policies and health status, discussion related to future health measures, etc.

Health Management Promotion Committee	● Suntory Health Insurance Association ● Chief occupational physician ● Nursing staff	● Suntory Union ● Persons in charge of health management department	3	Evaluation and discussion of Suntory Health Insurance Association's health services and activities throughout the year
Group-Company Human Resource Managers' Meeting	● Persons in charge of human resources at group companies ● Nursing staff	● Persons in charge of health management department	1	Confirmation of the health of employees at each group company and health measures being promoted, and discussion to make improvements
Company-wide Health and Safety Committee	● Chief occupational physician ● Suntory Union	● Persons in charge of labor affairs in the human resources department ● Persons in charge of health management department	1	Confirmation of the health of employees throughout the company and the status of health measures being promoted, and discussion with Suntory Union headquarters to make improvements
Nationwide Conference of Health Managers and Promoters	● Occupational health managers and occupational health promoters at each business site ● Chief occupational physician	● Nursing staff ● Persons in charge of health management department	1	Confirmation of the health of employees at each business site and the status of health measures being promoted, and discussion to make improvements

Safety is one of our criteria for evaluating worksite performance at our plants. Our Health and Safety Committee, which includes employee representatives, plays a central role in the promotion of activities that, based on the discussions with employees, are customized to match the characteristics and circumstances of each worksite. We will continue working to increase employee awareness and to improve their safety during working hours and commuting with the goal of zero occupational health and safety accidents.

➤ [For more information on our occupational safety achievements, see the List of achievements data.](#)

Targets and Progress

2030 Mid-term Goals

	FY2023 Results	FY2030 Target
Percentage of people with exercise habits※1	55.5%	80%
Percentage of regular eating habits (breakfast intake, early dinner)	67.9%	80%
Percentage of people who can rest on their sleep	75.2%	90%
Percentage of non-smokers	83.1%	95%
Percentage of people who practice DrinkSmart※2	65.9%	90%
Result of stress checks Ratio of low-stress	92.8%	95.0%
Presenteeism※3	80.3%	90%

*1 At least one day off per week

*2 Those that answered "Already working on it" for a question "Do you plan to improve your lifestyle habit such as exercising and daily diet?".

3 Work productivity when 100% in the absence of illness or injury 4-week average

Our Initiatives

Health Consultation Support System

Suntory has introduced a nurse in charge system where nurses are assigned to all business locations to support all employees. The nurse in charge acts as a contact point for employee consultations, while industrial physicians, psychiatrist, clinical psychotherapists, and others work together to provide consultation services and support to allow employees to work while maintaining good health.

In addition to our in-house occupational health staff, we have also set up external consultation services such as the E-Partner Consultation Service, which provides consultation on private family issues, and First Call, an online service that provides medical consultations 24 hours a day, 365 days a year.



Internal Consultation Services	With Nurse	Provides support as a person deeply familiar with each employee through daily contact, including health interviews.
	With Occupational Physician	With the supervising occupational physician taking a central role, occupational physicians provide post-treatment measures for regular health checkups, guidance for various interviews, and support for balancing treatment and work.
	With Psychiatrist	Psychiatrists who are familiar with mental health issues in the workplace work together with occupational physicians and nurses to support employees.
	With Clinical Psychotherapist	Counseling based on psychological knowledge is provided to care for employees who are troubled to help them resolve their problems.
External Consultation Services	EAP	An external consultation service that allows employees to consult with an external counselor about a variety of issues, including personal and family problems.
	Online chat-based consultation service	An online service that allows employees to consult with a doctor via chat or video phone 24 hours a day, 365 days a year.

*1 AP (Employees Assistance Program): An employee support program provided by businesses outside the company. In response to consultations from companies, the program provides stress diagnosis, counseling (telephone counseling, e-mail counseling, and face-to-face counseling), medical recommendations, mental health education and training, consultation for human resources and managers, and programs to support an employee's return to work.

Various Measures

As a foundation for all activities, we conduct not only regular health checkups, but also health consultations with employees conducted by in-house nurses to support individual health maintenance and encourage participation in measures tailored to each employee's condition.

Work Environment Creation/Health Literacy Training

We are working on health literacy education to foster health awareness among the younger generation and those who are not currently experiencing any health issues. In the monthly Healthma newsletter distributed by our nursing staff, we try to make people feel closer to health by introducing health information and measures. We also strive to provide opportunities for health seminars for the entire company, as well as seminars for each office in line with the issues they face.

We promote health management while firmly connecting that management to work style innovation.

Physical Health - Efforts for improving daily habits

Since daily lifestyle habits such as eating habits, exercise, sleep, alcohol consumption, and smoking are deeply related to the onset and progression of diseases, various measures are implemented to improve and maintain lifestyle habits. In addition to specific health guidance, we also provide guidance comparable to specific health guidance to those under 40 years old who are subject to the same criteria, and are making efforts to raise awareness among the younger generation. At the same time, we are actively recommending that they undergo re-examinations and precision examinations, and are also working to support early detection and balance health and wellness.



Mental Health - Initiatives for Mental Health

We have created two mental health management initiatives for the prevention and early detection of mental health problems: our self-care initiatives which aim to make employees aware of stress and take appropriate measures to counter it, and our line-care initiatives in which managers strive to improve the working environment and provide individual counseling. We are properly engaged in various health care efforts that include self-care in group training, courses in employee care overseen by a line manager, introduction of complete stress checks and counseling through clinical psychologist. We have also put in place a return to work support system for employees on leave to smoothly return to work.

Examples of Mental Health Care Initiatives

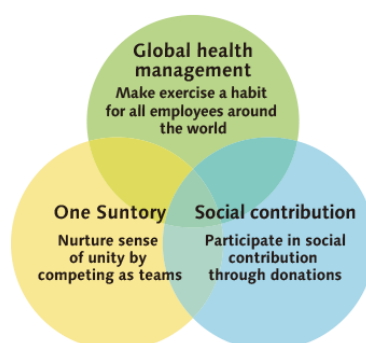
Point	Measure	Content
Self-care	Early detection and prevention through self-check	Self-check during regular check up
		Mental self-check (required for all employees once a year) and follow up for those that need attention
Line care	Raising awareness through lecture on basic knowledge about mental health	- Provide information through Mental Health Hand book that summarize basic knowledge - Implement mental health e-learning - Self-care lectures during group training - Line care lecture during new manger training - Regularly stream mini-seminars by in-house counselors
Care by health staff in the office	Implementing support when returning to work	Implementing a system to support returning to work with doctor specializing in mental health
	Establishing in-house consultation	Consultation by doctor specializing in mental health Consultation by in-house career counselor
Care by resources outside the office	Establishing external consultation	Telephone consultation and interview by external specialized agency

Content of the Policy

One Suntory Walk is a program aimed to raise awareness of health among the participants and make exercise a habit through competing the number of steps they take within a month. The program has been held every year since 2017 targeting all Suntory employees, totaling approximately 40,000. This event is considered to be an event that unite Suntory globally and help promote health management. Engaging in sustainability of water, source of Suntory Group's business activities, at a global scale is put forth as message and core aspect of the event to raise awareness among the employees.



Three Core Aspects of the Event



2023 activity results

One of the participants commented that awareness toward number of steps taken raise during October along with the will to increase them. In addition, walking rallies are held independently at each office at the same time, proving that the exercise is becoming a habit through events. We will continue to hold this event every year with "October is One Suntory Walk month" as the slogan.

- Number of participants: **7,538**
- Steps taken and distances traveled: **13.49billionsteps (1,028,203km)**
- Participating countries: **30**
- Total donations: **75,380 USD**
10USD was donated per participant to Charity Water
- [Charity Water](#)



Photo posted on the bulletin board by a participant

- For more information on our Health Management, we publish the [Suntory Annual Health, Labour and Welfare Report in Japanese](#).
- For more information on our human resource development, DEI, and health management, See [Our Focus Areas: Human Capital](#).
- We publish the [Suntory Human Capital Report](#), which outlines the human capital strategies and human resources policies of the Suntory Group. (in Japanese)

Positive Choices

Our Policies and Approach

As a consumer-oriented company, Suntory Group aims to contribute to peoples' overall well-being and joy in life. Through our diverse business activities, including soft drinks, health foods, and alcoholic beverages, we provide products and services while driving innovation to create value. We support enriched and fulfilling lives tailored to the various life stages of consumers.

Soft Drinks

In addition to leveraging Japan-led research on and development of natural and healthy beverages, Suntory Beverage & Food addresses health and wellness concerns through beverages to allow consumers to make positive choices in pursuit of a natural, healthy, convenient and rich lifestyle.

Suntory Beverage & Food Limited Health Policy

1. In order to satisfy the health needs of consumers worldwide, we will continue to expand our portfolio of products which satisfy your taste buds, body and mind, as well as provide services to contribute to healthy and positive lifestyles.
2. We will perform research that contributes to the health of consumers and will develop more natural, healthy products for world by using the expertise we have cultivated in Japan over many years in developing beverages which are sugar-free, low-sugar, and fortified for better health.
3. We will base labeling and communication on the guidelines from government agencies and industry groups in each country and region, and will endeavor to make it easier for consumers to select healthy beverages.
4. We will contribute to solving global health issues through joint research with external specialized institutions and through other communication with various stakeholders.

Alcoholic Beverages

As a provider of alcoholic beverages including beer, wine and spirits, Suntory Group seeks to inspire human connections and to celebrate the milestones of our lives. To this end, we are committed to promoting the moderate consumption of our products and encouraging responsible choices surrounding alcohol. With our Drink Smart alcohol responsibility program as a core, we work both within Suntory Group and in partnership with industry peers and other partners to reduce harmful consumption of alcohol, including overconsumption, driving under the influence, underage drinking, and drinking during and after pregnancy. We also offer non-alcoholic and low-alcoholic products to meet customer preferences and support healthy lifestyles.

➤ [Responsible Consumption - Suntory Group's Principle and Course of Action](#)

Health Foods

With an aim to realize a society where everyone, even as they age, can live a full and fulfilling life being true to themselves, Suntory Wellness supplies health foods and beauty products to a total of over 2 million customers annually through direct marketing. To help customers begin to

live a wellness life characterized by a healthy, beautiful and fulfilling life, we offer reliable products harnessing the power of nature that are scientifically proven to provide health benefits, through a candid dialogue with each customer.

Our Initiatives

Soft Drinks

Expanding Our Lineup of Products that are Healthy for the Mind and Body

For decades, the expansion of the world beverage market has been largely driven by consumer demand especially for carbonated beverages, which contain large amounts of sugar. In recent years, there has been an accelerating shift in demand toward healthier and more natural beverages. Utilizing knowledge gained through many years of research in Japan regarding the development of low- and no-sugar beverages (such as tea and water), we are developing new beverages that are healthy for the mind and body.

In Vietnam and Thailand, we released Tea+ Oolong Tea, an oolong tea with Oolong Tea Polymerized Polyphenols (OTPP) that reduce fat absorption and mitigate the increase of neutral fat in blood. These products have been received positively by customers. One of the products we have released in Europe is MayTea, a low-sugar iced tea. MayTea comes in a variety of flavors and was developed using Suntory's expertise and technologies in tea products. In addition to beverages, we also offer health foods. Under the brand's umbrella, we offer the beloved Essence of Chicken supplement drink in Thailand and other Asian countries. Essence of Chicken is an all-natural extract made of fine quality chicken without artificial chemicals or preservatives.



We are developing products that contain amounts as minimal as possible of sugar, artificial coloring, and artificial flavoring.

In Europe, we have set a target to reduce the use of sugar in all our products by 35% by 2025 compared to 2015. We have already made progress toward this goal, and as of the end of 2024, we have succeeded in reducing the amount of sugar used in our products by 30% compared to 2015.

We are also working to develop natural solutions that will increase value while preserving the uniqueness of our beverages.

Alongside reducing sugar use, we are expanding our healthy product lines by actively investing in low-calorie brands.

In Oceania, we aim to increase the portion of our portfolio that is low- and no-sugar to 1/3 by 2030. As a roadmap for achieving this goal, our strategy involves: 1) leveraging Suntory Group know-how to lower sugar content, 2) introducing greater choice through new products, and 3) continuing to develop small-volume sizes.



Developing Food for Specified Health Uses and Foods with Function Claims to Address Health Issues

To help address social issues such as the rise in lifestyle diseases like obesity and high blood pressure, we offer a variety of products in Japan known as Food for Specified Health Uses (FOSHU) with proven benefits backed by research. This lineup includes Kuro Oolong Tea OTPP, developed based on research showing OTPPs have the effect of inhibiting fat absorption; Suntory Goma Mugicha (barley tea), suited for people with high blood pressure; Pepsi Special Zero, which inhibits fat absorption; and Tokucha (FOSHU Iyemon), the world's first drink to clarify the lipolytic action of quercetin glucoside. The portfolio also includes a wide variety of other products such as IYEMON Plus Cholesterol Taisaku, a beverage with function claim that can lower LDL cholesterol. While seeking to eliminate negative health impacts and contribute positively to our customers' well-being, we also emphasize great



taste, focusing on developing products to ensure that our products are both healthy and tasty.

Reducing Artificial Colorings and Flavors

We are focusing on developing products that use a minimal amount of artificial colorings and flavors.

In Europe, we have set a target to remove artificial colorings and flavors by 2025. Recipe changes in 2024 resulted in 76% of all our products being free of artificial colors. Additionally, 74% of our beverages use natural flavors, and in France, we revamped our product Oasis using a new recipe that uses less sugar and only 100% natural ingredients.



Appropriate Information Disclosure

Suntory Group strives to offer information related to safety and reliability to consumers in an appropriate and timely manner. We also indicate information on product labels, commercials, and ads in a way that is clear and avoids misunderstanding. Furthermore, Suntory Group's Code of Business Ethics stipulates that we must conduct responsible marketing as a corporate group that offers diverse products and services. We promote the display of accurate product information in a way that is accessible and easily understood by consumers. In order to ensure the accuracy of product information, we collaborate with the related divisions in charge of development and production, and also confirm the compliancy and accuracy of disclosed information through our Quality Assurance Division.

In Japan, we investigate ingredients to determine the necessity of displaying nutritional information, such as energy, carbohydrates, and sodium equivalent, as well as allergens. We are sure to include not just the 8 items required by law to be shown on our labels, but the 20 items recommended to be displayed.

Suntory Beverage & Food Europe (SBFE) is a signatory to standards and guidelines for responsible marketing and labeling practices. In Oceania, we have adopted the Health Star Rating System* to provide easier-to-understand information that helps consumers select products.

* Health Star Rating System: A front-of-pack labeling system that ranks and labels packaged food's overall nutrition profile from half a star to five stars.

[➤ Product information \(ingredients, nutritional information, etc.\) \(in Japanese\) ↗](#)

Responsible Marketing

SBFE takes the following initiatives for responsible marketing.

UNESDA

We are signatory to UNESDA's* responsible marketing in schools program. In strict compliance with UNESDA guidelines, we do not sell or advertise soft drinks in primary schools. For lower secondary schools where sales are permitted, only sugar-free or low-calorie soft drinks are available, and only from unbranded vending machines without logos or commercial messages.

EU Code of Conduct on Responsible Food Business and Marketing Practices

We are a founding signatory to the 2021 EU Code of Conduct on Responsible Food Business and Marketing Practices. Through annual filings, we report on our progress regarding sustainability commitments, including our efforts to reduce sugar content. Our commitments towards reformulation of our drinks, food waste reduction and the creation of sustainable packaging fully support the EU's objective to place healthier products on the market and to support the transition towards a circular economy.

Marketing Code of Conduct

SBFE does not market directly to children under the age of 16 in any country where we sell our products. This restriction is in accordance with our own SBFE Responsible Code of Marketing and Communications, which was established in December 2023. We also implement initiatives in line with the policies of the countries and regions in which we operate.

Spain

As a member of the Association for the Self-Regulation of Commercial Communication (Autocontrol), we follow the association's code of advertising practice for all our commercial communications.

UK

We created our own code of conduct for marketing, which includes a commitment not to directly market products categorized as high in fat, sugar and salt (HFSS) to consumers under the age of 16 (18 in Ireland).

France

We volunteered in 2009 to not communicate on screens or in magazines aimed specifically at children under the age of 12. Since 2013, our commitments go further because we prohibit all advertising in generalist programs where children constitute more than 35% of the audience. In addition to providing clear nutritional labeling to help consumers make healthier choices, we have developed educational content on our website for reference portions based on recommendations from the European Food Safety Authority (EFSA) and the French Agency for Food, Environmental and Occupational Health & Safety (ANSES).

Oceania

Rules stipulate that children are not to be targeted with respect to products that contain a large amount of sugar such as carbonated beverages. Only water is sold directly to primary and intermediate schools in New Zealand. We are also a member of the Healthy Kids Industry Pledge in partnership with the New Zealand government.

* UNESDA: Union of European Soft Drinks Associations

Organic Product Initiatives

In Japan, Suntory Beverage & Food has released limited-edition products made exclusively from organic ingredients, including Craft Boss Special Soy and Milk Latte made with organic coffee beans and Craft Boss Tasty Sugar-Free Black Tea using organic tea leaves and organic lemon juice.

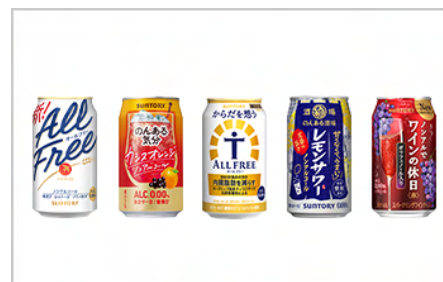
Proposal of Healthier Lifestyle

In accordance with our aim to be a company that promotes consumer well-being, we launched the "100 Year Life Project" in 2018 in Japan. This project supports consumers in their efforts to achieve healthy and positive lifestyles in line with their own goals. We also promote joint research with external experts, conduct research and development to strengthen our portfolio of beverages that address lifestyle diseases, and run programs to improve lifestyle habits.

In Europe, we published the Moving on Health and Wellbeing Report and are promoting various initiatives such as providing active lifestyle programs to approximately one million people, reducing the amount of sugar used in our major brands by half, engaging with employees to develop more effective health programs in the office, and promoting the physical and mental wellbeing of all employees in the workplace.

Alcoholic Beverages

In addition to raising awareness regarding responsible drinking, Suntory Group strives to promote non-alcoholic beverages for a broad range of adult consumers of legal drinking age to enjoy without worrying about the effects of alcohol. In 2010, we launched ALL-FREE and in 2011 Non-al-kibun, pioneering the creation of a market for non-alcoholic beverages with an alcohol content of 0.00%. In recent years, we have expanded our product lineup with the release of ALL-FREE for Your Body, a food with functional claims that responds to growing health consciousness, Non-al-banshaku Lemon Sour Non-alcoholic, a lemon sour-flavored beverage, and Non-al-de-wine-no-kyujitsu, a new wine-flavored non-alcoholic beverage.



➤ [For more information, see Responsible Drinking.](#)

Sesamin – From Elucidation of Function to the Launch of Heath Food Product

Taking on the challenge of clarifying the functions of sesame, which has been known to be good for health, we have scientifically proven the health benefits of Sesamin, one of the sesame lignans found in a small amount in sesame seeds. We commercialized it into our first health food product in 1993.

Subsequently, we launched Sesamin EX, a powered-up version that combines vitamin E, tocotrienols, and brown rice-derived ingredient Oryza Plus.

Suntory Wellness also sells a variety of other health food products such as DHA & EPA + Sesamin EX, Locomoa, and Omega Aid.



➤ [For more information, see Suntory Wellness \(in Japanese\).](#)

Making Each Customer's Lifestyle Shine Throughout Their Lives

As customers grow older, their health conditions, way of living, and purpose in life changes, resulting in greater diversity of lifestyles. At Suntory Wellness, we help customers of all ages live full and bright lives, by providing products and services that meet their individual needs throughout their lives, leveraging the power of science that we have cultivated over many years, the power of communication we have mastered through our close engagement with customers, as well as the latest digital technology.

With this in mind, Suntory Wellness promotes the "Be supporters!" project which is built around the concept of "providing opportunities to shine for everyone who wants to be excited no matter how old they are." This project aims to make people who usually need support for daily living, such as elderly people living in nursing care facilities and people with dementia, become healthy both physically and mentally, by encouraging them to become supporters of a local soccer club.



➤ [For more information, visit Suntory Wellness's official Be supporters! website \(in Japanese\).](#)

Promoting Communication with Customers

We offer a wide range of information to customers through our website and booklets.



Suntory Global
Innovation Center website



Healthy Drink NAVI website



Suntory Wellness website (Japanese)

➤ [Healthy Drink NAVI website \(in Japanese\)](#)

➤ [Suntory Wellness website \(in Japanese\)](#)

Responsible Drinking

Our Policies and Approach

As a company dedicated to the responsible manufacturing and sales of alcoholic beverages, we proactively address the issues around alcohol-related harms.

Our Approach

The World Health Organization (WHO) has identified harmful drinking as one of the four major risk factors for non-communicable diseases (NCDs), including cardiovascular disease, cancer, chronic respiratory disease, and diabetes. In turn, the WHO adopted the “Global strategy to reduce the harmful use of alcohol” at its World Health Assembly held in May 2010. In response, Suntory formulated an action plan for our global strategy in 2013. This included the goal of reducing harmful use of alcohol by at least 10%, which was later raised to 20% in the second action plan in 2022. Alcohol issues are garnering more attention globally, with frameworks being established to support specific efforts in each country.

Following this global trend, in Japan the Ministry of Health, Labour and Welfare took the lead to pass the Basic Act on Measures against Alcohol-related Harm in 2013 and to formulate the Basic Plan for Promotion of Measures against Alcohol-related Harm in 2016. The Basic Plan focuses on the issues of thoroughly disseminating knowledge about the risks associated with alcohol consumption, to prevent the occurrence of alcohol-related health problems in the future, and to establish a seamless support system ranging from prevention and consultation regarding alcohol-related health problems to treatment and support for recovery. The government is working together with local governments, medical institutions, and local communities to strengthen early intervention and treatment support for alcoholism and to raise awareness. Companies that carry alcoholic beverages, including Suntory, and the food and beverage industry are also actively carrying out initiatives to convey the importance of responsible drinking. This includes sharing alcohol consumption guidelines and implementing campaigns to prevent underage drinking.

Our goal is to ensure that people have proper knowledge of alcohol and practice responsible drinking habits to lead a healthy and enriching life by getting along well with alcohol.

Reducing the harmful use of alcohol is an important issue for society. Suntory Group is actively promoting responsible marketing practices and moderate drinking awareness.

Responsible Consumption - Suntory Group's Principle and Course of Action (Established in 2002)

Basic Principle

Suntory Group strives to prevent misuse of alcohol and raise awareness of responsible consumption thus contributing to healthy lifestyles:

1. We recognize the intoxicating effects of alcohol and its potential for misuse, which can lead to various physical, mental and social issues, and we strive to prevent alcohol-related harms.
2. We strive to create a culture of responsible consumption in which differences in physical constitution and conditions, as well as drinking styles or attitudes towards alcohol, are respected. We understand and respect that for some people, the best choice is not to consume alcohol.
3. We recognize that responsible consumption can support a well-balanced lifestyle and that it can play a positive role in social occasions; we strive to promote responsible consumption whenever alcohol is consumed.

Course of Action

1. We are committed to responsible marketing, providing consumer information and responsible product innovation.

2. We actively cooperate in social activities, including but not limited to;
 - Eliminating under legal drinking age drinking
 - Eliminating driving under the influence
 - Eliminating binge drinking
 - Eliminating alcohol related harassment
3. We comply with laws and industry standards.

Promotion Structure

In 1976, Suntory Group established the Suntory Advertising Code, leading the industry in exercising self-regulation in its promotions and advertisements related to alcoholic beverages. We subsequently established the Alcohol Responsibility and Sustainability (ARS) Committee and the Global ARS Department in 1991 to address alcohol-related problems. We focus on (1) responsible marketing, (2) promotion of moderate drinking. In 2021, we declared the New DRINK SMART COMMITMENT*¹ toward Suntory Group employees in Japan. We designate every November as the Suntory Group ARS Month and strengthen our initiatives.

*¹ The DRINK SMART COMMITMENT was declared in 2018. The new COMMITMENT was declared in light of the changes in the environment surrounding alcohol since then. It consists of two tenets: "All employees have the correct knowledge about alcohol and will drink in a respectful and considerate manner." and "All employees recognize that we are a member of the world's leading liquor company group, and we will promote responsible drinking as we regard others as valued customers."

Our Goals

Suntory Group has been leading the industry by actively addressing alcohol-related problems. We will continue to engage in initiatives to raise awareness of responsible drinking for the consumers and also for our employees globally.

2025-2030 Activity Goals

	Key Performance Indicator	Targets	2025 Results
Japan Share the value of alcohol and Raising awareness of responsible drinking	Through seminars, we directly convey messages about the importance of responsible drinking and the value of alcohol.	200,000 people	75,000 people
Global Raising awareness of responsible drinking	Deliver a message about responsible drinking ·Dissemination of messages centered on advertisements to raise awareness of responsible drinking in Japan and overseas (Deployed in various media such as social media and websites)	1 billion people in total	220 million people in total
Global Employee Training	Conduct regular employee training	Approximately 40,000 employees (annually)	Approximately 38,000 employees

Our Initiatives

Practice Responsible Marketing

Recognizing that alcohol has intoxicating and addictive properties, Suntory Group has set its own stricter in-house standards in addition to the voluntary industry standards in order to engage in responsible marketing activities for alcoholic beverages.

In addition, our Global ARS Department, which specializes in alcohol-related issues, conducts internal pre-reviews of alcohol marketing based on laws and these voluntary standards.

Furthermore, we hold information sessions and e-learning programs for marketing and sales personnel of alcoholic beverages to promote responsible marketing activities.

Continuous Enhancement of Marketing Standards (Industry/Internal)

We support and continuously enhance self-regulatory marketing standards in partnership with the Council on Alcohol Consumption, as well as follow our own internal marketing code to correspond with societal trends. We introduced warnings for pregnant and nursing mothers in all communications beginning in 2010. Furthermore, the restriction period for television commercials on Saturdays, Sundays, and holidays has been extended from 5:00 am to 12:00 pm to 5:00 am to 6:00 pm. We have also decided to refrain from airing alcohol-related television advertisements throughout the year from 5:00 am to 6:00 pm. Based on the Alcohol Health Disorder Countermeasures Basic Law enacted in 2014, we are taking independent measures to prevent the abuse of alcohol such as setting the age of celebrities appearing in TV ads to 25 and older, and removing the sound effect of "gulp" when a person is drinking.

➤ [Self-regulatory marketing standards for alcoholic beverages \(in Japanese\)](#) 

1. Promoting Non-alcoholic Drinks

Suntory Group strives to promote non-alcoholic beverages to respond to a broad range of consumer interests and occasions.

We established the same internal marketing standards on these products as alcoholic beverages in order to ensure that all marketing activities are only to legal drinking age adults in each region.

The market for low/no-alcohol beverages is expanding due to diversification of consumers drinking behaviors influenced by the COVID-19 pandemic. We are going to continue to lead this growing market, by further improving the quality of our existing products and developing a new product lineup.

➤ [Suntory Group's Non-alcoholic Beverages \(in Japanese\)](#) 

2. Warning Labels on Packaging

All our alcoholic beverage products carry health warning messages to pregnant and nursing women and warning messages to stop underage drinking, based on the voluntary standards established by the alcohol industry. We also put alcoholic beverage symbols on beer and RTD (Ready to Drink) beverages that are low in alcohol to prevent accidental consumption.



3. Establishing Age Verification Gates to Alcohol Brand Website

Since 2015, we have used age gates to our alcohol brand websites in order to confirm visitors are at least 20 years of age, the legal drinking age in Japan.



4. Conducting Seminars for Sales and Marketing Representatives

The Global ARS Department conducts seminars for sales and marketing personnel to deepen their knowledge on the industry's voluntary code of conduct and Suntory's own marketing code. The seminar provides them with the necessary viewpoints ranging from product development to sales promotion through case studies.

Activities to Raise Awareness of Responsible Drinking

Internal Initiatives

As a member of a company that manufactures and sells alcoholic beverages, it is important that our employees are aware of responsible drinking at all times. We clearly state in our employment regulations that any employee who drinks and drives during or outside working hours will be dismissed under instruction.



Moderate Drinking Awareness Program for Group Employees in Japan

We conduct an e-learning program to raise awareness on knowledge necessary for employees of a corporate group that manufactures and sells alcoholic beverages, such as the mechanism of intoxication and differences due to genetics and physical constitution.



Alcohol Metabolism Genetic Testing for Group Employees in Japan

We offer alcohol metabolism genetic testing to all Group employees in Japan for their consideration for others and to deepen understanding of moderate drinking.



Intranet Page on Global ARS

Every employee can access information regarding responsible consumption, as well as our voluntary standards, examples of responsible marketing, and seminar tools.

In addition, we also raise awareness of moderate drinking through seminars for executives and sales representatives, and "Drink in Moderation Campaign" posters.

External Initiatives

We are committed to providing customers and consumers with information about alcohol so that they can make informed choices and consume it in moderation.

Suntory Activities to Promote Moderation in Consuming Alcohol

Since 1986, Suntory Group has been promoting the importance of moderation in consuming alcohol. For example, we have issued advertisements stating that alcohol should be served in moderation. In addition, since 2011, we have held seminars to raise awareness of responsible drinking for companies and local governments. Over the past 13 years, we have helped a total of 36,000 people to understand the importance of consuming alcohol in moderation and responsibly.



To convey this message even more effectively, we launched a new campaign in November 2024. The campaign focuses on responsible, diverse ways to enjoy alcohol in moderation by exploring the cultural roots of alcoholic beverages, and emphasizes the realization of a society in harmony with alcohol through awareness of responsible drinking.

We provide the alcohol content information (in grams) of our major brands sold in Japan on our website. In addition, we have labeled the amount of pure alcohol in grams per container since 2022 (canned beer, RTD and wine that are manufactured in Japan)

Suntory Receives Multiple Awards for Its Activities to Raise Awareness of Responsible Drinking

2002	● Moderated advertising The 22nd Newspaper Advertising Awards, Award for Excellence in Independent Advertising
2018	● Website The 6th Web Grand Prix Company BtoC Site Award for Excellence ● Moderated poster The 38th Newspaper Advertising Awards Newspaper Advertising Award Prize
2023	● Moderated advertising The 90th Mainichi Advertising Design Award, Food Category Award
2025	● Moderated advertising JAGDA Award 2025

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We have been advertising "Drink in Moderation" in national newspapers since 1986, to communicate responsible consumption through humor. In addition to newspapers, we are stepping up dissemination via social media.

➤ [Drink in Moderation \(in Japanese\)](#) ⇨



On Suntory's website, we feature DRINK SMART to promote moderate consumption for healthier and well-balanced lifestyles, by understanding the facts about alcohol and enjoying it responsibly.

➤ [DRINK SMART \(in Japanese\)](#) ⇨



We conduct DRINK SMART seminars to provide the facts about alcohol and individual differences, such as how gender, height, weight and ethnicity can affect of alcohol metabolism. We also released "DRINK SMART MOVIE" for responsible drinking.

➤ [DRINK SMART MOVIE \(in Japanese\)](#) ⇨



Drink Smart Ambassadors

We encourage our employees to be a Drink Smart Ambassador who conduct DRINK SMART seminars for our customers and third parties.

●Prevent the Abuse of Alcohol



We produced an educational movie to prevent under age drinking.

➤ [Educational movie \(in Japanese\)](#) ⇨



We produced educational materials to promote responsible drinking for young people and distributed them to educational institutions, primarily universities. We also conducted on-site classes at universities using these materials.

➤ [Comic book for young people \(in Japanese\)](#) ⇨



We conduct the No Binge Drinking! Campaign together with the Council for the Prevention of Binge Drinking, an NGO.

Responsible Drinking Initiatives by the Alcoholic Beverage Producers Associations in Japan



We engage in the “STOP! under 20 Drinking Campaign” twice a year primarily through public transportation advertisements.



We use posters at major railway stations of JR West and inside railway cars to alert railway passengers of platform accidents involving intoxicated passengers.



A responsible drinking awareness project promoted by the Japan Brewers Association to encourage ‘body-friendly drinking habits.’

We also have been putting health warning messages on our products, advertisements, and POP materials to prevent consumption of alcohol when pregnant.

Global Initiatives to Reduce Alcohol Issues

The World Health Organization (WHO) adopted the “Global strategy to reduce harmful use of alcohol” in 2010. Reduction of harmful effects of alcohol is one of the goals of the action plan for NCD (non-communicable diseases/lifestyle-related diseases) prevention established in 2013 as well as one of the UN SDGs (Sustainable Development Goals) in the health field established in 2015. It is positioned as one of the global problems that must be addressed through cooperation with national governments, specialists from public health organizations, and other related parties. The manufactures of alcohol beverages are regarded as important stakeholders in these efforts.

Suntory Group is participating in the IARD organization (<http://www.iard.org/>) that makes efforts to promote responsible drinking internationally to respond to these alcohol-related issues. Since 2013, we have been working to promote the “Industry Commitment for Reducing Harmful Use of Alcohol” which involves major alcohol beverage manufacturers from around the world.

The progress of the Industry Commitment is published as a progress report after annual audits by an auditor.

We have also established a division dedicated to reducing harmful use of alcohol, regularly hold Global ARS Committee meetings, consolidate global marketing regulations based on a mid-term vision and promote awareness-raising programs in order to realize responsible marketing activities on a global level and raise awareness of responsible drinking.

Furthermore, as part of Suntory Group's global Drink Smart® program, we implement measures tailored to the specific needs and cultures of each market, based on fundamental principles such as preventing underage drinking and driving under the influence raising awareness about responsible drinking, and considering those who do not drink, in cooperation with relevant organizations.

➤ [IARD](#) ➡

About IARD

The International Alliance for Responsible Drinking is a non-profit organization headquartered in Washington D.C. in which 13 of the major alcoholic beverage manufacturers from around the world participate.

Suntory Group has participated in the IARD since its establishment as Suntory Global Spirits and has also been deeply involved in the formulation of the Industry Commitment for Reducing Harmful Use of Alcohol, an effort by the alcoholic beverage industry in response to the World Health Organization's “Global strategy to reduce the harmful use of alcohol” adopted in 2010.

As part of the Industry Commitment, IARD has been promoting efforts in the following five areas since 2013 to reduce harmful drinking:

- (1) Reduction of alcohol consumption by minors
- (2) Development and strengthening of industry voluntary standards on expression of drinking

- (3) Responsible product development and disclosure of information to consumers
- (4) Drunk driving reduction
- (5) Strengthening of collaboration with the retail field

Suntory Group's efforts in major markets including Japan and the United States have been reported and evaluated, including the distribution of educational materials for parents and children to prevent underage drinking in Japan and education programs for drunk driving offenders in conjunction with traffic courts in the United States. These efforts unique to Suntory as well as collaborative efforts with alcohol industry associations in various countries have been highly praised.

IARD provides online training tools for retail and restaurant employees to prevent the sale of alcoholic beverages to those under the legal drinking age. In 2023, we also formed the Global Standards Coalition with more than 80 major companies around the world, including those in the distribution and advertising industries, to work to reduce the harmful use of alcohol.

In addition, an IARD CEO meeting is held annually during which serious discussions take place on matters that the alcoholic beverage industry should tackle over the medium-to-long term and on a global level.



IARD board meeting in 2024



Progress Report

Activities to Raise Awareness of Responsible Drinking Around the World

Suntory Global Spirits is committed to promoting responsible drinking through awareness initiatives on moderate alcohol consumption, working to prevent drunk driving and underage drinking while fostering a greater understanding of alcohol-related health risks.

- [Suntory Global Spirits Drink Smart website](#) 
- [Suntory Global Spirits Proof Positive](#) 

Quality Management

Our Policies and Approach

Suntory Group's "All for the Quality" policy puts quality first and is based on our founder's philosophy of crafting excellent products for consumers.

Under this policy, Suntory Group has established the Suntory Quality Management Regulations and the Rules for Suntory Quality, with which each Group Company must comply. We strive to improve quality in all processes throughout the value chain, from R&D, product planning and design, to raw material procurement, manufacturing, logistics, and sales. We also believe it important that each and every Suntory Group employee is always aware of the importance of quality during the course of their activities. For this reason, we regularly hold quality education and awareness programs through in-house training and other programs.

All Suntory Group employees, including those outside Japan, constantly work to maintain and improve quality in order to earn even greater trust from consumers.

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.

* "All for the Quality" is a slogan showing our basic philosophy to pursue product quality and safety. It should not be construed as our legal obligations or commitments.

SUNTORY

Quality Management System

Following the acceleration of global development and expansion into new fields of business, Suntory Group has been enhancing our quality management systems as part of group governance. We installed the Quality Assurance Committee at Suntory Holdings to promote quality management throughout the entire Group. This committee identifies quality risks and prevents trouble before it occurs in priority issues across the organization based on the Group's quality strategy.

To prevent serious quality issues from occurring, management-level staff and other persons in positions of responsibility in production and

R&D are brought together for a weekly risk review meeting. Internal and external quality risks identified during the previous week are shared in a timely manner, countermeasures are discussed, and changes in potential risk factors are monitored.



Our plants have acquired international quality and food safety management system certifications such as ISO 9001 and FSSC 22000, and continuously work to make improvements. The Chief Quality Officer (CQO) of Suntory Holdings Limited plays a vital role in this process by strengthening quality management capacities through meetings on product quality with each Group Company.

Suntory Group is dedicated to delivering high-quality products that offer new value and are safe and reliable to delight consumers across the globe. This promise is shared within the Group through the Suntory's MONOZUKURI Manufacturing Values and Code of Conduct, which we have held dear and consistently delivered on since our founding.

Our Initiatives

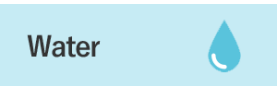
Quality Assurance across the Value Chain

Based on the Suntory Quality Policy “All for the Quality,” we continually work to maintain and improve quality in all our processes across the value chain, from R&D, product planning and development and the procurement of raw materials to manufacturing, distribution, and sales. The main quality assurance activities for each process are as follows.

Water, Agricultural Crops, and Natural Resources

Safety Management for Ingredients and Water

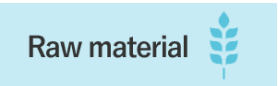
The water, crops, and natural resources used in our products are carefully managed, and we ensure safety by assessing potential risks from various perspectives. We maintain strict management of raw ingredients suppliers and conduct thorough quality inspections. We also work to preserve the environment around water resources to ensure a stable supply of quality water.



- Regular analysis and inspection
- Development of new water resources
- Research into water quality in Japan and overseas



Regular inspection of water at the Safety Science Institute



- Evaluation and selection of suppliers
- Quality auditing of suppliers
- Developing new ingredients and sustainable procurement



Production site visits (Florida, U.S.A.)

Research and Technology Development, Product Planning and Design

R&D and Technological Innovation

We passionately engage in research and technological development to create attractive products that exceed consumer expectations. We use evidence-based evaluation methods to verify new materials and technologies, contributing to the

improvement of product performance and taste.

Product Planning and Design

We are committed to designing and delivering to consumers products that maximize the original flavor of ingredients. We clarify quality requirements from the product concept stage, and ensure that everything from package design to labeling is both easy to understand and compliant with legal requirements.

Product design Scientific evaluation



- Designs that pursue good taste and functionality
- Risk assessment, from an analytical chemistry perspective, microbiological perspective, and biological perspective, of the products to be manufactured and sold, and safety analysis and inspections



Research and development

Containers and packaging



- Evaluation of regulatory conformity for constituent materials
- Developing new containers and sustainable procurement
- Performance and safety evaluation

Product labeling



- **Accurate labeling using easy-to-understand language**
- Compliance with food labeling regulations and standards for all products

Manufacturing

Quality Management at the Manufacturing Stage

To provide high-quality, safe and reassuring products, each of our manufacturing plants implement thorough quality control. Our manufacturing lines use a combination of automated inspection equipment and visual checks to prevent contamination with foreign substances and maintain hygiene, preventing the outflow of defective products.

Manufacturing



- Acquisition of ISO 9001 certification, HACCP (Hazard Analysis Critical Control Point) recognition, and FSSC 22000 recognition
- Adoption of TPM (Total Production by foreign objects)
- Preventing and checking damage to containers, spillage of contents, and contamination of contents by foreign objects
- Strengthening of food defense, including room exit/entrance management and installation of cameras



Exterior check of products

Premium gifts



- Safety, function, and other inspections by expert teams of premium gifts



Example of premium gifts attached to products

Delivering

Quality Assurance at the Logistics Stage

In order to maintain product quality, we take the utmost care for logistics. For example, we control temperature and humidity in our warehouses and take measures to reduce vibrations and shocks during transportation to help ensure that product quality remains intact throughout distribution. Additionally, we ensure traceability, enabling us to quickly identify and address any potential issues with raw materials, containers, or labeling after shipping.

Sales

We also carefully manage store and vending machine stocks, striving to maintain quality until our products reach our customers. We also utilize customer feedback to improve our products and services so that we can provide products and services that resonate with our customers.

Transport



- Sharing quality assurance knowledge with logistics companies
- Checking facilities, temperature, safety and hygiene in warehouses for product storage



Draft beer consumption
quality improvement
seminar

Sales



- Support for sanitation management and quality control at restaurants
- Seminars on improving quality at the point of consumption aimed at business serving keg draft beer
- Hygienic management of kitchen facilities and ingredients at restaurant companies and quality assurance activities such as checking for food allergens in ingredients

Customers

Customer Response System

The Customer Center provides post-sale information to help ensure correct understanding of Suntory products and to build trust.

Dissemination of information



- Easy-to-understand introduction of safety and security initiatives



Suntory Group's Quality
Initiatives website

*Traceability:

We are utilizing raw materials traceability systems based on 2D codes and implementing social quality assurance initiatives related to sustainable procurement to realize a sustainable society.

Accurate and Easy to Understand Labeling

In terms of product labeling, the Group Quality Assurance Division has established a system to check legal compliance and appropriateness, and promotes accurate labeling and easy-to-understand expressions in collaboration with the relevant teams including development and production of each Group Company.

Examples of Labeling on Products

Labeling example to prevent drinking alcohol by mistake

A mark showing that a product is an alcoholic beverage is put on products to prevent people from mistaking low-alcoholic beverages for soft drinks. We also put a mark showing that "this is an alcoholic beverage" on the lid of the can and in Braille on our major products. In addition we also display "Drinking while pregnant or breastfeeding may be harmful to the development of unborn babies or infants" on products in order to evoke caution about alcohol in pregnant and nursing mothers.



Allergen labeling

Suntory Group assesses raw materials to determine the necessity to be indicated on products as allergenic. For our soft drinks, we not only comply with 8 mandatory items required to put on the label by the Food Labeling Standards set by the Food Labeling Act, but also include the 20 recommended items.

Although alcoholic beverages are exempted from allergen labeling requirements, we voluntarily put allergen information on beverages such as beer and chu-hi.

* This statement reflects information as of the end of March 2026, prior to the revision of the Food Labeling Standards. Allergen labeling for pistachio, newly added as a recommended labeling item, is currently under review.

➤ [Product information \(ingredients, nutritional information, etc. can be checked\) \(in Japanese\)](#) 

Month/year labeling for best-by dates

The best-by dates of soft drinks are generally indicated by a date/month/year. In order to reduce the environmental impact of inventory management along with ease of understanding for customers, Suntory Group is working to label products with the best-by date of 1 year or more as month/year.

Approach for Food Safety

To ensure our customers can confidently use our products, Suntory Group implements a variety of initiatives related to food safety across the entire Group. We confirm that food additives, preservatives and other ingredients in our products are safe and in compliance with the Food Sanitation Act and other applicable laws and regulations in Japan. With regard to pesticide residues, we have established an assurance system that complies with the positive list system for agricultural chemicals. Our approach for food safety is a combination of setting strict internal standards, keeping track of pesticides, obtaining quality assurance letters from suppliers, and providing assurance through analysis. We also conduct site visits as needed for items that cannot be determined only with written documents. All food products and all pesticides are subject to regulations, and Suntory Group guarantees that the raw materials it purchases and uses comply with residue standards, thereby assuring the safety of our products. We also continue efforts to strengthen our system to guarantee all the raw materials we purchase and use, including those that have been highly processed. Specifically, we are working in cooperation with the industry to further grasp the actual status of pesticide use and expanding the scope of pesticides to be analyzed. We have also established our own traceability system.

We take every precaution to ensure the safety of our containers and packaging. For each type of container (cans, bottles, PET bottles, paper cartons, etc.), we assess the anticipated risks at every stage from material selection to design and manufacturing in order to ensure safety and compliance with laws and regulations. For example, we conduct tests on leaching of components from the container into the contents to verify that safety standards have been met.

In terms of radioactive materials, we guarantee the safety of our products by ensuring the safety of the water and raw materials used in the manufacturing process. For water and raw materials, we obtain information from national and local governments and raw materials manufacturers, and also analyze for radioactive materials both in-house and through outside contractors to confirm safety.

To provide peace of mind to our consumers, Suntory Group conducts annual analyses of Suntory Tennensui (Mineral Water) at each water source. We also conduct an annual analysis of the water used in all non-alcoholic and alcoholic beverage products we manufacture in Japan. Through such testing, we confirm that our water is below the provisional limit for Japanese tap water (total of 50 ng/L for PFOA and PFOS combined) according to water quality management standards.

Through comprehensive efforts such as the above, Suntory Group ensures thorough quality assurance in all processes, from raw materials to when a product reaches the customer. In the spirit of "All for the Quality," we will continue to pursue the highest quality and safety, and strive to create reliable products.

Voluntary Recalls

While striving for thorough quality assurance, we swiftly and appropriately disclose information if any issues arise.

During the period from January to December 2025, there were 2 recalls announced in newspapers or on the company's website due to violations of related regulations or our internal standards.

* The following Suntory Group companies are eligible:

Suntory Holdings Ltd., Suntory Beverage & Food Ltd., Suntory Foods Ltd., Suntory Spirits Ltd., Suntory Wellness Ltd., Suntory Flowers Ltd., Izutsu Maisen Co., Ltd.,

PRONTO CORPORATION, DYNAC HOLDINGS CORPORATION, Häagen-Dazs Japan, Inc., MONTE BUSSAN K.K., Suntory Global Spirits Inc., Suntory Mexico Restaurants Group, Suntory F&B International (SHA) CO., Ltd., Restaurant Suntory U.S.A., Inc. and Suntory (China) Holding Co., Ltd.

Consumer-Oriented Management

Our Policies and Approach

Voluntary Declaration of Consumer Orientation

Since our founding, Suntory Group has placed great importance on being consumer-oriented, sincerely listening to and engaging faithfully with our customers. This long-standing policy of consumer orientation is clearly stated in our Voluntary Declaration of Consumer Orientation.

Voluntary Declaration of Consumer Orientation

Nobuhiro Torii
Representative Director,
President & Chief Executive Officer
Suntory Holdings Ltd.



In line with Suntory Group's Corporate Philosophy, we offer products and services of the highest quality that enrich the lives of people around the world and contribute to a sustainable natural environment.

We aim to be a "Growing for Good" company that is a good corporate citizen trusted by consumers. (April 2017 enactment)

Initiative Policies

(1) We will offer products and services that create harmony with customers

We value close communication with customers, placing top priority on the customer. We will respond sincerely to opinions and requests received from customers. We will strengthen initiatives that help to develop and improve our products and services.

(2) We will pursue safety and reliability for customers

Grounded in the Suntory Group "All for the Quality" Policy, we will continually work to maintain and improve quality in all of our processes, from planning and development of products and services, to procurement of materials such as water, agricultural products and packaging, to manufacturing, distribution, sales, and services. We will strive to improve the quality of our products and services while preventing quality risks through the Quality Assurance Committee which promotes quality management throughout the Group.

(3) We will utilize customer feedback in our business activities

We will share the valuable information and opinions received from customers quickly throughout the Group and reflect that feedback in our corporate activities and the actions of our employees, ranging from improving products and services to strengthening risk management.

(4) We will strive to provide information to customers

We will strive to use accurate indicators and easy-to-understand expressions for the labeling of our products, promotional materials and advertisements. We will also work to enhance information on our websites to enable customers to search for

themselves online, in addition to using the communications received through the Customer Center such as telephone calls, letters, and emails. We will offer quality-related information in an easy-to-understand manner for customers.

(5) We will foster a culture and awareness among employees to take action from the viewpoint of customers

We will continue our Customer Satisfaction Cultivation Activities to foster a corporate culture in which all of our employees consider the viewpoint of customers in their work. We will hold training programs for all employees, including those in divisions that have few opportunities to hear the views expressed directly by our customers.

Basic Policy on Customer Satisfaction and Course of Action

Based on the Voluntary Declaration of Consumer Orientation, the Customer Center set out its Basic Policy on Customer Satisfaction in 1999 so that each and every employee always acts with the goal of delivering customer satisfaction. We formulated the Course of Action for Customer Center in 2002 to be put into comprehensive practice by all of the Customer Center staff.



Customer Center

Basic Policy on Customer Satisfaction

We strive to realize, maintain and improve customer satisfaction in every way through various activities to fulfill our responsibility as a member of the society. We value communication with customers and provide safe and reliable products and services that bring joy to customers and gain their trust, while providing information and implementing customer feedback to our business activities.

Course of Action for Customer Center

1. We will respond to customer inquiries and complaints in a timely, accurate and sincere manner while being fair and just.
2. We will proactively provide reliable information that brings satisfaction to the customer.
3. We will incorporate feedback and requests of the society in the company.
4. We will comply with laws and our own standards to protect the rights of the customer.

Customer Response Standard

Suntory Holdings and 12 Group companies* formulated the Customer Response Standard in accordance with ISO 10002 (JIS Q 10002) as a working mindset for implementing the Basic Policy on Customer Satisfaction and the Course of Action for Customer Center. The regulation recognizes the rights of customers to make inquiries and provide feedback, and clearly states our responsibility to actively respond to customers with the objective of maintaining and improving customer satisfaction through our corporate activities. In addition, we will formulate and thoroughly familiarize employees with standards and procedures based on this course of action.

*Suntory Beverage & Food Limited, Suntory Foods Limited, SUNTORY BEVERAGE SOLUTION LIMITED, Suntory Foods Okinawa Limited, Suntory Products Limited, Suntory Spirits Ltd., OKINAWA SUNTORY LIMITED, Suntory Business Systems Limited, Suntory Global Innovation Center Limited, SUNTORY CORPORATE BUSINESS LTD., SUNTORY FIELD EXPERT COMPANY LIMITED and Suntory Sports Limited. (as of July 2026)

Customer Harassment

Suntory Group strives to maintain and improve customer satisfaction in accordance with the Basic Policy on Customer Satisfaction. However, we have also encountered incidents where significantly disruptive behavior by certain customers or other related parties—commonly referred to as “customer harassment”—has adversely affected the working environment of our employees and even impacted the continuity of our business operations.

To respect the human rights of both customers and employees, Suntory Group will respond appropriately to such situations in accordance with the Suntory Group Customer Harassment Response Policy.

Furthermore, we consider it a matter of course that our employees must not engage in customer harassment themselves in accordance with the Suntory Group Corporate Code of Ethics.

➤ [Suntory Group Customer Harassment Response Policy](#) 

CREDO (SUNTORY MIND for Customer Service)

The CREDO (SUNTORY MIND for Customer Service) was formulated as a doctrine for customer service in 2013 to firmly root the Basic Policy on Customer Satisfaction and the Course of Action for Customer Center in the hearts of each and every employee in their daily tasks. We created this CREDO with all the staff at the Consumer-Oriented Management Department in an effort to cultivate an organizational culture that fosters activities leading to greater customer satisfaction.

お客様への約束

No.4
私たちは、
ひとつひとつのお問い合わせが
お客様にとっては「初めて」であり、
「かけがえのない出会い」と受け止め、
丁寧に誠実に向き合います。

No.5
私たちは、
お問い合わせくださったことに感謝し、
ご指摘をいただいた時でも、
感謝の心を忘れません。

No.6
私たちは、
一人一人のお客様の声に、素直に真摯に
耳を傾け、共感に努めます。
そして、お客様の心と向き合い、
お客様が真に望まれていることに応えます。

一緒に働く仲間への約束

No.7
私たちは、
お客様がお問い合わせ頂いた理由や状況を
想像し、常にお客様の立場に立って、
お応えします。

No.8
私たちは、
お客様の心を動かすのは、誠意ある
おもてなしの心であることを忘れません。

No.9
私たちは、
明るく温かい心を忘れずに、声に笑顔を
のせてお客様と対話します。

自分への約束

No.10
私たちは、
一緒に働く仲間を信頼し、互いに尊重しあいます。
そして、チームでの対応が必要な時には、みんなで
連携しながら、心をひとつに最高のバトンタッチを
していきます。

No.11
私たちは、
仲間がいつもベストな状態で、最上のお客様
対応が出来るようにサポートします。

No.12
私たちは、
一緒に働く仲間とのダイレクト (face to face)
コミュニケーションを大切にします。

No.13
私たちは、
一緒に働く仲間笑顔で接することを忘れません。
良いところを褒めあい、高めあいながら、共に
向上していきます。

No.14
私たちは、
「サントリーグループ」の代表として、
プロとしての誇りを持ち、自ら考え、お客様に
とってベストな対応を目指します。

No.15
私たちは、
お客様から学び、成長し続けます。
そのために世の中の変化にあわせて、果敢に
変化し、進化することを目指します。

No.16
私たちは、
お客様からいただいたひとつひとつの
声を大切に扱い、貴重な財産として、社内へ
確実につなぎます。

No.17
私たちは、
お客様に喜びを与えられるように、
美味しい食事や飲み物を楽しみ、楽しい会話の
ある生活を心がけ、自分自身の心身の健康も
大切にします。

CREDO
SUNTORY MIND
for Customer Service
Consumer Relations Division

私たちは、お客様に、一緒に働く仲間たちに、
そして自分自身に約束したいことがあります。

その約束が「クレド」です。
そしてこれは、サントリーのお客様対応を担う者として、
いかに行動すべきかという指針です。

私たち一人ひとりが自分の行動を見つめ、
さらに一歩前に進みたいときに、
この「クレド」を読み返します。

～ GRAND CREDO ～

No.1 私たちは、お客様の「安心」を育むものは「信頼」であり、
お客様とサントリーの「信頼を築く」のは
自分たちであることを忘れません。

No.2 お客様のお役に立ちたいという心を常にもちながら
誠心誠意、お応えします。

No.3 そして、「サントリーファンづくりの最前線」に立っていることを
胸に刻み、お問い合わせいただいた方に、いままで以上に
サントリーを好きになってもらえるように心がけます。

私たちのクレド
これはお客様、仲間、
そして自分への約束です

Our Initiatives

Communicating with Customers

Suntory Group has prioritized customer satisfaction and valued dialogue with customers since our founding. In 1976, we established the Consumer Affairs Department to serve as a contact point for customers. Today, Suntory Holdings' Consumer-Oriented Management

Department serves as its successor and continues to reflect the opinions and requests we receive from customers in our corporate activities.

Responding, Sharing and Utilizing Customer Feedback

Our Customer Center uses a proprietary information search system to respond quickly and accurately to customers so that those who make inquiries are not left waiting.

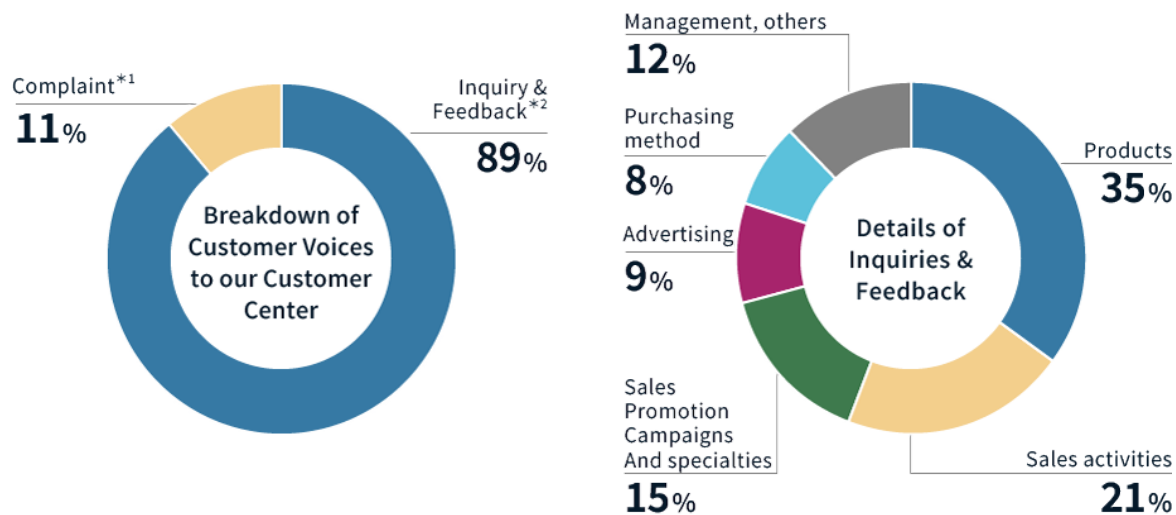
By recording the inquiry and our response in our core information management system upon receiving the inquiry, valuable information from customers is shared immediately with relevant departments to enhance quality and improve risk management. We periodically share the feedback we receive from customers with relevant departments to strengthen our VOC activities* that reflect this feedback in our corporate activities and employees' course for action, which includes improving our products and services and enhancing our provision of information.

* VOC (Voice of Customer) activities: Activities to reflect customer feedback in management policy.

Flow of customer information



Customer voices to our Customer Center (Results in 2025: Approx. 78,000)



*1 Complaints: Includes expressions of dissatisfaction by customers about products or corporate activities.

*2 Inquiries and feedback: Includes a wide range of questions and opinions expressed by customers other than complaints.

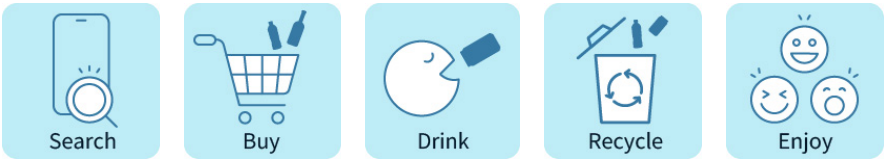
Valuing Customer Feedback for Product Development

We are aiming to improve quality, product development and the provision of information by incorporating opinions and requests from our customers. Having a point of view of our customers is crucial in developing products that are safe and easy to use. We carefully listen to the feedback, and aim to provide products that are kind and considerate to everyone.

We listen to customer feedback carefully and use it to continuously improve our products and services. Customer feedback regarding products of other companies and products in other categories is shared with the development division to stimulate new findings from a wider perspective and make prior checks from the customers' point of view.

The following are examples of how we have utilized actual customer feedback in our products and services, using a variety of situations as a starting point.

* Products that are no longer sold are also shown.



Customer feedback

When buying from a vending machine, I want to know the allergy information.

Making the most of customer feedback

We have started adding allergy information to samples of new products. We plan to gradually expand the rollout.



Customer feedback

I would like to know which stores near my home sell The Premium Malt's.

Making the most of customer feedback

We launched a new feature that allows consumers to search for retailers where select beer and RTD products are available for purchase.





Drink

Customer feedback

Are there any beverages to prevent heat stroke?

Making the most of customer feedback

Suntory offers a wide product lineup of beverages containing moderate amounts of salt, which are effective in combating heat stroke.



Drink

Customer feedback

- I love Horoyoi, but I don't have much alcohol tolerance, so I sometimes leave some of the 350 ml unfinished.
- I have a low tolerance for alcohol, so I would like an even lower-alcohol Horoyoi to be released.
- It's sweet and very easy to drink, but since I don't like carbonated drinks, I'd like Suntory to offer a non-carbonated product.

Making the most of customer feedback

We launched bottled liqueurs under the Horoyoi brand so that consumers can enjoy them in their preferred amount, alcohol strength, and combination.



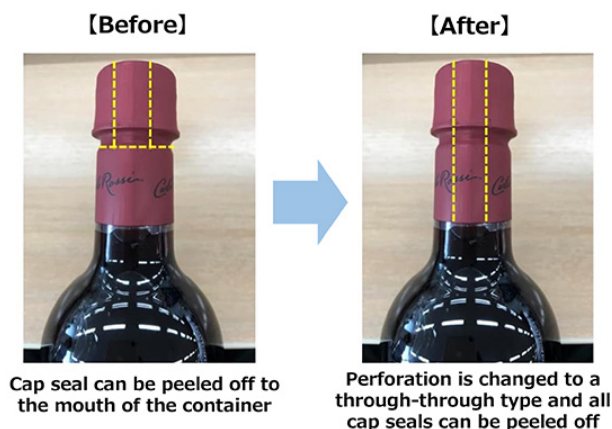


Customer feedback

There is no cut line at the bottom of the wine cap seal, making it difficult to remove from the container when sorting.

Making the most of customer feedback

To make it easier for consumers to remove, we have added the cut line to the cap sticker of all PET bottled wines.



Customer feedback

I'm trying to upload my receipt for your rewards campaign, but it isn't working. Is there an easier way to apply?

Making the most of customer feedback

We newly added a video to the campaign website explaining how to use a smartphone when applying for the campaign, making the process easier to understand.



* Applications for the campaign are now closed.

Expanding Communication Outlets: Use of Digital and Social Media tools

In addition to communication by telephone, letter, and email through the Customer Center, we are working to enhance the information on the Customer Center website by utilizing photos and illustrations for customers who search for information through the website. In addition, we have prepared an inquiry form in English to respond to inquiries from overseas customers. We opened a LINE customer service center in 2022 and continue to create an environment where customers can easily contact us.



Suntory Customer Center website (PC)



Suntory LINE app Customer Service

➤ [Suntory Customer Center website \(in Japanese\)](#) [🔗](#)

Communicating Our Consumer-Oriented Initiatives to Society

Suntory Group actively communicates our consumer-oriented management philosophy and initiatives through various media and activities.

Voluntary Declaration of Consumer Orientation and Activity Report

The specific activities we have undertaken based on the Voluntary Declaration of Consumer Orientation are disclosed to society annually through our corporate sustainability website. In January 2020, we received the 2019 Consumer Affairs Agency Commissioner Award for Consumer-Oriented Management in recognition of our good practices.

As a company that discloses its Voluntary Declaration of Consumer Orientation, we have provided the declaration and content of activities on the Consumer Affairs Agency website.

➤ [For detailed archives of our sustainability website, see Reporting Archive.](#)

Employees with Consumer-Oriented Mindset

In order to promote consumer-oriented management, we conduct enlightenment activities for employees for nurturing consumer-oriented mindset.

Continuing to Meet Consumers Expectations

We focus on consumer-oriented enlightenment activities and culture-building, with the aim that each employee will deepen their understanding of changes in consumer attitudes and interests, and be capable of delivering products and services that exceed consumer expectations.

Overview of Internal Enlightenment Activities

Companywide Consumer-Oriented Awareness-Raising Activities

Initiative	Target	2025 results
Top commitment (Homepage/Video)	All employees	Held in May
Consumer Orientation Action Month	All employees	Held in May
Consumer-Oriented Prudent Action Seminar	All employees	November to December
On-site Customer Relations Promotion Leaders	All sales sites	Held year-round
Examples of Consumer-Oriented Prudent Actions by Employees	All employees	8 articles posted
Consumer Feedback Monitoring by Management	Executive	Held in March

Human Resource Development

Initiative	Target	2025 results
New manager training	New managers	Held in February and August
3rd year training	3rd year employees	Held in October
New employee training	New employees	Held in April

Enhancing VOC Contact Points

Initiative	Target	2025 results
Monthly report	All employees	Once a month
Weekly report	Management Level	Once a week

Implementation of Consumer Orientation Action Month

Every May is designated as “Consumer Orientation Action Month,” an annual opportunity for all Suntory Group companies across the world to turn their attention to consumers, reaffirming the significance of a consumer-oriented approach and the need to take prudent actions, both as an organization and as individuals. Management executives share video messages with the entire company on the importance of being consumer oriented.

In each department, discussions are held on specific tasks and what is and is not being done well from a consumer-oriented perspective, helping connect these discussions to daily work practices.



President & CEO Torii's Message



Departmental Discussions

Implementation of Consumer-Oriented Prudent Action Seminar

We hold a Consumer-Oriented Prudent Action Seminar at the end of every year for all employees. We broadly share the consumer-oriented approach, as well as feedback and words of encouragement received from consumers, to help each employee deepen their understanding of being consumer-oriented and take action. After attending the seminar, each employee declares their action goals for the following year as a “Consumer-Oriented Prudent Action Declaration.” In addition, by offering the seminar in more accessible formats, such as the use of our global digital learning platform MySU (My Suntory University), we are working across the entire Suntory Group to embed consumer-oriented actions.

The System for On-site Customer Relations Promotion Leaders

Beginning in 2018, we have assigned Customer Relations Promotion Leaders to play a central role in further penetrating and establishing customer orientation, particularly at sales offices that have many direct points of contact with customers.

Examples of Consumer-Oriented Prudent Actions by Employees

Interviews with employees who put consumer-oriented prudent actions into practice in their daily work are published on the intranet. By sharing colleagues' consumer-oriented attitudes and commitment across the company, we foster consumer-oriented awareness in each and every employee.

Consumer Feedback Monitoring by Management

Every year, we conduct a program in which members of management listen in real time to phone calls from consumers received by the Suntory Customer Center. By listening firsthand to consumers speak over the phone about the questions, concerns, and opinions they have about products and services in their daily lives, we create opportunities to incorporate the consumer feedback into management.



President & CEO Torii listening to consumer feedback



New managers

3rd year

New employee



Learn about decision making in Consumer-Oriented spirit
Lecture about "What is Consumer-Oriented decision making?"

Improve your ability to assume the customer's point of view
Customer experience program

Learn the basics of Consumer-Oriented spirit
Lecture on basics of Consumer-Oriented spirit

As a part of our human resource development program, we carry out training in line with the career path of each employee. During new employee training, participants will learn about Suntory Group's consumer-oriented spirit continuously passed down since its foundation. Employees in their third year listen in groups to customer feedback and discuss their thoughts and expectations to learn more about the importance of consumer orientation. Employees who are being promoted to management are practically educated on consumer-oriented decision-making such as through group discussions based on business experiences.

Enhancing VOC Contact Points

Sharing Consumer Feedback Through Monthly and Weekly Reports

To ensure that all employees engage with consumer feedback on our products, business activities, and other matters and connect it to their own work and actions, we share opinions and requests from consumers widely across the company on a weekly and monthly basis through the intranet and email.

In addition, by including the opinions and impressions of employee readers regarding comments from consumers, we enable employees to exchange views with one another and gain awareness of a variety of perspectives beyond their own. Furthermore, from January 2026, we have expanded the scope of consumer feedback monitoring to employees and are working to increase opportunities for them to listen to consumer feedback.

【お客様を知る・お客様の声】ハーモニクスレポート

本レポートは、お客様の声をサントリーグループに共有し、業務に役立てていただくレポートです。

発行総局指定
サントリーグループ内限定

New

2026年3月
『PSB』リニューアル/『PSB <アンバーエール>』数量限定新発売 反響
「懸念ゼロなのにそうとは思えない美味しさを実現したサントリー凄い」

New

2026年3月
「工場見学 スタッフ・見学コンテンツ」への感謝の声
「工場見学をして、働く人と、素材へのこだわりを全面に打ち出した素晴らしいブランディングで、ますます好きになりました。」

New

2026年3月
「皆さんからいただいたコメント」
「多様なサントリーアンの視点によってお客様の声が立体的なものとなりより一層理解できました。」

New

2026年2月
「SBS ルートセールスへの感謝の声」
「子供達に貴重な体験をさせていただきました。」

New

2026年2月
「ジャパニーズウイスキーの原点、山崎蒸溜所から。」
「ミズナラ由来のあの森林や雪木っぽいフレーバーが長く残る味わいってすげえうまい！」

New

2026年2月
「25年 お客様センターへの声傾向」「ハーモニクスレポート閲覧人数ランキング TOP5」

New

2026年2月
「皆さんからいただいたコメント」
「営業目線で非常にいい武器になった。消費者目線ではすっきり飲みやすく、非常に気に入った商品であった。もう少し生産してくれればもっと売り込めた。僕は嬉しい。」

New

2026年1月
「サントリーフィールドエキスパート」店頭・料飲店様活動へのお客様の声
「店舗に今日来てみたらやはり神陳列 陣列担当の方にお礼が言いたい。」

Harmonics report provided to employees via our intranet

Communities

Our Policies and Approach

Basic Policy on Social Activities

Suntory Group has long been involved in community contribution through the arts, culture, sports and environmental activities embracing the spirit of Giving Back to Society. Through these activities, we aim to contribute to the sustainable growth of our business as well as solutions to social issues.

Suntory Group Basic Policy on Social Activities

Suntory Group follows its principle of “Giving Back to Society” established by our founder. We have actively engaged in social contribution efforts to help realize a society where people can enjoy a fulfilling and rich life.

To realize our corporate philosophy, “To inspire the brilliance of life, by creating rich experiences for people, in harmony with nature,” we strive to deliver the highest quality products and services to customers while fulfilling our social responsibilities to achieve a prosperous society and a sustainable global environment.

1. Promote activities with the next generation in mind and actual situation worldwide together with our employees in the arts and culture, sports, social welfare, and the natural environment.
2. Focus on a dialogue with stakeholders and work to generate links and cooperation.
3. Support wide-ranging volunteer activities by employees.

Our Initiatives

Social Contribution and Welfare

Support through Social Welfare Organization

Social Welfare Organization Hojukai

Hojukai began with the establishment of the “Imamiya Dispensary” free clinic in the Airin district of Osaka City in 1921 by Suntory founder Shinjiro Torii to assist people living in financial hardship based on his strong belief in social contribution. Hojukai was named by combining one Japanese kanji character of Torii’s wife’s name and one Japanese kanji character from our Kotobukiya company name from that time. During the turmoil after the Second World War, accommodation was provided for victims of war, returnees, and those without family. Afterwards, the facility carried on as a special elderly nursing home and nursery school. Since then, Hojukai has continued activities as a social welfare organization and today it operates Takadonoen (special care facility for seniors established in 1974), Domyoji-Takadonoen (a general-purpose welfare facility established in 2008), Tsubomi Nursery School (established in 1975), and West Asahi-ku Community General Support Center (commissioned by Osaka City in April 2011).

To respond to current needs, Hojukai has focused on at-home nursing care services, such as home-visit nursing care, outpatient nursing care,

and in-home long-term nursing care services. In the spring of 2017, Tsubomi Nursery School was relocated with the aim to become an even more unique and comfortable facility as well as a nursery school that nurtures a wealth of sensibility.

Hojukai, the first corporation to conduct social welfare activities in Osaka, celebrated its 100th anniversary in 2021.

In recent years, Hojukai has also been holding activities such as calisthenics classes and health talks for local residents, dementia prevention seminars, and parenting circles. In addition to providing meals, Takadono 5-chome Shokudo and Domyoji-Takadonoen Hiroppa provide a place for children to belong through play, events, and experiences. They also offer learning and child-rearing supports closely in tune with the local community. These facilities practice the Hojukai philosophy of “living together with smiles and compassion, sharing comfort and joy” and implement activities that contribute to the local community.



Takadonoen, a special care facility for the elderly, and Tsubomi Nursery School



Domyoji-Takadonoen, a general-purpose welfare facility



West Asahi-ku Community General Support Center



Takadonoen, Takadono 5-chome Shokudo



Domyoji-Takadonoen Hiroppa Autumn Festival

➤ For more information, see [Social Welfare Organization Hojukai \(in Japanese\)](#). [🔗](#)

Donating Suntory Products to Children's Homes by Supporting Food Bank Activities

Suntory Group has donated its food products and soft drinks to entities such as orphanages, welfare institutes, community centers, and disaster-affected areas through Second Harvest Japan, a non-profit organization that operates food banks. Donated products are given under the condition that they have the same level of quality as those sold commercially. Donated products are also covered by the same quality assurance, customer service, and all other operations

Additionally, we support an NPO called Good Neighbors Japan that runs “Good Gohan,” a food bank for single-parents, as a way for employees to volunteer. Every year before summer vacation and other long holidays and at the end of the year, we carry out an initiative to donate large amounts of food and beverages to single-parents and their children.



Donations to inner-city children's homes

Engaging in Charitable and Voluntary Activities

Suntory Group continues to conduct community contribution activities through charity events.

Employee Volunteer Activities

Suntory Group conducts a wide range of social contribution activities based on its value of “Giving Back to Society.” At the same time, we believe that it is important for each employee to have rich connections with society as a good person.

We encourage employees to utilize the time created through work style reform promoted throughout the entire Group to participate in employee volunteer activities to discover new value and have access to opportunities for individual growth. We have also introduced a

volunteer leave program to support employees who volunteer. In fiscal 2025, 9 employees took a total of 18 days off to volunteer. We will continue to raise awareness of the program and encourage its use in an effort to deepen our ties with local communities.

- **Volunteer Web and Donation Website**

To facilitate employee participation in volunteer work, we set up Volunteer Web, a website that lists volunteer opportunities Suntory employees can apply for according to community and day. We also offer volunteer opportunities at work or at home and donate food to single-parents experiencing economic hardship. We launched a website to collect donations for organizations working on social issues during “Mutual Aid Month” at the end of the year.

- **Volunteering at Related Organizations and Events**

Each year Suntory Group employees garden, clean windows, help run sporting events, and perform other work together with facility staff at elderly care facilities and child daycare centers operated by the social welfare organization Hojukai.

New employees of Suntory Group also participate in volunteer activities such as roadside cleanups and weed removal after undergoing training at each facility on the history of Hojukai and our founder’s ideas about social contribution.

In addition, we jointly carry out various volunteer activities with other companies and local private organizations.

- **Volunteering in Areas Affected by Natural Disasters**

After Western Japan was hit by torrential rains in 2018 and Typhoon Hagibis in 2019, Suntory as a company donated money and products to the areas affected, and employee volunteers were also sent to help those on the ground. Over the past two years, more than 200 employees have helped in Okayama, Tochigi, Nagano and other prefectures by shoveling mud from under floorboards of damaged homes, removing furniture and cleaning up apple orchards.

In support of the areas affected by the Noto Peninsula Earthquake of 2024, Suntory employees from across Japan donated approximately 7.3 million yen in response to a call from our donation website at the beginning of the year. Around 240 employees volunteered to support the affected areas, including cleaning up damaged homes.

In 2025, Suntory employees volunteered at local festivals to help rebuild the local communities.

- **Volunteer Clean-up Activities at Offices Nationwide**

Suntory Group’s business locations across Japan take part in environment beautification efforts through clean ups organized by local governments and other actions.

- **Assigning Employees to NPOs**

In 2024, we began assigning employees to NPOs engaged in next-generation empowerment activities that share our awareness of issues. In 2024, one employee was assigned to each of three organizations. We intend to continue providing personnel support to NPOs that collaborate with us in these activities. This marks one step further in social participation for both employees and Suntory as a whole.

- **Suntory Group’s Initiatives around the World**

Around 1,200 employees of Suntory Global Spirits representing 11 countries participated in local community contribution activities under the slogan “Together for Good.”

Additionally, Suntory Beverage & Food Europe has established its own volunteer platform, with around 800 employees participating in volunteer activities under the slogan “Do Good.”

Suntory Ladies Open Golf Tournament

The “Suntory Ladies Open Golf Tournament,” which began in 1990, contributed entry fees from the amateur-pro charity tournament and proceeds from the charity corner to aid Kobe City’s earthquake reconstruction and the creation of a safe and secure community from 1995 after the Great Hanshin-Awaji Earthquake until 2010.

Since 2011, the tournament has donated fire trucks and other equipment to Natori City and Sendai City in Miyagi Prefecture as support for areas that were severely damaged by the Great East Japan Earthquake. Since 2016, the tournament has been providing recovery support to areas affected by the Kumamoto Earthquake and the Great East Japan Earthquake. During the COVID-19 pandemic, it donated to Hyogo Prefecture to support frontline medical workers.

Currently, the tournament’s activities include support for junior golfers and the development



A Fire truck donated to Natori City, Miyagi Prefecture

of the golf industry. It will continue to engage in charitable activities that meet the challenges of the times.

Suntory Dream Match

We use a portion of the proceeds from “Suntory Dream Match,” an event held since 1995, to conduct charity activities centered on baseball workshops and playing catch classes for children, taught by former professional baseball players.



A baseball workshop held in Kumamoto Prefecture in November 2020



A catching class in a disaster affected area held using charity

Support for Disaster Areas

Suntory Group provides support for the reconstruction efforts following the Great East Japan Earthquake, Kumamoto Earthquake, and Noto Peninsula Earthquake.



Disaster Recovery Support

Year	Disaster	Amount Donated	Beneficiary	News Release
2010	2010 Canterbury (Darfield) Earthquake	3.25 million yen	Christchurch Earthquake Appeal Trust	

	(New Zealand's South Island)			
2010	Hand-foot-and-mouth Disease Outbreak in Miyazaki Prefecture	10 million yen	Miyazaki Prefecture, and the Miyazaki Community Chest Association Social Welfare Organization	Suntory Relief Aid for Hand-foot-and-mouth Disease in Miyazaki Prefecture (in Japanese only)
2010	Chilean Earthquake	50 million yen	Chile Embassy	Suntory Relief Aid for Earthquake Recovery in Chile
2010	Haiti Earthquake	10 million yen	The Japanese Red Cross Society	Suntory Haiti Earthquake Aid
2011	Thailand Floods	Approx. 2.5 million yen	The Government of the Kingdom of Thailand	Support for Recovery from Flood Damage in Thailand
2011	Christchurch Earthquake (New Zealand's South Island)	6.2 million yen	New Zealand Red Cross	Earthquake Relief Donation to New Zealand
2011	Queensland Floods, Australia	8 million yen	Queensland Fund, Disaster Relief Appeal	Flood Relief Donation to Queensland, Australia
2011~	Great East Japan Earthquake	4.3 billion yen in 2011 2.0 billion yen in 2012 2.5 billion yen in 2013 2.0 billion yen in 2014 (total: 10.8 billion yen)	Iwate Prefecture, Miyagi Prefecture, Fukushima Prefecture, Save The Children Japan, et al.	Relief Donation for Earthquake in the Tohoku Region of Japan
2014	Landslide Disasters in Hiroshima	1 million yen	Chugoku Shimbun Social Welfare Services Corporation	
2015	Nepal Earthquake	3 million yen	Nepal Earthquake	
2016	Kumamoto Earthquake	100 million yen in May 2016 300 million yen in October 2016	Kumamoto Prefecture	Release of Contributions to Kumamoto Prefecture
2017	Storm Disaster in Northern Kyushu	Fukuoka Prefecture (5 million yen) Oita Prefecture (5 million yen)	Fukuoka Prefecture/Oita Prefecture	Relief Donation for the Storm Disaster in Northern Kyushu
2017	Massive Hurricane	Approx. 110 million yen (1 million US	American Red Cross	About Aid Following the Massive Hurricane Disasters in

	Disaster in United States	dollars)		the United States
2017	Earthquake in Mexico	Approx. 22 million yen (200,000 US dollars)	Mexican Red Cross	About Aid Following the Earthquake in Mexico
2017	Hurricane Maria, the Virgin Islands	Approx. 55 million yen (500,000 US dollars)	Virgin Islands Aid Fund	
2018	Torrential Rains of July 2018 (in Western Japan)	900 million yen (Hiroshima, Okayama, and Ehime Prefectures received 300 million yen each)	Hiroshima Prefecture: Japanese Red Cross Society Hiroshima Okayama and Ehime Prefectures: Aid provided directly to each prefectural government	Information About the Donations for the Torrential Rains of July 2018
2018	Hokkaido Eastern Iburi Earthquake	100 million yen	Hokkaido	Information About Support Provided for the 2018 Hokkaido Eastern Iburi Earthquake
2018	Midousuji Gingko Namiki Damage by Typhoon No.21	Approx. 50 million yen	Osaka City	

close —

Year	Incident	Amount Donated	Beneficiary	News Release
2019	Typhoon No.15	50 million yen	Chiba Prefecture	
2019	Typhoon No.19	550 million yen	Iwate Prefecture, Miyagi Prefecture, Fukushima Prefecture, Ibaraki Prefecture, Tochigi Prefecture, Gunma Prefecture, Saitama Prefecture, Kanagawa Prefecture, Niigata Prefecture, Nagano Prefecture and Shizuoka Prefecture	
2020	Bushfire Relief and Recovery in Australia	500,000 Australian dollars	Australian Red Cross, the New South Wales Rural Fire Service and the New South Wales Wildlife Information Rescue and Education Service (WIRES)	  SUNTORY GROUP PLEDGES \$500,000 TO SUPPORT BUSHFIRE RELIEF AND RECOVERY IN AUSTRALIA

2020	The Heavy Rains Relief in Kumamoto Area	50 million yen	Kumamoto Prefecture	➤ Suntory Pledges ¥50 million to support the Relief and Recovery of the Kumamoto area affected by the heavy rain
2021	COVID-19 Relief in India	600,000 US dollars (approx. 44,184,000 Indian rupees)	British Asian Trust Confederation of Indian Industry National Restaurant Association of India Government-led relief efforts	➤ Suntory Holdings and Beam Suntory Donate \$600,000 to Organizations Supporting COVID-19 Relief in India
2021	Tornados in Kentucky	1 million US dollars	Team Western Kentucky Tornado Relief Fund American Red Cross's Disaster Relief Fund	➤ SUNTORY HOLDINGS AND BEAM SUNTORY CONTRIBUTE \$1 MILLION TO SUPPORT RECOVERY FROM DEVASTATING TORNADOS IN KENTUCKY
2022	Tonga's Volcanic Eruption and Tsunami	87,700 US dollars (10 million yen)	Kingdom of Tonga	➤ Suntory Group to Donate Over US \$100,000 to Support Tonga's Volcanic Eruption and Tsunami Response
2022	Humanitarian Assistance in Ukraine	600,000 US dollars	Humanitarian organizations such as the United Nations World Food Programme (WFP)	➤ Suntory Group to Support Humanitarian Relief Efforts in Ukraine
2023	Maui Fire and Disaster Relief	70,000 US dollars	Maui Strong Fund, Hawai'i Community Foundation	➤ Suntory Holdings to Donate US \$70,000 To Support the Maui Fire and Disaster Relief
2023	Aid for Hurricane Damage in Southern Mexico	100,000 US dollars (approx. 15.1 million yen)	Mexican Red Cross (Cruz Roja Mexicana)	➤ Suntory Holdings to Donate US \$100,000 To Support the Hurricane Disaster Relief in Mexico
2024	Disaster Relief Following the 2024 Noto Peninsula Earthquake	50 million yen Approximately 180,000 bottles of Suntory Tennensui (Mineral Water), etc.	Affected areas	➤ About Suntory's support for damage caused by the 2024 Noto Peninsula Earthquake 🔗
2024	Disaster Relief Following the Heavy Rains That Hit Noto Peninsula in 2024	50 million yen	Affected areas	➤ Suntory Holdings to Donate 50 Million Japanese Yen to Support the Heavy Rain Disaster Relief in Noto Peninsula

Providing Free Beverages When Disasters Strike

Suntory Foods Ltd. has developed and is furthering the installation of emergency beverage vending machines. These machines normally sell beverages in peace times but will provide them to the public for free during emergencies, such as when a disaster strikes, making it possible to easily access them even if the power goes out. We are installing these special vending machines mainly at public facilities and hospitals.



Emergency beverage vending machine

Coexisting with Communities around Our Plants

Suntory Group's major plants proactively engage in dialogue with local residents. We also work to provide venues for interacting with the local community through measures such as opening parks and trails created at our plants. We have third parties conduct environmental impact assessments when we construct new plants and work to gain the understanding of the people who neighbor the site. We also make efforts to harmonize our plants with nature by preserving the sites' biodiversity and pursuing greening initiatives on the grounds.

Promoting Greening of Plants

Suntory Group's plants consider biodiversity and promote greening that is in harmony with the local environment, receiving awards in various locations as model greening plants.

Model Greening Plant Commendations (organized by Japan Greenery Research and Development Center)

Year	Plant	Name of commendation
1987	Suntory Tonegawa Brewery	Tokyo Commerce and Industry Bureau Director's Award
1989	Hakushu Distillery	Prime Minister's Award
1993	Azusa-No-Mori Plant	Minister's Commerce and Industry Prize
2002	Yamazaki Distillery	Minister Prize of Economic, Trade and Industry
2006	Kyushu Kumamoto Plant	Japan Greenery Research and Development Center Award
2008	Takasago Plant	Japan Greenery Research and Development Center Award
2014	Suntory Tonegawa Brewery	Minister Prize of Economic, Trade and Industry
2014	Kyushu Kumamoto Plant	Minister Prize of Economic, Trade and Industry
2014	Haruna Plant	Japan Greenery Research and Development Center Award
2019	Kyushu Kumamoto Plant	Prime Minister's Award
2023	Kita Alps Shinano-no-Mori Water Plant	Japan Greenery Research and Development Center Award

2025	Kita Alps Shinano-no-Mori Water Plant	Kanto Bureau of Economy, Trade and Industry Director-General's Award
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Other Greenification Commendations

Year	Plant	Name of commendation	Organized by
1986	Kyushu Kumamoto Plant	Kyushu Bureau of Economy, Trade and Industry Greenery Award	Kyushu Bureau of Economy, Trade and Industry
1997	Suntory Tonegawa Brewery	National Arbor Day Awards Grand Prize in the Contest for Environmental Greening	Gunma Prefecture
2005	Kyushu Kumamoto Plant	Prize for Kumamoto Scenery/Prize for Local Scenery	Kumamoto Prefecture
2011	Okudaisen Bunanomori Water Plant	Award from The Japanese Society of Revegetation Technology (Technology Award)	The Japanese Society of Revegetation Technology
2018	Kyushu Kumamoto Plant	Kumamoto Environmental Grand Prize	Kumamoto Prefecture

Dialogue with Customers through Plant Tours

We offer tours at our breweries, whisky distilleries, wineries, and natural mineral water plants so that more people can become familiar with our dedication to good taste and safety, our concern for the environment, and the approaches we take through our products. While viewing our production processes, visitors are provided with simple explanations about the details that go into our work and enjoy tastings and other activities. In addition, these facilities hold special seminars to inform our commitment toward brewing beer and ways to enjoy whisky, attracting many visitors every year.



Natural mineral water plant tour



Special seminar held at a brewery

Empowering Children & Youth

Our Policies and Approach

Basic Policy on Social Activities

Suntory Group has long been involved in community contribution through the arts, culture, sports and environmental activities embracing the spirit of Giving Back to Society. Through these activities we aim to contribute to the sustainable growth of our business as well as solution to social issues.

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1. Promote activities with the next generation in mind and actual situation worldwide together with our employees in the arts and culture, sports, social welfare, and the natural environment.
2. Focus on a dialogue with stakeholders and work to generate links and cooperation.
3. Support wide-ranging volunteer activities by employees.

To support the development of the next generation, we provide opportunities for children to have authentic and highly-enriching experiences in such fields as music, art, sports, and environmental education. As Japan’s birthrate declines and the importance of nurturing the next generation increases, we are strengthening these activities to support the development of rich individuality and character in children.

In addition to the rapid decline in the birthrate, the low level of mental well-being among children has become a major issue in Japanese society today. To help realize a society where children facing various difficulties can take on challenges with motivation, hope, and dreams, we are supporting children in our own unique ways through the Suntory next-generation empowerment activities called “Kimi-wa-Michisu,” which we have been expanding since 2023.

Our Initiatives

Suntory “Mizuiku”-Education Program for Nature and Water

Suntory Mizuiku* - Education Program for Nature and Water is a next-generation environmental education program launched in 2004. The program is unique to Suntory and helps children experience the wonder of nature, become aware of the importance of water and the forests nurturing it, and consider what they can do to pass on water to future generations. In Japan, the program centers on two activities: the Outdoor School of Forest and Water and Teaching Program at schools. As Suntory Group’s business activities have grown worldwide, we have also expanded the program’s reach overseas starting in 2015. Building on the program in Japan, the global Mizuiku program promotes activities tailored to local water issues.



➤ For more information, see Suntory “Mizuiku” — Education Program for Nature and Water.

Next-Generation Empowerment Activities “Kimi-wa-Michisu”

The wide range of challenges facing children and youth is an important social issue in Japan. Since October 2023, Suntory Group has committed to strengthening its initiatives for supporting children and youth to help create a society where they can overcome challenges with motivation, hope, and dreams.

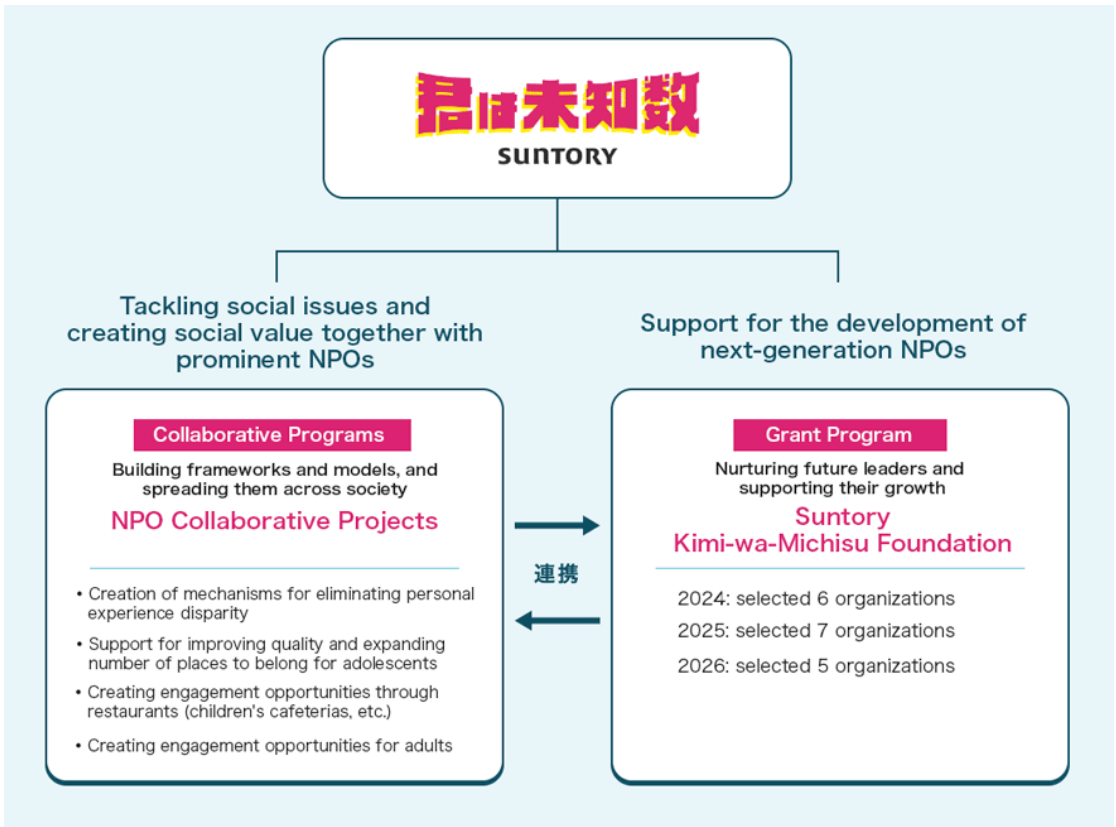
The potential of children and youth is “michisu (limitless)”. We will create a society in which all children can realize their potential, regardless of their environment or circumstances in which they were born and raised. This is our commitment. Primarily targeting adolescents, we work with NPOs and other pioneering organizations in this field to create opportunities for children to encounter the unknown and meet other people.



Overview of the Activities

Suntory engages in collaborative projects with NPOs that deeply understand the circumstances and needs surrounding children as well as grant programs that support their organizational growth and development.

By fostering partnerships and collaboration among diverse sectors—including NPOs, corporates, and government—we aim to create a collective impact.



Main Activities

- Creating a mechanism to address experience inequality: Children's Adventure Bank



the logo of Children's Adventure Bank

Co-developed with the nonprofit organization Florence, the initiative has engaged 53 partner companies and provided a cumulative total of 9,250 experience opportunities (as of November 30, 2025).

It was awarded the Grand Prize in the Products and Services category at the Wellbeing Awards 2025.

- Supporting the greater quality and quantity of safe spaces for youth

In August 2024, together with the certified nonprofit organization Learning for All, we launched a model project in Amagasaki City, Hyogo Prefecture, to establish a youth center equipped with prevention and early intervention services.

In December 2024, in collaboration with the certified nonprofit organization KATARIBA, we began a pilot project aimed at creating spaces for teenagers nationwide by utilizing public facilities such as libraries as youth centers.

In December 2025, partnering with the certified nonprofit organization D x P, we initiated a food-service job experience project to support young people in taking their first step toward employment.

➤ [For more information, see “Kimi-wa-Michisu” \(in Japanese\).](#)

Plastics-related Educational Opportunities

As a company that uses PET bottles extensively, Suntory Group is committed to achieving a sustainable society by promoting understanding of PET bottle recycling and encouraging sorted collection through external seminars and other initiatives. Aiming to build awareness among the next generation, we concluded an agreement with Waseda University in 2021 to help realize a circular society. At elementary and junior high schools in municipalities with which we have concluded agreements for “Bottle-to-Bottle” Horizontal Recycling, we conduct classes to promote awareness and understanding of this approach to recycling and proper separation of PET bottles, and give students a chance to think about recycling and resource circularity



Supporting the Development of Children through Music

Suntory Hall operates a variety of programs for youth and children to provide opportunities for experiencing the excitement of live performances by top-class musicians and to develop a rich sense of humanity through music.

Regular Concerts for Children

With the hope that children will develop the habit of regular visits to concert halls enjoy classical music as part of their lives, the Children's Regular Concert Series have been held since 2001 as Japan's first regular orchestra concert for children and youth.

The 2026 season marks its 100th performance.

A distinctive feature of this concert series is that children are not only listeners, but active participants. They can take part in a variety of ways, including contributing artwork for concert flyers, submitting theme music, and joining the orchestra as children performers, making it a popular recurring program.



A four-hand piano performance by a young soloist, who passed an audition, and Michie Koyama, one of Japan's top pianists, with the orchestra



Young musicians who pass an audition receive the opportunity to perform with Tokyo Symphony Orchestra

Suntory Hall Keizo Saji Junior Program Seat

This program follows on from the wishes of the founding President of Suntory Hall, Keizo Saji, who desired to pass on classical music to the younger generation.

3 pairs of elementary and junior high school students are invited each time to attend select performances in the large hall on weekends and holidays.



Keizo Saji Junior Program Seat



Suntory Hall Academy

Suntory Hall Academy, comprised of the Opera Academy and Chamber Music Academy, is geared towards young musicians who are on their way to becoming professionals.

In addition to receiving coaching from the world's leading artists, fellows (academy members) attend regular workshops to deepen their musical knowledge and perform in actual concerts.



Giuseppe Sabbatini, one of world's acclaimed Tenors, also gives lessons in person as the Executive Faculty of Opera Academy.



Workshop of the Chamber Music Academy. Tsuyoshi Tsutsumi (pictured second from left) serves as academy director.

Violin Loaning Program

Every year since 2014, Suntory Foundation for the Arts has sequentially loaned 5 world-class violins for 3 years free of charge as the Suntory Foundation for Arts Special Prize in the All Japan Student Music Competition (sponsored by the Mainichi Newspaper), Violin Division, Junior High School Division and High School Division. So far, 17 young musicians have received the loan.

In addition, one each of a historically valuable violin, viola, and cello is loaned to young professional performers, supporting their musical activities.



Toshitaka Hamada, winner of the 12th Suntory Foundation for Arts Special Prize, has been loaned the renowned French violin JEAN-BAPTISTE VUILLAUME (made in 1855).

Supporting the Development of Children through Art

Aiming to become a museum that welcomes children, Suntory Museum of Art provides various programs that allow children to easily engage with art and cultivate love for beauty in enjoyable ways.

Learning Programs

Suntory Museum of Art actively promotes education of the next generation according to its message of “Art Revised, Beauty Revealed.” The museum offers free admission to children in junior high school and younger, and also distributes activity sheets. This tool not only guides users to notable areas of interest, but also cultivates a spirit to enjoy free inspiration brought by appreciation. For each exhibition, a variety of learning programs are held that can be enjoyed by people of all ages. In addition to talks, workshops, and kid-friendly activities such as the Art Club for junior and senior high school students, the museum also provides opportunities for children to experience Japanese art through programs for school groups.



Activity sheet for children



Suntory Museum of Art
Art Club for junior and senior high school students

Art Kids Club Iro-Iro Do-Re-Do-Re

This joint project of Suntory Hall and Suntory Museum of Art is a creative art experience and appreciation program for preschool children ages three to six.



Suntory Hall and
Suntory Museum of Art joint workshop



Art Kids Club Iro-Iro Do-Re-Do-Re

Supporting the Development of Children through Sports

Suntory Group runs a variety of activities designed to support the healthy development of children's minds and bodies through sports. As part of these activities, Suntory's sports teams, Tokyo Suntory SUNGOLIATH and Suntory SUNBIRDS, promote their sports.

In addition to holding clinics where players and staff directly teach children, Tokyo Suntory SUNGOLIATH provides instruction at rugby schools and operates rugby sports events, while the Suntory SUNBIRDS instructs local volleyball teams and students as well as supports the operation of volleyball tournaments, to offer opportunities for children to experience sports.

We annually conduct the "Challenged Sports Athlete Scholarship" to support young athletes who will lead the future, nominated by disability sports associations in all 47 prefectures and 10 designated cities across Japan, with the goal of promoting the spread of challenged sports (para sports) and improving the environment surrounding them.

➤ [For more information, see Supporting Challenged Sports](#) ➡



Rugby workshop



Volleyball workshop



Wheelchair basketball experience event

Suntory Special Inquiry Class Q to VIEW

Suntory launched the special inquiry-based learning program Q to VIEW in 2024, in collaboration with Suntory SunRISE, the life science researcher program run by Suntory Foundation for Life Sciences. During Q to VIEW classes, students learn about how eminent people of the past have changed peoples' way of seeing the world (VIEW) through the questions they asked (Q).

By creating questions and engaging in dialogue, the program nurtures children's curiosity and empowers them to ask meaningful questions and shift their perspectives.



Support through Hibarigaoka Gakuen

Hibarigaoka Gakuen has been supporting integrated education from kindergarten to high school since Shinjiro Torii became the first chairperson in 1950. Torii placed importance on being devoted to one's parents and often said, "A person who is devoted to his own parents can do anything well." This founding spirit has been passed down today and the school engages in educating people based on the belief that "Parents wish for the growth of their children, and children are grateful and respectful of their parents, and this natural human spirit is the basis for the family circle and the desire to serve society." Additionally, based on the Yatte Minahare spirit, we support the implementation of highly flexible educational programs that draw out children's sense of adventure. Since 2008, we have provided primary school and junior high school students with environmental curriculum on flowers (Hanaiku) and water (Mizuiku) and offered extracurricular activities as educational support for the next generation. In March 2022, we held the 70th anniversary program and opened the new cultural center Michishirube. In addition, to support the school's "exploration activities," we provide a curriculum that utilizes the knowledge in the research fields of Suntory Flowers and Suntory Foundation for Life Sciences.



Planting trees at the outdoor education classes

Arts & Culture

Our Policies and Approach

Basic Policy on Social Activities

Suntory Group has long been involved in community contribution through the arts, culture, sports and environmental activities embracing the spirit of Giving Back to Society. Through these activities, we aim to contribute to the sustainable growth of our business as well as to finding solutions to social issues.

➤ [For more information, see Communities.](#)

Our Initiatives

Suntory Group is involved in a variety of cultural contribution activities through Suntory Museum of Art, Suntory Hall and other activities that contribute to the development of a rich culture and lifestyle.

We also support academic research in the humanities and social sciences, and promote research activities in bio-organic science. Through this, we aim to foster global talent capable of leading the next generation.

Suntory Foundation for the Arts

Suntory has been active in the field of arts for nearly half a century through Suntory Museum of Art, which opened in 1961, and Torii Music Foundation, which was established in 1969 to commemorate the company's 70th anniversary (renamed the Suntory Music Foundation in 1978). In 2009, we established Suntory Foundation for the Arts to bring together the activities of these two organizations and to innovate them into a new form suited to the 21st century. In 2012, we added the operation of Suntory Hall to our business portfolio. Through our unique and diverse business activities, we aim to contribute to the further popularization and development of Japan's music and art.

➤ [For more information, see Suntory Foundation for the Arts.](#)

Suntory Museum of Art: Art Revised, Beauty Revealed

Opened in 1961 with the basic philosophy of "Art in Life," Suntory Museum of Art has hosted special exhibitions and expanded its collection, mainly consisting of Japanese art pieces. In March 2007, the museum was moved to Tokyo Midtown in Roppongi. Under the theme of "Art Revised, Beauty Revealed," the museum has held a variety of special exhibitions with approximately 3,000 items from its collection, including one National Treasure and 18 Important Cultural Properties (as of July 31, 2026), and continues its activities to pass on the aesthetic values at the heart of Japanese people to future generations. The museum, designed around the theme of "urban living room" by architect Kengo Kuma, features a store, café, tea ceremony room and a hall that hosts various programs.

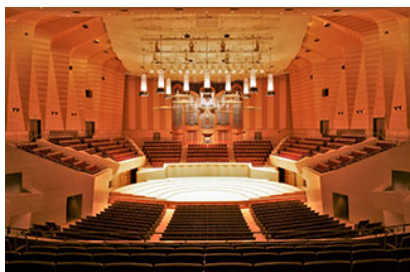


Suntory Museum of Art

➤ [For more information, see Suntory Museum of Art.](#)

Suntory Hall: In Pursuit of the World's Most Beautiful Sound

Suntory Hall opened in 1986 as Tokyo's first dedicated concert hall. Performances by leading musicians from Japan and around the world are performed in two halls, the Main Hall with a vineyard style, praised as "a jewel box of sound" by world-renowned conductor Herbert von Karajan, and Blue Rose (Small Hall) which gives the space a warm sound and atmosphere and allows the audience to feel close to the performers. Suntory Hall holds approximately 600 events by the world's top artists from home and abroad, and welcomes approximately 600,000 visitors annually. Suntory Hall's mission is to enrich people's lives through music and to lead music culture and contribute to society. In 2026, the venue will celebrate its 40th anniversary with a variety of commemorative performances. In addition, starting in March 2027, renovation work will be carried out for six months to update and refurbish facilities such as the Main Hall and Blue Rose, ensuring that they continue to be used comfortably by all visitors.



Suntory Hall



Suntory Hall 40th Anniversary Press Conference

Tomomi Nagamasa, General Manager

Tsuyoshi Tsutsumi, President of Suntory Hall

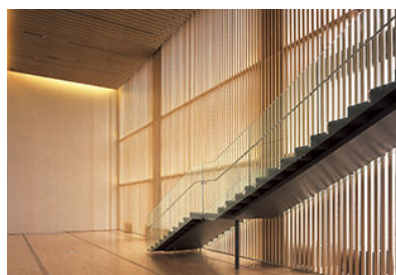
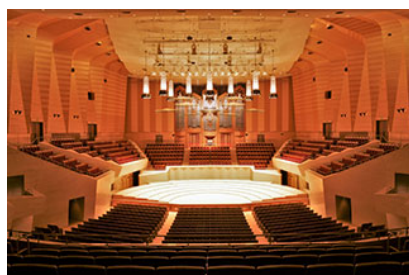
Daniel Froschauer, Chairman of the Vienna Philharmonic Orchestra

➤ For more information, see [Suntory Hall](#).

Suntory Hall and Suntory Museum of Art Switches to 100% Renewable Electricity

Since April 2022, Suntory Group has purchased 100% renewable electricity to power all 30 of its directly owned manufacturing sites and R&D facilities in Japan. Suntory Hall and Suntory Museum of Art have also switched to purchasing 100% of their electricity from renewable energy sources.

Through these efforts, the two facilities have reduced CO₂ emissions by approximately 800 tons per year compared to before. We believe that the visions of both, "the most beautiful sound in the world" and "urban living room," can be realized by placing importance on harmony with nature as well as with people and society.



Music Division: Innovative Activities to Promote Music

The Music Division engages in a wide range of activities with the aim of contributing to the development of Western music and the advancement of culture in Japan. Suntory Foundation supports creative musical activities in Japan through its programs, including the Suntory Music Award, which honors individuals or groups for outstanding achievements in the field of Western music every year for the past 57 years, the Keizo Saji Prize, which recognizes performances that demonstrate a spirit of taking on challenges, the Yasushi Akutagawa Suntory Award for Music Composition, which selects outstanding works by up-and-coming Japanese composers based on public performances, and the publication of Japanese Contemporary Composition, which critiques new Western music premieres. Since 2014, the Foundation has been preserving world-famous string instruments of cultural value in its



Suntory Music Award and Keizo Saji Prize ceremony

collection, as well as lending them out to train young performers. To date, these instruments have been loaned free of charge not only to professional performers, but also to the junior and senior high school students who have received the Suntory Foundation for Arts Special Prize for Masterpiece Instruments, many of whom have gone on to play internationally.

Vienna Philharmonic & Suntory Music Aid Fund:

In 2012, following the 2011 Great East Japan Earthquake, Suntory and Vienna Philharmoniker established the Vienna Philharmonic & Suntory Music Aid Fund within Suntory Foundation for the Arts, with the goal of revitalizing disaster afflicted areas as well as the rest of Japan through music. In collaboration with the Vienna Philharmoniker, we hold “Concerts for Children” for children and their families in disaster afflicted areas, and we also provide music instruction to nurture the next generation of music aficionados and performers.



Exchange workshop between local junior high and high school students and members of the Vienna Philharmoniker at Miracle Pine Hall (Rikuzentakata Civic Cultural Center)



Concert for Children 2025
at Miracle Pine Hall (Rikuzentakata Civic Cultural Center)
Performance by members of the Vienna Philharmoniker

➤ [For more information, see Music Division.](#)

➤ [For more information, see Vienna Philharmoniker & Suntory Music Aid Fund \(in Japanese\).](#) [🔗](#)

Suntory Foundation

Suntory Foundation was established in 1979 in celebration of Suntory's 80th anniversary. Aiming to deepen international and interdisciplinary exploration of society and culture, the Foundation supports and discovers talented human resources across a wide range of fields, and supports original and adventurous research, and, contributes to the dramatic development of cultural exchanges between the world and Japan. Our initiatives as a Humanities and Social Sciences Promotion Project include research assistance and investigative research in the fields of the humanities and social science, awarding of the Suntory Prize for Social Sciences and Humanities, and overseas publishing support. The Community Culture Promotion Project includes awarding the Suntory Prize for Community Cultural Activities and support for regional cultural activities.

In recent years, the Foundation has been actively working to support young researchers, carrying out initiatives including providing support to those who will lead the future of society, and working to bridge the gap between researchers and society by providing opportunities for exchanges between the worlds of academism and journalism.



Suntory Prize for Social Sciences
and Humanities award ceremony



Suntory Prize for Community
Cultural Activities award ceremony



Grant for Groundbreaking
Young Researchers report briefing

➤ For more information, see [Public Interest Incorporated Foundation Suntory Foundation for Culture](#).

Suntory Foundation for Life Sciences

Preceded by the Institute of Food Chemistry which was established in 1946 to improve the health and nutrition of the Japanese people, the name was changed to Suntory Institute for Bioorganic Research (SUNBOR) in 1979 and Suntory Foundation for Life Sciences in 2011. The Foundation promotes research and dissemination of academics of bioorganic science, which is a fusion of life science and organic chemistry. It has produced many university professors and other researchers that play active roles on the frontline.

The Foundation engages in research activities for unveiling the mechanisms of life emphasizing molecules using the keywords “metabolism,” “biomembrane,” and “signaling” by positioning our own research into structural biology, organic chemistry, and molecular biology as points of integration for dissimilar fields. Collaborative research with research institutions such as universities is also promoted. It also operates an analysis center to aid research by universities. The Foundation offers SUNBOR GRANT for researchers in the field of bioorganic chemistry, SUNBOR SCHOLARSHIP for graduate students, support for academic meetings, a postdoctoral fellow system, educational support for universities, and other activities to train researchers.



Exhibition displaying
the history of the foundation



800 MHz superconducting
nuclear magnetic
resonance equipment

Many research findings have been published in prestigious academic journals, such as the discovery of enzyme gene for biosynthesis of sesamol and sesaminol from sesamin, antioxidant components of sesame, the deciphering of the mechanism of blue coloration through interactions between floral pigments and flavonoid glycosides, and the discovery of a new mechanism for iron absorption from grains and vegetables. In addition, joint researchers and frontline researchers are invited to hold debriefing sessions annually.



Research Institute annual meeting
(Saji Keizo Memorial Hall, Osaka University
Nakanoshima Center)

SunRISE (Suntory Rising Stars Encouragement Program in Life Sciences)

To support the bold challenges of young researchers who will shape the future of Japan in the field of basic research, Suntory established the SunRISE (Suntory Rising Stars Encouragement Program in Life Sciences) in 2020.

From a large pool of applicants, 10 early-career researchers (SunRISE Fellows) were selected. Each fellow received support of 50

million yen over five years (10 million yen per year from fiscal 2021 to fiscal 2025), resulting in many outstanding research achievements.

From fiscal 2026, support for a second cohort of 10 SunRiSE Fellows has begun, providing the same five-year funding framework. At the annual year-end research symposium, the Fellows present their research findings and engage in lively and rigorous discussions with the program's Steering Committee members—leading researchers representing Japan—as well as SunRiSE Advisors.



Press conference on the establishment of SunRiSE



The SunRiSE Second Cohort Fellows award ceremony

➤ For more information, see [Public Interest Incorporated Foundation Suntory Foundation for Life Sciences](#). ➡

Suntory Presents Beethoven's 9th with a Cast of 10,000 – Spreading the Joy of Singing Together

Suntory Presents Beethoven's 9th with a Cast of 10,000 started as a commemorative event for the opening of the Osaka-Jo Hall in 1983, which was held for the 43rd time in 2025. Suntory Group has been a co-sponsor of this concert, which has become a seasonal event in December, from the first event.

As an opportunity for 10,000 people to share the joy of singing and experience the wonder of classical music, the event has expanded its rehearsal venues and now welcomes participants of diverse ages and nationalities. It is growing into an event that transcends generations, regions, and national borders.

In 2011 to 2013, the Tohoku venue, which was linked live with the Osaka-Jo Hall, was also set up as a part of an activity to support the recovery from the Great East Japan Earthquake. In 2014, 150 people from Iwate, Miyagi and Fukushima prefectures were invited to the Osaka-Jo Hall.

From 2017, in addition to television broadcasts, we have been providing broadcasts via LINE LIVE to reach more viewers. Starting in 2020, as a new challenge during the COVID-19 pandemic, we began an initiative for people to participate in the concert by submitting videos from across the country. In the 40th anniversary concert in 2022, the choir gathered once again at Osaka-Jo Hall for the first time in three years. The concert also featured relay choirs from 10 locations nationwide, along with singing videos from around the world, creating a grand chorus that connected people across Japan and the world with the voices of over 10,000 singers. In 2023, a choir of 10,000 people gathered together for the first time in four years at Osaka-Jo Hall.



Suntory Presents Beethoven's 9th with a Cast of 10,000 (2025), conducted by Maestro Sano
Photo courtesy of MBS



Suntory Presents Beethoven's 9th with a Cast of 10,000 (2025)
Photo courtesy of MBS

➤ For more information, see [Suntory Presents Beethoven's 9th with a Cast of 10,000 \(in Japanese\)](#). ➡

Championing Sports

Our Policies and Approach

Suntory Group not only creates enthusiasm and excitement in people through the bold passionate spirit of Suntory sports, but also aims to inspire the brilliance of life, by fostering connections with people and sports, motivating people to “shine” and providing strong support to those who take the first step.

➤ For more information, see [Suntory Sports. \(in Japanese\).](#) [🔗](#)

Our Initiatives

Rugby Team Tokyo Suntory SUNGOLIATH

Tokyo Suntory SUNGOLIATH was established in 1980, and has taken the Top League championship five times and won the All-Japan Rugby Football Championship eight times. The team is currently participating in JAPAN RUGBY LEAGUE ONE that started in 2022.

SUNGOLIATH has signed comprehensive partnership agreements for the development of the local community with Minato Ward in September 2020; Fuchu City, Chofu City, and Mitaka City in April 2021; and Tokyo in November 2021. Furthermore, in 2026, Suntory concluded a cooperation agreement with Yamanashi Prefecture to strengthen initiatives related to the promotion of rugby, sports development through rugby, regional economic revitalization, and the healthy development of youth. Members of the Tokyo Suntory SUNGOLIATH lead rugby clinics for elementary school students at its host town as well as share their life story in a workshop called “Trying for Dreams,” teaching students about the importance of striving for your dreams.



Rugby Team Tokyo Suntory SUNGOLIATH



Rugby clinic



“Trying for Dreams” workshop

➤ For more information, see [Tokyo Suntory SUNGOLIATH.](#)

Volleyball Team Suntory SUNBIRDS Osaka

Suntory SUNBIRDS Osaka is a volleyball team that marked its 50th anniversary in 2023 since its founding in 1973. In 2023, they became the first Japanese team to win the Asian Club Championships, and in the World Club Championships, they took third place and a bronze medal, proving they are a talented club that can compete globally.

The team currently belongs to the Daido Life SV.LEAGUE MEN, the top volleyball league in Japan. In the 2024–25 season, the team was crowned the inaugural champion of the SV.LEAGUE, marking its 11th league title overall.

The SUNBIRDS also actively engage in social contribution activities such as ball-based exercise training for the seniors, supporting activities for recovery after the Great East Japan Earthquake, and holding volleyball clinics for elementary and junior high school students at home games.

The team has signed comprehensive partnership agreements for the development of the local community with Osaka City in September 2018

and Minoo City in October 2021 and offers volleyball clinics instructed by the players and staff for a wide range of age groups with a focus on elementary and junior high school students at its host town.



Volleyball team Suntory SUNBIRDS



Volleyball clinic



Comprehensive partnership agreement
with the host town

> For more information, see [Suntory SUNBIRDS \(in Japanese\)](#). [🔗](#)

Ai Miyazato Suntory Ladies Open Golf Tournament: Pathway to AIG Women's British Open

Suntory Ladies Open Golf Tournament is an official ladies open golf tournament of the Japan Ladies Professional Golfers' Association hosted by Suntory. The event is held annually at the Rokko Kokusai Golf Club in Kobe City. This tournament is seen as a competition to test the true skill of the golfers because it is held for four days, while in Japan most golf tournaments usually last for three days. Ai Miyazato, a professional golfer affiliated with Suntory, acts as an advisor for the tournament and is involved with setting the course, PR for the tournament, and hospitality for visitors. As an international open tournament, it opens its doors and supports the growth of the next generation of Japanese and international amateur golfers who will become leading players in the future, and actively engages in other charitable events. From the 30th tournament in 2021, the first- and second-place golfers gained entry to the AIG Women's British Open.



> For more information, see [Suntory Ladies Open Golf Tournament \(in Japanese\)](#). [🔗](#)

Suntory Dream Match

Suntory has been hosting this baseball event since 1995 to deliver dreams and excitement. The event, which features retired professional baseball legends, has brought joy to more than a million fans to date. In the 29th match in 2025, the Premium Malt's team, led by Manager Koji Yamamoto, and the Dream Heroes team, led by Manager Yasushi Tao battled it out. The Suntory Dream Match is also a charity event, with a portion of the proceeds used to support charity activities such as baseball lessons for children throughout Japan.



> For more information, see [Suntory Dream Match \(in Japanese\)](#). [🔗](#)

Suntory Challenged Sports Project

Suntory Group has been supporting parasports since 2014.

This began in 2014 as part of the recovery efforts following the Great East Japan Earthquake, and has gradually expanded the scope and area of its activities. Currently, it mainly consists of the following four activities:

- (1) Challenged Sports Athletes Incentive Program for athletes and sports organizations nationwide
- (2) Dream Athlete wheelchair basketball clinic for elementary and junior high school students (currently held in Koto Ward)
- (3) Parasports Design College is a project to promote the appeal of parasports with university students
- (4) Wheelchair Skills Seminar for medical and welfare students

Suntory Challenged Sports Athletes Incentive Program

The pillar of this project is the Suntory Challenged Sports Athletes Incentive Program. Starting in 2023, we have provided grants to support the activities of athletes, associations, and sports organizations designated by each association, with the hope of spreading and promoting challenged sports and nurturing and strengthening world-class athletes. In addition to targeting young athletes*, grant recipients are selected from athletes recommended by parasports associations in prefectures and ordinance-designated cities across Japan, as well as from each association or sports organization designated by each association, in order to support community-based activities and develop them with many partners.

The fourth round of recipients was selected in 2026. Athletes and parasports associations or sports organizations from 57 prefectures and ordinance-designated cities were selected and awarded a total of 28.5 million yen.

We will continue our challenges with our athletes under our PASSION FOR CHALLENGE grounded in our Yatte Minahare spirit.

* Up to 25 years of age or less than 10 years since starting competition.



Fourth Cohort Send-off Ceremony

Dream Athlete

We also offer hands-on clinics for parasports, including wheelchair basketball in the Tohoku region and other areas. Currently, the activities are based in Tokyo Ariake Arena and offer hands-on clinics for elementary and junior high school students in Koto Ward, with players from the Tokyo wheelchair basketball team NO EXCUSE as instructors.

Since 2023, more than 2,000 children have participated, experiencing the joy of parasports through interactions with athletes.



Hands-on clinic held in a friendly setting

Parasports Design College

In 2021, we launched a project called Parasports Design College with university students to promote the appeal of parasports. The project has posted on its website and social media a player directory that introduces wheelchair basketball players from a university student's perspective, as well as interviews with players. The project also surveys university students about awareness of parasports in order to convey the excitement of challenged sports in various ways. Parasports Design College also hosts wheelchair basketball clinics and sets up event booths at tournaments.



The project is made up of students from various universities who are passionate about parasports.

Wheelchair Skills Seminar

We hold seminars for medical and welfare university students, where they acquire active wheelchair skills, with the aim of nurturing the next generation of parasports instructors. Having started in the Tohoku region, these seminars are now being expanded to the Kanto, Kansai, and Kyushu areas.



A seminar where participants learn how to “raise casters,” a technique used to overcome everyday barriers.

In addition to these four activities, from 2025, Paralympian Mami Tani (an employee of Suntory) will serve as an ambassador for the project, promoting not only her own athletic activities but also the efforts and appeal of challenged sports.



Mami Tani training hard



Press conference for her appointment as ambassador

➤ [For more information, see Supporting Para-Sports \(in Japanese\).](#) [🔗](#)