

Performance Data

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Performance Data

Suntory Group has brought together its performance for the main indicators (management, environment, and society) on our sustainability site and other media.

Boundary

259 Group companies in Japan and overseas, including Suntory Holdings Ltd.

- The boundary of environmental data is as follows except where otherwise stated individually.
2023: data covers 27 production plants in Japan and 62 production plants overseas.
2024 and 2025: data covers 27 production plants in Japan and 52 production plants overseas.
- The boundary of HR data, describe the scope of data individually.

Independent Assurance

Actual results marked with ★ have received independent assurance (hereafter Limited Assurance) from Deloitte Tohmatsu Sustainability Co., Ltd. in accordance with International Standard on Assurance Engagements (ISAE) 3000 and ISAE 3410.

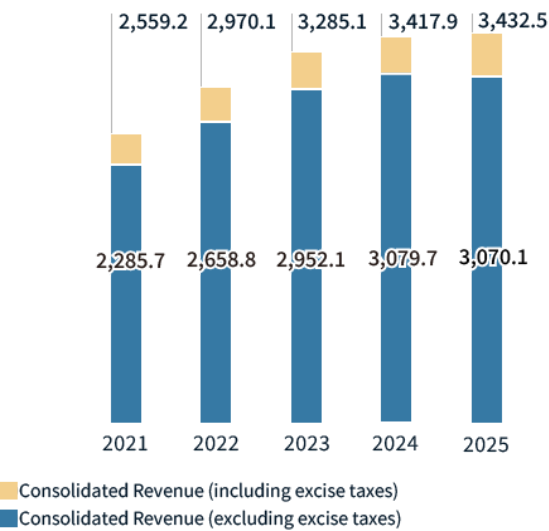
➤ [Independent Practitioner's Assurance Report and Sustainability-Related Data Report of Suntory Holdings Limited](#) 

Key Financial Data

Consolidated financial Results

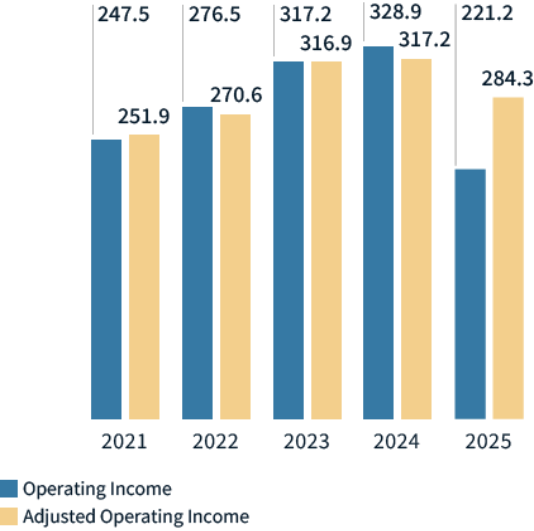
Consolidated Revenue

(Billion yen)

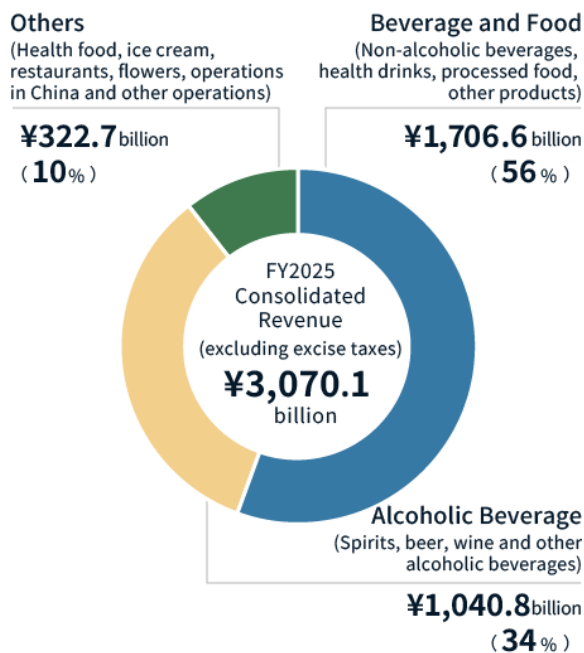


Consolidated Operating Income

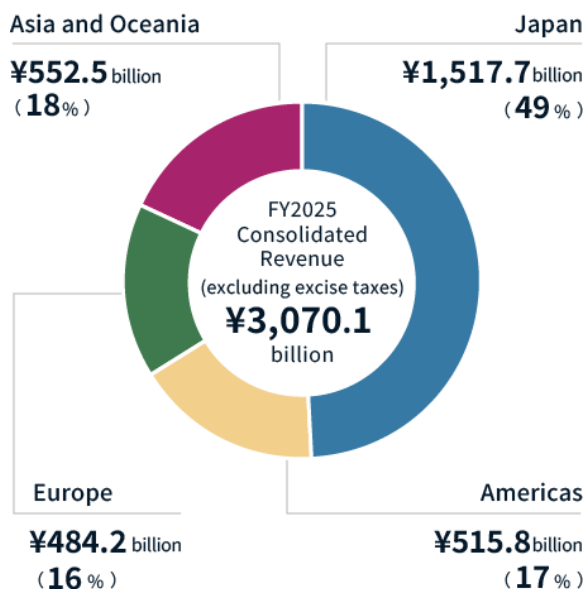
(Billion yen)



Sales by Business Segment



Sales by Area



Environmental Data

Targets and Progress<Water>

2030	2025 Results
Reduction of water used in direct operation Reduce the water intensity of production at our owned plants by 35%*1 globally. In addition, explore reduction of absolute amount of water withdrawn in highly water stressed areas	Reduced the water intensity of production by 31% compared to 2015.
Water replenishment Replenish more than 100% of water used in at least 50% of our owned plants*2 globally, including all those in highly water stressed areas, through local water source conservation efforts. Especially in regions with high water stress, the above initiatives are implemented at all factories.	- Water resource cultivation activities implemented in 36% of all owned plants globally. - For the plants located in highly water stressed areas, activities are implemented in 14% of those areas.
Sustainable water use in raw ingredients Collaborate with suppliers to improve water-use efficiency in the production of water-intensive key ingredients*3 in highly water stressed areas.	- As part of our efforts in barley production through regenerative agriculture, we are continuously working with our suppliers to verify the improvement of water use efficiency by enhancing soil water retention. - Implemented a pilot program to assess and support water use through regenerative agriculture for coffee farmers in the Cerrado region of Brazil.

Water education and access to safe water Expand water education programs and initiatives to provide safe water access for more than 5 million people.	Total 2,610,000 people Water education program: 2,100,000 people Provision of safe water: 500,000 people
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- *1 Reduction of water intensity of production based on 2015 baseline year
- *2 Suntory Group plants that manufacture finished products: 27 plants in Japan, 52 plants overseas
- *3 Coffee, barley, grapes

Water Stewardship

Community Engagement	Unit	2015 (base year)	2023	2024	2025
Total water withdrawal	thousand m ³	-	38,775	37,173	35,672★
Water intensity	m ³ /kL	4.53	3.26	3.17	3.15
Total water discharge	thousand m ³	-	24,496	22,898	21,888★
Total water consumption	thousand m ³	-	14,279	14,275	13,784

Water Withdrawal from Areas

Area	Water withdrawal (thousand m ³)		
	2023	2024	2025
Japan	21,713	21,707	21,408
Americas	4,361	4,092	3,810
Europe	5,810	5,154	4,468
Asia	6,469	5,790	5,304
Oceania	422	429	682
Africa	-	-	-
Total	38,775	37,173	35,672★

Amount of Water withdrawal by Source

Intake source	Water withdrawal (thousand m³)		
	2023	2024	2025
Groundwater	17,530	16,606	16,456★
Rivers/lakes	3,382	2,539	1,799★
Rain water	2	5	3★
City water	17,861	18,023	17,414★
Total	38,775	37,173	35,672★

Water Discharge to each destination

Destination	Water withdrawal (thousand m³)		
	2023	2024	2025
Rivers/lakes	14,874	13,565	13,103★
Sea	1,471	1,354	1,094★
Sewers	7,989	7,884	7,620★
Others (for watering plants, etc.)	162	95	71★
Total	24,496	22,898	21,888★

Water Pollution Emissions

	Emissions (t)			Calculation Method (2025)
	2023	2024	2025*1	
Biochemical Oxygen Demand (BOD)	27	24	23★	Calculated by multiplying the annual average BOD concentration in wastewater at sites that discharge into rivers by the annual volume of wastewater discharged.
Chemical Oxygen Demand (COD)	7	7	2★	Calculated by multiplying the annual average COD concentration in wastewater discharged into marine

				areas or lakes by the annual volume of wastewater discharged.
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*1 Data covers 21 production plants in Japan that meet the following calculation criteria

- when discharged into sewage systems, neither BOD nor COD is recorded
- BOD is recorded for discharge into rivers, and COD for discharge into marine areas or lakes.

Number of Participants in the Suntory Mizuiku and Other Water Education Program

Area	2023	2024	2025
Japan	76,217	90,779	113,810
Vietnam	57,850	534,228	531,449
Thailand	5,905	5,220	11,505
France	780	751	765
China	26,743	30,206	32,515
Spain	1,276	2,614	6,930
United Kingdom	665	803	1,113
New Zealand	5,574	0	3,300
Americas	4,667	10,695	9,238
Indonesia (figures only available until 2023)	21,500	-	-
Australia	-	-	3,957

Targets and Progress <GHG>

2030	2025 Results
Reduce GHG emissions from our direct operations (Scope 1 and 2) by 50%*1	36% reduction compared to 2019
Reduce GHG emissions across our entire value chain by 30%*1	17% reduction compared to 2019

*1 Based on emissions in 2019.

Scope 1 and 2 Emissions

Area	Scope	GHG emissions (Scope 1: thousand tons CO ₂ e, Scope 2: thousand tons CO ₂)			
		2019 (base year)	2023	2024	2025 ^{*1,2,3,4}
Japan	Scope 1	250	215	218	213
	Scope 2	183	37	24	32
	Scope 1+2	433	253	242	246
Americas	Scope 1	162	194	165	165
	Scope 2	63	0	0	0
	Scope 1+2	225	194	165	165
Europe	Scope 1	108	100	94	84
	Scope 2	17	0	0	0
	Scope 1+2	125	100	95	84
Asia	Scope 1	51	47	38	39
	Scope 2	153	170	138	109
	Scope 1+2	204	217	176	147
Oceania	Scope 1	11	8	7	6
	Scope 2	7	1	2	1
	Scope 1+2	19	9	9	7
Africa	Scope 1	7	-	-	-
	Scope 2	1	-	-	-
	Scope 1+2	8	-	-	-
Total	Scope 1	590	564	522	506
	Of which, independently assured	-	515	481	455★

Scope 2	424	208	164	141
Of which, independently assured	-	206	162	139★
Scope 1+2	1,014	772	687	648
Of which, independently assured	-	721	643	594★

*1 The calculation policy for Scope 1 and 2 emissions is as follows:

Scope 1: Covers direct emissions from the Group's own operations; calculated mainly by multiplying fuel consumption by emission factors.

Scope 2: Covers indirect emissions associated with the purchase and use of electricity, steam, heat, or cooling; calculated mainly by multiplying energy consumption by applicable emission factors.

*2 Emission factors for GHG calculations are as follows:

Fuel:

For Japan: Factors specified by the Act on the Rational Use of Energy and the Act on Promotion of Global Warming Countermeasures.

For overseas: Factors obtained from fuel suppliers, or factors specified by the Act on the Rational Use of Energy and the Act on Promotion of Global Warming Countermeasures.

GHG from purchased energy:

For Japan: The adjusted emission factors for each energy company specified by the Act on Promotion of Global Warming Countermeasures, for submission in 2025.

For overseas: In principle, emission factors obtained from energy suppliers; where these cannot be obtained, International Energy Agency (IEA) emission factors by country.

GHG other than CO₂:

For Japan: Factors specified by the Act on Promotion of Global Warming Countermeasures.

For overseas: Actual measurements or derived values are used in accordance with local laws and regulations in each country, however, certain figures are estimated using a basic unit calculated from the production volume and emissions of certain plants in Japan.

The total may not match the sum of the figures due to rounding.

GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainties inherent in the global warming potentials.

*3 GHG emissions are aggregated using the entire Suntory Group as the reporting boundary.

*4 The sites subject to independent assurance are as follows:

- 27 production plants in Japan, 52 production plants overseas related to the beverage and food business, alcoholic beverages business, and health food business, and
- non-production sites in Japan.

Scope 3 Emissions (Results for 2025) *1,2

Category	Emissions (thousand tons CO ₂ e)	Calculation Method
1. Purchased goods and services	4,674★	[Raw materials and packaging] Calculated by multiplying the purchased and used weight of the raw materials and packaging materials for products manufactured and sold by the Suntory Group by emission factors. In descending order of data specificity, the emission factors referenced range from: supplier-specific emission factors obtained from suppliers to emission factors calculated by combining primary supplier data with Life Cycle Assessment (LCA) databases (in accordance with the hybrid method described in the GHG Protocol Scope 3 Calculation Technical Guidance). These are followed by emission factors published by public agencies in the respective regions and finally emission factors sourced from domestic and overseas LCA databases. [Contract manufacturers]

		Calculated by multiplying the production volume of products that domestic and overseas Suntory Group companies have outsourced for manufacturing by emission factors.
2. Capital Goods	516★	Emissions related to the Suntory Group's capital expenditure are calculated by multiplying the amount of capital expenditure, excluding land and related assets, by emission factors from the Ministry of the Environment's database. For barrels, however, emissions are calculated by multiplying the number of purchased barrels by emission factors combining ecoinvent and industry-association statistics. ^{*3}
3. Fuel and energy-related activities not included in Scope 1 or 2	130	Calculated by multiplying the Suntory Group's energy consumption by emission factors based on secondary data such as AIST-IDEA and the Ministry of the Environment database relating to the extraction, collection, production, and transportation of the relevant energy resources.
4. Upstream transportation and distribution	458	[Transportation] Calculated by multiplying the Suntory Group's transportation volume (ton-km) by emission factors combining carriers' actual data with secondary data such as the Ministry of the Environment database. [Warehousing] Calculated by multiplying the storage volume and as well as floor area at distribution centers owned by other companies and used by the Suntory Group by emission factors based on warehousing operators' actual data. ^{*4}
5. Waste generated in operations	14	Calculated by multiplying the weight of waste generated by the Suntory Group by emission factors based on secondary data such as the Ministry of the Environment database.
6. Business travel	26	Calculated by multiplying the Suntory Group's business travel expenses by emission factors from the Comprehensive Environmental Data Archive (CEDA) database.
7. Employee commuting	23	Calculated by multiplying the Suntory Group's commuting expenses by emission factors from the CEDA database.
8. Upstream leased assets	-	Not applicable ^{*4}
9. Downstream transportation and distribution	584	[Transportation] Calculated by multiplying the Suntory Group's transportation volume (ton-km) by AIST-IDEA transportation emission factors. [Points of sale] Emissions from electricity and refrigerants at stores and other outlets that sell products are calculated by multiplying sales volume by emission factors from a report published by the Aluminum Association. ^{*5}
10. Processing of sold products	-	Records the emissions of contract manufacturers when the Suntory Group sells raw materials to them for processing into products. However, there are currently no applicable cases.
11. Use of sold products	58	Calculated by multiplying the atmospheric release of carbon dioxide gas when the Suntory Group's products are opened by an emission factor, based on the actual carbon dioxide gas usage at manufacturing sites. ^{*5}

12. End-of-life treatment of sold products	274★	Calculated by multiplying the purchased and used weight of packaging materials by the Suntory Group by emission factors combining secondary data such as AIST-IDEA and the Ministry of the Environment database relating to disposal and recycling processing.
13. Downstream leased assets	443★	Calculated by multiplying the electricity consumption of the Suntory Group's leased equipment by emission factors based on secondary data such as the Ministry of the Environment database.
14. Franchises	29	Calculated for the emissions of franchised companies and stores managed by the Suntory Group, using proportional calculations based on actual data of the Group's own facilities and directly operated stores.
15. Investments	-	Excluded from the scope of calculation due to the nature of the business.
Total	7,227	

*1 The total may not match the sum of the figures due to rounding. GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the global warming potentials.

*2 Except for Category 2, the boundary is the Suntory Group's beverage and food business, alcoholic beverages business, and health food business in Japan and overseas. For some overseas group companies, emissions were estimated using Japan-based emission factors or production volumes.

*3 Covers the entire Suntory Group.

*4 The emissions of distribution centers owned by other companies, which were previously recorded under Category 8, have been reinterpreted as part of upstream transportation and distribution and reclassified to Category 4.

*5 The emissions at product points of sale, which were previously recorded under Category 11, have been reinterpreted as part of downstream transportation and distribution and reclassified to Category 9.

Energy Consumption*1

	2023	2024	2025*2,3
Energy Consumption (MWh)	4,122,342	3,975,287	3,838,857
Electricity Consumption (MWh)	1,194,505	1,130,365	1,108,760
Of which, independently assured	1,188,671	1,124,060	1,100,191★
Of which, renewable energy consumption (MWh)	950,977	990,786	1,012,198
Of which, independently assured	949,169	988,515	1,007,225★
Energy Intensity (MWh/kL)	0.35	0.34	0.34

*1 Energy consumption is aggregated using the entire Suntory Group as the reporting boundary.

*2 Electricity consumption includes in-house generation.

*3 Renewable energy consumption and electricity consumption have been independently assured for results excluding non-production sites outside Japan. The sites covered are as follows: 27 production plants in Japan, 52 production plants overseas related to the beverage and food business, alcoholic beverages business, and health food business, and non-production sites in Japan.

SOx emissions

	2023	2024	2025
Emissions (t)	2.4	2.3	2.1
Per Unit (g/kL)	0.5	0.4	0.4

*Data covers 27 production plants in Japan

NOx emissions

	2023	2024	2025
Emissions (t)	114.0	90.9	77.4
Per Unit (g/kL)	21.8	17.5	15.4

*Data covers 27 production plants in Japan

By-products and Waste Generation Performance

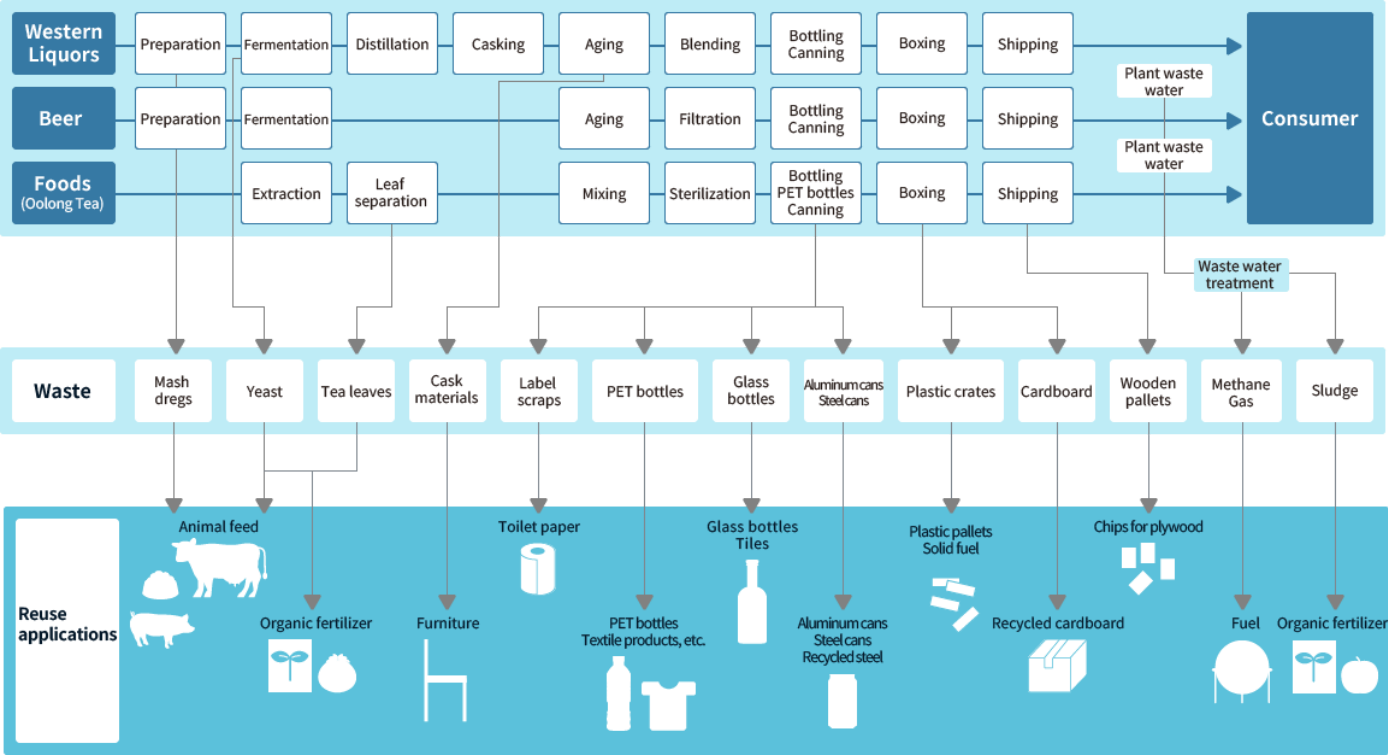
Area	Amount of discharge (thousand ton)		
	2023	2024	2025
Japan	271	251	222
Americas	427	301	476
Europe	166	139	92
Asia	32	32	23
Oceania	3	2	4
Africa	-	-	-
Total	900	724	817

Recycling Rate of Japanese Plants and Flow for Reuse of By-products and Waste Generated in Each Production Process

	2023	2024	2025
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Amount of discharge (thousand ton)	271	251	222
Amount recycled (thousand ton)	271	245	222
Recycling rate (%)	99.9	97.8	100.0

* Data covers 27 production plants in Japan



By-products and Waste Generation, Recycling Rate and the Purpose of Use for Recycled Products

Type of waste	Main Purpose of Use	2023		2024		2025	
		Generation (t)	Recycling Rate (%)	Generation (t)	Recycling Rate (%)	Generation (t)	Recycling Rate (%)
Vegetable (glycation, tea, coffee dregs, etc.)	- Animal feed - Fertilizer	203,440	100	158,404	100	158,412	100
Sludge (excess sludge, etc.)	- Fertilizer	30,444	100	28,472	100	29,752	100
Wood waste (cask, palletes)	- Furniture materials - Plywood raw materials	4,243	98	3,993	98	3,218	98

Glass and ceramic scrap	- Glass materials - Base course material	1,224	100	1,281	100	1,173	100
Paper scraps (cardboards, paper labels, etc.)	- Recycled paper - Cardboard materials	5,671	100	5,660	100	5,271	100
Plastic	- Palette - Solid fuel - Supplementary fuel	6,036	100	5,838	100	5,889	100
Metal scraps (aluminum, steel)	- Aluminum - Steel ingredients	3,033	100	2,693	100	2,475	100
Other		16,863	100	44,196	87	15,741	100
Total		270,953	100	250,537	98	221,930	100

*Data covers 27 production plants in Japan

Environmental Training

	Target	Number of participating employees
Onboarding training (environmental management class)	New employees	266
ISO14001 awareness and special education	Plant employees	53
Sustainability management training (e-learning, etc.)	Group employees in Japan	Employees from relevant departments
Internal ISO14001 auditor training	Internal ISO14001 auditor	61
Environmental Law Training	Employees from relevant departments	108
Wastes Disposal and Public Cleansing Act seminar	Employees from relevant departments	366

Social Data

Employee Composition

Employee Composition	2023	2024	2025	Scope
Number of Suntory Group employees (people)	41,511	41,357	41,628	All Suntory Group companies
Suntory Group companies within Japan (people)	19,330	19,820	20,053	
Suntory Group companies outside Japan (people)	22,181	21,537	21,575	
Of which, employees of Suntory Holdings and Suntory Beverage & Food (people) (Below, shown as SHD/SBF)	7,723	7,827	9,397	Suntory Holdings Limited and Suntory Beverage & Food Japan
Regular employees (people)	7,411	7,526	9,095	
(Average age) (year)	43	43	42	
Executives (people)	66	70	67	
Advisors (people)	25	25	36	
Non-regular employees (contract employees, etc.) (people)	184	170	155	
Other (athletes, etc.) (people)	37	36	44	

Employee Retention

Employee Retention	2023	2024	2025	Scope
Number of new hires (people)	287	338	411	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan
Number of recent graduates hired (people)	170	232	276	
Number of mid-career hires (people)	117	106	135	
Number of employees leaving the company (people)	224	240	174	
Mandatory retirement (people)	143	141	88	

Employee Retention			2023	2024	2025	Scope
		Of which, early retirement (people)	51	68	60	
		Voluntary retirement (people)	68	88	79	
		Others (people)	13	11	7	
Employee turnover rate (voluntary + early retirement) (%)			1.7	2.1	1.9	
Percentage of new graduate hires who are still with the company after 5 years *1(%)			88.2	91.8	88.8	
Average number of years of service (years)			17.7	17.6	16.3	

*1 Calculated for new graduate hires (Full-time employees) of Suntory Holdings and Suntory Beverage & Food from 2018 to 2020.

Career Development

Career Development	2023	2024	2025	Scope
Number of employees submitting applications through the career development internal recruitment system*1 (entry)	226	193	183	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan
Number of employees whose applications were approved (people)	31	27	24	
Career Vision interview*2 implementation rate (%)	97.4	97.7	97.7	
Career Vision: Motivation in current position (out of 5) (point)	4.13	4.32	4.08	
Career Vision: Satisfaction with current position (out of 5) (point)	3.82	4.04	3.81	
Number of employees holding other positions concurrently (people)	136	126	149	
Number of employees submitting entries to the "Walk the Walk—Yatte Minahare Award"*3 (entry)	482	452	475	Suntory Group

Career Development	2023	2024	2025	Scope
Number of employees joining the FRONTIER DOJO internal entrepreneurship project* ⁴ (entry)	105	113	111	Suntory Group companies in Japan
Number of employees attending the Career Workshop* ⁵				
Third year since hiring (people)	127	138	161	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan
Tenth year since hiring (people)	160	187	222	
For employees in their 40s* ⁶ (people)	288	259	262	
For employees in their 50s (people)	181	117	485	
Number of career support interviews held by the Career Development Center (interview)	1,929	2,448	2,872	

*1 This is an initiative that contributes to the growth of individual businesses and the personal growth of employees by cultivating new capabilities in a manner which is free from preconceived ideas.

*2 Career Vision interviews are held for each employee once a year, to provide an opportunity for employees to think about their career through discussion with a manager, with the aim of “fostering the growth of individual employees through self-directed career development, and ensuring the effective utilization of human talent, including making sure that the right people are in the right positions.”

*3 The “Walk the Walk—Yatte Minahare Award” is presented to teams that embody the “Yatte Minahare” spirit through the undertaking of original activities that challenge preconceptions and conventional methods.

*4 In-house venture project started in 2021 to generate innovation and create the Suntory of the future

*5 The Career Workshop is implemented in milestone years to provide an opportunity, in the form of a workshop, for employees to think about their careers, with the aim of “Enhancing career development over the medium to long term, and promoting more self-directed career management.”

*6 Total of mandatory training for employees aged 43 and application-based (elective) training for employees in their 40s

Learning

Learning	2023	2024	2025	Scope
Training expenditure per employee per year (yen)	368,000	392,000	321,000	Employees of Suntory Holdings Limited and Suntory Beverage & Food Japan
Suntory Self-Development Program				
Number of employees participating in voluntary training (people)	2,757	1,942	1,739	Employees of Suntory Holdings Limited and Suntory Beverage & Food Japan

Learning	2023	2024	2025	Scope
Number of employees undertaking e-learning (people)	1,042	2,054	1,612	
Total number of participants in the Terakoya program*1 (people)	29,524	25,504	23,912	Suntory Group companies in Japan
Number of employees participating in global talent cultivation initiatives				
Global Leadership Forum (people)	21	18	0	Suntory Group
Suntory Harvard Program (people)	20	0	18	
Beyond Borders (people)	26	26	20	
Global Leadership Development Program (people)	50	24	26	
Ambassador Program (people)	0	27	0	Suntory Group companies outside of Japan
Total number of trainees successfully completing the program (people)	20	26	19	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan

*1 A learning platform based on the concepts of "learning," "connecting," and "teaching each other" to foster a culture of more proactive learning

Diversity

Gender	2023	2024	2025	Scope
Percentage of new hires that are female (%)	49.5	46.0	32.0	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan

Gender	2023	2024	2025	Scope	
Percentage of female employees (%)	27.5	28.4	26.0	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan	
Percentage of female employees by age group					
	20s (%)	44.9	46.1	34.2	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan
	30s (%)	32.1	33.2	31.4	
	40s (%)	23.0	24.5	22.3	
	50s (%)	20.6	20.2	20.0	
	60s (%)	16.8	17.1	16.2	
Number of female managers (people)	215	238	253	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan	
	Percentage of female managers (%)	11.8	12.5		13.0
Number of female Executives (people)	7	9	10	Suntory Holdings Limited and Suntory Beverage & Food Japan	
	Percentage of female Executives (%)	10.6	12.9		14.9
Female employees’ salary as a percentage of male employees’ salary*1					
	All employees (%)	72.1	71.8	77.2	Employees of Suntory Holdings Limited and Suntory Beverage & Food Japan
	Of which, regular employees (%)	72.4	71.9	77.4	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan
	Of which, non-regular employees (%)	52.8	73.3	88.7	Suntory Holdings Limited and Suntory Beverage & Food Japan non-regular employees

*1 At Suntory, there are no differences in wage structure or personnel system between men and women performing the same work. However, there are disparities

as shown due to differences in average age, years of service, and the ratio of employees in managerial positions, etc. We will continue to increase the ratio of female new hires and female managers in order to eliminate disparities such as those shown above and to create an organization where each employee can play an active role regardless of gender.

Balancing work responsibilities with childcare and nursing care responsibilities	2023	2024	2025	Scope
Number of female employees taking childcare leave (people)	104	96	108	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan
Percentage of employees taking childcare leave, etc. (%)	96.3	105.5	94.7	
Percentage of employees returning to work after childcare leave (%)	97.1	92.3	97.1	
Number of male employees taking childcare leave (people)	205	200	235	
Percentage of employees taking childcare leave, etc.*1 (%)	98.1	111.7	108.2	
Percentage of employees returning to work after childcare leave (%)	99.4	98.7	98.5	
Number of new Job-Return program registrants for the year (people)	6	8	8	
Number of employees taking nursing care leave (people)	2	2	3	
Number of employees making use of company-arranged home help services (people)	2	2	0	

*1 The rate of men taking childcare leave, etc. is calculated using the method stipulated in Article 71-4, Paragraph 1 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members, which came into effect on April 1, 2023.

Senior employees	2023	2024	2025	Scope
Number of employees re-employed by the company at the age of 65 (people)	36	24	31	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan
Percentage of employees re-employed by the company at the age of 65 (%)	39	34	36	

Disability	2023	2024	2025	Scope
Number of employees who have a disability (people)	117	118	123	Regular employees of Suntory Holdings Limited*
Percentage of employees who have a disability (%)	2.97	2.84	2.57	
Number of employees who have a disability (people)	41	40	56	Regular employees of Suntory Beverage & Food Japan*
Percentage of employees who have a disability (%)	2.62	2.73	2.69	

* Calculated based on the calculation method for employment rate standards established by the Ministry of Health, Labour and Welfare (as of June 1, 2025)

Workstyles

Workstyles	2023	2024	2025	Scope
Average number of days of annual paid leave taken* ¹ (day)	17.6	16.7	16.7	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan
Average overtime hours worked per month (hour)	19.4	19.9	18.7	Suntory Group companies in Japan* ²

*¹ Encourage all employees to take at least 16 days of paid leave per year

*² Includes Suntory Holdings Ltd., Suntory Beverage & Food Ltd., Suntory Spirits Ltd., Suntory Products Ltd., Suntory Foods Ltd., Suntory Business Systems Ltd., Suntory Wellness Ltd. and Suntory Global Innovation Center Ltd.

Occupational Safety

Occupational Safety	2023	2024	2025 ^{*1,2}	Scope
Occupational accident severity rate (%)	0.001	0.001	0.005	Suntory Group companies in Japan
Lost time incident rate (LTIR)	0.21	0.14	0.13★	
Number of employees undergoing occupational health and safety education (people)	656	768	927	
Total annual hours worked per employee (hour)	1,846	1,857	1,866	
Deaths due to occupational accidents (people)	0	0	0	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan

*1 Occupational accidents involving full-time employees, special contract employees and part-time employees, and others working at the following Suntory Group companies are included: Suntory Holdings Ltd., Suntory Beverage & Food Group, (Suntory Beverage & Food Ltd., Suntory Foods Ltd., Suntory Products Ltd.), Suntory Spirits Ltd., Suntory Wellness Ltd., Suntory Business Systems Ltd., and Suntory Global Innovation Center Ltd.

*2 Lost time incident rate (LTIR) = Number of casualties due to occupational accidents (absence of 4 days or more) ÷ Total hours worked × 1 million hours

Labor Practices

Labor Practices	2023	2024	2025	Scope
Percentage of employees with the legal right to engage in collective bargaining (%)	52.5	52	59.5	Full-time employees of Suntory Holdings Limited and Suntory Beverage & Food Japan
Number of reports made to hotline (cases)	232	386	382	Suntory Group

Health

Health	2023	2024	2025	Scope
Percentage of employees having a health examination (%)	100.0	100.0	100.0	Suntory Group companies in Japan ^{*3}
Percentage of employees having a further examination or in-depth examination (%)	91.1	89.5	92.1	

Health	2023	2024	2025	Scope
Percentage of employees eligible for specific health guidelines (%)	21.4	21.7	21.6	
Percentage of smokers who are non-smokers or currently quitting smoking (%)	83.1	83.2	83.6	
Percentage of employees having stress checks (%)	90.5	94.5	95.5	
Percentage of employees found not to have high stress levels (%)	91.9	92.8	91.6	
Presenteeism*1 (%)	79.8	80.3	78.3	
Absenteeism (number of days absence due to injury or illness)*2 (day)	0.7	0.6	0.6	

*1 Work productivity (4-week average), with 100% representing no injuries or illness.

*2 Number of days on which employees are unable to work due to feeling unwell (3-month average)

2025 response rate for presenteeism and absenteeism: 95.5%; number of respondents: 7,887

*3 Includes Suntory Holdings Ltd., Suntory Beverage & Food Ltd., Suntory Spirits Ltd., Suntory Products Ltd., Suntory Foods Ltd., Suntory Business Systems Ltd., Suntory Wellness Ltd. and Suntory Global Innovation Center Ltd.

Engagement

Community Engagement	2023	2024	2025	Scope
Engagement Survey response rate (%)	96	93	95	Suntory Group companies in Japan*1
Percentage of Favorable Respondents Regarding Pride in Working for Suntory Group (%)	85	86	86	
Proud to work for Suntory Group (out of 100) (point)	81	81	82	
Percentage of favorable respondents regarding satisfaction with company (company they work for) (%)	69	71	74	

Community Engagement	2023	2024	2025	Scope
Satisfaction with company (company you work for) (out of 100) (point)	70	71	72	

*1 Includes Suntory Holdings Ltd., Suntory Beverage & Food Ltd., Suntory Spirits Ltd., Suntory Products Ltd., Suntory Foods Ltd., Suntory Business Systems Ltd., Suntory Wellness Ltd. and Suntory Global Innovation Center Ltd.
2025: 95% response rate and 7,497 respondents

Global Data

Employee Number (Y2025)

Region - Employee number		41,628
	Japan (people)	20,053
	Americas (people)	7,568
	Europe (people)	4,887
	Asia, Oceania (people)	9,120

Business - Employee number		41,628
	Beverages & Food (people)	22,700
	Liquor (people)	9,560
	Others (people)	7,811
	Corporate (common) (people)	1,557

Diversity (Y2025)

	Suntory Beverage & Food (Asia, Oceania)	Suntory Beverage & Food (Europe)	Suntory Global Spirits Inc.	Suntory Japan*1
Percentage of new hires that are female (%)	38	39	36	32
Percentage of female employees (%)	30	37	37	26

Percentage of female managers (%)	47	43	46	13
Percentage of female Executives (%)	14	27	22	15

*1 People based in Suntory Holdings Limited and Suntory Beverage & Food Japan.

Engagement (Y2025)

	Suntory Beverage & Food (except for Japan)	Suntory Global Spirits Inc.	Suntory Japan*1
Engagement Survey score (out of 100 points) (points)	78	78	72

*1 People based in Suntory Holdings Limited, Suntory Beverage & Food Japan, Suntory Spirits Ltd., Suntory Products Limited, Suntory Foods Limited, Suntory Business Systems Ltd., Suntory Wellness Ltd. and Suntory Global Innovation Center Ltd.