

Employee Number (Y2021)

	Suntory Holdings	SBF	BSI	Others	Total
Employee number	4,347	16,432	5,649	13,815	40,243
Japan	4,347	1,962	478	11,884	18,671
Americas		2,658	3,131	857	6,646
Europe		3,526	1,187	90	4,803
Asia		6,932	732	984	8,648
Oceania		1,094	76		1,170
Africa		260	45		305

DEI

	SBF (APAC)	SBF(Europe)	BSI	Suntory Japan *
Percentage of new hires that are female (%)	43	45	49	38
Percentage of female employees (%)	34	34	38	24
Average age of male employee	37	45	42	43
Average age of female employee	37	41	40	39
Average age of Executives	54	53	54	60
Percentage of female managers (%)	40	44	42	11
Percentage of female Executives (%)	38	46	18	7
Average number of years of service for female (years)	7	8	6	15
Average number of years of service for male (years)	8	11	8	19

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

Engagement

	SBF (APAC)	SBF(Europe)	BSI	Suntory Japan *
Engagement Survey score (%)	80	83	83	73

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

**BSI Score is 2020 result as Engagement Survey was not conducted in 2021.