

# Performance Data

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# Performance Data

- Key Financial Data
- Environmental Data
- Social Data

Suntory Group has brought together its performance for the main indicators (management, environment, and society) on our sustainability site and other media. Actual results marked with ★ have received independent assurance by KPMG AZSA Sustainability Co., Ltd. in accordance with International Standard on Assurance Engagement (ISAE) 3000 and ISAE 3410.

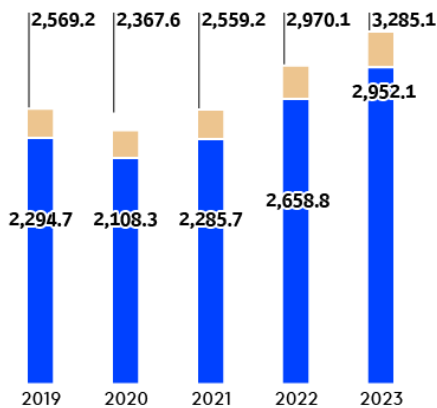
[Independent assurance report](#) 

## Key Financial Data

### Consolidated financial Results

#### Consolidated Revenue

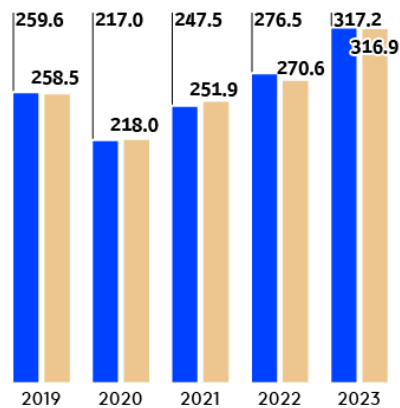
(Billion yen)



- Consolidated Revenue (including excise taxes)
- Consolidated Revenue (excluding excise taxes)

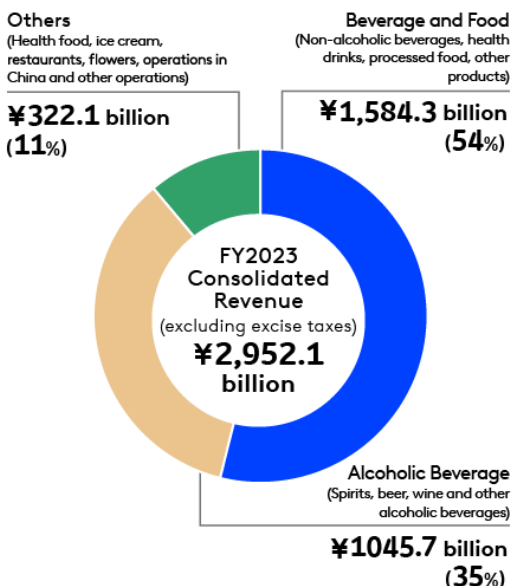
#### Consolidated Operating Income

(Billion yen)

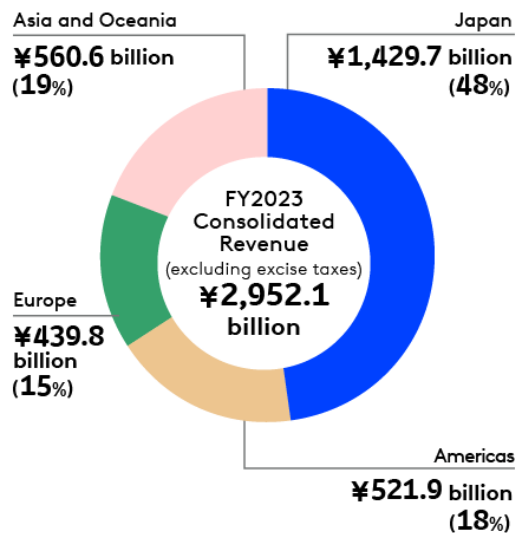


- Operating Income
- Adjusted Operating Income

#### Sales by Business Segment



#### Sales by Area



## Economic contribution\*

		2023 (Billions of yen)
Economic contribution	Revenues	2,952.1
	Operating costs	1,018.7
	Employee wages and benefits	453.6
	Payments to providers of capital	70.8
	Payments to government	83.3
	Community investment	7.3
	Financial assistance from government	-
Financial investment contribution	Capex - depreciation	66.4
	Share buybacks plus dividend payments	44.2
Total R&D expenses		29.8
Total global tax		83.3

\* Disclose based on the core metrics of Measuring Stakeholder Capitalism-Toward Common Metrics and Consistent Reporting of Sustainable Value Creation, as recommended by the World Economic Forum's International Business Council.

## Environmental Data

### Targets and Progress <Water>

2030	2023
<p><b>Reduction of water used in direct operation</b> Reduce the water intensity of production at our owned plants<sup>1</sup> by 35%<sup>2</sup> globally. In addition, explore reduction of absolute amount of water withdrawn in highly water stressed areas</p>	Reduced the water intensity of production by 28% compared to 2015.
<p><b>Water replenishment</b> Replenish more than 100% of water used in at least 50% of our owned plants<sup>1</sup> globally, including all those in highly water stressed areas, through local water source conservation efforts.</p>	Water resource cultivation activities implemented in 41% of all owned plants globally. For the plants located in highly water stressed areas, activities are implemented in 37% of those areas.
<p><b>Sustainable water use in raw ingredients</b> Collaborate with suppliers to improve water-use efficiency in the production of water-intensive key ingredients<sup>3</sup> in highly water stressed areas.</p>	<ul style="list-style-type: none"> <li>As an initiative on barley production through regenerative agriculture, we began working with our malt suppliers to verify the improvement of water use efficiency by improving soil water retention.</li> <li>Started building a pilot program to assess and support water use through regenerative agriculture for coffee farmers in the Cerrado region of Brazil.</li> </ul>
<p><b>Water education and access to safe water</b> Expand water education programs and initiatives to provide safe water access for more than 1 million people.</p>	Total 1,070,000 people Water education program: 710,000 people Provision of safe water: 360,000 people

\*1 Suntory Group plants that manufactures finished products

\*2 Reduction per unit production based on the business fields in 2015

\*3 Coffee, barley, grapes

## Water Stewardship

	Unit	2015 (base year)	2021	2022	2023
Total water withdrawal	thousand m <sup>3</sup>	—	39,419	39,576	38,775★
Water intensity	m <sup>3</sup> /kl	4.53	3.58	3.30	3.26
Total water discharge	thousand m <sup>3</sup>	—	24,019	24,092	24,496★
Total water consumption	thousand m <sup>3</sup>	—	15,400	15,484	14,279

\* 2015 (base year): Data covers 25 production plants in Japan and 59 production plants overseas

\* 2023 : Data covers 27 production plants in Japan and 62 production plants overseas

\* Results have received independent assurance from KPMG AZSA Sustainability Co., Ltd. The assured numerical values are indicated with ★.

## Water Withdrawal from Areas

Area	Water withdrawal (thousand m <sup>3</sup> )			
	2015 (base year)	2021	2022	2023
Japan	21,816	20,461	21,230	21,713
Americas	8,132	6,253	4,919	4,361
Europe	6,473	5,985	6,270	5,810
Asia	4,492	6,212	6,761	6,469
Oceania	562	424	397	422
Africa	216	84	-	-
Total	41,692	39,419	39,576	38,775★

\* 2015 (base year): Data covers 25 production plants in Japan and 59 production plants overseas

\* 2023 : Data covers 27 production plants in Japan and 62 production plants overseas

\* Results have received independent assurance from KPMG AZSA Sustainability Co., Ltd. The assured numerical values are indicated with ★.

## Amount of Water withdrawal by Source

Intake source	Amount of water (thousand m <sup>3</sup> )		
	2021	2022	2023
Groundwater	17,530	17,520	17,530★
Rivers/lakes	5,565	3,986	3,382★

Rain water	0	0	2★
City water	16,725	18,070	17,861★
Water supplied from external sources (recycled water)	0	0	0★
Total	39,419	39,576	38,775★

\*Data covers 27 production plants in Japan and 62 production plants overseas

\*Results have received independent assurance from KPMG AZSA Sustainability Co., Ltd. The assured numerical values are indicated with ★.

## Water Discharge

Destination	Water Discharge (thousand m <sup>3</sup> )		
	2021	2022	2023
Rivers/lakes	14,204	14,283	14,874★
Sea	1,088	1,086	1,471★
Sewers	8,614	8,599	7,989★
Others (for watering plants, etc.)	113	124	162★
Total	24,019	24,092	24,496★

\*Data covers 27 production plants in Japan and 62 production plants overseas

\*Increases and decreases from previous year

- In 2023, discharge destination changed from "Sewer" to "Rivers/lakes" at some sites.
- In 2023, Wastewater discharged to "Sea" has increased due to cooling water discharged at some sites.

\*Results have received independent assurance from KPMG AZSA Sustainability Co., Ltd. The assured numerical values are indicated with ★.

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

Area	2021	2022	2023
Japan	22,100	24,600	35,000
Vietnam	44,700	61,100	57,800
Thailand	6,600	3,700	5,900
France	400	300	700
China	4,000	18,700	26,700
Spain	–	400	1,200
United Kingdom	–	–	600
New Zealand	–	–	5,500

\* The number of participants includes children, parents, teachers, and expert instructors.

## Targets and Progress <GHG>

2030	2023
Reduce GHG emissions from our direct operations by 50%* <sup>1</sup>	24% reduction compared to 2019
Reduce GHG emissions across our entire value chain by 30%* <sup>1</sup>	7.8% reduction compared to 2019

\*1 Based on emissions in 2019.

## Scope 1 and 2 Emissions

Area	Scope	GHG emissions (Scope 1 : thousand tons CO <sub>2</sub> e, Scope 2 : thousand tons CO <sub>2</sub> )			
		2019 (base year)	2021	2022	2023
Japan	Scope 1	250	246	233	215
	Scope 2	183	172	58	37
	Scope 1+2	433	418	292	253
Americas	Scope 1	162	179	209	194
	Scope 2	63	13	10	0
	Scope 1+2	225	192	220	194
Europe	Scope 1	108	107	91	100
	Scope 2	17	1	0	0
	Scope 1+2	125	108	91	100
Asia	Scope 1	51	50	55	47
	Scope 2	153	155	179	170
	Scope 1+2	204	206	234	217
Oceania	Scope 1	11	9	6	8
	Scope 2	7	4	1	1
	Scope 1+2	19	13	7	9
Africa	Scope 1	7	8	-	-
	Scope 2	1	0	-	-
	Scope 1+2	8	8	-	-
Total	Scope 1	590	599	594	564

	Scope 2	424	345	248	208
	Scope 1+2	1,014	944	843	772

\* Data covers GHG emissions for the entire Suntory Group are calculated.

Out of 772 thousand t-CO<sub>2</sub>e in the table above, Scopes 1 and 2 emissions of 721 thousand t-CO<sub>2</sub>e★ (Scope 1: 515 thousand t-CO<sub>2</sub>e★, Scope 2: 206 thousand t-CO<sub>2</sub>e★) have been externally assured, which do not include emissions of GHG other than CO<sub>2</sub> at overseas production plants and CO<sub>2</sub> emissions at non-production sites outside of Japan. The reporting boundary for the figures externally assured is as follows:

27 production plants in Japan, 62 production plants overseas, and non-production sites in Japan (offices such as main office, training sites, R&D facilities, sales sites, restaurants and development sites)

\* Results have received independent assurance from KPMG AZSA Sustainability Co., Ltd. The assured numerical values are indicated with ★.

\* Emission factors for GHG calculation 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.(using values before revision of the Ministerial Ordinance on Calculation)

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.(using values before revision of the Ministerial Ordinance on Calculation)

GHG from Electricity consumption:

For Japan: The adjusted emission factors for each electric power company specified by the Act on Promotion of Global Warming Countermeasures.

For overseas: Factors obtained from individual power suppliers or IEA emission factors by country.

GHG other than CO<sub>2</sub>:

For 27 plants in Japan: Factors specified by the Act on Promotion of Global Warming Countermeasures

\* The total may not match the sum of each figure due to rounding.

## Energy Consumption

	2021	2022	2023
Energy Consumption(MWh)	4,019,785	4,173,252	4,122,342
Renewable Energy Consumption(MWh)	416,234	787,831	950,977
Energy Intensity(MWh/KL)	0.37	0.35	0.35
Electricity Consumption (MWh)	—	—	1,194,505

\* Figures for renewable energy consumption and electricity consumption have been certified by a third party for results excluding non-production sites outside Japan.

Renewable energy consumption: 949,169 MWh★, Electricity consumption: 1,188,671 MWh★

The reporting boundary for the figures externally assured is as follows:

27 production plants in Japan, 62 production plants overseas, and non-production sites in Japan (offices such as main office, training sites, R&D facilities, sales sites, restaurants and development sites)

\* Third-party certification by KPMG AZSA Sustainability Co., Ltd. Third-party certified figures indicated with ★.

\* Electricity consumption includes in-house generation.

## Scope 3 Emissions

### Suntory Group (Results for 2023)

Category	Emissions (thousand tons CO <sub>2</sub> e)	Calculation Method
1. Purchased goods and services	4,490★	[Raw Materials and Packages] Calculated by multiplying the weight of raw materials and packaging materials purchased and used for products manufactured and sold by Suntory Group (in Japan and overseas) by the emission factors. 46% of Category 1 GHG emissions are calculated using emission factors

		calculated from the GHG emissions of suppliers of raw materials and packaging materials. For 2023, we changed the source of emission factors for packaging materials in Asia and Oceania from the prevailing Defra to IDEA Ver. 3.3. [Contract manufacturers] Calculated by multiplying the volume of the products that Suntory Group (in Japan), Suntory Global Spirits, Suntory Beverage & Food Europe, and Suntory Beverage & Food Oceania have outsourced to contract manufacturers by the emission factors.
2. Capital Goods	376★	Calculated by multiplying the amount of capital expenditure excluding land expenditure of Suntory Group by emission factors.
3. Fuel and energy-related activities not included in Scope 1 or 2	148	Calculated by multiplying the amount of energy consumed by Suntory Group by emission factors related to the collection, production, and transportation of applicable energy resources.
4. Upstream transportation and distribution	394	Calculated by multiplying the transportation volume in tons-km of goods owned by Suntory Group by emission factors.
5. Waste generated in operations	11	Calculated by multiplying the weight of waste disposed by Suntory Group by emission factors.
6. Business travel	35	Calculated by multiplying the amount of business travel expenses of Suntory Group by emission factors.
7. Employee commuting	41	Calculated by multiplying the amount of commuting expenses of Suntory Group by emission factors.
8. Upstream leased assets	29	Calculated by multiplying the storage volume as well as the floor area of distribution centers rented by Suntory Group by emission factors.
9. Downstream transportation and distribution	289	Calculated by multiplying the transportation volume in tons-km of Suntory Group by emission factors.
10. Processing of sold products	—	None
11. Use of sold products	104	Calculated by multiplying the sales volume of goods of Suntory Group by emission factors.
12. End-of-life treatment of sold products	518★	Calculated by multiplying the weight of packaging materials purchased and used by Suntory Group by emission factors related to disposal/recycling transport and processing.
13. Downstream leased assets	343★	Calculated by multiplying the electricity used by leased assets of Suntory Group (In Japan) by emission factors.
14. Franchises	16	Calculated as Scopes 1 and 2 CO <sub>2</sub> emissions from the direct operations of companies and stores franchised by Suntory group.
15. Investments	—	None
Total	6,794	

\* Suntory Group's beverage and food, alcoholic beverages, and health food businesses in Japan and overseas are included in the scope. For some overseas group companies, emissions were estimated by using Japan-based emission factors or production volume in Japan.

\* Emission factors used to calculate emissions for Japan include the following:

- a) "Emission factor database for corporate GHG emissions accounting over the supply chain (Version 3.3)"
- b) "LCI Database IDEA Version 3.3" (Advanced LCA Research Group, The National Institute of Advanced Industrial Science and Technology and Sustainable Management Promotion Organization)

\* Results have received independent assurance from KPMG AZSA Sustainability Co., Ltd. The assured value is indicated with ★.



**Suntory Beverage & Food Ltd. (Results for 2023)**

Category	Emissions (thousand tons CO <sub>2</sub> e)	Calculation Method
1. Purchased goods and services	3,251★	[Raw Materials and Packages] Calculated by multiplying the weight of raw materials and packaging materials purchased and used for products manufactured and sold by the Suntory Beverage & Food Group (in Japan and overseas) by the emission factors. 41% of Category 1 GHG emissions are calculated using emission factors calculated from the GHG emissions of suppliers of raw materials and packaging materials. For 2023, we changed the source of emission factors for packaging materials in Asia and Oceania from the prevailing Defra to IDEA Ver. 3.3. [Contract manufacturers] Calculated by multiplying the volume of the products that Suntory Beverage & Food Group (in Japan), Suntory Beverage & Food Europe, and Suntory Beverage & Food Oceania have outsourced to contract manufacturers by the emission factors.
2. Capital Goods	172★	Calculated by multiplying the amount of capital expenditure excluding land expenditure of Suntory Beverage & Food Group by emission factors.
3. Fuel and energy-related activities not included in Scope 1 or 2	85	Calculated by multiplying the amount of energy consumed by Suntory Beverage & Food Group by corresponding emission factors related to the collection, production, and transportation of applicable energy resources.
4. Upstream transportation and distribution	221	Calculated by multiplying the transportation volume in tons-km of goods owned by Suntory Beverage & Food Group by corresponding emission factors.
5. Waste generated in operations	6	Calculated by multiplying the weight of waste disposed by Suntory Beverage & Food Group by corresponding emission factors.
6. Business travel	10	Calculated by multiplying the amount of business travel expenses of Suntory Beverage & Food Group by corresponding emission factors.
7. Employee commuting	25	Calculated by multiplying the amount of commuting expenses of Suntory Beverage & Food Group by corresponding emission factors.
8. Upstream leased assets	23	Calculated by multiplying the storage volume as well as the floor area of distribution centers rented by Suntory Beverage & Food Group by emission factors.
9. Downstream transportation and distribution	233	Calculated by multiplying the transportation volume in tons-km and sales volume of goods of Suntory Beverage & Food Group by corresponding emission factors.
10. Processing of sold products	—	None
11. Use of sold products	89	Calculated by multiplying the sales volume of goods of Suntory Beverage & Food Group by corresponding emission factors.
12. End-of-life treatment of sold products	405★	Calculated by multiplying the weight of packaging materials purchased and used by the Suntory Beverage & Food Group by emission factors related to disposal/recycling transport and processing.
13. Downstream leased assets	313★	Calculated by multiplying the electricity used by leased assets of Suntory Beverage & Food Group (In Japan) by emission factors.
14. Franchises	9	Calculated as Scopes 1 and 2 CO <sub>2</sub> emissions from the direct operations of companies and stores franchised by the Suntory Beverage & Food Group.
15. Investments	—	None

Total	4,843
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\* The Suntory Beverage & Food Group's beverage and food businesses in Japan and overseas are included in the scope. For some overseas group companies, emissions were estimated by using Japan-based emission factors or production volume in Japan.

\* Emission factors used to calculate emissions for Japan include the following:

- a) "Emission factor database for corporate GHG emissions accounting over the supply chain (Version 3.3)"
- b) "LCI Database IDEA Version 3.3" (Advanced LCA Research Group, The National Institute of Advanced Industrial Science and Technology and Sustainable Management Promotion Organization)

\* Results have received independent assurance from KPMG AZSA Sustainability Co., Ltd. The assured value is indicated with ★.

## SOx emissions

	2021	2022	2023
Emissions (t)	3.4	2.1	2.4
Per Unit (g/kL)	0.7	0.4	0.5

\*27 production plants in Japan

## NOx emissions

	2021	2022	2023
Emissions (t)	141.8	108.1	114.0
Per Unit (g/kL)	29.8	21.1	21.8

\*27 production plants in Japan

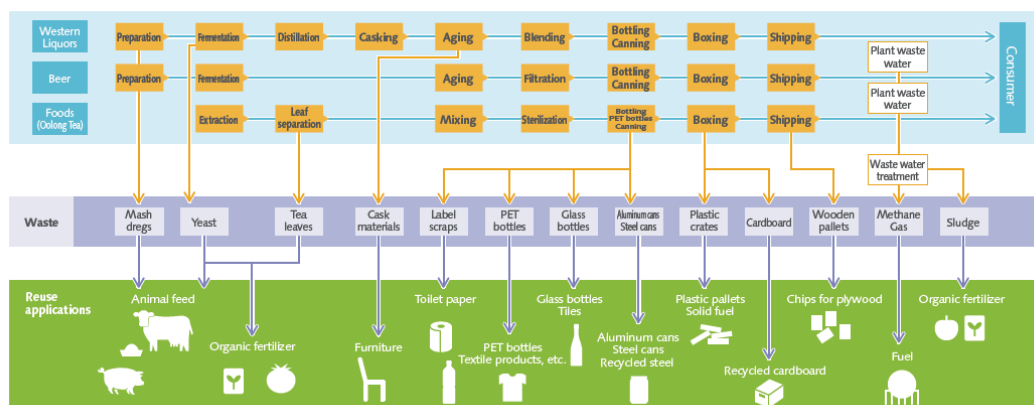
## By-products and Waste Generation Performance

Area	Amount of discharge (thousand tons)		
	2021	2022	2023
Japan	218	230	271
Americas	410	541	427
Europe	119	144	166
Asia	30	54	32
Oceania	7	6	3
Africa	0	-	-
Total	783	975	900

\* Data covers 27 production plants in Japan and 62 production plants overseas

## Recycling Rate of Japanese Plants and Flow for reuse of by-products and waste generated in each production process

	2021	2022	2023
Amount of discharge (thousand ton)	218	230	271
Amount recycled (thousand ton)	217	230	271
recycling rate (%)	99.7	100.0	99.9



## By-products and Waste generation, recycling rate and the purpose of use for recycled products

Type of waste	Main Purpose of Use	2021		2022		2023	
		Generation (t)	Recycling Rate (%)	Generation (t)	Recycling Rate (%)	Generation (t)	Recycling Rate (%)
Vegetable (glycation, tea, coffee dregs, etc.)	- Animal feed - Fertilizer	158,823	100	167,855	100	203,440	100
Sludge (excess sludge, etc.)	- Fertilizer	27,337	100	28,396	100	30,444	100
Wood waste (cask, palletes)	- Animal feed - Fertilizer	5,267	100	3,658	100	4,243	98
Glass and ceramic scrap	- Glass materials - Base course material	1,337	100	1,172	100	1,224	100
Paper scraps (cardboards, paper labels, etc.)	- Recycled paper - Cardboard materials	5,398	100	5,735	100	5,671	100
Plastic	- Palette - Solid fuel - Supplementary fuel	5,796	100	5,810	100	6,036	100
Metal scraps (aluminum, steel)	- Aluminum - Steel ingredients	3,506	100	3,123	100	3,033	100
Other		9,731	100	13,979	100	16,863	100
<b>Total</b>		<b>217,925</b>	<b>100</b>	<b>229,728</b>	<b>100.0</b>	<b>270,953</b>	<b>100</b>

## Environmental Training

Name	Target	Number of participating employees
Onboarding training (environmental management class)	New employees	All
ISO14001 awareness and special education	Plant employees	All
Sustainability management training (e-learning, etc.)	Group employees in Japan	20,559
Internal ISO14001 auditor training	Internal ISO14001 auditor	59
Environmental Law Training	Employees from relevant departments	70
Wastes Disposal and Public Cleansing Act seminar	Employees from relevant departments	356

## Social Data

### Employee Composition

Employee Composition	2021	2022	2023	scope
Number of Suntory Group employees (people)	40,275	40,885	41,511	All Suntory Group companies
Suntory Group companies within Japan (people)	18,671	18,923	19,330	
Suntory Group companies outside Japan (people)	21,604	21,962	22,181	
Of which, employees of Suntory Holdings and Suntory Beverage & Food (people)	7,291	7,385	7,723	Suntory Holdings Limited and Suntory Beverage & Food Japan
Regular employees (people)	6,997	7,078	7,411	
(Average age) (year)	43	43	43	
Executives (people)	62	67	66	
Advisors (people)	33	34	25	
Non-regular employees (contract employees, etc.) (people)	158	166	184	

Employee Composition		2021	2022	2023	scope
	Other (athletes, etc.) (people)	41	40	36	

## Employee Retention

Employee Retention		2021	2022	2023	scope
Number of new hires (people)		146	209	270	Suntory Holdings Limited and Suntory Beverage & Food Japan
Number of recent graduates hired (people)		113	114	168	
Number of mid-career hires (people)		33	95	102	
Number of employees leaving the company (includes voluntary termination, retirement, death, and punitive dismissal) (people)		186	200	212	
Of which, employees leaving the company voluntarily (people)		56	56	62	
Employee turnover rate (%)		0.8	0.8	0.9	
Percentage of new graduate hires who are still with the company after 5 years *1(%)		90	90	88.2	
Average number of years of service (years)		18.0	18.0	17.7	

\*1 Calculated for new graduate hires (regular employees) of Suntory Holdings and Suntory Foods International from 2016 to 2018.

## Career Development

Career Development		2021	2022	2023	scope
Number of employees submitting applications through the career development internal recruitment system*1 (entry)		191	249	226	Suntory Holdings Limited and Suntory Beverage & Food Japan
Number of employees whose applications were approved (people)		31	36	31	
Career Vision interview*2 implementation rate (%)		98.1	97.2	97.4	
Career Vision: Motivation in current position (out of 5) (point)		4.1	4.1	4.13	
Career Vision: Satisfaction with current position (out of 5) (point)		3.8	3.8	3.8	
Number of employees holding other positions concurrently (people)		94	139	136	
Number of employees submitting entries to the "Walk the Walk—Yatte Minahare Award"*3 (entry)		300	483	482	All Suntory Group companies
Number of employees joining the FRONTIER DOJO internal entrepreneurship project*4 (entry)		294	97	105	Suntory Group companies with in

Career Development	2021	2022	2023	scope
				Japan
Number of employees attending the Career Workshop* <sup>5</sup>				
3rd year(2022~)/4th year(~2021)after joining the company* <sup>6</sup> (people)	129	303	127	Suntory Holdings Limited and Suntory Beverage & Food Japan
10th year after joining the company (people)	298	121	160	
40s (including the compulsory workshop at the age of 43 [instituted in 2021] and other workshops for which participation is voluntary) (people)	230	253	288	
50s (including the compulsory workshop at the age of 58 and other workshops for which participation is voluntary) (people)	243	191	181	
Number of career support interviews held by the Career Development Center (interview)	888	1,409	1,929	

\*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."

## Learning

Learning	2021	2022	2023	scope
Training expenditure per employee per year (yen)	-	301,000	368,000	Suntory Holdings Limited and Suntory Beverage & Food Japan
Suntory Self-Development Program				
Number of employees participating in voluntary training (people)	848	3,810	2,757	Suntory Holdings Limited and Suntory Beverage & Food Japan
Number of employees undertaking e-learning (people)	775	1,015	1,042	
Total number of participants in the Terakoya program* <sup>1</sup> (people)	32,196	27,465	29,524	Suntory Group companies with in Japan
Number of employees participating in global talent cultivation initiatives				
Global Leadership Forum (people)	16	15	21	All Suntory Group companies
Suntory Harvard Program (people)	-	31	20	
Beyond Borders (people)	25	26	26	

Learning		2021	2022	2023	scope
	Global Leadership Development Program (people)	26	29	50	
	Ambassador Program (people)	39	26	-	Suntory Group companies outside Japan
	Total number of trainees successfully completing the program (people)	23	21	26	Suntory Holdings Limited and Suntory Beverage & Food Japan
	Number of users of the School of Global Studies (opening in 2022) (people)	-	2,313	3,650	Suntory Group companies with in 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		2021	2022	2023	scope
	Percentage of new hires that are female (%)	37.0	48.0	49.6	Suntory Holdings Limited and Suntory Beverage & Food Japan
	Percentage of female employees (%)	25.5	26.2	27.6	
Percentage of female employees by age group					
	20s (%)	42.6	42.6	44.9	Suntory Holdings Limited and Suntory Beverage & Food Japan
	30s (%)	29.2	30.7	32.1	
	40s (%)	21.1	21.8	23.0	
	50s (%)	20.4	20.7	20.6	
	60s (%)	13.1	15.6	16.8	
	Number of female managers (people)	196	197	215	Suntory Holdings Limited and Suntory Beverage & Food Japan
	Percentage of female managers (%)	11.2	11.1	11.8	
	Number of female Executives (people)	4	4	7	Suntory Holdings Limited and Suntory Beverage & Food Japan
	Percentage of female Executives (%)	6.5	6.0	10.6	
Female employees' salary as a percentage of male employees' salary* <sup>1</sup>					
	All employees (%)		72.4	72.1	Suntory Holdings Limited and Suntory Beverage & Food Japan
	Of which, regular employees (%)		72.9	72.4	
	Of which, non-regular employees (%)		41.5	52.8	

\* Includes athletes employed by Suntory Holdings Limited.

Balancing work responsibilities with childcare and nursing care responsibilities	2021	2022	2023	scope
Number of female employees taking childcare leave (people)	102	104	104	Suntory Holdings Limited and Suntory Beverage & Food Japan
Percentage of employees taking childcare leave (%)	105.2	108.3	96.3	
Number of male employees taking childcare leave (people)	134	154	205	
Percentage of employees taking childcare leave (%)	58.3	79.8	98.1	
Number of employees registering with the Job Return program in the current year (people)	14	11	6	
Number of employees taking nursing care leave (people)	2	0	2	
Number of employees making use of company-arranged home help services (people)	4	3	0	

Senior employees	2021	2022	2023	scope
Number of employees re-employed by the company at the age of 65 (people)	37	39	36	Suntory Holdings Limited and Suntory Beverage & Food Japan
Percentage of employees re-employed by the company at the age of 65 (%)	37	40	39	

Disability	2021	2022	2023	scope
Number of employees who have a disability (people)	108	105	117	Suntory Holdings Limited
Percentage of employees who have a disability (%)	3.07	3.04	2.97	
Number of employees who have a disability (people)	41	41	41	Suntory Beverage & Food Japan
Percentage of employees who have a disability (%)	2.69	2.65	2.69	

## Workstyles

Workstyles	2021	2022	2023	scope
Average number of days of annual paid leave taken <sup>*1</sup> (day)	17.1	17.6	17.6	Suntory Holdings Limited and Suntory Beverage & Food Japan
Average overtime hours worked per month (hour)	18.5	18.7	19.2	Suntory Group companies with in Japan <sup>*2</sup>

\*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., Suntory Global Innovation Center Ltd., and, Suntory System Technology Ltd.

## Occupational Safety

Occupational Safety	2021	2022	2023	scope
Occupational accident severity rate (%)	0.000	0.000	0.001	Suntory Group companies with in Japan*1
Lost time incident rate (LTIR)*2	0.07	0.14	0.21★	
Number of employees undergoing occupational health and safety education (people)	717	712	656	
Total annual hours worked per employee (hour)	1,874	1,869	1,846	
Deaths due to occupational accidents (people)	0	0	0	Suntory Holdings Limited and Suntory Beverage & Food Japan

\*1 Occupational accidents involving full-time employees, special contract employees and part-time employees 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., Suntory System Technology 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

\* Results have received independent assurance from KPMG AZSA Sustainability Co., Ltd. The assured value is indicated with ★.

## Labor Practices

Labor Practices	2021	2022	2023	scope
Percentage of employees with the legal right to engage in collective bargaining (%)	55.8	54.5	52.5	Suntory Holdings Limited and Suntory Beverage & Food Japan

## Health

Health	2021	2022	2023	scope
Percentage of employees having a health examination (%)	99.4	100.0	100.0	Suntory Group companies with in Japan*3
Percentage of employees having a further examination or in-depth examination (%)	74.1	83	91.1	
Percentage of employees eligible for specific health guidelines (%)	21.4	21.4	21.4	
Percentage of smokers who are non-smokers or currently quitting smoking (%)	82.7	83.5	83.1	
Percentage of employees having stress checks (%)	94.8	90.5	90.5	
Percentage of employees found not to have high stress levels (%)	93.0	91.8	91.9	

Health	2021	2022	2023	scope
Presenteeism* <sup>1</sup> (%)	79.2	79.1	79.8	
Absenteeism (number of days absence due to injury or illness)* <sup>2</sup> (day)	0.5	0.7	0.7	

\*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)

\*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., Suntory Global Innovation Center Ltd., and, Suntory System Technology Ltd.

## Engagement

Engagement	2021	2022	2023	scope
Engagement Survey response rate (%)	97.0	96.0	96.0	Suntory Group companies with in Japan* <sup>1</sup>
Percentage of Favorable Respondents Regarding Pride in Working for Suntory Group (%)	85	82	85	
Proud to work for Suntory Group (out of 100) (point)	81	79	81	
Percentage of favorable respondents regarding satisfaction with company (company they work for) (%)	76	73	69	
Satisfaction with company (company you work for) (out of 100) (point)	73	72	70	

\*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., Suntory Global Innovation Center Ltd., and, Suntory System Technology Ltd.

## Overseas Data

### Employee Number (Y2023)

Region - Employee number	41,511
Japan (people)	19,330
Americas (people)	7,538
Europe (people)	5,143
Asia, Oceania (people)	9,500
Business - Employee number	41,511
Beverages & Food (people)	23,532
Liquor (people)	9,999

	Others (people)	6,713
	Corporate (common) (people)	1,267

## Gender Ratio (Y2023)

	Suntory Beverage & Food (APAC)	Suntory Beverage & Food(Europe)	Suntory Global Spirits Inc.	Suntory Japan*
Percentage of new hires that are female (%)	44	43	46	50
Percentage of female employees (%)	33	32	40	28
Average age of male employee (years)	38	45	42	44
Average age of female employee (years)	37	40	40	40
Average age of Executives (years)	54	52	52	58
Percentage of female managers (%)	44	43	42	12
Percentage of female Executives (%)	8	40	35	11
Average number of years of service for female (years)	8	12	8	19.3
Average number of years of service for male (years)	7	9	6.3	13.6

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

## Engagement (Y2023)

	Suntory Beverage & Food (APAC)	Suntory Beverage & Food(Europe)	Suntory Global Spirits Inc.	Suntory Japan**
Engagement Survey score (point)	78	75	81	70

\*\* 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., Suntory Global Innovation Center Ltd. and Suntory System Technology Ltd.