

March 28, 2022

To whom it may concern

Company name: Suntory Beverage & Food Limited
Representative: Kazuhiro Saito
Representative Director, President & Chief
Executive Officer
(Securities code: 2587 First Section, Tokyo Stock Exchange)
Inquiries: Finance Department
(TEL: +81-3-5579-1837 (from overseas))

Matters Concerning Controlling Shareholders, Etc.

Matters concerning controlling shareholders, etc. of Suntory Beverage & Food Limited (the “Company”) are as follows.

1. Trade name, etc. of parent company, controlling shareholder (excluding parent company), other affiliated company or parent company of other affiliated company

(As of December 31, 2021)

Name	Attribute	Percentage of voting rights held (%)			Financial instruments exchange, etc. on which the issued shares, etc. are listed
		Directly owning portion	Portion subject to aggregation	Total	
Suntory Holdings Limited	Parent company	59.48	—	59.48	Not applicable
Kotobuki Realty Co., Ltd.	Parent company	—	59.48	59.48	Not applicable

2. Trade name or name of the company within the category of parent company, etc. that is recognized as having the greatest influence on the Company and reason for having such recognition

Trade name or name of the company within the category of parent company, etc. that is recognized as having the greatest influence on the Company	Suntory Holdings Limited
Reason for having such recognition	Suntory Holdings Limited is the largest shareholder of the Company, holding 59.48% of voting rights.

3. Positioning of the Company in the corporate group centering on the parent company, etc. and the relationships between other listed companies and the parent company, etc.

- (1) Position of the Company within the corporate group centering on the parent company, transactional, personnel and capital relationships, etc. with the parent company and its group companies

The Company’s parent company is Suntory Holdings Limited (“Suntory Holdings”; Kita-ku, Osaka City, Osaka Prefecture; capital 70 billion yen), and Suntory Holdings is the largest shareholder of the Company, holding 59.48% of the voting rights of the Company (with no portion subject to aggregation). Led by Suntory Holdings, the Suntory Group as of December 31, 2021 was made up of 286 companies (Suntory Holdings, its parent company, and 284 subsidiaries or associates accounted for using the equity method), and it conducts business activities including but not limited to the manufacture and sale of food and alcoholic beverages, and the Company is the core company in the Suntory Group’s beverage and food segment.

In addition, because Suntory Holdings is a subsidiary of Kotobuki Realty Co., Ltd., Kotobuki Realty Co., Ltd. also falls under the category of parent company of the Company.

The major business transactions conducted between the Suntory Group and the Company's group (the "Group") are as follows.

Details of transaction	Trading partner
Outsourcing of product transportation operations	Suntory Logistics Limited
Payment of brand royalties	Suntory Holdings Limited

In addition, Suntory Holdings owns a portion of the patent rights, design rights, trademarks and other intellectual property rights related to the business of the Group, and Suntory Holdings grants the Company exclusive license for those rights.

As of March 28, 2022, of the nine Directors (including Directors serving on the Audit and Supervisory Committee), the following one person concurrently performs duties for the Suntory Group.

Director Kazutomo Aritake concurrently serves as Director, Executive Vice President of Suntory Holdings. This is so that Mr. Aritake may contribute to further strengthening the functioning of the Board of Directors of the Company in consideration of his extensive track record in corporate management in the Suntory Group and of his keen insight derived from experience in leading divisions of legal/risk management and human resources for many years.

In addition, employees accepted from Suntory Holdings have been accepted not through secondment but through re-employment.

- (2) Constraints, risks and benefits from a business standpoint due to membership in the corporate group centering on the parent company, as well as impacts on management or business activities such as those affected by transactional, personnel and capital relationships, etc. with the parent company and its group companies

The Group conducts the core operations of the Suntory Group's beverage and food segment, and as companies other than the Group in the Suntory Group operate business that is different from the Group's business operations, there are no constraints from a business standpoint due to membership in the Suntory Group.

Transactions such as outsourcing of product transportation operations and payment of brand royalties are conducted with the Suntory Group, and these bring benefits to the Group such as by making use of economies of scale, and enabling the use of names and brands associated with the "Suntory" corporate brand.

Suntory Holdings owns a portion of the patent rights, design rights, trademarks and other intellectual property rights related to the business of the Group, and Suntory Holdings grants the Company exclusive license for those rights as this arrangement promotes effective use of intellectual property and improves efficiency through centralized maintenance and management inside the Suntory Group. However, the Group does not make royalty payments to Suntory Holdings in relation to those exclusive license arrangements. In addition, in cases where the relationship concerning such licensed use terminates, these intellectual property rights shall be transferred from Suntory Holdings to the Company without consideration.

One Director at the Company is concurrently serving as a Director at Suntory Holdings, however, this appointment was based on a request by the Company. With respect to decision-making of the Company, there are no cases of matters that require Suntory Holdings' approval in advance, and the Company makes decision on its management independently. However, Suntory Holdings owns 59.48% of the Company's issued common stock, and since it has the right to decide or reject fundamental matters of the Company, such as the election/dismissal of the Company's Directors, approval of mergers or other business reorganization, important business transfers, amendment of the Company's Articles of Incorporation and dividends of surplus, there may be times when Suntory Holdings has an effect on the Company regarding decisions of all matters requiring approval at a shareholders meeting, regardless of the intent of the other shareholders.

- (3) Rationale on ensuring a certain level of independence from the parent company, etc., and measures taken

The Group shares its corporate philosophy, founding spirit, and Group Management Policy with our parent company Suntory Holdings and respective Suntory Group companies, and believes that it is

contributing to the foundation that supports the Company's sustainable growth through the utilization of business resources of the Suntory Group.

On the other hand, the Company recognizes that as a listed company we must address important management issues in terms of maintaining our independence and safeguarding the interests of shareholders other than the parent company.

While pursuing Group synergies to such ends, we work to make our own decisions in holding and securing major business resources that act as the source of our corporate value, such as our brands, human resources, key assets and information, and to establish and operate a framework for addressing concerns regarding shareholder conflict of interest.

Transactions, activities, etc. with the Suntory Group including Suntory Holdings (excluding the transactions within the Group) are, in accordance with internal regulations, examined beforehand by the departments conducting the transactions, activities, etc. and by the Company's legal affairs division and finance & accounting division to confirm the necessity and reasonableness of transactions, activities, etc., the appropriateness of their terms and conditions, etc., and the fairness, taking into consideration the perspective of independence from Suntory Holdings. Furthermore, the Board of Directors makes a decision on transactions equal to or exceeding a certain amount and transactions, activities, etc. related to the business resources forming the source of Company's corporate value, such as brands, human resources, key assets and information (hereinafter collectively referred to as "Important Transactions, Activities, etc.") after sufficient deliberation has been made on the necessity and reasonableness of the Important Transactions, Activities, etc., the appropriateness of their terms and conditions, etc., and the fairness through the process of the prior deliberation and report by the Special Committee. In addition to deliberation beforehand, in accordance with internal regulations, the legal affairs division, finance & accounting division, and internal audit division conduct a post-transaction check on details of the transactions, activities, etc. and whether those were based on the contents of the deliberation. Also, the Audit and Supervisory Committee conducts an audit. For Important Transactions, Activities, etc., the status is reported to the Special Committee and the Board of Directors after they are conducted, and they confirm the results of the transactions, activities, etc. According to these systems, the soundness and appropriateness of the transaction, activity, etc. with the Suntory Group is ensured.

The members of the Special Committee must be persons who have independence from the Suntory Group to ensure the committee's independence and objectivity, and currently it is composed of three Independent Outside Directors.

- (4) Status of ensuring a certain level of independence from the parent company, etc.

Close relationships exist between the Company and Suntory Holdings in terms of transactional relationships, personnel relationships, capital relationships, etc.. However, the Company executes business operations through making decisions regarding business activities and management judgment independently, and believes that its independence is ensured.

4. Matters concerning transactions with controlling shareholders, etc.
Not applicable.

5. Status of implementation of measures to protect minority shareholders in conducting transactions, etc. with controlling shareholders

At the board meetings held in 2021, in regard to Important Transactions, Activities, etc., the Board of Directors deliberated transactions, activities, etc. before they were conducted and confirmed the results of transactions, activities, etc. after they were conducted. In addition, the Board of Directors deliberated Important Transactions, Activities, etc. scheduled to be conducted in fiscal 2022 and approved those that were deemed necessary and reasonable, appropriate terms and conditions, etc., and fair.