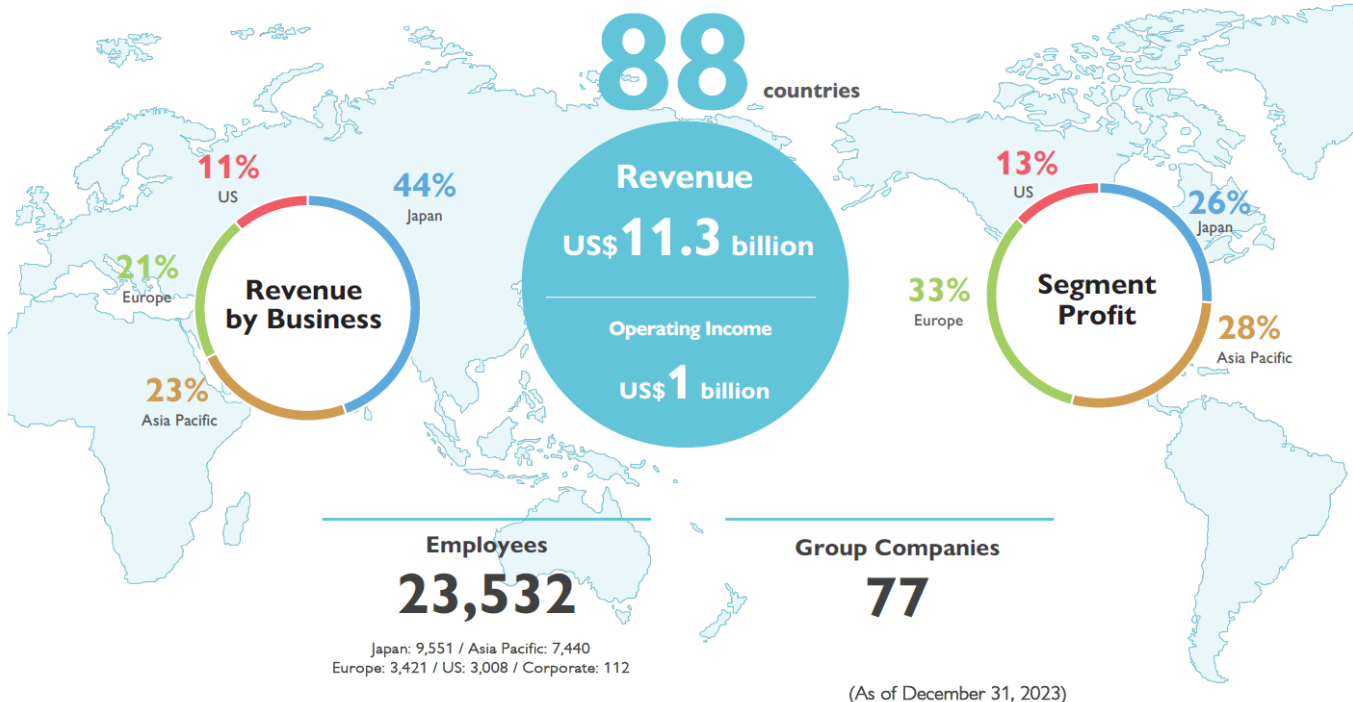


Business Overview

FY2023

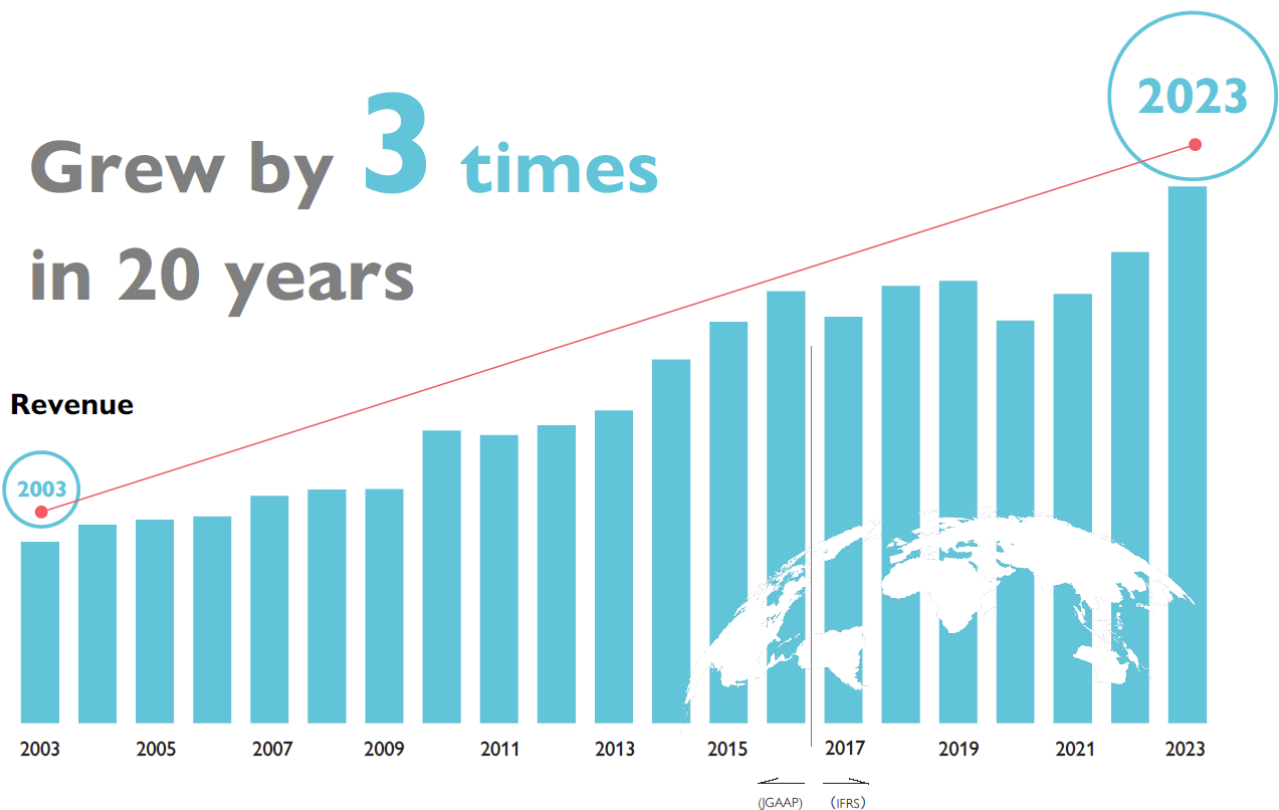
We conduct our businesses in



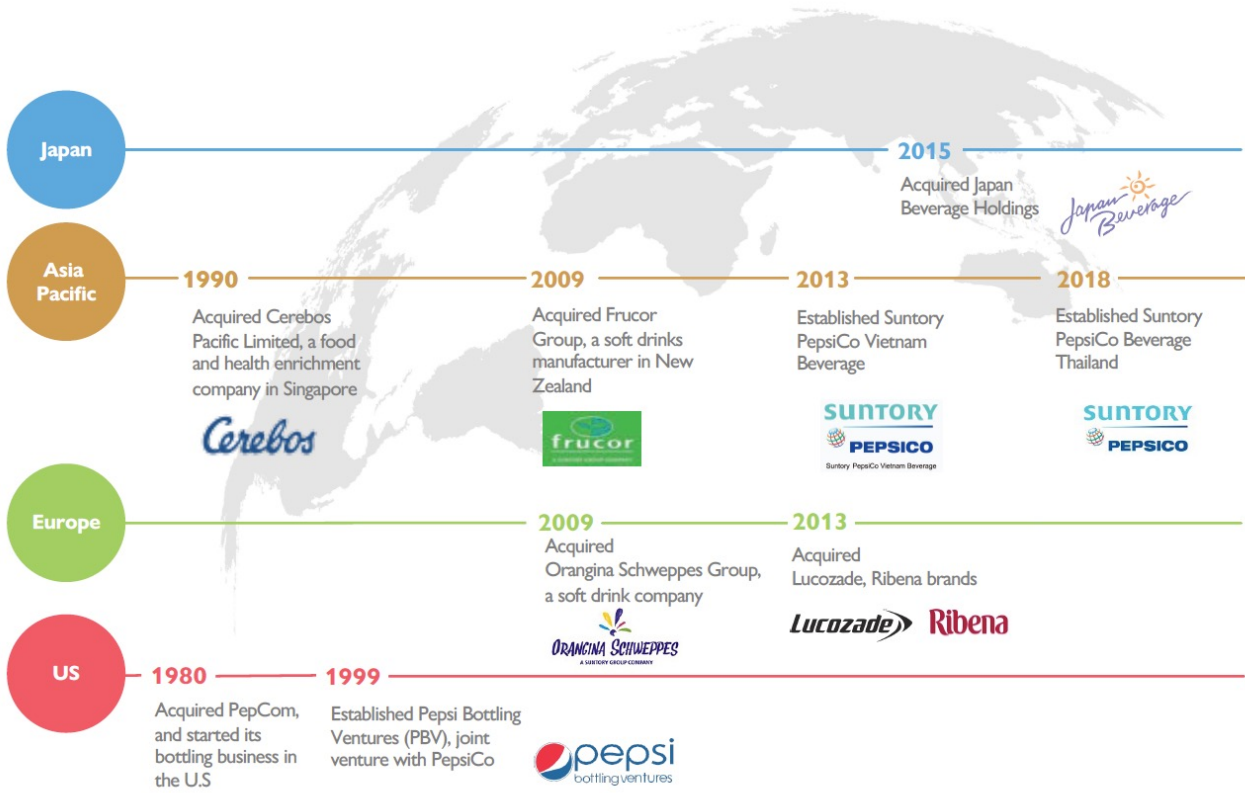
* 1.00 U.S. dollar = 140.7 yen at the end of December 2023

Growth Trajectory

Grew by **3** times
in 20 years



History of M&A



SUNTORY BEVERAGE & FOOD

Japan

In Japan, we have a wide range of categories from water, coffee, non-sugar tea, to special health and functional beverages. Consumers can find us anytime and anywhere, not only at supermarkets and convenience stores, but also at vending machines stationed all over the country. We constantly refine our main brands to better serve changing consumer preferences, while being the center of innovation for all regions to create innovative products that exceed the expectations of consumers.



Main Products



SUNTORY BEVERAGE & FOOD

Asia Pacific

In Asia Pacific, we cater to the needs of consumers in different markets across the vast region with a diverse portfolio of soft drinks, still drinks, teas, coffees, juices, and wellness products under well-known brands such as Ribena, BRAND'S, V Energy and TEA+.

Our products can be found at convenience stores, supermarkets, brick-and-mortar stores and e-commerce platforms.



Main Products



Suntory PepsiCo
Vietnam Beverage
(Vietnam)



Suntory PepsiCo
Beverage Thailand
(Thailand)



Suntory Oceania
(Australia / New Zealand)



Suntory Beverage &
Food Thailand
(Thailand and surrounding areas)



Cluster Asia
(Singapore / Malaysia /
Taiwan / Hong Kong / Indonesia)

SUNTORY BEVERAGE & FOOD

Europe

In Europe, our business revolves around classic, long-seller brands such as Oasis, Lucozade, Ribena and Schweppes that are well known locally and have become a part of consumers' daily lives. We bottle them mainly in UK, Ireland, France, and Spain, and distribute to supermarkets, convenience stores, bars, and restaurants. Our business reaches beyond Europe—we also export these brands from our manufacturing bases to other European countries, Africa, and the Caribbean.



Main Products



Suntory Beverage & Food
France
(France)



Suntory Beverage & Food
Great Britain & Ireland
(UK / Ireland)



Suntory Beverage & Food
Iberia
(Spain / Portugal)



Suntory Beverage & Food
EECM-Benelux
(Belgium / Netherlands / Luxembourg /
Italy / Poland / African countries etc.)

*Owned and commercialised within SBFE respective territories

SUNTORY BEVERAGE & FOOD

United States

In the United States, Pepsi Bottling ventures (PBV), the largest bottler for Pepsi-Cola products in North Carolina, manufactures, sells, and distributes some of the world’s most recognized consumer brands from PepsiCo. PBV operates 18 bottling and distributing facilities, delighting consumers in North Carolina, South Carolina, Virginia, Maryland, and Delaware. We also develop original brands such as Nature’s Twist, non-sugar and non-carbonated fruit drink, to provide consumers with unique, innovative values.



Main Products



Core Value

1

Gemba Centricity

Go to, see and feel the “Gemba”—the center of all the action and where all the value is created, from our laboratories, factories, logistics centers, and offices, to the marketplace where consumers purchase and consume our brands—to gain inspiration, think, and put it into action.



Core Value

2

Creation and Development of Long-Selling Brands

We develop and continuously refine brands that are long beloved by always looking half a step ahead of the ever-changing needs of consumers, which we achieve by going to the “Gemba,” where all values are created.



Core Value

3

MONOZUKURI

With the spirit of “MONOZUKURI”—which literally means “crafting things” in Japanese, we pursue unparalleled craftsmanship in every step to bring the best quality and innovation to our consumers.

Quality Assurance

We have established our own Suntory Beverage & Food Quality Policy and are committed to improving the quality of our products and services throughout the value chain.

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.

Research and Development

Our products are only as good as our R&D and technical expertise. Having passion for creating new value, Suntory Beverage & Food have established 10 R&D facilities all around the world to create innovation.



Suntory World Research Center
(Japan)



R&D Center
(Japan)



Tordera R&D Centre
(Spain)

SUNTORY

2018