

# Performance Data

- **Environment** ..... 239
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# Performance Data

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

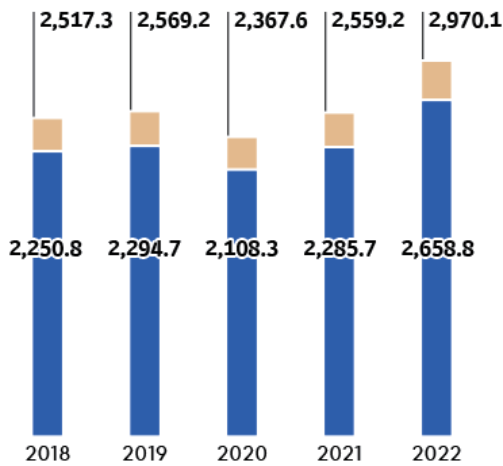
Actual results marked with ★ have received independent assurance by KPMG AZSA Sustainability Co., Ltd. In accordance with International Standard on Assurance Engagement (ISAE) 3000 and ISAE 3410.

## Key Financial Data

### Consolidated financial Results

#### Consolidated Revenue

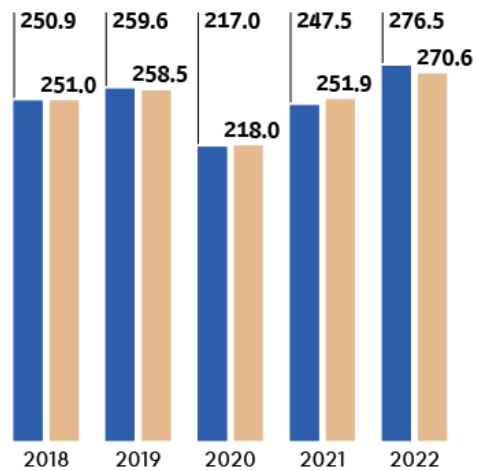
(Billion yen)



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

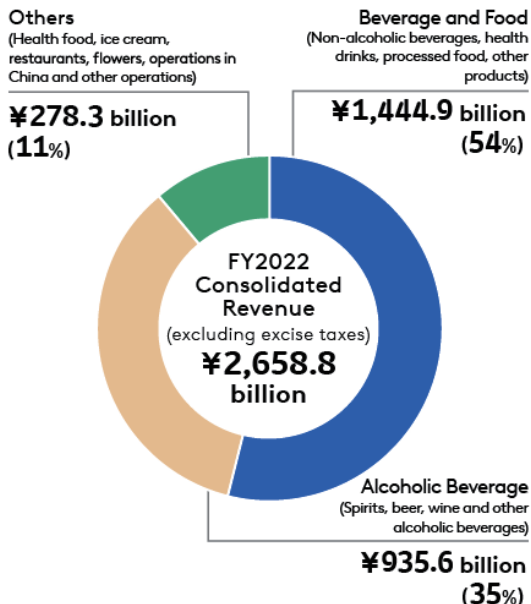
#### Consolidated Operating Income

(Billion yen)

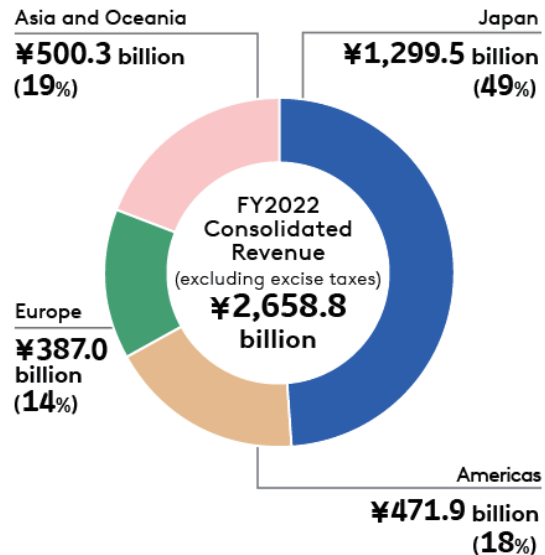


- Operating Income
- Adjusted Operating Income

#### Sales by Business Segment



#### Sales by Area



## Economic contribution\*

		2022 (Billions of yen)
Economic contribution	Revenues	2,658.8
	Operating costs	931.6
	Employee wages and benefits	387.0
	Payments to providers of capital	54.0
	Payments to government	61.6
	Community investment	6.6
	Financial assistance from government	—
Financial investment contribution	Capex - depreciation	34.1
	Share buybacks plus dividend payments	35.8
Total R&D expenses		27.3
Total global tax		61.6

\*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	2022
<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 In addition, explore reduction of absolute amount of water withdrawn in highly water stressed areas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>	<p>Reduced the water intensity of production by 28.0% compared to 2015.</p>
<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>	<p>Water resource cultivation activities implemented in 34% of all owned plants globally. For the plants located in highly water stressed areas, activities are implemented in 30% of those areas.</p>
<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>	<p>Total 810,000 people Water education program: 510,000 people Provision of safe water: 300,000people</p>

\*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 Use Performance

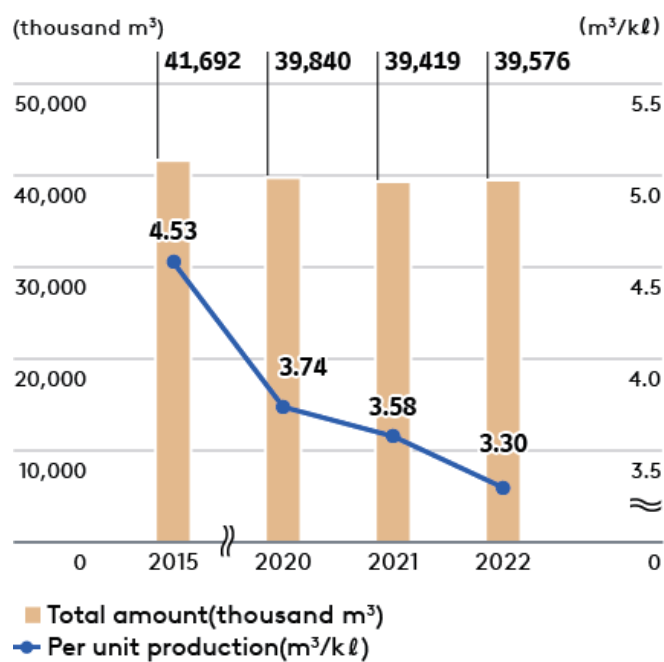
Area	Water use (thousand m <sup>3</sup> )			
	2015 (base year)	2020	2021	2022
Japan	21,816	20,752	20,461	21,230
Americas	8,132	6,737	6,253	4,919
Europe	6,473	5,454	5,985	6,270
Asia	4,492	6,364	6,212	6,761
Oceania	562	444	424	397
Africa	216	89	84	—
Total	41,692	39,840	39,419	39,576★

\*2015 (base year): Data covers 25 production plants in Japan and 59 production plants overseas \*2022: Data covers 27 production plants in Japan and 62 production plants overseas

\*Therein, the water use by Suntory Beverage & Food Group in Japan and overseas was 22,916 thousand m<sup>3</sup>★

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

## Water use



\*Per unit production is the amount of usage per kiloliter produced

\*2022 data covers 27 production plants in Japan and 62 production plants overseas.

## Amount of water usage by water source

Intake source	Amount of water (thousand m <sup>3</sup> )		
	2020	2021	2022
Groundwater	17,698	17,129	17,520
Rivers/lakes	6,097	5,565	3,986
Rain water	0	0	0
City water	16,045	16,725	18,070
Water supplied from external sources (recycled water)	0	0	0
Total	39,840	39,419	39,576★

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

\*Industrial water was reclassified from Rivers/lakes to City water, resulting in the restatement of the breakdown for 2020 and 2021.

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

## Water discharge

Destination	Waste Water (thousand m <sup>3</sup> )		
	2020	2021	2022
Rivers/lakes	13,611	14,204	14,283
Sea	967	1,088	1,086
Sewers	8,283	8,614	8,599
Others (for watering plants, etc.)	55	113	124
Total	22,917	24,019	24,092★

\*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 ★.

## Assessing Water Risk

The Suntory Group commits to water sustainability as a priority initiatives in the Basic Principles of Suntory Group's Environmental Policy. Suntory conducts various water assessments at the Institute for Water Science. To carry out business in a sustainable way, we conduct water risk assessment and promote environmental management. We also conduct water risk assessment when entering new businesses.

## WRI Aqueduct Water Risk Assessment by Suntory Group's Plants

For the risk assessment, we used the Baseline Water Stress country score, developed as part of World Resources Institute's Aqueduct Water Risk Atlas, as an index that can evaluate sites around the world in common at the global level, to identify countries with high water stress from the countries where our plants are located.

(\*Covered 26 production plants in Japan and 64 production plants overseas owned by companies that collectively account for more than 90% of the Suntory Group's sales.)

Baseline Water Stress	
Extremely high	India
High	Mexico and Spain
Medium-high	France, Thailand, Indonesia, and Australia
Low-medium	Japan, America, England, the Philippines, and Nigeria
Low	Canada, Ireland, Taiwan, Vietnam, Malaysia, and New Zealand

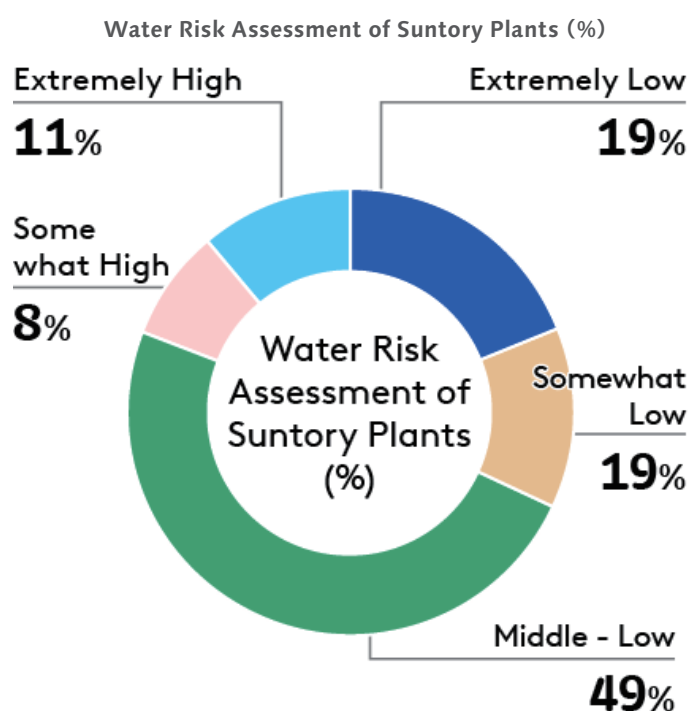
Created based on the Baseline Water Stress score for each country adopted in the Aqueduct Risk Atlas by the World Resources Institute.

<https://www.wri.org/applications/aqueduct/country-rankings/>

Hofste, R., S. Kuzma, S. Walker, E.H. Sutanudjaja, et. al. 2019. "Aqueduct 3.0: Updated Decision-Relevant Global Water Risk Indicators." Technical Note. Washington, DC: World Resources Institute. Available online at: <https://www.wri.org/publication/aqueduct-30>.

In addition to Baseline Water Stress, we have adopted 2040 Water Stress, which evaluates water stress in 2040 based on future scenarios such as climate change. Plants with either Baseline Water Stress or 2040 Water Stress scores of "Extremely High" or "High" are defined as plants with high water risk in the Suntory Group. The percentage of water withdrawals at plants with high water risk is 19% of all of our plants.

The Suntory Group conducted local surveys and assessments that focused on plants with high water risk. We have also consistently conducted water assessment surveys of our major suppliers since 2016.



## Number of participants in the Suntory Mizuiku

Area	2020	2021	2022
Japan	9,800	22,100	24,600
Vietnam	14,100	44,700	61,100
Thailand	4,100	6,600	3,700
Indonesia	4,000	6,300	19,700
France	100	400	300
China	—	4,000	18,700
Spain	—	—	400
United Kingdom (Starts in 2023)	—	—	—
New Zealand (Starts in 2023)	—	—	—

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

## Targets and Progress<GHG>

2030年	2022年
Reduce GHG emissions from our direct operations by 50%*	16.9% reduction compared to 2019
Reduce GHG emissions across our entire value chain by 30%*	3.5% reduction compared to 2019

\*Based on emissions in 2019

## Scope 1 and 2 Emissions

Area	Scope	GHG emissions (Scope1 : thousand tons CO <sub>2</sub> e, Scope2 : thousand tons CO <sub>2</sub> )			
		2019	2020	2021	2022
Japan	Scope 1	250	248	246	233
	Scope 2	183	169	172	58
	Scope 1+2	433	417	418	292
Americas	Scope 1	162	149	179	209
	Scope 2	63	19	13	10
	Scope 1+2	225	168	192	220
Europe	Scope 1	108	98	107	91
	Scope 2	17	1	1	0
	Scope 1+2	125	98	108	91
Asia	Scope 1	51	45	50	55
	Scope 2	153	131	155	179
	Scope 1+2	204	176	206	234
Oceania	Scope 1	11	9	9	6
	Scope 2	7	4	4	1
	Scope 1+2	19	13	13	7
Africa	Scope 1	7	6	8	-
	Scope 2	1	0	0	-
	Scope 1+2	8	6	8	-
Total	Scope 1	590	555	599	594
	Scope 2	424	324	345	248
	Scope 1+2	1,014	879	944	843

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

Out of 843 thousand t-CO<sub>2</sub>e in the table above, Scopes 1 and 2 emissions of 796 thousand t-CO<sub>2</sub>e★ (Scope 1: 549 thousand t-CO<sub>2</sub>e★, Scope 2: 247 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)

\*Out of 843 thousand t-CO<sub>2</sub>e in the table above, the Suntory Beverage and Foods Group's Scopes 1 and 2 emissions of 473 thousand t-CO<sub>2</sub>e★ (Scope 1: 214 thousand t-CO<sub>2</sub>e★, Scope 2: 212 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:

10 production plants in Japan, 38 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.

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 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

	2020	2021	2022
Energy Consumption	3,697,891	4,019,785	4,173,252
Renewable Energy Consumption (MWh)	226,864	416,234	787,831
Energy Intensity (MWh/kℓ)	0.35	0.37	0.35

## Scope 3 Emissions

### Suntory Group

Category	Emissions (thousand tons CO <sub>2</sub> e)	Calculation Method
1.Purchased goods and services	4,759★	[Raw Materials and Packages] Calculated by multiplying the weight of raw materials and packaging materials purchased for products manufactured and sold by the beverage and food business, alcoholic beverage business, and health food business of the Suntory Group (in Japan and overseas) by the emission factors. 45% of Category 1 GHG emissions are calculated using emission factors calculated from the GHG emissions of suppliers of raw materials and packaging materials. [Contract manufacturers] Calculated by multiplying the volume of the products that Suntory Group (in Japan) , Beam Suntory, Suntory Beverage & Food Europe, and Frucor Suntory Group have outsourced to contract manufacturers by the emission factors.
2.Capital Goods	530★	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	136	Calculated by multiplying the amount of energy consumed by Suntory Group by emission factors.
4.Upstream transportation and distribution	433	Calculated by multiplying the transportation volume in tons-km of goods owned by Suntory Group by emission factors.
5.Waste generated in operations	7	Calculated by multiplying the weight of waste disposed by Suntory Group by emission factors.
6.Business travel	10	Calculated by multiplying the amount of business travel expenses of Suntory Group by emission factors.
7. Employee commuting	45	Calculated by multiplying the amount of commuting expenses of Suntory Group by emission factors.
8.Upstream leased assets	40	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	248	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	76	Calculated by multiplying the sales volume of goods of Suntory Group by emission factors.
12.End-of-life treatment of sold products	481★	Calculated by multiplying the weight of packaging materials purchased by the Suntory Group by emission factors.
13.Downstream leased assets	348★	Calculated by multiplying the electricity used by leased assets of Suntory Group (In Japan) by emission factors.
14.Franchises	17	Calculated as Scopes 1 and 2 CO <sub>2</sub> emissions from the direct operations of companies and stores franchised by the Suntory group.
15.Investments	—	None
Total	7,128★	

\*The 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:

- "Emission factor database for corporate GHG emissions accounting over the supply chain (Version 3.2) " (March 2022, Japan's Ministry of the Environment)
- "LCI Database IDEA Version 2.3" (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.

Category	Emissions (thousand tons CO <sub>2</sub> e)	Calculation Method
1.Purchased goods and services	3,487★	[Raw Materials and Packages] Calculated by multiplying the weight of raw materials and packaging materials purchased for products manufactured and sold by the Suntory Beverage & Food Group (in Japan and overseas) by the emission factors. 40% of Category 1 GHG emissions are calculated using emission factors calculated from the GHG emissions of suppliers of raw materials and packaging materials. [Contract manufacturers] Calculated by multiplying the volume of the products that Suntory Beverage & Food Group (in Japan) , Suntory Beverage & Food Europe, and Frucor Suntory Group have outsourced to contract manufacturers by the emission factors.
2.Capital Goods	145★	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	68	Calculated by multiplying the amount of energy consumed by Suntory Beverage & Food Group by corresponding emission factors.
4.Upstream transportation and distribution	271	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	4	Calculated by multiplying the weight of waste disposed by Suntory Beverage & Food Group by corresponding emission factors.
6.Business travel	7	Calculated by multiplying the amount of business travel expenses of Suntory Beverage & Food Group by corresponding emission factors.
7.Employee commuting	29	Calculated by multiplying the amount of commuting expenses of Suntory Beverage & Food Group by corresponding emission factors.
8.Upstream leased assets	32	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	199	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	61	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	365★	Calculated by multiplying the weight of packaging materials purchased by the Suntory Beverage & Food Group by emission factors.
13.Downstream leased assets	317★	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	4,994★	

\*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:

- "Emission factor database for corporate GHG emissions accounting over the supply chain (Version 3.2) " (March 2022, Japan's Ministry of the Environment)
- "LCI Database IDEA Version 2.3" (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

	2020	2021	2022
Emissions (t)	10.4	3.4	2.1
Per Unit (g/kℓ)	2.2	0.7	0.4

\*27 production plants in Japan

## NOx emissions

	2020	2021	2022
Emissions (t)	151.6	141.8	108.1
Per Unit (g/kℓ)	32.2	29.8	21.1

\*27 production plants in Japan

## By-products and Waste Generation Performance

Area	Amount of discharge (thousand tons)		
	2020	2021	2022
Japan	228	218	230
Americas	156	410	541
Europe	95	119	144
Asia	32	30	54
Oceania	7	7	6
Africa	0	0	—
Total	518	783	975★

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

\*The increase in emissions for Americas is due to the expansion of waste and by-products that should be included from FY2021. The amount of the waste and by-products increased by 144 thousand tons for this reason.

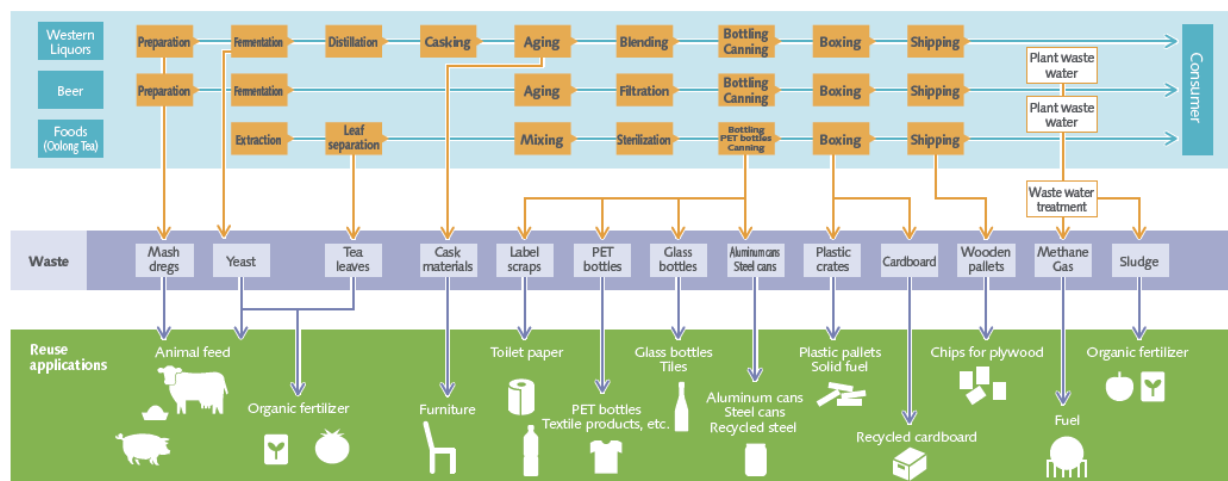
\*The increase in emissions for Asia is due to the expansion of waste and by-products that should be included from FY2022. The amount of the waste and by-products increased by 15 thousand tons for this reason.

\*Therein, the byproducts and waste generated by Suntory Beverage & Food Group in Japan and overseas amount to 184 thousand tons★

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

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

	2020	2021	2022
Amount of discharge (thousand ton)	228	218	230
Amount recycled (thousand ton)	228	217	230
recycling rate (%)	100.0	99.7	100.0



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

Type of waste	Main Purpose of Use	2020		2021		2022	
		Generation (t)	Recycling Rate (%)	Generation (t)	Recycling Rate (%)	Generation (t)	Recycling Rate (%)
Vegetable (glycation, tea, coffee dregs, etc.)	- Animal feed - Fertilizer	164,185	100	158,823	100	167,855	100
Sludge (excess sludge, etc.)	- Fertilizer	30,275	100	27,337	100	28,396	100
Wood waste (cask, palletes)	- Animal feed - Fertilizer	5,186	100	5,267	100	3,658	100
Glass and ceramic scrap	- Glass materials - Base course material	2,285	100	1,337	100	1,172	100
Paper scraps (cardboards, paper labels, etc.)	- Recycled paper - Cardboard materials	5,520	100	5,398	100	5,735	100
Plastic	- Palette - Solid fuel - Supplementary fuel	6,033	100	5,796	100	5,810	100
Metal scraps (aluminum, steel)	- Aluminum - Steel ingredients	3,314	100	3,506	100	3,123	100
Other		11,558	100	9,731	100	13,979	100
Total		228,355	100	217,925	100	229,728	100.0

\*Data covers 27 production plants in Japan

## Suntory Group's Environmental Accounting (total of business in Japan)

(Period: January 1 to December 31, 2022)

(million yen)

Item			FY2020		FY2021		FY2022	
			Environmental investment	Environmental costs	Environmental investment	Environmental costs	Environmental investment	Environmental costs
Business area cost	Pollution prevention cost	<ul style="list-style-type: none"> <li>Preventing water pollution</li> <li>Air pollution prevention cost, etc.</li> </ul>	735	2,082	530	2,070	662	2,280
	Global environmental preservation cost	<ul style="list-style-type: none"> <li>GHG reduction</li> <li>Energy conservation</li> <li>Cogeneration</li> <li>Air treatment, etc.</li> </ul>	428	2,730	651	2,843	956	3,100
	Resource circulation cost	<ul style="list-style-type: none"> <li>Conserving water through recirculation</li> <li>Reducing sludge</li> <li>Reusing waste</li> <li>Wastewater treatment cost, etc.</li> </ul>	153	3,413	66	4,027	21	3,650
	Total		1,315	8,225	1,247	8,940	1,639	9,030
Upstream and downstream cost	<ul style="list-style-type: none"> <li>Commission for resource recycling containers and packaging</li> <li>Environmentally-friendly containers and packaging measures</li> </ul>	0	1,187	0	1,387	0	1,386	
Management activities costs	<ul style="list-style-type: none"> <li>Building and maintaining Environmental Management System</li> <li>Sustainability Reports, Exhibits</li> <li>Factory greenification, etc.</li> </ul>	0	714	0	921	0	768	
Research and development costs	<ul style="list-style-type: none"> <li>Research and development activities to reduce environmental impact</li> </ul>	9	324	3	317	35	284	
Social activities costs	<ul style="list-style-type: none"> <li>Suntory Natural Water Sanctuary</li> <li>Bird Conservation Activities</li> <li>Suntory <i>Mizuiku</i> - Natural Water Education Program, etc.</li> </ul>	70	503	47	514	75	629	
Environmental damage response cost		0	0	0	0	0	0	
Total			1,394	10,953	1,298	12,080	1,748	12,097

\*Amount of investment: Reason for investment was 50% or more for preserving the environment, all amount is considered as environmental investment (inspection basis)

\*Amortization expense: Expenses for investment from 2003 and afterwards which 50% or more is intended for environmental preservation are calculated.

\*In general, all cost for management and research activities are directly confirmed. Costs that are difficult to confirm directly are prorated and allocated based on a past survey of each procedure.

## Environmental Preservation Effect of Suntory Group (production sites in Japan)

(Period: January 1 to December 31, 2022)

Item				Unit	2020	2021	2022	Reduction against previous fiscal year per unit production basis	
In business area costs	Pollution prevention	Reduction of pollutant emissions	SOx	Total (t)	10.4	3.4	2.1	1.5	
				Per Unit (g/kℓ)	2.2	0.7	0.4		
			NOx	Total (t)	152.3	141.8	108.1	44.3	
				Per Unit (g/kℓ)	32.4	29.4	21.1		
	Preserving global environment	GHG emission reduction	GHG (Fuel + Electricity) Derivation	Total (thousand t)	343.7	347.4	225.5	148.4	
				Per Unit (kg/kℓ)	72.9	71.9	44.0		
		Reduction of energy consumption	Fuel	Crude oil conversion (thousand kℓ)	104	102	111	11,150.7	
				Per Unit (ℓ/kℓ)	22.1	21.2	21.8		
			Electricity	Total amount (million kWh)	340	352	383	-1,012.2	
				Per Unit (kWh/kℓ)	72.3	72.9	74.8		
		Resource circulation	Reduction of water resource use	Water use	Total amount (thousand m <sup>3</sup> )	20,752	20,461	21,230	1,024.1
					Per Unit (m <sup>3</sup> /kℓ)	4.4	4.2	4.1	
Reduction of waste emissions	By-products and waste emissions		Total (t)	228,355	209,683	229,207	3,897.0		
			Per Unit (kg/kℓ)	48.6	43.4	44.8			
Resource recycling rate	(%)	100	100	100					

\*Electricity based GHG emissions are the adjusted emission factors for each electric power company as specified by the Act on Promotion of Global Warming Countermeasures.

## Economic effect of Suntory Group (production sites in Japan)

(million yen)

Item	FY2020	FY2021	FY2022
Income from recycling (sales of byproducts)	305	326	333
Cost saved by conserving energy	-242	150	731

## 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	19,757
Training for newly appointed employees in charge of ISO14001	Employees in charge of ISO14001	17
Internal ISO14001 auditor training	Internal ISO14001 auditor	57
Environmental Law Training	Employees from relevant departments	49
Wastes Disposal and Public Cleansing Act seminar	Employees from relevant departments	411

## Suntory Group ISO 14001 Certification List (as of March 1st 2023)

### Japan

- Suntory Holdings Limited
- Suntory Business Systems Limited

### Non-alcoholic Beverages and Food

- Suntory Beverage & Food Limited
- Suntory Products Limited
- Suntory Products Ltd. Haruna Plant
- Suntory Products Ltd. Hanyu Plant
- Suntory Products Ltd. Tamagawa Plant
- Suntory Products Ltd. Kanagawa Ayase Plant
- Suntory Products Ltd. Suntory Tennensui Minami Alps Hakushu Plant
- Suntory Products Ltd. Kisogawa Plant
- Suntory Products Ltd. Suntory Tennensui Kita Alps Shinano-no-Mori Water Plant
- Suntory Products Ltd. Ujigawa Plant
- Suntory Products Ltd. Takasago Plant
- Suntory Products Ltd. Suntory Okudaisen Bunanomori Water Plant
- Suntory Wellness Limited
- Suntory Coffee Roastery LTD. Oyama Atsugi Plant
- Suntory Coffee Roastery LTD. Ebina Plant

### Alcohol Beverages

- Suntory Spirits Limited
- Suntory Spirits Ltd. Hakushu Distillery
- Suntory Spirits Ltd. Yamazaki Distillery
- Suntory Spirits Ltd. Ohmi Aging Cellar
- Suntory Spirits Ltd. Azusanomori Plant
- Suntory Spirits Ltd. Osaka Plant
- Suntory Spirits Ltd. Gunma Brewery
- Suntory Spirits Ltd. Tokyo Musashino Brewery
- Suntory Spirits Ltd. Kyoto Brewery
- Suntory Spirits Ltd. Kumamoto Aso Brewery
- Suntory Spirits Ltd. Tominooka Winery
- Suntory Spirits Ltd. Shiojiri Winery
- SUNTORY CHITA DISTILLERY LIMITED
- Iwanohara Vineyard Co., Ltd.
- Suntory Malting LTD.
- OSUMISYUZO LIMITED

### Sales and Marketing

- OKINAWA SUNTORY LIMITED
- Suntory Foods Ltd.
- Suntory Beverage Solution Ltd.
- ORIENTAL COMPANY LIMITED
- Suntory Foods Okinawa Ltd.
- Japan Beverage Ecology Inc.
- Suntory Field Expert Company Limited
- Sunvend Co., Ltd.



## Research and Development Center

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- Suntory World Research Center
- Suntory Products Development Center

## Food Service

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- DYNAC HOLDINGS CORPORATION
- DYNAC CORPORATION
- DYNAC PARTNERS CORPORATION
- PRONTO CORPORATION

## Maintaining Vending Machines, Etc.

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- UNION TRUST Co., Ltd.

## Overseas

### Non-alcoholic Beverages and Food

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#### Suntory Beverage & Food Europe

- Suntory Beverage & Food France Meyzieu (France)
- Suntory Beverage & Food France La courneuve (France)
- Suntory Beverage & Food France Gadagne (France)
- Suntory Beverage & Food France Donnery (France)
- Suntory Beverage & Food Spain Tordera (Spain)
- Suntory Beverage & Food Spain Carcagente (Spain)
- Suntory Beverage & Food Spain Toledo (Spain)
- Suntory Beverage & Food Spain Sevilla (Spain)
- Suntory Beverage & Food Great Britain and Ireland Coleford (U.K)

#### Suntory Beverage & Food Asia Pacific

- Suntory Beverage & Food Thailand Leam Chabang (Thailand)
- Suntory Beverage & Food Thailand Pin Thong (Thailand)
- Suntory Beverage & Food Taiwan Taichung (Taiwan)
- Suntory Beverage & Food Malaysia Shah Alam (Malaysia)
- Suntory PepsiCo Vietnam Beverage Bac Ninh (Vietnam)
- Suntory PepsiCo Vietnam Beverage Quang Nam (Vietnam)
- Suntory PepsiCo Vietnam Beverage Dong Nai (Vietnam)
- Suntory PepsiCo Vietnam Beverage Hoc Mon (Vietnam)
- Suntory PepsiCo Vietnam Beverage Can Tho (Vietnam)
- Suntory PepsiCo Beverage Thailand Rayong (Thailand)
- Suntory PepsiCo Beverage Thailand Saraburi (Thailand)
- Frucor Suntory New Zealand Wiri (New Zealand)

## Alcohol Beverages

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### Beam Suntory Inc.

- Frankfort (USA)
- Clermont (USA)
- Booker Noe (USA)
- Maker's Mark (USA)
- Calgary (Canada)
- Sauza (Mexico)
- Behror (India)
- Courvoisier-D (France)
- Courvoisier-F (France)
- Cooley (Ireland)
- Palazuelos (Spain)
- Valverde (Spain)
- Ardmore (U.K.)
- Auchentoshan (U.K.)
- Bowmore (U.K.)
- Glen Garioch (U.K.)
- Laphroaig (U.K.)
- Springburn (U.K.)
- Cruzan (Virgin Islands,U.S.)

### Suntory Wine International Limited

- Chateau Lagrange (France)

## Social Data

### Employee Composition

Employee Composition	2020	2021	2022	scope
Number of Suntory Group employees (people)	40,044	40,275	40,885	All Suntory Group companies
Suntory Group companies within Japan (people)	18,970	18,671	18,923	
Suntory Group companies outside Japan (people)	21,074	21,604	21,962	
Of which, employees of Suntory Holdings and Suntory Beverage & Food (people)	7,277	7,291	7,385	Suntory Holdings Limited and Suntory Beverage & Food Japan
Regular employees (people)	7,011	6,997	7,078	
(Average age) (year)	42	43	43	
Executives (people)	62	62	67	
Advisors (people)	33	33	34	
Non-regular employees (contract employees, etc.) (people)	129	158	166	
Other (athletes, etc.) (people)	42	41	40	

### Employee Retention

Employee Retention	2020	2021	2022	scope
Number of new hires (people)	175	146	209	Suntory Holdings Limited and Suntory Beverage & Food Japan
Number of recent graduates hired (people)	152	113	114	
Number of mid-career hires (people)	23	33	95	
Number of employees leaving the company (includes voluntary termination, retirement, death, and punitive dismissal) (people)	183	186	200	
Of which, employees leaving the company voluntarily (people)	48	56	56	
Employee turnover rate (%)	0.7	0.8	0.8	
Percentage of new graduate hires who are still with the company after 5 years *1 (%)	90	90	90	
Average number of years of service (years)	17.8	18.0	18.0	

\*1 Calculated for new graduate hires (regular employees) of Suntory Holdings and Suntory Foods International from 2015 to 2017.

## Career Development

Career Development	2020	2021	2022	scope
Number of employees submitting applications through the career development internal recruitment system*1 (entry)	Not implemented due to the impact of the COVID-19 pandemic.	191	249	Suntory Holdings Limited and Suntory Beverage & Food Japan
Number of employees whose applications were approved (people)		31	36	
Career Vision interview*2 implementation rate (%)	98.3	98.1	97.2	
Career Vision: Motivation in current position (out of 5) (point)	4.2	4.1	4.1	
Career Vision: Satisfaction with current position (out of 5) (point)	3.8	3.8	3.8	
Number of employees holding other positions concurrently (people)	83	94	108	
Number of employees submitting entries to the "Walk the Walk — Yatte Minahare Award"*3 (entry)	301	300	483	All Suntory Group companies
Number of employees joining the FRONTIER DOJO internal entrepreneurship project*4 (entry)	—	294	97	Suntory Group companies with in Japan
Number of employees attending the Career Workshop*5				
3rd year (2022~)/4th year (~2021) after joining the company*6 (people)	146	129	303	Suntory Holdings Limited and Suntory Beverage & Food Japan
10th year after joining the company (people)	168	298	121	
40s (including the compulsory workshop at the age of 43 [instituted in 2021] and other workshops for which participation is voluntary) (people)	44	230	253	
50s (including the compulsory workshop at the age of 58 and other workshops for which participation is voluntary) (people)	281	243	191	
Number of career support interviews held by the Career Development Center (interview)	444	888	1,409	

\*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 Since 2022 is the target year switch year, the survey was conducted for both years.

## Learning

Learning	2020	2021	2022	scope
Training expenditure per employee per year (yen)	—	—	301,000	Suntory Holdings Limited and Suntory Beverage & Food Japan
Suntory Self-Development Program				
Number of employees participating in voluntary training (people)	664	848	3,810	Suntory Holdings Limited and Suntory Beverage & Food Japan
Number of employees undertaking e-learning (people)	585	775	1,015	
Total number of participants in the Terakoya program*1 (people)	13,891	32,196	27,465	Suntory Group companies with in Japan
Number of employees participating in global talent cultivation initiatives				
Global Leadership Forum (people)	Not implemented due to the impact of the COVID-19 pandemic.	16	15	All Suntory Group companies
Suntory Harvard Program (people)		—	31	
Beyond Borders (people)		25	26	
Global Leadership Development Program (people)		26	29	
Ambassador Program (people)		39	26	Suntory Group companies outside Japan
Total number of trainees successfully completing the program (people)		23	21	Suntory Holdings Limited and Suntory Beverage & Food Japan
Number of users of the School of Global Studies (opening in 2022) (people)		—	—	2,313

\*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	2020	2021	2022	scope
Percentage of new hires that are female (%)	47.6	37.0	48.0	Suntory Holdings Limited and Suntory Beverage & Food Japan
Percentage of female employees (%)	25.1	25.5	26.2	
Percentage of female employees by age group				
20s (%)	42.6	42.6	42.6	Suntory Holdings Limited and Suntory Beverage & Food Japan
30s (%)	28.4	29.2	30.7	
40s (%)	20.7	21.1	21.8	
50s (%)	20.1	20.4	20.7	
60s (%)	12.2	13.1	15.6	
Number of female managers (people)	182	196	197	Suntory Holdings Limited and Suntory Beverage & Food Japan
Percentage of female managers (%)	10.5	11.2	11.1	
Number of female Executives (people)	4	4	4	
Percentage of female Executives (%)	6.5	6.5	6.0	
Female employees' salary as a percentage of male employees' salary*1				
All employees (%)			72.4	Suntory Holdings Limited and Suntory Beverage & Food Japan
Of which, regular employees (%)			72.9	
Of which, non-regular employees (%)			41.5	

\*Includes athletes employed by Suntory Holdings Limited.

Balancing work responsibilities with childcare and nursing care responsibilities	2020	2021	2022	scope
Number of female employees taking childcare leave (people)	195	207	219	Suntory Holdings Limited and Suntory Beverage & Food Japan
Percentage of employees taking childcare leave (%)	98.9	105.2	108.3	
Number of male employees taking childcare leave (people)	148	163	155	
Percentage of employees taking childcare leave (%)	56.7	57	79.4	
Percentage of female employees returning to work after taking childcare leave (%)	100	95.2	96.7	
Percentage of male employees returning to work after taking childcare leave (%)	100	100	100	
Number of employees registering with the Job Return program in the current year (people)	4	14	11	
Number of employees taking Kids Support leave (people)	555	537	562	
Number of employees making use of company-arranged babysitting services (people)	37	50	53	
Number of employees taking nursing care leave (people)	1	2	0	
Number of employees making use of company-arranged home help services (people)	3	4	3	

Senior employees	2020	2021	2022	scope
Number of employees re-employed by the company at the age of 65 (people)	31	42	40	Suntory Holdings Limited and Suntory Beverage & Food Japan
Percentage of employees re-employed by the company at the age of 65 (%)	33	42	41	

Disability	2020	2021	2022	scope
Number of employees who have a disability (people)	107	108	105	Suntory Holdings Limited
Percentage of employees who have a disability (%)	2.82	3.07	3.04	
Number of employees who have a disability (people)	35	41	41	Suntory Beverage & Food Japan
Percentage of employees who have a disability (%)	2.66	2.69	2.65	

## Workstyles

Workstyles	2020	2021	2022	scope
Number of employees making use of refreshment leave*1 (people)	434	651	961	Suntory Holdings Limited and Suntory Beverage & Food Japan
Average number of days of annual paid leave taken*2 (day)	16.7	17.1	17.6	
Average overtime hours worked per month (hour)	16.9	18.5	18.7	Suntory Group companies with in Japan*3

\*1 Special leave and incentives for employees who have been with the company for 10, 15, 20, 25, 30, 35, 40, and 45 years

\*2 Encourage all employees to take at least 16 days of paid leave per year

\*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.

## Occupational Safety

Occupational Safety	2020	2021	2022	scope
Occupational accident severity rate (%)	0.010	0.000	0.000	Suntory Group companies with in Japan*1
Lost time incident rate (LTIR) (incidents per million working hours) (%)	0.20	0.07	★0.14	
Number of employees undergoing occupational health and safety education (people)	611	717	712	
Total annual hours worked per employee (hour)	1,871	1,874	1,869	
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. and Suntory Global Innovation Center Ltd.

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

## Labor Practices

Labor Practices	2020	2021	2022	scope
Percentage of employees with the legal right to engage in collective bargaining (%)	57.4	55.8	54.5	Suntory Holdings Limited and Suntory Beverage & Food Japan

## Health

Health	2020	2021	2022	scope
Percentage of employees having a health examination (%)	99.5	99.4	100.0	Suntory Group companies with in Japan*3
Percentage of employees having a further examination or in-depth examination (%)	51.9	74.1	83	
特定保健指導基準対象者率 (%)	24.2	21.4	21.4	
Percentage of smokers who are non-smokers or currently quitting smoking (%)	79.9	82.7	83.5	
Percentage of employees having stress checks (%)	94.6	94.8	90.5	
Percentage of employees found not to have high stress levels (%)	92.8	93.0	91.8	
Presenteeism*1 (%)	—	79.2	79.1	
Absenteeism (number of days absence due to injury or illness)*2 (day)	—	0.5	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	2020	2021	2022	scope
Engagement Survey response rate (%)	97.3	97.0	96.0	Suntory Group companies with in Japan*1
Percentage of Favorable Respondents Regarding Pride in Working for the Suntory Group (%)	85	85	82	
Proud to work for Suntory Group (out of 100) (point)	82	81	79	
Percentage of favorable respondents regarding satisfaction with company (company they work for) (%)	75	76	73	
Satisfaction with company (company you work for) (out of 100) (point)	73	73	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., Suntory Global Innovation Center Ltd., and, Suntory System Technology Ltd.

## Overseas Data

### Employee Number (Y2022)

<b>Region - Employee number</b>	40,885
Japan (people)	18,923
Americas (people)	7,144
Europe (people)	5,161
Asia, Oceania (people)	9,657

<b>Business - Employee number</b>	40,885
Beverages & Food (people)	23,485
Liquor (people)	9,763
Others (people)	6,424
Corporate (common) (people)	1,213

### Gender Ratio (Y2022)

	Suntory Beverage & Food (APAC)	Suntory Beverage & Food (Europe)	Beam Suntory Inc.	Suntory Japan*
Percentage of new hires that are female (%)	42	48	42	48
Percentage of female employees (%)	33	35	38	26
Average age of male employee (years)	37	45	42	44
Average age of female employee (years)	37	41	40	40
Average age of Executives (years)	56	53	55	60
Percentage of female managers (%)	33	35	43	11
Percentage of female Executives (%)	8	36	17	6
Average number of years of service for female (years)	8	8	7.5	19.4
Average number of years of service for male (years)	8	11	6	14.2

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



## Engagement (Y2022)

	Suntory Beverage & Food (APAC) **	Suntory Beverage & Food (Europe)	Beam Suntory Inc.	Suntory Japan***
Engagement Survey score (point)	80	91	89	72

\*\* Suntory Beverage & Food (APAC) Score is 2021 result as Engagement Survey was not conducted in 2022.

\*\*\*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.