



Suntory Beverage & Food Europe

Sustainability

Strategy



Introduction

Our goal of coexistence with society and nature has been deeply ingrained in our company culture since Suntory's foundation in 1899.

This means sustainability is a guiding part of our strategic context at Suntory Beverage & Food Europe (SBFE). It is embedded across our operations, is central to our values, and helps us set our priorities. Rather than sitting in a silo, at arm's length from the rest of our company, it is a day-to-day reality.

This document provides an overview of how this works in practice. It provides information on the strategic fundamentals of our approach: our Growing for Good sustainability strategy and goals, our governance structures, and our purpose, business model, and value chain.

This is 'evergreen' information which does not generally change on an annual basis, because it is central to the way we do business. We have therefore separated it out into this strategy document. However, we have included selected data points and examples from 2025 to provide additional context.

Further updates on recent activity, data on our performance, and information on the progress we are making towards our goals, are provided in our annual sustainability reports, which sit alongside this document.



Who we are

Suntory Beverage & Food Europe (SBFE) is part of Suntory Beverage & Food (SBF), a member of Suntory Group. SBFE is made up of a group of companies organised into country-specific markets. These include the following companies (using their trading names):

SUNTORY
BEVERAGE & FOOD SPAIN

SUNTORY
BEVERAGE & FOOD FRANCE

SUNTORY
BEVERAGE & FOOD EECM-BENELUX

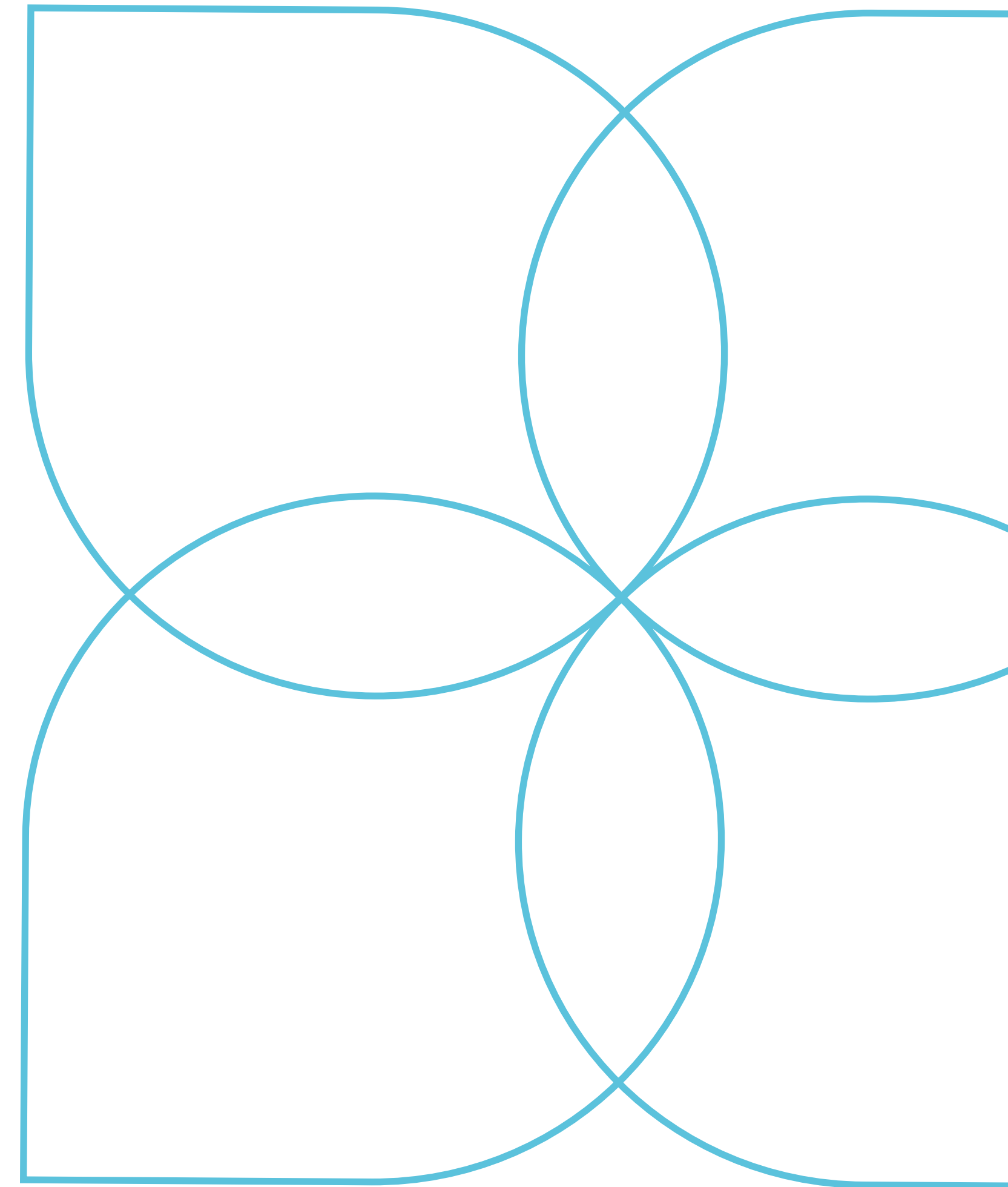
SUNTORY
BEVERAGE & FOOD GB&I

SUNTORY
BEVERAGE & FOOD PORTUGAL



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Our business model

Suntory Beverage & Food Europe (SBFE) was established in 2014 and is a regional division of the Japan-based Suntory Group, one of the leading global drinks companies. We're proud to be part of a family-owned business with an inspiring 120-year heritage and we are guided by Shinjiro Torii's founding spirit. While the fundamentals of our business model remain consistent, we've added specific data and details in the diagram below to provide deeper context. All figures shown correspond to 2025.

Our inputs

Resources: Energy, water, sugar, fruit, packaging materials.

Knowledge: Employees, innovation, recipes, trends and consumer segmentation, route to market.

Infrastructure: Research laboratories, production sites, bottling plants.

Financials: Financial capital.

Brand: Brand recognition, quality, taste.

Stakeholder and partners: Business partners and suppliers.

Our core activities

Sourcing of raw materials: We source raw materials from 354 third party suppliers, across 510 sites and 46 countries.*

Sourcing of equipment and infrastructure: We source plant equipment, operation supplies, and services from 900 third party suppliers and 300 logistics suppliers to support our 10 production and research sites.*

R&D: We develop new products and improve existing ones, focusing on flavour, nutrition and consumer preference.

Production and distribution: We process raw ingredients into finished products at 6 SBFE owned drink production sites across Europe and distribute the final products through large retailers and food service providers. Alongside our direct to market operations, we work with franchise and licensed partners to produce and distribute products.

Quality control: We implement quality control measures during production to maintain high quality and safety of products.

Partnerships: We work with partners along the value chain to ensure our long-term business success.

Sustainability initiatives: We take action to minimise the negative and maximise the positive impacts of our business on people and planet.

Marketing and sales: We promote our products in the market, through advertisements and promotions.

Customer and after-sales service: We listen to and address customer feedback.

Our outputs

Products: 2.5 billion litres of soft drinks sold, with 8 iconic brands including La Casera, Lucozade, May Tea, Oasis,** Orangina, Pulco, Ribena, and Schweppes.**

Services: Bottling and distribution services for non-owned brands in selected markets.

Waste: 19,695 tonnes of waste produced, 97.1% of which is reused or recycled.

Our outcomes

Our people: We employ a diverse and engaged workforce of 3,587 people.

—
Engagement score of 74% from our annual employee survey.

Our suppliers: We supported €503 million of added value in our supply chain.

—
We provided indirect employment to 17,257 people in the value chain.

Our customers and consumers: We work with large retailers and food service providers across 60 markets with our products being enjoyed in millions of households each year.

Our communities: We donated over €1.17 million to good causes and community initiatives.

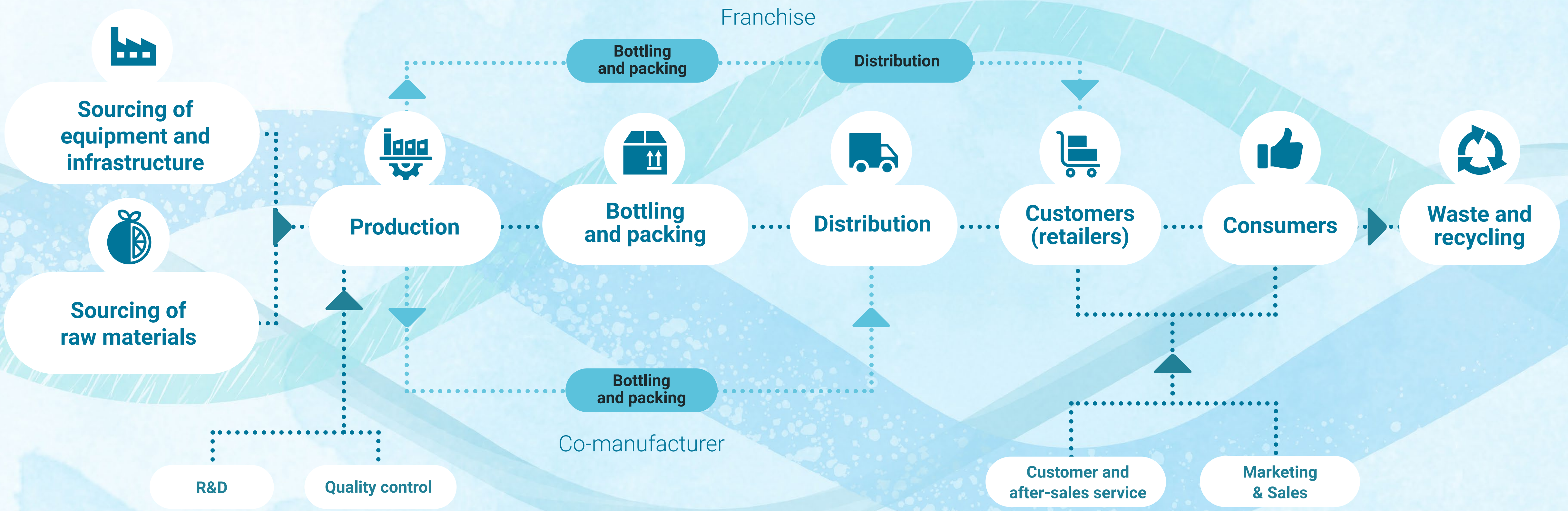
Our business: We achieved a net sales value of €2.3 billion by the end of 2025.

*Verified as of 2024

**Owned and commercialised within SBFE respective territories. All references to these brands in this report should be interpreted accordingly.



Our value chain



Our purpose

To inspire the brilliance of life by creating rich experiences for people, in harmony with nature

Our values

Growing for good

We are committed to inclusively growing. As we expand our reach, operating footprint and global influence, we strive to benefit all stakeholders and contribute to society. More information on Growing for Good is set out from page 7 onwards.

Yatte minahare

With the conviction to challenge convention and the courage to dream the impossible, we willingly pursue bold goals with tenacity, undaunted by failure. Innovation isn't easy, but by forging ahead, we'll find a way.

Giving back to society

We reinvest our profits not only to advance our business and people, but also to better society and the environment. We dedicate our time and skills to enrich the lives of others in the communities in which we live and work.

Our behaviours

Our behaviours, called our Suntory Leadership Spirit, define exceptional performance with a set of competencies across all Suntory Group companies. These behaviours are used to measure employees' "How," and are weighted equally with performance against their goals (their "What").

Yatte minahare

Acts with a pioneering spirit, commitment and strong will to create value and deliver results. Cultivates innovations through experimentation and learning from success and failure along the way.

Gemba focused

Acts with a Gemba mindset to gain insight on the needs of consumers, customers and colleagues, identifying new opportunities to create and deliver value.

Better together

Works collaboratively with others across teams and boundaries. Encourages diverse perspectives and creates an inclusive culture that breaks silos, works beyond hierarchies and leverages our collective power.

Future oriented

Anticipates future possibilities and takes an enterprise-wide view, balancing immediate needs with a long-term perspective. Develops appropriate plans in the context of our value of "Growing for Good."

Commitment to growth

Demonstrates commitment to personal growth of self and others. Takes a holistic and long-term approach to balancing personal wellbeing and career progress with organizational goals.

Who we are

Always together with Seikatsusha

This year, Suntory Beverage & Food (SBF) defined 'Always Together with Seikatsusha' as its common global DNA. Seikatsusha refers to people who live their lives with their own unique perspectives and feelings, and it includes our customers, suppliers, partners, local communities, and ourselves as employees. We look at all aspects of Seikatsusha's life and connect with their feelings to enrich every moment of their life and go further together.



Growing for Good

Our purpose at Suntory is “to inspire the brilliance of life, by creating rich experiences for people, in harmony with nature” and we know that we cannot achieve this without the brilliance of the earth, people, and communities. This is supported by the idea of Growing for Good, which as well as being one of our three values, is also the organising idea and frame for our SBF E sustainability strategy. Here at SBF E we strongly believe that both ‘good’ and ‘growth’ are equally important and are intimately connected to each other. The bigger we are, the greater our positive impact can be.

Our Growing for Good sustainability framework sets out the social and environmental impacts of our business. It is made up of four pillars: Our Drinks; Our Resources; Our Society; and Ourselves and Partners. This framework forms the basis of our sustainability strategy. This strategy is closely integrated into our corporate strategy as a key area of delivery for the business. Each year, as part of our SBF E strategic priority setting, we define a set of sustainability priorities based on our business needs, stakeholder input, and external factors.

Our Drinks

We work to continue creating drinks that bring joy to people’s lives, while keeping them healthy and active. This includes activity to reduce the sugar in our drinks, use more natural ingredients, and provide a great mix of zero and low-calorie options. It also includes the quality control that is essential to the success of our business.

Our Society

We work to ensure our business and our brands have a positive societal impact, in keeping with our value of Giving Back to Society. This includes our purposeful brand and marketing activity, as well as our community donations and volunteering.

Our Resources

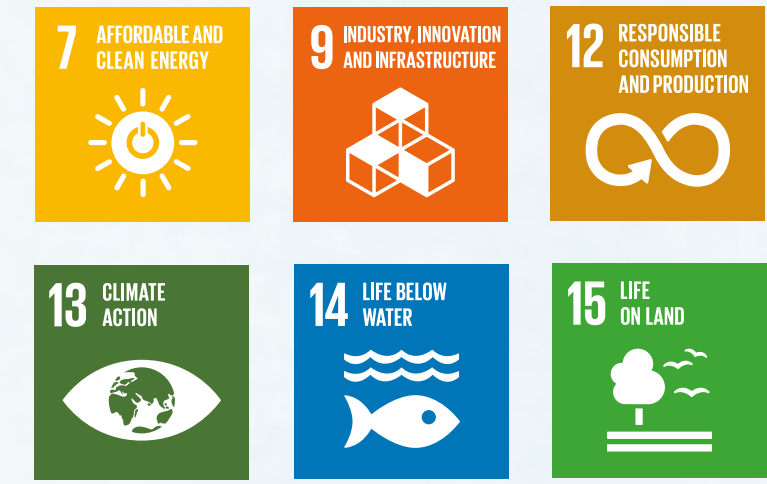
We work to minimise the negative impacts of our business on the environment and reach our goal of Net Zero emissions by 2050. This includes reducing carbon emissions and water use, accelerating the path to sustainable and circular packaging, reducing waste, and promoting sustainable agriculture.

Ourselves and Partners

We work to support and develop our employees and our partners, to create a thriving culture and a responsible supply chain. This includes prioritising the health, safety and wellbeing of employees, fostering a diverse, equitable and inclusive workplace, promoting and protecting human rights through our value chain, and responsible business practice.

Our Growing for Good framework is aligned to the UN’s Sustainable Development Goals (SDGs). Since its development in 2018, we have continued to refresh both the framework and our strategy based on our ongoing engagement with stakeholders and monitoring of emerging issues. This includes the results of our Double Materiality Assessments, Climate Transition Plan, and biodiversity assessment (see below for more details).





Pillar	Target
Our Drinks	35% less added sugar in our drinks by 2025, from a 2015 baseline
	Double the volume of drinks sold with sugar below 5g/100ml by 2025, from a 2015 baseline
Our Resources	50% reduction in Scope 1 & 2 GHG emissions by 2030, from a 2019 baseline
	30% reduction in Scope 3 emissions by 2030, from a 2019 baseline
	50% recycled plastic (rPET) packaging across our portfolio by 2025
	100% recyclable primary packaging by 2025
	Zero waste to landfill from SBFE owned factories and warehouses
	Recycle 99% of our non hazardous waste from SBFE owned factories and warehouses by 2030
	50% reduction in food waste by 2030, from a 2019 baseline*
20% water intensity** reduction in our direct operations by 2030, from a 2015 baseline	
	75% of our agro-materials to be sustainable*** by 2025 (100% by 2030)

*Scope for food waste was redefined in 2023 to cover 100% of SBFE food supply chain and to exclude food redirected to animal feed or food banks

**Volume of water withdrawn per kilolitre of production

***To be considered 'sustainable', both the farming and the processing/packing of materials must be certified to an SBFE approved standard



Our materiality process

Conducting Double Materiality Assessments (DMAs) ensures we have an up-to-date and comprehensive understanding of the impact we have on society and the environment, and the impact that social and environmental issues have on our business.

We conducted our first DMA in 2024, in alignment with the European Sustainability Reporting Standards (ESRS). This involved identifying ESRS topics, identifying the impacts, risks and opportunities (IROs) associated with them, scoring these for both impact and financial materiality, and validating the results with stakeholders and leadership.

In 2025 we refreshed and refined our DMA. The process focused on simplifying the IROs and reassessing the scoring to reflect additional insight from internal assessments and research. This process resulted in a reduction in the list of material topics from 31 to 28.

We also conducted a detailed mapping of how each of our IROs link to our business activities and value chain. This was based on existing operational data and targeted research, and the mapping was validated with internal teams. The goal was to deepen our understanding of these issues and refine how we manage them – while supporting stronger, clearer disclosure.

We plan to conduct another DMA in 2026, continuing to evolve and update our approach, ahead of reporting under the Corporate Sustainability Reporting Directive (CSRD).

	ESRS topical standards	GfG pillar	Material sub-topics
Environmental	ESRS E1: Climate change	Our Resources	Energy, climate change adaptation, climate change mitigation
	ESRS E2: Pollution	Our Resources	Microplastics, water pollution, soil pollution, air pollution, substances of high concern, substances of very high concern
	ESRS E3: Water and marine resources	Our Resources	Water consumption, water withdrawals, water discharges
	ESRS E4: Biodiversity and ecosystems	Our Resources	Impacts on the extent and condition of ecosystems, impacts on the state of species, direct impact drivers of biodiversity loss
	ESRS E5: Circular economy	Our Resources	Resource outflows related to products and services, resource inflows including resources, waste
Social	ESRS S1: Own workforce	Ourselves and our Partners	Working conditions, equal treatment and opportunities for all, other work-related rights
	ESRS S2: Workers in the value chain	Ourselves and our Partners	Working conditions, equal treatment and opportunities for all, other work-related rights
	ESRS S3: Affected communities	Ourselves and our partners	N/A
	ESRS S4: Consumers and end-users	Our Drinks	Personal safety of consumers and end-users
Governance	ESRS G1: Business conduct	Ourselves and our Partners	Corruption and bribery, corporate culture, political engagement and lobbying activities



Our Climate Transition Plan

In 2025 we developed a Climate Transition Plan for SBFE to provide a clear roadmap to a lower-carbon future. We used a structured, data driven approach that included analysis of our full carbon footprint, an assessment of climate risks across our operations and supply chain and modelling of the financial implications of different future scenarios.

The plan identifies where emissions are highest and sets out practical reduction measures such as improving energy efficiency, lighter and more circular packaging, and supplier engagement. It also outlines priority actions to increase resilience – from improving water efficiency to adapting sites for rising temperatures – and highlights how SBFE can support a fair transition for workers and suppliers.

The plan sets out clear actions and long term goals designed to help us minimise our environmental impacts while continuing to grow sustainably. It was adopted by the Orangina Schweppes Holding B.V. Board in 2025 and will be published externally in 2026.



Our nature and biodiversity assessment

In 2025 we commissioned a nature assessment to better understand where our operations and supply chain interact with ecosystems, and how nature helps support the business.

The assessment used mapping tools and scientific data to locate, evaluate, and assess nature-related risks and opportunities and inform our response. These insights will feed into a roadmap and reporting approach designed to help SBFE protect nature, strengthen resilience, and meet emerging sustainability requirements.



Our sustainability policy

Our sustainability strategy is underpinned by our Sustainability Policy which sets out our approach to sustainability across SBFE. This policy also details our commitment to comply with relevant environmental and sustainability laws and regulations, to develop management systems to continuously improve our sustainability performance, and to engage and educate our stakeholders on sustainability issues and requirements to embed accountability across the business. We began updating this policy in 2025, to fully encompass our governance across environmental and social topics, and to ensure compliance with CSRD. The updated policy is due to be launched in 2026.



Stakeholder engagement and partnerships

Our Growing for Good strategy and sustainability priorities are continually informed by the perspectives of internal and external stakeholders. We maintain an ongoing dialogue with these stakeholders through a variety of channels. Maintaining this dialogue ensures that we act on the issues that matter most to our stakeholders, and which will have an impact on our long-term business success.

We know we cannot solve the sustainability challenges we face alone – collaboration is essential. So, we also participate actively in external initiatives and membership associations to increase the impact we have and to help us deliver our purpose and sustainability strategy.

While we contribute to a much broader range of initiatives, our key partnerships, initiatives, codes, memberships, and associations are set out below.

Partnerships

- Cool Farm Alliance
- Secours Populaire
- Sedex
- Severn Rivers Trust

Initiatives and codes

- Science-Based Targets Initiative
- Signatory to the EU Code of Conduct on Responsible Business and Marketing Practices
- Sustainable Agriculture Initiative

Associations and memberships

- UNESDA, BSDA, SBSA, ANFABRA, WFA, ICBA

Stakeholder group	Channels of engagement	Frequency of engagement	Material issues raised	Examples of responses
Business partners and suppliers	Strategic business reviews; Assessments and audits; Site visits; Supplier questionnaires	Ongoing	Climate change; Pollution; Water and marine resources; Circular economy; Workers in the value chain; Consumers and end-users	Guidelines, assessment and audits
Consumer and customers	Contact centres; Social media; Consumer groups; Performance surveys; SBFE website	Ongoing	Consumers and end-users; Circular economy; Product quality; Nutritional content	Policies and targets
Governments, NGOs and civil society organisations	Industry forums; Stakeholder consultations; SBFE website	Ongoing	Consumers and end-users; Circular economy; Water and marine resources; Climate change; Nutritional content	Policies and targets, partnerships
Employees, other workers and trade unions	Employee surveys; Engagement forums; Whistleblowing hotline; Company channels	Ongoing	Own workforce; Business conduct	Assessments and audits, policies and training



How we manage risk

At SBFE, our GRCL (Governance, Risk, Compliance and Legal) function supports the business to minimise and manage risk, secure best practice compliance, and drive ethical behaviour.

The function, which in 2025 was comprised of Risk & Insurance, Internal Controls, Internal Audit, and Legal, is led by the SBFE Chief GRCL Officer, who is a member of the SBFE Executive Committee. Together, the Risk and Internal Controls teams help to safeguard the business by ensuring a strong control environment is in place, that risks are identified and mitigated with appropriate control mechanisms, and that those controls are communicated and monitored.

ESG risks, including climate risks, form part of the SBFE total risk portfolio and are incorporated into our executive risk management process. All ESG risks are covered by our Enterprise Risk Management System and are explicitly socialised to the Corporate Risk Register if they are considered of significant business impact to warrant exposure to the senior executive management of the business. This is a threshold determined by the Sustainability Leadership Team, supported by the Risk Management Team, in a process of periodic reviews. See Suntory Group's [sustainability disclosures](#) for more information on the climate related risks and opportunities that affect our business and society.

Executive Risk Owner

SBFE Executive Committee member who has overall responsibility for the assessment and appropriate mitigation of the risk.

Accountable Risk Owner

Member of Market or Functional Leadership team or extended Leadership team who has responsibility for ensuring the risk is properly assessed and managed. Accountable Risk Owners are subject matter experts who have the authority to mitigate and report outcomes to Executive Risk Owners.

Risk Owner

Member of Local or Functional Leadership team or extended team specialist with sufficient subject matter expertise and knowledge of the risk to assess it appropriately. Risk Owners also support the Accountable Risk Owner to manage the risk.

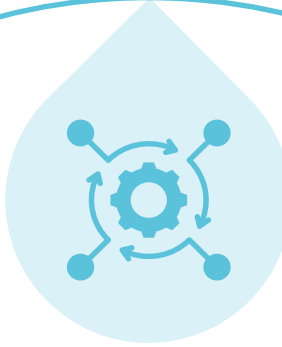
Designated Risk Owner

Risk Owners may also appoint a "Designated Risk Owner" to provide subject matter expertise and ongoing risk maintenance. The Risk Owner retains responsibility for the risk's management.



Our GRCL function delivers Enterprise Risk Management (ERM) training to our Executive and Accountable Risk Owners, as well as operational risk management training to our market and functional Risk Owners. The training covers the ERM processes, the basic principles of risk management, and the SBFE ERM governance cycle.

Our risk management process

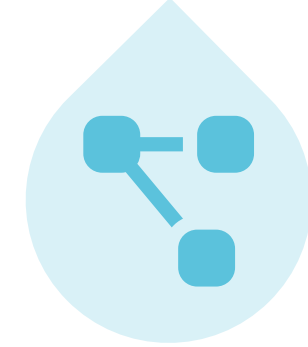


Risk identification

Risk identification takes place at different levels within SBFE as part of an on-going cycle of risk management.

Multiple channels and sources of internal and external information are used to identify risks, including internal risk workshops, publicly available risk briefings and connections with professional associations.

Subject matter experts in each discipline identify and flag new risks based on review and analysis of internal and external information. They are supported in this process by the SBFE Risk Management team through horizon scanning sessions and risk review workshops. Employees can also identify and log new risks through the SBFE Risk Management software platform for consideration.



Risk review and assignment

The SBFE Risk Management team reviews and assigns risks to the relevant owners for expert assessment and subsequent management.

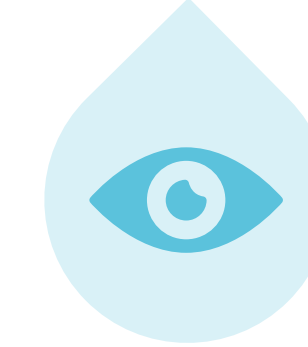
Each risk is assigned an Executive Risk Owner, an Accountable Risk Owner and a Risk Owner.



Risk assessment and management

Risks are assessed by Risk Owners using a standardised set of assessment criteria focused on four key measures (impact, likelihood, velocity and management preparedness).

Risks are managed by the Accountable Risk Owner and Risk Owner. They define appropriate mitigations and action plans and ensure they are acted upon. In some cases, the Risk Owner will share the risk with a Designated Risk Owner to ensure the engagement of the appropriate subject matter or technical expertise.



Risk monitoring and reporting

Risks are monitored and reported on, on an on-going basis, through the Risk Management platform. This enables the SBFE Risk Management team and respective Executive and Accountable Risk Owners to maintain a holistic overview of the process, progress, functional, or market risks and total risk portfolio of SBFE.

Newly identified risks and progress towards managing existing risks are formally shared twice per year during risk management committees or review meetings held with regional, market, and function leadership teams. This process helps to ensure there is increased awareness of risks and knowledge sharing on the steps required to mitigate them.





Sustainability governance

Our SBFE Director of Sustainability and External Communications reports directly to the SBFE CEO and is a member of the SBFE Excom. The Director of Sustainability also chairs the SBFE Sustainability Steering Committee that meets quarterly and is the oversight committee for regions sustainability activity.

Updates from this Committee are reported to the SBFE Executive Leadership team and SBF Sustainability Committee.

The SBFE Sustainability Steering Committee is supported by focus area taskforces and sustainability managers in each of our markets. The Committee provides updates to the SBF Sustainability Committee, which ultimately reports into the Suntory Holdings Board of Directors through the Global Sustainability Committee.

Our governance structure

Focus area taskforce
 Specific sustainability focus topics, for example climate and sustainable plastic, are handled by taskforces made up of experts and managers from across all relevant parts of the business.

Market Sustainability Reviews
 Sustainability managers and experts in each market (France, Spain, GB&I and EECM-Benelux) contribute to the development of sustainability planning and disseminate information and actions among their local team.



Suntory Beverage & Food Europe (SBFE) Sustainability Steering Committee
 An SBFE Sustainability Steering Committee composed of members of the SBFE Executive Management Team and the Sustainability Leadership Team meet six times a year to review progress against our targets and commitments, and to provide valuable strategic insights and counsel, ensuring the right decision making and accountability is in place to enable the sustainability work to progress at pace.

SBFE Programme Review Board (PRB)
 The SBFE PRB, composed of focus area taskforce leads, market sustainability managers and members of the SBFE Sustainability Team, meets monthly to review the outputs from the focus area taskforces and market PRBs, as well as risks, opportunities and progress against annual KPIs. The SBFE PRB reports directly to the SBFE Sustainability Steering Committee. Should there be an urgent issue that falls outside of the meeting schedule, ad hoc communication to the Steering Committee is arranged and minuted.

SBFE Risk Management Committee
 The SBFE Risk Management Committee is in constant cooperation with the SBFE Sustainability Steering Committee. The Risk Management Committee identifies the risks, executes countermeasures, and engages in activities related to the establishment of crisis management systems. Any identified risks to KPIs are escalated to the Steering Committee for discussion. A representative from the SBFE Risk Management Committee also attends the SBFE PRB so that newly identified sustainability risks and opportunities can be shared between the teams, action plans can be put in place and relevant updates can be made to the SBFE risk register.



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