

SBFE Sustainability Report

2024





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This is our third sustainability report. It covers calendar year 2024. Our 2024 scope 1, 2 and 3 carbon data, and our water reduction data is pending independent verification by KPMG.

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Letter from the CEO



Pierre Decroix

Chief Executive Officer,
Suntory Beverage
& Food Europe

I'm proud to lead the teams of SBFE and have been humbled to see the resilience of our people and our business in action during my first year in position. The Suntory Spirit has held strong, through both the moments of opportunity and the challenges of 2024, as we follow our vision and put our business strategy into action.

I believe we have truly worked to “inspire the brilliance of life” and central to this is our delivery on the commitments to sustainability which are a personal and organisational passion.

Our progress this year is all the more notable because it took place against a backdrop of global disruption. Alongside positive developments in science, health and technology, we saw the direct impacts of climate change intensifying and geopolitical and economic uncertainty continuing to shape the landscape. At SBFE, we experienced a range of interconnected challenges—from strikes to commodity pressures and supply chain volatility—that reflected the complexity of the world around us.

This brought the agility of our business and people to the fore, and we saw colleagues rally together, innovate and problem-solve. It is through their efforts and their spirit that we continued to advance our business and brands and make progress on many of our key sustainability ambitions.

It also matters hugely to me that we held strong to the compass of “Growing for Good” that has been part of our reason for being since Suntory was founded in 1899. This philosophy guides us through times that are rough as well as those that are smooth, and has remained a powerful force, helping us as we make difficult decisions, this year as always.

All of this means it is with great pleasure that I introduce you to our third full sustainability report, which sets out some of the achievements we have made over the past year, as well as the challenges we have faced and the road we still need to travel moving forwards.

We have now achieved a 30% reduction in added sugar against our 2015 baseline and more than tripled the volume of drinks sold with

less than 5g/100 ml of sugar from 2015 to 2025, exceeding our target. This is testament to the efforts of our R&D and innovation teams, working with a true Gemba mindset to develop new formulas and continuously improve our brands, in line with increasing consumer preferences for healthier drinks. This mindset is our unique way of staying close to our consumers, listening and learning, and reflecting their whole lives.

We've also made good progress on our ambitions around how we manage our use of natural resources. Since 2019, we have successfully reduced our overall carbon footprint by 16.6%, a 2.3% reduction from 2023. We have reached 47% recycled plastic across our portfolio, up from 44% in 2023, and rolled out tethered caps across Europe, in line with the EU's Single Use Plastics Directive.

Water is set to be ever more important in a resource-constrained world and sits at the heart of our company. So, I'm particularly pleased that we have this year set a new goal to become water neutral at our Toledo factory by 2030.

Our Together for Good volunteering platform is a great manifestation of 'Growing for Good,' and I'm therefore delighted that well over half of all our employees are now signed up, enabling us to volunteer over 4000 hours to communities, as well as the €600,000 of financial donations we made. The efforts of our team in Spain in response to the floods in the Valencia region in October were particularly notable, with on-the-ground activity supporting communities and our customers.

As I write this in early 2025 it is already clear that uncertainty and turbulence are here to stay and will if anything intensify. But with the teams around me and the Suntory Spirit that lives in all of us, I feel confident we will continue to act with courage and stand by our commitments.

2024 highlights



Our Drinks

More than tripled

(3.3x) the volume of drinks sold with less than 5g/100 ml of sugar from 2015 to 2025, exceeding our target

30%

reduction in added sugar against our 2015 baseline



Our Society

4,000+

hours volunteering to support our communities

€600,000+

Donated to good causes and community initiatives, including over €80,000 to the Spanish Red Cross in the aftermath of flooding in Valencia



Ourselves and Partners

Relaunched

our Zero Harm programme with a clear roadmap to reduce our Total Recordable Injury Frequency Rate (TRIFR) by 50% by 2026

Launched COMPASS

our leadership fundamentals programme designed to develop strong people managers across Suntory, and aSCent, our training for supply chain frontline managers



Our Resources

16.6%

reduction in our overall carbon footprint since 2019, a 2.3% reduction from 2023

>1,350 tons

of plastic saved, 80 tons of aluminium and over 3,400 tCO2e through lightweighting projects

47%

recycled plastic across our portfolio, up from 44% in 2023

Partnered with

Suntory Holdings and CIRAD to launch an experimental programme to tackle the global greening (HLB) disease that is impacting oranges

9.8%

reduction in our food waste from our 2019 baseline, a 70.8% reduction from 2023

Set a new goal

to be water neutral at our Toledo, Spain factory by 2030

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.

Our inputs

- Natural resources:** Energy, water, sugar, fruit, packaging materials.
- Knowledge:** Employees, innovation, recipes, trends and consumer segmentation, route to market.
- Infrastructure:** 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, operational supplies and services from 900 third-party suppliers and 300 logistics suppliers, spanning 8 production & research sites across 8 countries.
- 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

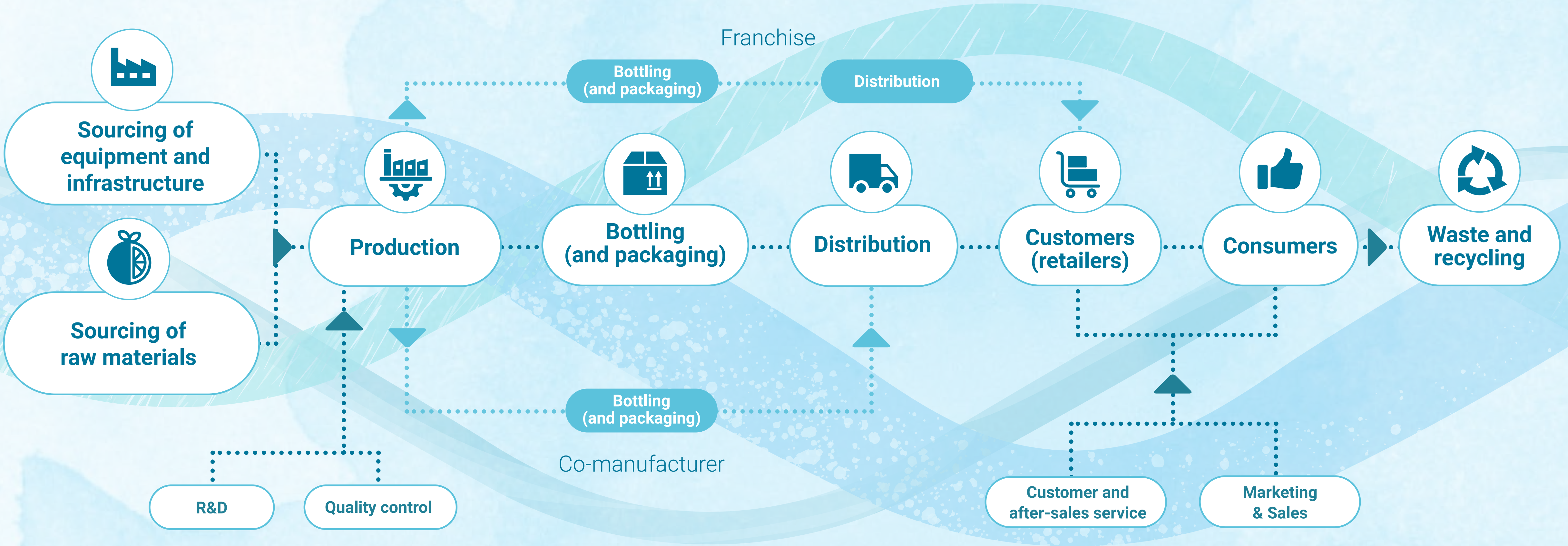
- Products:** 2.5 billion litres of soft drinks sold, with 8 iconic brands including La Casera, Lucozade, May Tea, Oasis,* Orangina, Pulco, Ribena, and Schweppes.*
- Services:** Bottling and distribution services for non-owned brands in selected markets.
- Waste:** 23,195.69 tonnes of waste produced, 99.17% of which is reused or recycled.

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

Our outcomes

- Our people:** We employ a diverse and engaged workforce of 3,540 people, with an engagement score of 74% from our annual employee survey.
- Our suppliers:** We supported €503 million of added value in our supply chain and 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 €600,000 to good causes and community initiatives in 2024.
- Our business:** We achieved a net sales value of €2.2billion in 2024.

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 9 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

We are keenly aware that we cannot achieve “the brilliance of life” without the brilliance of the earth and society. Our purpose is therefore 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 sustainability strategy. We strongly believe that both good and growth are equally important and intimately connected to each other. The bigger we are, the greater our positive impact can be.

Our Growing for Good sustainability strategy sets out the social and environmental impacts of our business and drives action that benefits our consumers, partners, employees, and the communities in which we operate. This means creating drinks that bring joy to people’s lives while helping them to keep healthy and active, supporting and developing our employees, and engaging with our communities. At the same time, we are working to minimise the negative impacts of our business by reducing carbon emissions and water use, committing to sustainable packaging and ensuring our direct supply chain is ethical and transparent.

Our Growing for Good framework is aligned to the UN’s Sustainable Development Goals (SDGs) and forms the basis of our Growing for Good strategy. It is made up of four key pillars: Our Drinks; Our Resources; Our Society; and Ourselves and Partners. 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. Given the interrelation between many of the elements in our framework, unlike in previous years, this year we will not be reporting separately on sustainable sourcing (environment). Information relevant to sustainable sourcing can instead be found in the sections of this report that cover reducing emissions to reach net zero, sustainable agriculture, strengthening human rights, and responsible business conduct. This year we conducted a Double Materiality Assessment (DMA), which led to further evolutions to our approach. More detail on this is provided below.



Our Growing for Good framework



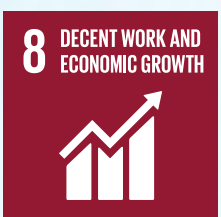
Our Drinks



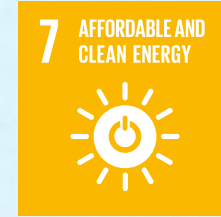
Our Society



Ourselves and Partners



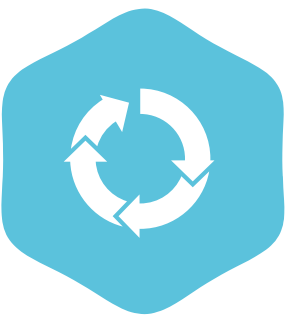
Our Resources




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 employees on sustainability issues and requirements to embed accountability across the business.

Our Growing for Good strategy is closely integrated into our corporate strategy as a key area of delivery for the business. Each year, as part of our SBFE strategic priority setting, we define a set of sustainability priorities based on our business needs, stakeholder input and external factors.


In 2024, our sustainability priorities were:




Accelerate circularity



Reduce sugar and scale zero



Decarbonization



Water stewardship



Our materiality process

This year we worked with sustainability and business consultants to undertake a Double Materiality Assessment (DMA) to refresh and update our understanding of the impact we have on society and the environment, and the impact that social and environmental issues have on our business.

Our DMA was conducted in alignment with the European Sustainability Reporting Standards (ESRS) and the [EFRAG Materiality Assessment Implementation Guidance](#) and consisted of the following steps:

- Identifying ESRS topics
- Mapping of impacts, risks and opportunities (IROs)
- Assessing the IROs for both impact and financial materiality
- Validating results with stakeholders and leadership

The result is a comprehensive list of 31 material topics for SBFE which will inform strategy development and future disclosures.

We plan to refresh our DMA on an annual basis to ensure our material issues list remains relevant and responsive to our evolving business and the changing world around us. The next phase will involve detailed value chain mapping to provide a depth of understanding around the location of each IRO.

Our material issues

Environmental



E1: Climate change

- Energy
- Climate change adaptation
- Climate change mitigation



E2: Pollution

- Microplastics
- Water pollution
- Soil pollution
- Air pollution
- Substances of high concern
- Substances of very high concern



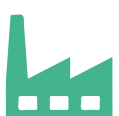
E3: Water and marine resources

- Water consumption
- Water withdrawals
- Water discharges



E4: Biodiversity and ecosystems

- Impacts on the extent and condition of ecosystems
- Impacts on the state of species
- Direct impact drivers of biodiversity loss



E5: Circular economy

- Resource outflows related to products and services
- Resource inflows including resource use
- Waste

Social



S1: Own workforce

- Working conditions
- Equal treatment and opportunities for all
- Other work-related rights



S2: Workers in the value chain

- Working conditions
- Equal treatment and opportunities for all
- Other work-related rights



S4: Consumers and end-users

- Personal safety of consumers and end-users

Governance



G1: Business conduct

- Corruption and bribery
- Corporate culture
- Political engagement and lobbying activities



Our Resources



Ourselves and Partners



Our Drinks

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.

Our approach to stakeholder engagement:



Stakeholder group	Channels of engagement	Frequency of engagement	Material issues raised	Examples of our responses to key issues raised
Business partners and suppliers	<ul style="list-style-type: none">Strategic business reviewsAssessments and auditsSite visitsSupplier questionnaires	Ongoing	<ul style="list-style-type: none">Climate changePollutionWater and marine resourcesCircular economyWorkers in the value chainConsumers and end-users	Guidelines, assessment and audits
Consumer and customers	<ul style="list-style-type: none">Customer and consumer contact centresSocial mediaConsumer groupsCustomer performance surveysSBFE website	Ongoing	<ul style="list-style-type: none">Consumers and end-userCircular economyProduct qualityNutritional content	Policies and targets
Governments, NGOs and civil society organisations	<ul style="list-style-type: none">Industry forumsStakeholder consultationsSBFE website	Ongoing	<ul style="list-style-type: none">Consumers and end-usersCircular economyWater and marine resourcesClimate changeNutritional content	Policies and targets, partnerships and work with stakeholders
Employees, other workers and trade unions	<ul style="list-style-type: none">Employee surveysEngagement forumsWhistleblowing hotlineCompany channels	Ongoing	<ul style="list-style-type: none">Own workforceBusiness conduct	Assessments and audits, policies and training.

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, projects and associations are set out below.

- [Carbios](#)
- [Cool Farm Alliance](#)
- [FareShare](#)
- [The Farming and Wildlife Advisory Group](#)
- [Science-Based Targets Initiative \(through Suntory\)](#)
- [Secours Populaire](#)
- [Sedex](#)
- [Severn Rivers Trust](#)
- [Signatory to the EU Code of Conduct on Responsible Business and Marketing Practices](#)
- [Sustainable Agriculture Initiative](#)
- [UNESDA, BSDA, SBSA, ANFABRA, WFA, ICBA](#)



Progress against our priorities

Pillar	Target	2024	Status
 Our Drinks	35% less added sugar in our drinks by 2025	30%	On track or ahead
	Double the volume of drinks sold with sugar below 5g/100ml by 2025, from a 2015 baseline	3.3x	On track or ahead
 Our Resources	50% reduction in Scope 1 & 2 GHG emissions by 2030, from a 2019 baseline	18.8%	On track or ahead
	30% reduction in Scope 3 emissions by 2030, from a 2019 baseline	16.5%	On track or ahead
	100% sustainable plastic packaging by 2030		On track or ahead
	50% recycled packaging in our bottles by 2025	47%	On track or ahead
	100% recyclable packaging by 2025	75%	Needs attention to meet target
	Zero waste to landfill from SBFE owned factories and warehouses by 2023	0.58%	Needs attention to meet target
	Recycle 99% of our non-hazardous waste from SBFE owned factories and warehouses by 2030	99.17%	On track or ahead
	50% reduction in food waste by 2050, from a 2019 baseline*	-9.80%	On track or ahead
	20% water intensity* reduction in our direct operations by 2030 (against 2015 baseline)	-13%	On track or ahead

*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

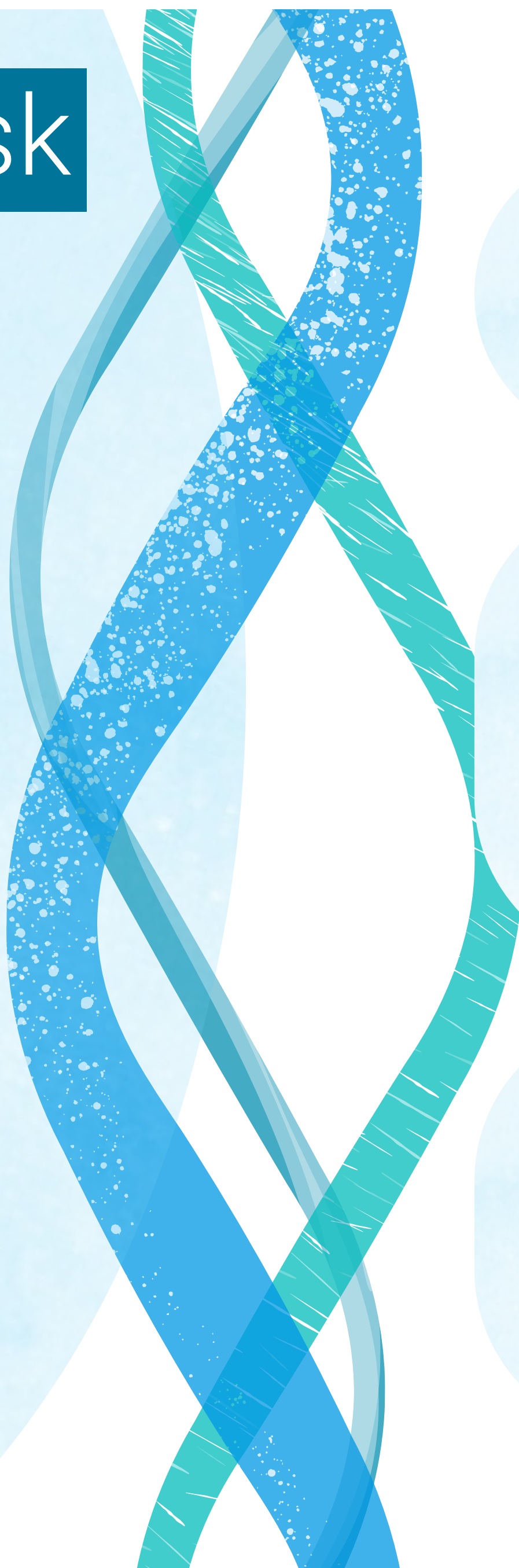


How we manage risk

At SBFE, our GRCL (Governance, Risk, Compliance and Legal) function is responsible for minimising and managing risk, securing best practice compliance, and driving ethical behaviour.

The function, which is 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. For all corporate risks, the Executive Risk Owner is a member of the Executive Management Committee (SBFE Excom) and for climate-related risks is sometimes therefore the SBFE Sustainability Director. The Accountable Risk Owner is usually the Director of the team responsible for owning and addressing the risk, to ensure effective oversight of the Risk Owner. All ESG risks are covered by the 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 TCFD disclosure](#) 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.

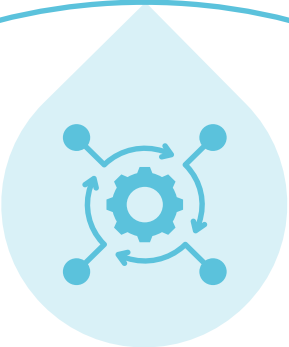
Risk Owner

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.



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.

The SBFE Risk Management team identifies and flags new risks based on review and analysis of internal and external information. Employees can also identify and log new risks through the SBFE Risk Management software platform.



Risk review and assignment

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

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



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 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 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 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 sustainable plastic, are handled by taskforces made up of experts and managers from across all relevant parts of the business.

Market Programme Review Boards
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.



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.

Our Drinks

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- 23 Responsible formulation
- 24 High quality



Less sugar

At SBFE, we walk the talk as an industry leader in soft drinks sugar reduction.

In 2015, we set a goal to reduce added sugar by 35% across our portfolio by 2025. By the end of 2024, we had achieved a 30% reduction compared to 2015, up from 26% in 2023. While we may fall short of our 2025 target, we remain committed to doing everything we can to reduce sugar across our portfolio.

We have already exceeded the UNESDA commitment to reduce average added sugars in European soft drinks by 10% from 2019 to 2025.

We also aimed to double the volume of drinks sold with less than 5g/100ml of sugar from 2015 to 2025. We have exceeded this for several years, with 2024 volumes more than tripling (3.3x) the 2015 baseline.


A dedicated programme lead oversees our sugar reduction efforts, tracking progress through our sugar database and reporting progress against our commitments annually to the EU Code of Conduct on Responsible Food Business and Marketing Practices.

To achieve our commitments, we reformulate existing drinks and only launch new drinks that are low-sugar or low-calorie. Since 2015, bold reformulations of our UK portfolio and Schweppes and Oasis brands – key products in Spain and France – have driven our progress. In the UK, 100% of our volume has been below 5g/100mL since 2019, with Spain close behind at 98% in 2024.

Reformulating iconic drinks like Orangina, Lucozade and Ribena is complex and requires significant R&D investment. Our taste and nutrition experts continuously seek out new approaches and share best practice globally. In 2024, we drew on this expertise to address formulation issues presented by the global shortage of orange juice. To avoid adding sugar to compensate for the reduction in orange juice, we collaborated with our team in Japan to develop novel natural taste modulators.

Our 2025 commitments period is coming to a conclusion, however we remain convinced that our consumers should enjoy a range of drinks that suit all their needs and occasions, which include low and zero sugar options, as well as some products containing sugar. In 2025 we intend to refresh our healthier drinks commitments to focus on increasing the number of low and no calorie options in our portfolio, as well as continuing to reduce sugar in our core brands. We already have several sugar reduction reformulations planned for 2025 across Germany, Sweden, Finland, Africa and the Caribbean.



 35% reduction in added sugar by 2025 (2015 baseline)

30%	2023:	2022:
	26%	24%

reduction in added sugar since 2015

 Double the volume of drinks sold with sugar below 5g/100ml by 2025 (2015 baseline)

3.3x	2023:	2022:
	2.9x	2.8x

the volume of drinks sold with sugar below 5g/100ml in 2023 compared to 2015





2.4g/100ml
of sugar now in
Schweppes
Indian Tonic
in Spain



Driving down sugar through Schweppes reformulation

The launch of our reformulated Schweppes Indian Tonic in Spain drove our strong sugar reduction performance in 2024. Using our GEMBA mindset we identified what consumers find unique about the flavour profile of our Indian Tonic and collaborated with our team in Japan to produce a reformulated product that delivers more of its sweet/citrus/bitter balance, while containing significantly less sugar. We first reformulated the drink in 2022, cutting sugar from 8.9g to 5.8g/100mL, while the latest cut went even further to 2.4g/100mL. We are now working to reduce sugar in Schweppes Indian Tonic sold in our other European countries.



Taking a step-by-step approach to sugar reduction in Oasis Tropical

Finding the right balance between consumer pleasure and business responsibility is essential if we are to meet our targets. We are committed to reducing sugar, but we will never compromise on taste. Our sugar reduction strategy depends on the product and consumer preference. For Oasis Tropical in France, instead of replacing the sugar with alternative sweetening agents, we are gradually reducing it over time to enable consumers to adapt to the change. In 2024, the recipe had 15% less sugar than in 2023 and 38% less than in 2006. The drink has undergone five rounds of reduction since 2006, with a sixth planned for 2026. These reformulations have not impacted consumer preference as the brand remains popular with consumers and continues to grow.

15%
sugar reduction
in Oasis Tropical
since 2023



Responsible formulation

We are working towards increasing our use of natural ingredients and reducing the number of preservatives, artificial colours and artificial flavours across our portfolio in line with local consumer preferences.

In 2024, 76% of our total volume was free from artificial colourings, down from 86% in 2023, while 74% of our drinks contained natural flavourings, a slight increase from 73% the previous year. The dip in performance on artificial colours was due to a change in how we calculate these figures. We transitioned from a manual method that used product labels to a new database that classifies some ingredients differently. This change also applied to flavourings but had minimal impact on those results. The increase in natural flavourings was mainly driven by Orangina in France switching to natural flavours.

We monitor our progress in improving the natural profile of our drinks and identify areas which require particular focus for improvement. We work in line with consumer preferences, taking a country by country, brand by brand approach.

We are also working closely with SBF Japan to develop natural additives and modulators, as part of a global initiative designed to deliver natural replacements for the additives currently in our drinks. This includes development activity around existing natural alternatives such as fruit materials.

We work with UNESDA and other organisations in the food and drink sector to campaign against the use of non-scientific reporting surrounding ultra-processed foods. We advocate for the importance of balanced and informed reporting, at a sectoral, national, European and International level.



76%	2023: 86%	2022: 81%
------------	---------------------	---------------------

of our volume free from artificial colours in 2024

74%	2023: 73%	2022: 72%
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of our volume free from artificial flavours in 2024



High quality

Quality control is essential to the success of our business, so is embedded in our processes and governance. Our ‘All for the Quality’ policy outlines our commitment to produce high quality products that meet or exceed food safety standards and consumer expectations.



Adherence to our policy is part of our quality standards which apply across all our markets and supply chain stages and are internally and externally audited with certification FS22000. Many of our production lines are also certified by other international and food related standards.

Relevant employees receive training aligned to our policy, and in 2024 we introduced Quality Leadership training to further instil a quality culture mindset.

Our Global Quality Programme helps us anticipate issues and address them quickly. Our employees work to maintain and improve the quality of all processes, from product planning and development to sales. Our Product Quality Assurance (PQA) Lab plays an important role by ensuring the products we produce in Europe consistently meet our high quality standards. For more information on our PQA, see page 26 of our [2023 Sustainability Report](#).

In 2024, we worked to embed a consumer-centric approach into our Global Quality Programme. To ensure the quality of our products we have implemented a structured approach to analysing any abnormalities detected so that we can quickly identify their origin and implement appropriate actions. We also strengthened the sensory checks we perform on the production line with expert-designed training that encourages checkers to think like consumers. We will continue to improve our sensory analysis in 2025 by identifying sensory experts at each of our sites.

A key challenge in 2024 was ensuring the quality of the water used for our beverages. We achieved this through our Water Quality Assurance (WQA) programme, where we proactively monitor regulatory changes, conduct thorough water analyses, and take immediate action when necessary. We also closely oversee our water treatment process to maintain consistent quality.

As we move into 2025, we will continue our focus on identifying potential quality risks and taking appropriate action to mitigate them. As part of our One Suntory approach, we are working in close collaboration with experts at Group level to do this.

Our Resources

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Reducing emissions to reach net zero

2024 was the first year that global temperatures exceeded 1.5 degrees above the pre-industrial baseline. This underlines the urgency of action. It is critical that we reduce greenhouse gas emissions across our value chain.

In 2019, we set ambitious SBTi-approved emissions reduction targets. By 2030, we are committed to reducing our Scope 1 and 2 GHG emissions by 50% and our Scope 3 emissions by 30% from our 2019 baseline. We are also targeting net zero carbon emissions by 2050 or sooner across our whole value chain and calculating our Forest, Land and Agriculture (FLAG) emissions to support our Group submission of FLAG targets to SBTi in 2025.

In 2024, our overall carbon footprint decreased by 2.3%, a 16.6% reduction from 2019, meaning we remain on track to meet our targets. Our Scope 1 emissions decreased by 5.4%, due in part to one site being closed for two weeks, resulting in a 4.6% reduction from 2019. Our market-based Scope 2 emissions rose temporarily in 2024 due to the inclusion of a new office without a green contract for electricity, but we have still achieved a 94.8% reduction since 2019. We also saw a reduction in our Scope 3 emissions, down 2.2% from 2023 and 16.5% from our 2019 baseline. This was mostly linked to the reduction in our sales volume.

This year we adopted a new carbon footprint calculator that enables more frequent calculation. With this new tool, we can include supplier and primary data, easily integrate new business activities and calculate our FLAG emissions. We have recalculated our 2019 carbon footprint using the new tool as well as all subsequent footprints. We plan to calculate our footprint on a quarterly basis so that we can more closely monitor our trajectory towards our 2030 ambition and adjust our roadmaps and project priorities where necessary.

We have local and regional decarbonization roadmaps to help achieve our targets and associated action plans which are coordinated centrally. Key actions include optimising packaging, minimizing resource use, and adopting greener transport. This includes lightweighting and material substitution, tackling food waste, reducing CO₂ use and leakage in production, and using biofuels and multimodal logistics.

In 2024 our research and development team in France started piloting an eco-design tool for packaging and a Product Environmental Footprint (PEF) calculation tool. We plan to scale up the eco-design tool across SBFE in 2025 and prepare for wider use of the PEF tool.



18.8%

reduction in Scope 1 and 2 GHG emissions compared to 2019 baseline



Target: 50% reduction by 2030

16.5%

reduction in Scope 3 GHG emissions compared to 2019 baseline



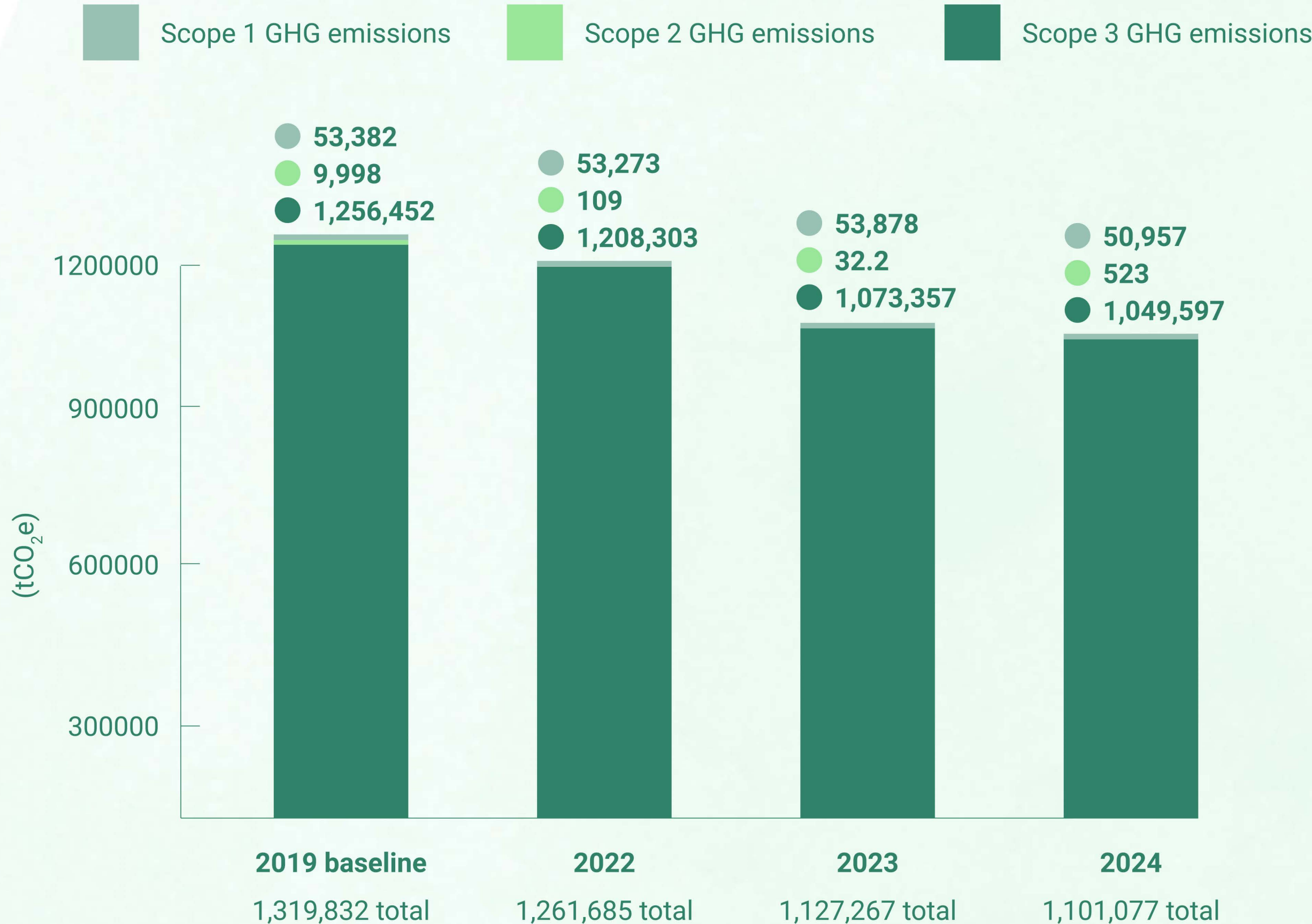
Target: 30% reduction by 2030



This year we integrated sustainability criteria, including internal carbon pricing, into SBFE Capital Expenditure Committee decisions, ensuring projects over a certain CAPEX threshold align with our sustainability agenda. Relevant teams received guidance and training.

Our Climate Manager leads our climate efforts and coordinates the business to collectively deliver our net zero goal. We also have an SBFE Climate Council which is developing our Scope 3 reduction roadmap and climate adaptation strategies. For more information, see page 29 of our 2023 Sustainability Report.

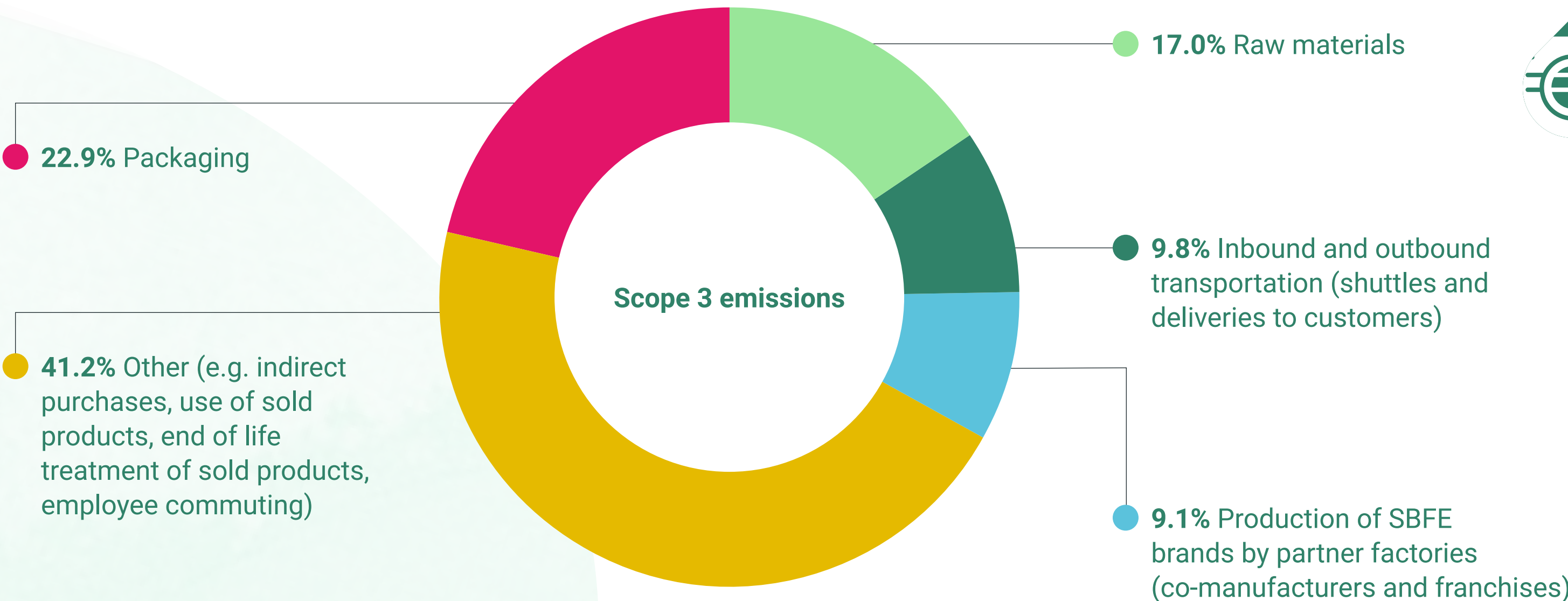
We will continue to develop and implement our decarbonisation strategy in 2025. We will also publish our SBFE Climate Transition Plan which will include our pathways to net zero carbon emissions by 2050.





Engaging suppliers to reduce Scope 3 emissions

Getting carbon footprint data, climate commitments and decarbonisation action plans from suppliers is essential if we want to accurately calculate our carbon footprint and reduce our Scope 3 emissions. This has proved challenging to date, so in 2024 we launched an engagement campaign around our decarbonisation journey with more than 37 suppliers, representing around 40% of our emissions. The campaign has enabled us to assess our suppliers’ ability to provide this information and identify what support they need. In 2025 we will be expanding the campaign to cover suppliers representing around 70% of our emissions, training our entire procurement team on climate topics and running workshops to further support suppliers. Our aim is to start increasing our use of validated supplier primary data in our carbon footprint calculations and using the information suppliers provide to build an aggregated decarbonisation roadmap.



Using multimodal logistics to reduce emissions

As part of our transport decarbonisation strategy in France, we are working to integrate road-rail transport into our logistics plans. While our ability to switch from road to rail is constrained by rail infrastructure, we are now using the rail link between Avignon and Paris for our South-North inter-site transport. By the end of 2024, 400 shipments had travelled this way, with an 83% reduction in CO₂ emissions per shipment thanks to the use of the train. We are now exploring other ways to accelerate our use of multimodal transport.

Accelerate sustainable and circular packaging

The sustainability of our packaging, and its end-of-life impact, are hugely important to us. While the soft drinks industry has been built around convenience, our focus now is on making our bottles and containers as sustainable as possible.

We were the first global drinks company to set the target of 100% sustainable plastic packaging by 2030. For us, this means using plant-based materials, recycled plastic, or plastic that is not made using fossil fuels, all of which have a lower carbon footprint than virgin plastic. We are aiming for 50% recycled plastic (rPET) across our portfolio by 2025 and no virgin PET plastic bottles from fossil fuels by 2030. By the end of 2024, we had increased rPET use in our bottles to 47%, up from 44% in 2023, keeping us on track for 2025. This progress was driven by transitioning our 500ml Schweppes bottles in France to 100% rPET.



We also made progress on secondary packaging in 2024. We increased the recycled content of the shrink film we use in Spain from 50% to 70% and the unprinted film we use in France from 0% to 50%. Together these changes resulted in more than 600 tons of virgin plastic being replaced by post-consumer recycled material in 2024.


We design our products for circularity. Our goal was 100% recyclable primary packaging by 2025, but our decision to transition Lucozade Sports bottles to the new 26mm industry standard bottle neck has delayed our switch from the silicon valve currently used in the closure to an alternative recyclable valve. As a result, we will not reach our 100% recyclability goal until early 2026, with 94% recyclability expected by 2025. In 2024, it remained at 75%, but progress continued, including preparations for a recyclable Bag-in-Box format in

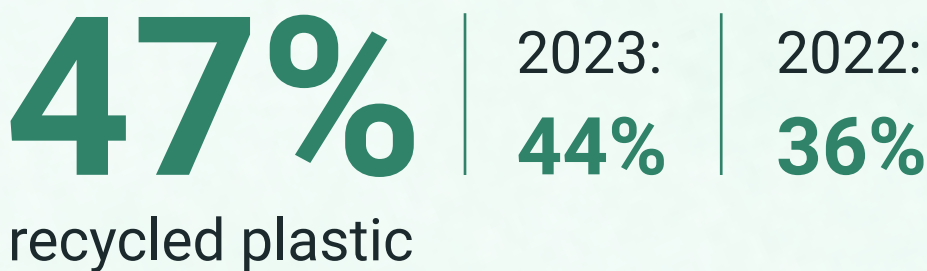
France and Spain and the development of a recyclability roadmap for remaining non-recyclable packaging materials in the UK.


We invest in innovative waste and circularity solutions and are exploring advanced recycling technologies for PET bottles. We are part of a consortium with Carbios, pioneers in bio-industrial PET recycling, and hope to be able to use this ground-breaking technology from 2028.

Following the EU’s approval of the Packaging and Packaging Waste Directive (PPWR) in 2024, we are working to implement its requirements across our own operations and supply chain. This includes exploring chemical recycling technologies for polyolefins to help us secure suitable recycled material for inclusion in bottle closures and meet PPWR requirements.



 **50% recycled plastic (rPET) across our portfolio by 2025**



 **100% recyclable primary packaging by 2025**





Rolling out tethered caps across Europe

In line with the EU’s Single Use Plastics Directive which came into force in July 2024, all caps used on our ready to drink plastic bottles have now transitioned to neck tethered designs so that they can be captured for recycling along with the bottles. This was the result of a concerted effort across the business, with trials completed in early 2024 and implementation achieved later in the year.



Exploring returnable glass bottles

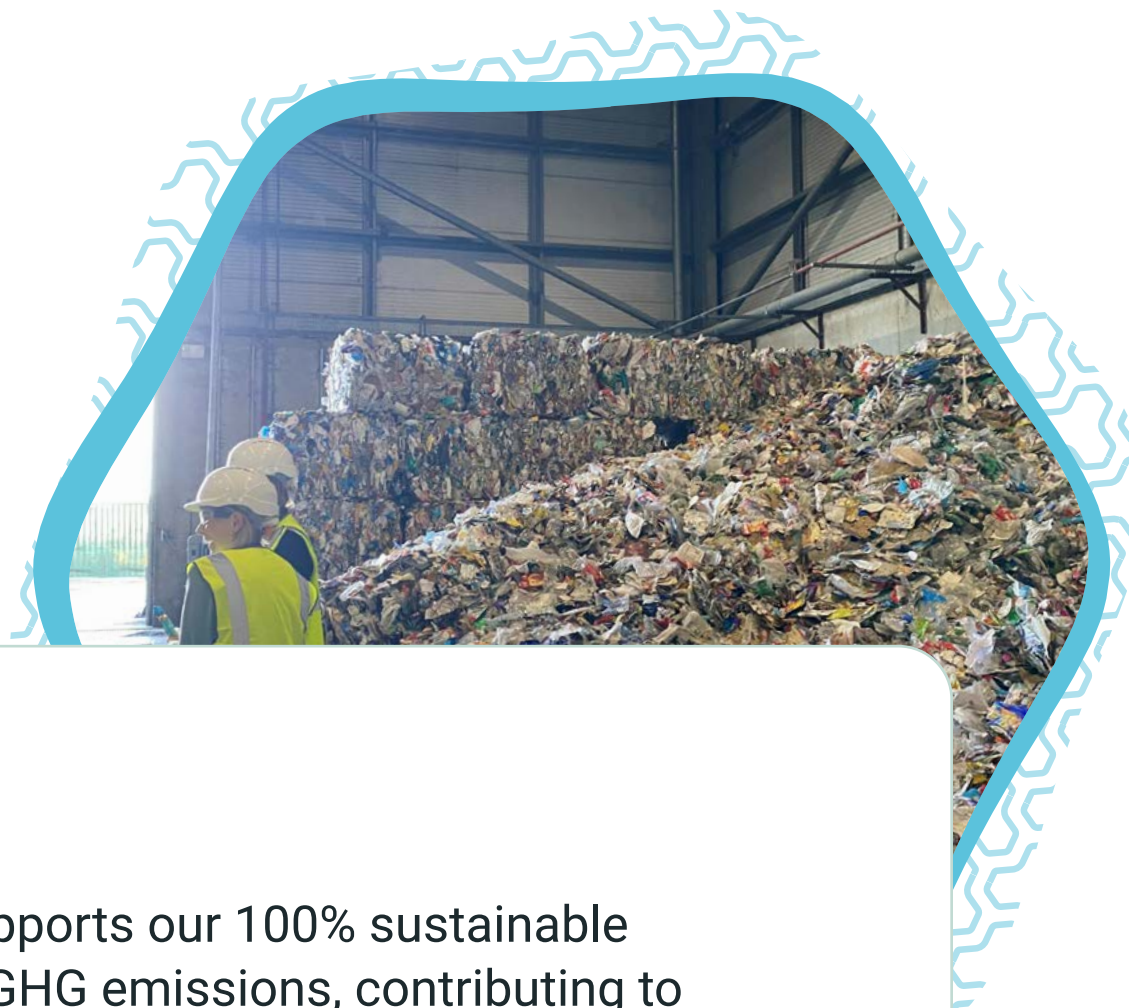
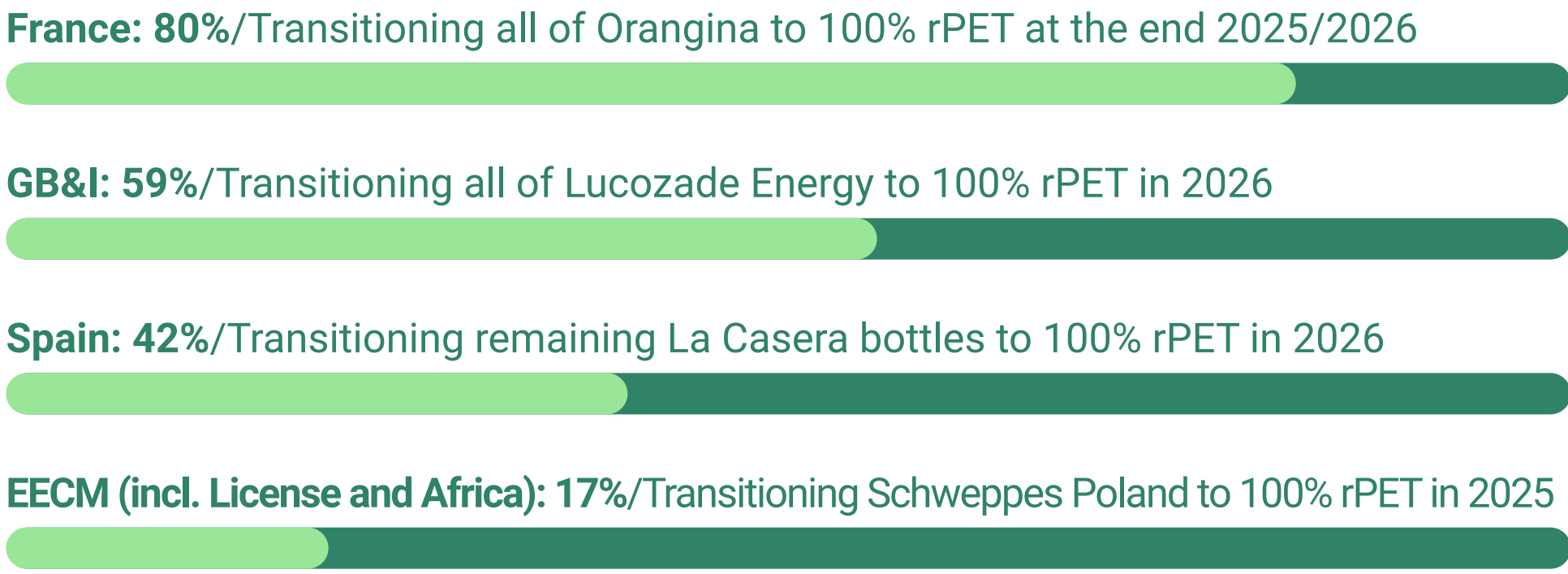
This year we launched our first ‘Test & Learn’ pilot in France to explore the viability of returnable glass bottles in retail. In partnership with global reusable packaging platform, Loop, we gave shoppers at Carrefour the opportunity to return their used 25cl bottles of Oasis, Orangina and Schweppes. We assessed consumer behaviour over the pilot period and are using the findings to help shape future pilots.



Increasing our use of recycled plastic

Using recycled plastic instead of virgin plastic supports our 100% sustainable plastic packaging goal and reduces our Scope 3 GHG emissions, contributing to our 30% reduction target by 2030. Our markets have made good progress this year.

Average rPET usage/Future plans





Optimising packaging weight

We optimise our packaging through material reduction and standardisation wherever possible, always considering the impact of changes on GHG emissions. In 2024, several lightweighting projects reduced both material use and emissions.

Switching to tethered caps and adoption of the 26mm industry-standard bottle neck in France and Spain



Lightweighting of 1.5L Oasis bottles in France



Transitioning to a half sleeve for Lucozade Sport in the UK



Lightweighting of cans and can ends in France



Together these projects will save more than 1,350 tons of plastic, 80 tons of aluminium and over 3,400 tCO2e annually*.

We will continue optimising our packaging design and expanding our transition to the new industry standard bottle necks and closures.

**Based on 2024 volumes*



Water stewardship

Water is essential to our business. To protect this precious resource for future generations, we work to reduce our water consumption and invest in the ecosystems around our water sources.

We aim to reduce water intensity* at our owned factories by 20% (against the 2015 baseline) by 2030. Each factory has tailored reduction targets and roadmaps, which we monitor closely. By the end of 2024, we had reduced water intensity by 13.3% compared to 2015, down from a 15.8% reduction in 2023. This is due to the challenges we faced while introducing tethered caps at our UK factories. There have been issues with the sealing process when the cap is fitted to the bottle, which has led to increases in our waste and water consumption within our UK operation. Our cap supplier is redesigning the cap, and our internal teams are working to improve production reliability.

To help promote sustainable water management, we invest in new technology and initiatives that improve efficiency. See our spotlight on water efficiency upgrades for examples from 2024. We also monitor and manage the quality of the water discharged from our factories, in line with applicable regulations. In 2025, we will be deep diving into our supply chain operations with two projects focused on cycle improvements for our cleaning processes and the potential for water reuse.

In 2024, Spain set a new goal to be water neutral at its Toledo factory by 2030, meaning it will return as much water to nature as it uses. To support this, we are working toward certification under the Alliance for Water Stewardship (AWS) Standard, which promotes responsible water use at both the site and broader water basin level. We will be adapting our Guardianes del Tajo initiative to align with AWS requirements and extending it to 2030 in line with the new goal.

Beyond our factories, we invest in water conservation and education initiatives, including Guardianes del Tajo in Spain, Grand Parc Miribel Jonage in France and our global Mizuiku programme. See pages 37 and 38 of our [2023 Sustainability Report](#) for more detail on these initiatives.



 **20% reduction in water intensity* at our owned factories (against the 2015 baseline) by 2030**



**Volume of water withdrawn per kilolitre of production*



Spotlight on water efficiency upgrades

In 2024 we implemented several water efficiency upgrades across our factories, including a Water Modelling Tool at our French sites and a Building Management System in the UK. These tools give us a better understanding of our water consumption, which means we can manage it more effectively. Being able to view and trend our consumption with timestamps means we can investigate potential issues in real time, identify opportunities and tailor our roadmaps where necessary.

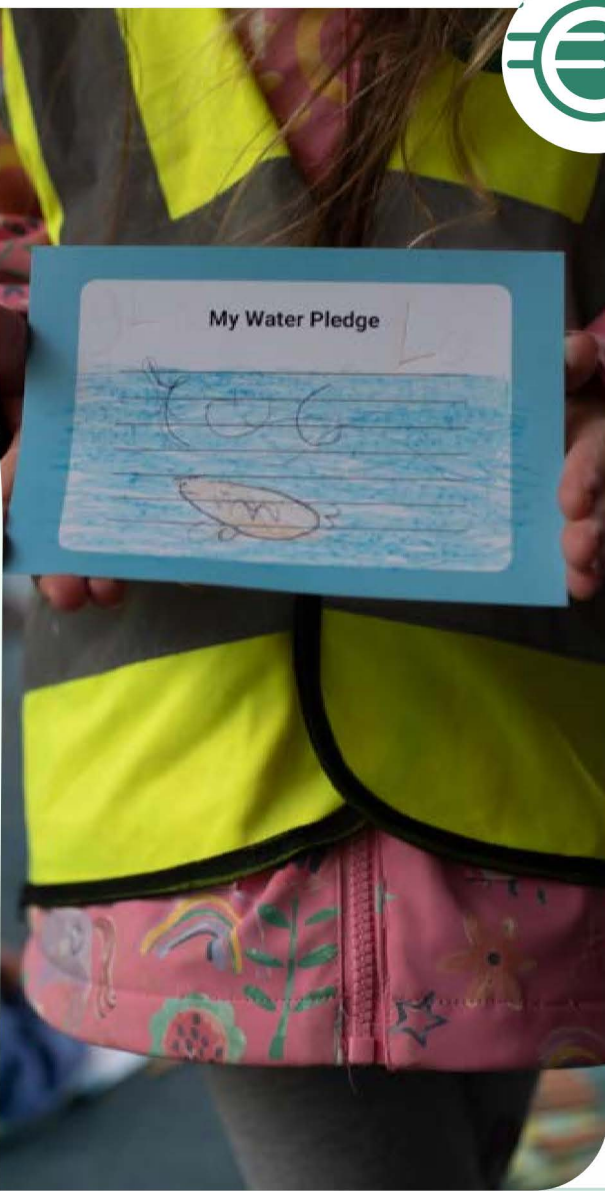


Guardianes del Tajo

Our Guardianes del Tajo initiative focuses on conversation at the Guajaraz Reservoir, a key water source for our Toledo factory. In 2024, our reforestation activity stood out as it involved employee volunteers and local residents. This work enhances the ecological quality of the environment, boosts biodiversity, and provides refuge for wildlife, while reducing CO2 levels. With two hectares now reforested, we have requested more land from Layos Town Council to expand the Suntory Forest.

We also continued to monitor water quality at the Layos stream and launched a project to reduce erosion, water pollution, and potential flood risks. Meanwhile, the University of Alcalá de Henares began hydrological studies of the Picadas and El Torcón basins, which also provide water to Toledo.

Recognising our efforts, the government of the Castilla-La Mancha awarded Guardianes del Tajo a sustainable development award during its 2024 World Water Day celebration.



Mizuiku

In 2024, members of our sustainability team attended Suntory’s global Mizuiku summit in Vietnam where delegates from across the world shared best practice from their local water education programmes. From Japan’s online platform to Thailand’s summer camp, it was inspiring to see how Mizuiku is implemented locally. We will use these insights to help grow our own programmes.

At SBFE, we aim to reach 100,000 people through Mizuiku by 2030. Each market has its own target and will be expanding its programme nationally to meet it. In the UK, we aim to reach 1,000 participants in 2025 (up from 803 in 2024), while in Spain we are targeting 6,000 (up from 4,500 in 2024). We will be transitioning our Spanish programme from a schools-based approach to a theatre format to reach this goal.

This year we also launched our new Mizuiku programme in France with Rivières Sauvages. Our free resources for teachers are designed to stimulate children’s curiosity in water and teach them about the water cycle, the characteristics of watercourses and the concept of the food chain in a fun way.

Less waste

At SBFE, our waste management efforts focus on three main goals; achieving zero waste to landfill from our SBFE owned factories and warehouses, recycling 99% of non-hazardous waste from these sites by 2030, and halving our food waste by 2030.

Each factory sets annual waste targets aligned with our 2030 goals. We track progress monthly by analysing the amount of waste generated at each site, the waste type and the treatment method. This enables us to identify improvement areas and implement tailored action plans. We’ve also established an inventory of non-recycled materials to help us pinpoint recycling opportunities.

In 2024, we produced 23,196 tonnes of waste, up from 19,237 tonnes in 2023. This increase was largely due to the challenges associated with introducing tethered caps at our UK factories. Issues with the cap sealing process led to us having to discard products, increasing both packaging and liquid waste. A dedicated workstream involving manufacturing, engineering, quality, and R&D teams is reviewing the issue, and our cap supplier is working on design improvements.

We sent 0.6% of our non-hazardous waste to landfill in 2024, just missing our zero waste to landfill target. As this remains a rolling goal, we will continue to review landfill items and explore opportunities to replace or recycle them.

We recycled 99.2% of our non-hazardous waste in 2024, surpassing our 99% target. The rise in rPET waste generated by the issues with the tethered caps may have contributed to this increase, as it meant a greater proportion of our overall waste was recyclable. Improved segregation practices also played a role. Given this complex picture, we will reassess our activity next year to help us understand the impact different levers play in creating change.

We also reviewed our food waste reporting in 2024 to ensure consistency across all sites. We produced 3,365 tonnes of food waste, a 9.8% reduction from our 2019 baseline and a 70.8% reduction from 2023. This progress was driven by better stock and production management, with a focus on reduced wholesale transactions and redistribution rather than disposal, including redirecting surplus food to animal feed.

Our SBFE Waste Taskforce helps drive progress towards our goals, with dedicated groups on Industrial Waste Management and Food Waste Reduction. It brings together specialists across our sites and departments to share learnings and promote best practice. We also collaborate with waste management suppliers to ensure their alignment with our goals.

Additionally, we implement Environmental Standards across all factories, as part of our Environmental Health Safety Risk (EHSR) Standards. The implementation of these standards and applicable EHS regulation is externally audited every two years.



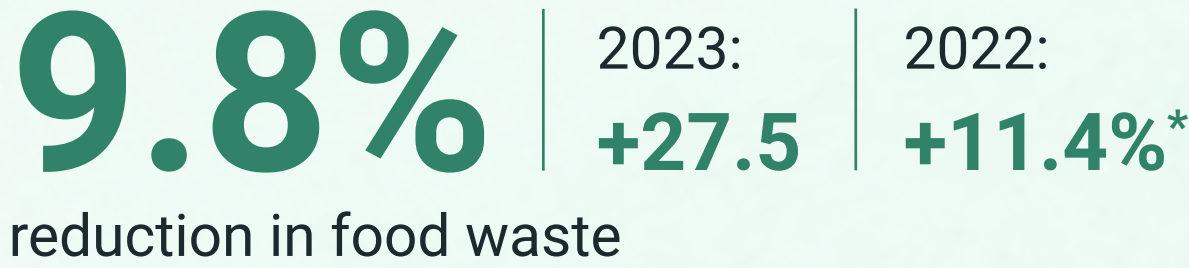
Zero waste to landfill



99% of the non-hazardous waste from SBFE owned factories and warehouses recycled by 2030



50% reduction in food waste by 2030



** Data based on old scope. New scope covers 100% of SBFE food supply chain and excludes food redirected to animal feed or food banks.*



Sustainable agriculture

The agricultural sector is a major contributor to global emissions and can negatively impact local environments and biodiversity. As many of our products contain agricultural ingredients, we have adopted a sustainable agriculture approach focused on three areas.



1 Sustainable certification of our agricultural materials (agro-materials)

Our goal is for 75% of our agro-materials to be sustainable by 2025, and 100% by 2030. In 2024, 74% of our agro-materials met an SBFE-approved standard* for this purpose, up from 62% in 2023. This was driven by progress in bulk sweeteners (95% of our volume is now sustainable), fresh citrus (20%), and juices/concentrates (62%). To reach our 2030 goal, we are supporting our suppliers through the certification process and looking to broaden the range of standards we accept, so that there is something suitable for all farmers no matter their size, category or context.

2 Programmes to improve the sustainability of key ingredients

We work closely with farmers and partners on programmes to ensure the long-term viability of the environments in which our key ingredients grow. These include our GB&I Farm Stewardship Programme which aims to boost biodiversity on UK blackcurrant farms and our project with Qimpexx, our quinine supplier in Madagascar. We maintained the pace and ambition of these projects in 2024 thanks to the strength of our partnerships with The Farming and Wildlife Advisory Group (FWAG) and Qimpexx. For more detail on these projects, see pages 45-48 of our [2023 Sustainability Report](#).

3 Regenerative agriculture pilot projects

We collaborate with Suntory Holdings on regenerative agriculture pilots to understand how these practices can help us achieve our Scope 3 emissions reduction target. Through these pilots, we also improve soil health and biodiversity, enhancing our farmers' resilience to climate change. At SBFE, our focus is on the key agricultural raw materials of our brands. Working with external partners and our internal agro-commodities experts, we launched new projects in 2024 focusing on orange juice and sugar, and continued work on our blackcurrant pilot. From 2027, we will focus on scaling up effective practices to further improve supply resilience and support our Scope 3 emissions reduction target.

**To be considered 'sustainable', both the farming and the processing/packing of materials must be certified to an SBFE approved standard. For more information on the standards we recognise, see the data table on page 62.*



Accelerating the transition to regenerative farming in sugar beet

This year, supported by Suntory Holdings, we launched a new regenerative agriculture pilot in France focused on sugar beet production. We are working with six pilot farms initially to analyse the impact of various soil cover methods on GHG emissions, water retention, and soil organic matter. By improving soil health, we expect to increase its water retention and carbon sequestration capacity and reduce the need for chemical inputs. Improving soil conditions can take up to five years, but healthier soils will ultimately support our Net Zero ambition and help reduce our exposure to climate risks such as droughts.



100% of our agro-materials to be sustainable by 2030

74%	2023: 62%	2022: 55%
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of our agro-materials were sustainable in 2024

95%	2023: 81%	2022: 77%
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95% RSPO-certified palm oil in 2024



Testing regenerative practices in blackcurrant farming

2024 marked the second year of our blackcurrant regenerative agriculture pilot aimed at reducing inorganic inputs, improving soil health, lowering carbon emissions and maintaining productivity. In collaboration with Suntory Holdings, the University of East Anglia and Soil Ecology Laboratory, we are testing three approaches on a Ribena farm in Norfolk: commercial, transitional and fully regenerative.

Despite challenges from extreme weather, we have seen positive changes in soil biology in response to regenerative practices. The shift from inorganic fertilisers has provided notable carbon emissions savings and not significantly impacted pest or disease control.

Next year will be the final year of the pilot so our focus will be on evaluating its impact and developing a strategy to scale up effective practices across the supply chain.



Partnering to tackle the global orange disease

In 2024, SBFE partnered with Suntory Holdings and the French agricultural research organisation CIRAD to launch an ambitious six-year experimental programme to tackle the global greening (HLB) disease, one of the most significant challenges threatening the orange juice sector. Together, we will test one of CIRAD’s promising varietal innovations which has already been tested on bitter oranges. The aim is for orange trees to better tolerate greening disease and therefore extend their lifespan and years of production. The varietals will be tested via the planting of experimental fields in Guadeloupe and Brazil in 2025.



Our commitment to providing moments of conviviality and pleasure is based on a sustainable approach. The project, carried out in collaboration with CIRAD, may not only help to guarantee a supply of quality oranges, but also to help the entire sector affected by HLB. It benefits all communities and is part of the long term. This is a good illustration of our responsibility as part of our Growing for Good sustainability action plan.”

Michelle Norman, Director of External Affairs and Sustainability, SBFE



Our Society

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Community impact

Supporting and nurturing the communities we are part of has been central to Suntory's ethos since its founding in 1899. Giving Back to Society is one of our core values, driving our commitment to meaningful action.

Every year, SBFE supports various causes through financial and product donations, as well as employee volunteering. In 2024, we donated over €600,000 to good causes and community initiatives, including €157,927 in direct charity donations, employee match funding and salary contributions. This is an increase from last year due to additional support for flood-affected communities in Valencia. We also donated €168,969 worth of soft drinks, though this was lower than in 2023 due to reduced residual stock, and provided €346,751 of financial support to community partners for corporate and branded activations, such as our Mizuiku project. This was also down from 2023 due to programmes such as Apprentice Nation having ended. We are currently exploring new community initiatives for GB&I.

Launched in 2023, our 'Together for Good' programme brings employees together to give back to society through volunteering, charitable giving, fundraising and sustainability actions. By the end of 2024, 56% of SBFE employees had signed up to the platform and 31% had participated that year*, either through volunteering or mentoring (23%), sustainability challenges (3%) or donations (9%).

**Based on individual users of the platform, meaning any one user taking part in volunteering, a challenge, and/or donating more than once across the year only counts once.*



We offer all employees a paid volunteering day each year, which many used to support causes they care about. In 2024, the number of employee volunteers increased to 802 and total hours volunteered to 4,015 thanks to an expansion in charity partnerships and group volunteering efforts.

In 2025, our goal is to increase participation and further embed Together for Good within our company culture. The platform brings to life our commitment to Growing For Good and ensures we continue making a meaningful impact in our communities.



€157,927
in charitable donations


€168,969
worth of product donations*

€346,751
to community partners and programmes**

**Total value of products donated
**Financial support to community partners and programmes*

Volunteering together for good


GB&I

 **Participation:**
256 employees volunteered (37%)

 **Hours volunteered:**
1,589 hours

Example activities:
Restoring social housing, restoring community gardens, and a beach litter pick.

Spain


 **Participation:**
102 employees volunteered (9%)

 **Hours volunteered:**
495 hours

Example activities:
Reforestation, blood donation, packing of food parcels, and a gift collection.




EECM-BNL

 **Participation:**
224 employees volunteered (64%)

 **Hours volunteered:**
993 hours

Example activities:
Waste collection from forests and canals, tree and flower planting, helping at an animal shelter, helping the elderly, cooking for the homeless and packing food packages.

France

 **Participation:**
230 employees volunteered (17%)

 **Hours volunteered:**
938 hours

Example activities:
Waste collections and clean ups, preparing food packages for students, and distributing breakfasts to people in need.



Giving back to communities in London

Over 130 GB&I Sales team members embraced their “Giving Back to Society” value by volunteering with East End Homes, helping to restore properties for disadvantaged communities through bench painting, tree planting, and cleaning. Their efforts not only made a positive impact to these communities in London but also inspired other departments, including Finance, R&D, and Marketing, to organize their own team volunteering days.



Supporting communities in Valencia

In 2024, Valencia in Spain experienced severe floods which left at least 95 dead and caused extensive damage to infrastructure and property. In a show of support for the people of Valencia, Spain, SBFE, and other markets launched a donation campaign raising over €80,000 for the Spanish Red Cross. A number of our employees spent time in Valencia supporting the disaster relief efforts and, to support Valencia’s hospitality sector, Spain’s commercial team also distributed free reopening packs with products to the most affected businesses in the Levante area.



Poland team volunteers to plant trees

Brand and marketing impact

Brands can have significant influence in society, and we embrace the opportunity to use this power to create positive change.

Consumers are drawn to our brands not just because of their great taste and affordability but also because of the feelings of connection when the brand’s purpose and values chime with their own.

Developing connections with consumers is an important part of who we are as a business. We call our approach ‘Always together with Seikatsusha.’ Rather than seeing people as consumers, and focusing on their moments of consumption, we see them as ‘seikatshusha’ – people who live their lives as a whole, with their own unique perspectives and feelings. By seeking to understand people in this holistic way we can help our brands align with their passions. This guides our approach to marketing, as well as our selection of partners and causes.

Our desire for our brands to play a positive role in society comes to life in programmes such as our Ribena campaign with Water Unite and Oasis’s partnership with Secours Populaire Français.



Ribena and Water Unite

This year Ribena partnered with Water Unite on a campaign to address water poverty and scarcity issues. For every litre of Ribena sold at a Co-op store throughout 2024, the brand donated 1p to fund clean water and sanitation solutions across East Africa and Southeast Asia. Water is part of everything we do as a business, so tackling water insecurity is a cause close to our heart. Through the campaign, we aimed to not only contribute to vital projects that are helping to create a more water-secure world, but to also educate and engage with our consumers on this subject.



Oasis and Secours Populaire Français

Since 2021, Oasis has supported ‘Secours Populaire Français’ in fighting poverty by raising money and awareness for the charity. In 2024, 330 of our employees raised awareness across 350 stores and 50 Métro Halles in France. France also donated over €290,000 to the charity and through organised collections at the Métro head office and our head office in Neuilly, we donated an additional 450kg of clothing and 200 toys.



Lucozade Sport and the London Marathon

Lucozade Sport is the longest standing sponsor of the London Marathon since the launch of the partnership in 2001. For the past 23 years, the brand has supported the iconic event by providing participants with training advice and fuelling people on the day with drinks and gels. In 2024, over 30 GB&I employees volunteered to help fuel runners at the event by decanting and handing out drinks.



Responsible marketing

We give consumers nutritional information so that they can make informed choices about what they consume.

Across our markets, we adhere to responsible marketing and labelling standards and comply with industry guidelines. For more information on these, see our [2023 Sustainability Report](#).

We contribute to UNESDA’s health and nutrition commitments and uphold its Responsible Marketing Code of Conduct. We do not sell or advertise soft drinks in primary schools and only sell sugar free and low-calorie options in unbranded vending machines in secondary schools, where permitted. In 2023, UNESDA audited our brands’ compliance with its responsible marketing to children commitment and local laws and regulations, and we are taking corrective action where needed. This audit will be repeated in 2025.

In December 2023, we launched our new [SBFE Responsible Code of Marketing](#) which includes our voluntary commitment to not directly market to children under 16 and new rules on alcohol marketing. Ensuring teams understand and apply these commitments in their everyday work is fundamental. To support this, we introduced an e-learning course that will become mandatory in 2025 for all employees involved in marketing and sales, as well as other key functions. The training covers the key principles of the Code and includes case studies and interactive sections to check understanding. We are also training our marketing agencies to ensure consistency across all brands.

We continue to report annually against the EU Code of Conduct for Responsible Food Businesses and Marketing Practices, with our 2024 report due to be published in April 2025.



Ourselves and Partners

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Diversity, equity and inclusion

Embedding diversity, equity and inclusion into our business strategy enhances our ability to attract and retain top talent, drive innovation, and better serve our diverse customers.

In 2024, in line with our One Suntory approach, we adopted the Suntory Group DEI strategy which is designed to create a more inclusive and supportive environment for all Suntorians. Recognising diversity as a driver of growth, it reinforces our value of “Growing for Good” and ensures DEI is at the heart of everything we do. The strategy is built around three pillars:

1 Diverse workforce: Ensuring representation of all minority groups, with a focus on gender balance at the leadership level. Aligned with Suntory’s global target, SBFE aims for women to make up 30% of senior executives by 2030. In 2024, we surpassed this goal, reaching 38.4% in December. In addition, 66.6% of the Orangina Schweppes Holding (OSH) Board and 50% of the SBFE Executive Committee were women as of December 2024.

2 Inclusive workplace: Nurturing an inclusive culture that encourages diverse perspectives will help unlock innovation and growth. We are reviewing our policies to ensure we take an inclusive approach and working with the Global DEI network to reposition our One Suntory DEI narrative and vision.

3 Customers and communities: Collaborating with our communities to drive wider societal change. In 2024, we joined the European wide LEAD Network to promote gender equality at industry level, collaborated with local partners such as Redi LGBTQ+ in Spain, and shared resources like our [DEI Dictionary](#) externally.



As of December 2024:

38%	2023: 35.3%	2022: 34.6%
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of our employees were women

50%	2023: 50%	2022: 42%
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of our SBFE Executive Committee were women

66.6%	2023: 80%	2022: 67%
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our Orangina Schweppes Holding (OSH) Board* were women

**Refers to OSH BV Board of Directors which excludes UK and Ireland entities*



To support our strategy, we launched our new [SBFE DEI Policy](#) across all markets in 2024. The policy outlines our DEI responsibilities, expectations of colleagues and processes for addressing non-compliance, including support for individuals facing unwanted behaviour.

We also established a DEI regional lead role to help develop the Group-wide DEI community, ensure alignment on strategic priorities, and implement the Suntory Group DEI strategy across SBFE. This role is supported by a community of DEI champions who drive our SBFE strategy locally, collaborate on global initiatives and share best practice.

In 2025, we are planning to launch our Global DEI vision and narrative, and our DEI Steering Committee and Global DEI Council will bring representatives from across Suntory together to further develop our strategy and priorities. Our Employee Impact Groups (EIGs) will be involved in this process. EIGs are well established in other parts of Suntory and actively progress DEI strategy in the business.

We are also working to introduce a DEI toolkit that outlines our new vision and strategy, as well as our DEI policies, processes, resources and networks, and aim to launch a DEI Academy, with training and tools to help employees navigate cultural differences and DEI-related challenges.



Promoting allyship across SBFE

This year, our DEI events focused on the theme of allyship.

- For **International Women’s Day**, virtual panel discussions in English, Spanish, and French featured female and male leaders discussing gender equality, bias, and career progression, with interactive Q&As.
- During **Pride Month**, panels explored LGBTQ+ allyship, featuring personal stories, advocacy speakers, and an awareness session by Redi LGBTQ+.
- For the **International Day of Persons with Disabilities**, a global One Suntory panel shared personal experiences and discussed workplace inclusion.

Each event received strong feedback, increasing awareness of allyship’s role in fostering inclusivity.



Launching our first EIG in the UK

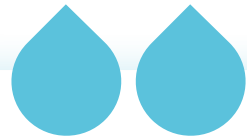
In 2024, GB&I launched its first Employee Impact Group (EIG), focusing on women. The Group provides a platform for open dialogue, with members coming together to share experiences, identify challenges and drive workplace improvements. Its mission is to make every woman feel empowered to achieve their own version of success in our business. So far, the Group has organised fireside chats with female leaders, hosted menopause and impostor syndrome sessions with expert speakers, and reviewed a ‘Return to work’ policy for those on parental leave. Feedback highlights its success in breaking down barriers and fostering discussions on taboo subjects. Plans are underway to establish more EIGs across our markets and connect them globally.





Accelerating the development of female leaders

Our Women Leadership Accelerator (WLA) programme is designed to empower our female employees to recognize and overcome gender-specific barriers, equip our managers to fully unlock the potential of women in their teams, and improve Suntory’s commitment to gender equality. The programme takes a One Suntory approach, with participants from across Suntory Beverage & Food and Suntory Global Spirits. In 2024, 15 female leaders from across SBFE markets completed the WLA and 67% of those have since changed roles (either promoted or made a lateral move for further development). Following its success, we will continue to run the programme in 2025, with plans to expand to other regions.



In 2024, I had the privilege of being selected for the Women in Leadership programme. Initially, I approached it with a mix of curiosity and scepticism, wondering what the experience would entail and what outcomes it might bring. This programme wasn’t just about ambition or climbing the corporate ladder – it was about connection, growth, and collective empowerment. It brought together senior female leaders from diverse roles and divisions across the globe, creating a space where we could learn from one another, share our experiences, and offer unwavering support.”

Aoife McGuigan, Head of Category Expansion, SBFE



Celebrating our DEI efforts in Spain

In 2024, Spain received DEI certification from Equipos y Talento for the second consecutive year, improving our score by 16% from 2023. The certification process involved a rigorous 90-question assessment covering leadership, talent management, equitable pay, anti-discrimination policies, and stakeholder engagement. Our strong performance reflects our commitment to DEI as we surpassed industry averages in areas like DEI leadership, female talent development, and LGBTQ+ diversity.

We were also recognised for our participation in the publication’s Empowering Women’s Talent programme which pairs top female talent with executive mentors from other companies. Three of our employees served as executive mentors, while three were mentees. Feedback was extremely positive as participants particularly value connecting with someone from another company.



Strengthening human rights

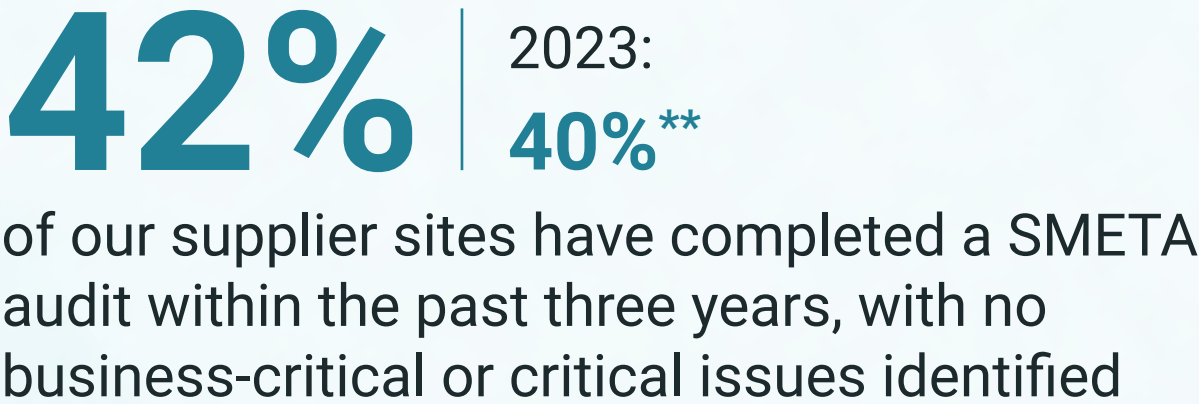
We work closely with suppliers and partners to uphold human rights and ethical standards across our supply chain.

We ask our suppliers to sign our Suntory Group Supplier Guidelines, which outline our sustainability standards and requirements. These include having a sustainability management system in place that helps prevent human rights violations and improve labour practices and regular monitoring of ESG performance. In 2024, 71% of our suppliers had signed the Guidelines, and we aim to increase this to 84% in 2025.

We enhance supply chain transparency through Sedex. All new direct suppliers, contract manufacturers and logistics providers are asked to register on Sedex and complete both the risk assessment process and a SMETA (Sedex Members Ethical Trade Audit) audit, which covers labour standards, health and safety, and business ethics, as well as environmental performance. Existing suppliers are also asked to register and complete a SMETA audit. Critical non-compliances must be addressed within six months otherwise the supplier may no longer be eligible for inclusion in our portfolio.

Getting our suppliers registered on Sedex proved challenging in 2024, so we unfortunately saw a decline in the proportion of active raw and pack supplier sites affiliated with SBFE that are registered (67% compared to 78% in 2023). While this means we have fallen behind schedule, we still expect to meet our target to get all raw and pack suppliers registered on Sedex by 2030. To drive progress, we have strengthened our monitoring system and implemented a monthly reporting and escalation process.

Once suppliers are registered, we request that they complete a SMETA audit. By the end of 2024, 42% of our supplier sites (249 raw and pack sites and 13 goods sites) had completed a SMETA audit within the past three years, with no business-critical or critical issues identified. This is up from 40% in 2023. We identified 27 sites with critical non-compliances in 2024, and we are working with the suppliers on corrective actions. To support this, we have trained 31 buyers in our procurement team (representing approximately 75% of the team) to manage the social performance of their supplier portfolio within Sedex. We will continue to support our suppliers and teams on this journey in 2025.



*2022 data only included priority suppliers
**Data on full scope calculated from 2023 onwards

Responsible business conduct

Our Code of Business Conduct and other policies

Our SBFE Code of Business Conduct outlines our expectations for lawful and ethical behaviour. All employees are expected to adhere to this SBFE Code. In 2024 we collaborated across Suntory to develop a new Suntory Code of Business Ethics. This is planned for launch in 2025 to unify standards across all employees globally.

We also reviewed many of our supporting compliance policies in 2024 to ensure ongoing legal compliance across Europe. We relaunched our Modern Slavery and Human Trafficking Policy and in 2025 will launch our updated Anti-Bribery and Corruption (ABC), Gifts and Hospitality, Anti-Tax Evasion, and Ethics and Compliance Hotline policies, as well as key data protection policies. Additionally, we introduced our new Suntory Human Rights and SBFE AI policies in 2024 and intend to launch a new Working with Alcohol Policy in 2025. In some cases, we also have tailored policies for specific markets, such as our Competition Law policies which are all market-specific due to differences in local laws.

96% completion rate or higher for all mandatory e-learning courses

Training and learning

To help employees navigate the ever-growing and increasingly complex regulatory environment, we have moved to a two-year training cycle for our mandatory compliance learning, apart from Cyber Security, which remains annual given its critical role in ensuring the security of our business. This two-year cycle will enable us to cover more topics, whilst balancing employee workload. Most employees complete mandatory e-learning, while some attend face-to-face training. All training is delivered with messaging from senior leaders reinforcing the importance of ethical behaviour.

In 2024, mandatory training covered Whistleblowing, GDPR, and Cyber Security for all, with additional modules for select employees on Working in the Alcohol Industry and Anti-Tax Evasion. We ran competitions to drive engagement and achieved a 96% completion rate or higher for all mandatory e-learning courses, with 100% for two courses.

In 2025, mandatory training will include ABC and Cyber Security, as well as Competition Law, Modern Slavery and Human Trafficking, Code of Marketing and Responsible Communication, Sexual Harassment and Working in the Alcohol Industry for some employees. Additional voluntary e-learning on other topics are available for anyone interested.



Whistleblowing

Our independent whistleblowing service, operated by Safecall, allows employees and third parties to report concerns (including on an anonymous basis) 24/7 by phone or online in multiple languages. Reports are treated impartially, confidentially, quickly and consistently, and whistleblowers are protected from retaliation. In 2025, we will introduce whistleblowing investigation training for our GRCL and People & Culture teams.

Governance and leadership

Our SBFE Ethics & Compliance Committee (ECC), led by the SBFE CEO, reviews ethical matters and any key ethical issues that arise. Each market also has its own ECC that reports to the SBFE ECC, and in some cases local Boards of Directors.

To help enhance legal support for sustainability, we created a Head of Legal – Regional and Sustainability role in 2024. This role provides more focused senior support on sustainability from a regional legal perspective, and closer links between our procurement legal support and sustainability support.

Communication and engagement

Our annual internal communications plan covers key ethical issues such as anti-bribery and corruption, whistleblowing, human rights, and competition law. These are also brought to life locally through townhalls, Executive Leadership Team meetings, and other team meetings. In 2025, we plan to introduce interactive games to further boost engagement on key topics.

Listening to our employees and encouraging an open dialogue is a priority for us. We do this through our annual employee engagement survey, the employee forum (EFICE) as well as regular townhalls. This process helps us understand how our people are feeling and put plans in place to support them and enhance their experience at SBFE. In 2024, our engagement score was 74%, down from 77% in 2023. To address this dip, we are focusing on key areas such as workload management and career growth. In 2025, we will launch a Compliance Questionnaire to gather insights on our compliance programme and approach to ethical matters.

‘One Suntory’ approach

To improve efficiency and reduce employee workload, we are strengthening collaboration across Suntory and aligning policies and processes under a unified “One Suntory” approach. This will continue in 2025.



Safety, wellbeing and opportunity

Health and safety

Employer responsibility for employee safety is fundamental to any business, especially in manufacturing and high-risk environments. We take our responsibility to keep our people physically safe extremely seriously, so in 2024 we conducted a full review of our safety standards, processes and culture. Whilst always planned, this review came at a crucial moment as we had noticed a negative trend in our accident KPIs and experienced the tragic loss of a colleague following an incident at one of our manufacturing sites.

Based on the findings of the review, we are relaunching our Zero Harm programme with a clear roadmap to reduce our Total Recordable Injury Frequency Rate (TRIFR) by 50% by 2026. We will be transforming our safety culture, launching new Life Saving

Behaviours, enhancing our risk monitoring processes, upgrading our governance and communication, and improving our health and safety training for all workers. Safety is a priority for the whole company and must be embodied by all Suntorians.

The 2025 relaunch of Zero Harm will begin with six manufacturing sites before expanding SBFE wide, to sales force and headquarters in all countries. This initiative is spearheaded by our CEO and complements our ISO 45001 certification, which recognizes our Health & Safety management system.

Employee mental health and wellbeing are also top priorities. In 2024 we launched SafePlace, a programme designed to support colleagues facing mental health challenges and improve workplace communication and practices. Piloted in France, SafePlace will roll out to other markets in the future.



1.39 | 2023: **1.05** | 2022: **1.38**
Lost time injury frequency rate*

47 | 2023: **37** | 2022: **48**
Total recordable work-related lost time injuries

2.08 | 2023: **1.62** | 2022: **2.22**
Total recordable injury frequency rate**

*Number of lost time injuries per 200,000 hours worked.
**Number of total recordable injuries per 200,000 hours worked.



Relaunching Zero Harm

Our decision to relaunch Zero Harm followed an in-depth safety review with worldwide safety experts DSS+. We observed over 600 frontline practices, spoke to more than 160 people, and conducted over 60 hours of interviews. While safety practices were strong, there are also opportunities for us to transform our safety culture.

We have set a new goal to cut our TRIFR by 50% by 2026 and outlined a roadmap to get us there. We will change how we talk about risks, embed safety in daily routines, track activities, and anticipate risks. We have replaced our Life Saving Rules with Life Saving Behaviours, upgraded our safety processes, governance, and communication, established five Zero Harm workstreams, and trained 17 internal safety ambassadors to coach teams across six sites.

Zero Harm will launch in six manufacturing sites in 2025, with all Supply Chain people managers receiving training to ensure the programme is properly embedded. After this first phase, we will expand it to the rest of the business, ensuring all our people – be they in an office, on the road, or in our factories – are safe at every moment of their working day.

50%
reduction of
TRIFR by 2026



Supporting mental wellbeing with SafePlace

In 2024 we piloted SafePlace in France, a programme to support workplace mental wellbeing by addressing psychosocial risks and promoting sustainable work practices. We surveyed employees to get an overview of their mental health, provided confidential support to 12 colleagues, and started identifying ways to improve our business communication and workplace quality. We have also set up working groups with colleagues from across the business to focus on the five factors that impact quality of work life, including psychosocial emotional, behavioural and relational, and managerial and organisational factors. These working groups will kick off activity in 2025.



Learning and development

A strong learning environment enhances personal development while driving business success. At SBFE, we actively support employees on their learning and development journey through an annual Performance and Development cycle where they set objectives with their managers and create an Individual Development Plan (IDP). This follows a 70-20-10 approach – 70% learning from experience, 20% from interactions, and 10% from formal training. Actions in the IDP can range from on-the-job learning and peer coaching to structured development training. In 2024, 68% of eligible employees completed their IDP, down from 74% in 2023. This decline aligns with our lower engagement score, where career growth scoring did not perform as well as in previous years. This is something we are actively working to address. In 2025 we plan to implement 360 feedback for senior leaders to support the development of effective IDPs.

Employees have access to MySU (My Suntory University), an online platform with over 60,000 courses and resources covering topics such as sustainability, data visualization and leadership. For more information on MySU 3.0, see page 73 of our 2023 Sustainability Report. In 2024, we launched MyCareer, a new project to more effectively integrate Talent and Learning. It will see new functionality

added to MySU that will enable employees to explore career options, identify training relevant to their IDP, and see open role and project opportunities across the organisation. Employees will also be able to request a mentor and put themselves forward as one.

We offer structured development programmes and training designed to develop employees’ skills and leadership abilities. These include our Global Leadership Forum and Global Leadership Development Programme, our Sales Academies for local sales teams and our technical training for factory employees. In 2024, we launched COMPASS, our leadership fundamentals programme, and aSCent, our training for supply chain frontline managers. In 2025, our People Manager Forums will transition into ‘Masterclasses’, incorporating COMPASS content to train people managers in a group session.

In total, our employees completed 97,367 hours of online training in 2024 (an average of 27.1 hours per employee), a significant increase from 2023. This was driven by the launch of new initiatives, such as COMPASS and our Global Learning Festival, stricter adherence to talent programmes and compliance training, and the introduction of scheduled learning time across teams.



68% | 2023: **74%** | 2022: **86%**
of employees completed their Individual Development Plan

97,367* | 2023: **9,483**** | 2022: **12,881*****
hours of online training completed

27.1 | 2023: **2.7** | 2022: **3.7**
hours of online training on average per employee

* Online training only, measuring total views inc. completions
** Online training only
*** Both online and in-person training



Cornerstone Galaxy Award

We were proud to win the 2024 Cornerstone Galaxy Award for Excellence in Workforce Agility Strategy for our visionary and holistic approach to learning and our dedication to creating a dynamic, inclusive, and forward-thinking learning environment.



Global Learning Festival

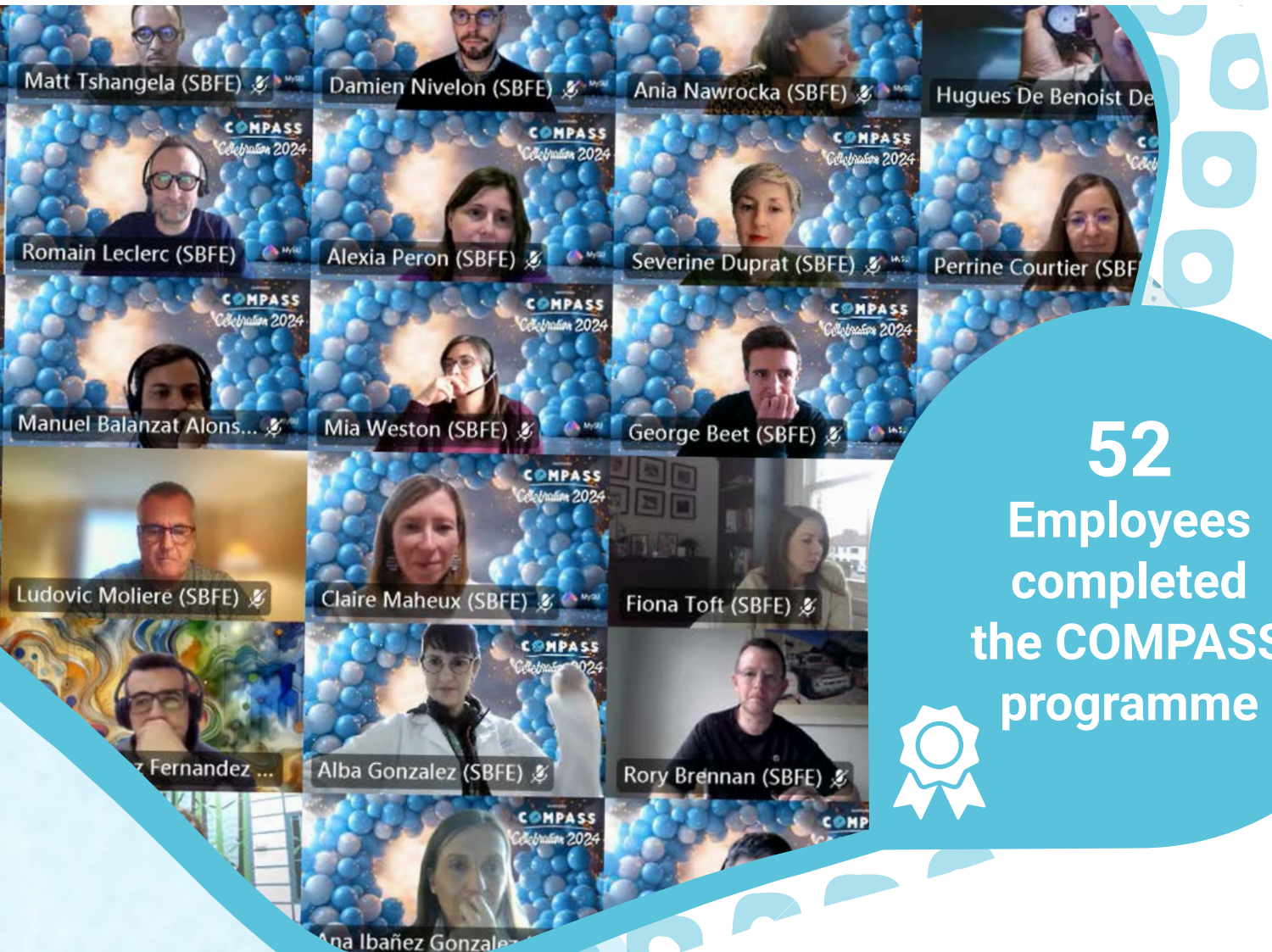
In 2024, we launched our inaugural Global Learning Festival for all Suntorians, offering an immersive 360 virtual environment they could explore in their own time. Content was available in multiple languages and across different time zones, including live and pre-recorded sessions from internal and external experts. SBF International CEO Peter Harding shared his thoughts on the value of prioritization, taking questions from the audience.



aSCent: Upskilling our supply chain colleagues

aSCent is our new training programme for supply chain frontline managers, equipping them with key skills. Themes include knowing my team and setting expectations, empowerment and prioritisation, and handling challenging conversations. To support the training, we have created Learning Dojos in our factories – engaging learning environments that reinforce our Grow for Good in Suntory commitment.

After a successful UK launch, aSCent expanded to France and Spain, with 63 Supply Chain managers across SBFE participating in 2024.



52
Employees
completed
the COMPASS
programme



COMPASS: Developing leaders with Suntory spirit

COMPASS is our new leadership fundamentals programme designed to develop strong people managers across Suntory. Created by Suntory University with input from experts, it embeds our Suntory Leadership Spirit and corporate philosophy with Suntory-specific content, making it highly relevant to leaders globally.

In 2024, we piloted the six-month blended learning course with English speaking managers at SBFE. The first cohort saw 52 employees complete the programme, while another cohort of 59 started in November. Feedback so far has been overwhelmingly positive.

We plan to officially launch COMPASS in 2025, rolling out French, Spanish and English sessions to 60 more participants. Our aim is to foster a consistent leadership approach across the business.



Climate Fresk

This year, we reached our goal of training 100% of our French employees on climate change from Climate Fresk, a 3-hour workshop on climate science and the solutions available to us as Suntorians. Since launch, 1,200 employees have participated, led by 40 in-house facilitators. Climate Fresk is now part of the French onboarding process and has launched in the UK, Spain and EECM-Benelux. All local market Executive Committees have already completed the workshop, as have 14% of our employees in our licenced and export market divisions (with a target to reach 90% in 2025).

100%
of French
employees trained
through Climate
Fresk



Data Tables

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Our Governance

Governance	2022	2023	2024
Confirmed instances of employee non-compliance with laws and regulations	0	1	13
Confirmed incidents of corruption	0	1	1
Employees that anti-corruption policies have been communicated to (%)	100	100	100
Employees that have received training on anti-corruption (%)	>80	>95	>80
Number of whistleblower reports received	0	2	8



Our Drinks

Sugar	2015 baseline	2022	2023	2024
Average sugar (g/litre)	88	67	65	50
Reduction in average added sugar (YTD vs 2015 baseline) (%)	-	24	26	30
Volume of drinks sold with sugar below 5g/100ml (Million LT)	388	1,083	1,129	1,574
Change in volume of drinks sold with sugar below 5g/100ml (YTD vs 2015 baseline) (x)	-	2.8x	2.9x	3.3x
Revenue from zero and low-calorie products* (€)	-	131.7 million	196.1 million	232.6 million
Volume sold that is <5g/100mL (%)	-	18	17	60
Added sugar in portfolio (kg)	135.6	133 million	115 million	130.5 million
Sugar removed through recipe changes (kg)	-	2.6 million	20.6 million	17.8 million

*Revenue from top six selling brands (Oasis Light, Orangina Light, Schweppes Light, Lucozade Zero, Ribena Ready-to-Drink and Ribena Squash). All brands use low calorie sweeteners, with no added sugar.

Responsible formulations	2022	2023	2024
% of products free from artificial colours	81	86	77
% of products free from artificial flavours	72	73	74

High quality	2022	2023	2024
Number of complaints received from consumers and/or end users (Ratio of number of complaints per million)	0.57	0.7	0.46

Our Resources

Reducing emissions to reach net zero	2019 baseline	2022	2023	2024
Scope 1 GHG emissions (tCO ₂ e)	53,382	53,273	53,878	50,957
Scope 2 (market based) GHG emissions (tCO ₂ e)	9,998	109	32.2	523
Scope 2 (location based) GHG emissions (tCO ₂ e)	12,591	12,729	12,129	11,587
Scope 3 GHG emissions (tCO ₂ e)	1,256,452	1,208,303	1,073,357	1,049,597
Total GHG emissions* (tCO ₂ e)	1,319,832	1,261,685	1,127,267	1,101,077
Emissions intensity ratio** (kg CO ₂ e/KL)	568.9	491.9	465.9	464.8

*Total emissions calculated using Scope 2 (market based) values.
**Production volume from SBFE-owned bottling factories & concentrates factories and production of SBFE brands from contract manufacturers and franchises.



Breakdown of Scope 3 emissions	Unit	2019 baseline	2022	2023	2024
Scope 3 GHG emissions	tCO ₂ e	1,256,452	1,208,303	1,073,357	1,049,597
Purchased goods and services	tCO ₂ e	724,894	694,391	588,607	581,886
	%	53.5	53.1	50.6	51.2
Capital goods	tCO ₂ e	44,472	34,163	34,993	34,915
	%	3.3	2.6	3.0	3.1
Fuel and energy-related activities	tCO ₂ e	11,662	13,672	13,331	12,644
	%	0.9	1.0	1.1	1.1
Upstream transportation and distribution	tCO ₂ e	149,480	152,724	137,025	141,086
	%	11.1	11.7	11.7	12.4
Waste generated in operations	tCO ₂ e	1,470	691	797	870
	%	0.1	0.1	0.1	0.1
Business travel	tCO ₂ e	1,313	1,085	1,009	780
	%	0.1	0.1	0.1	0.1
Employee commuting	tCO ₂ e	12,973	9,098	9,344	8,743
	%	1.0	0.7	0.8	0.8
Upstream leased assets	tCO ₂ e	7,463	9,023	7,802	4,437
	%	0.6	0.7	0.7	0.4
Downstream transportation and distribution	tCO ₂ e	34,804	24,800	22,884	22,102
	%	2.6	1.9	2.0	1.9
Use of sold products	tCO ₂ e	147,522	151,761	140,192	136,158
	%	17.9	19.1	19.8	19.7
End-of-life treatment of sold products	tCO ₂ e	102,133	97,694	90,755	77,622
	%	7.6	7.5	7.8	6.8
Franchises	tCO ₂ e	18,266	19,200	26,618	28,354
	%	1.4	1.5	2.3	2.5

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Energy	Unit	2022	2023	2023
Total fuel consumption from non-renewable sources, broken down by fuel type*	GJ	923,838	925,479.96	874,933
LPG	GJ	12,564	12,517	10,817
	%	-	1.35	1.24
LNG	GJ	908,277	891,730	864,093
	%	98.3	96.35	98.76
Diesel	GJ	2996.939	21,233.46	23
	%	0.3	2.29	0
Total energy consumption from renewable sources, broken down by source*	GJ	373,658	382,008	369,144
Purchased electricity (GO/ REGO or PPA)	GJ	370,638	373,806.12	356634
	%	99.2	97.9	96.6
Energy produced on site	GJ	3,020	8,201.88	12,510
	%	0.81	2.15	3.4
Energy intensity	kWh/Kl	215	213	235

*Data from factories only.

Accelerate sustainable and circular packaging	2022	2023	2024
Recycled plastic content in our bottles (portfolio average) (%)	36	44	47
Primary packaging material that is recyclable (%)	75	75	75

Protect the water cycle	Unit	2015 baseline	2022	2023	2024
Total water withdrawal by source	Megalitres	-	3,434	3,363	3,244
Municipal water	Megalitres	-	1,797	1,631	1,699
Ground water	Megalitres	-	1,637	1,732	1,545
Water intensity in our direct operations (volume of water withdrawn per kilolitre of production)	kl/kl	2.34	1.99	1.97	2.03
Reduction from 2015 baseline	%	-	-15.0	-15.8	-13.3
Water withdrawal from locations with high or extremely high-water stress*	Megalitres	-	657.7	717.2	668.7
	% of overall withdrawal	-	19.2	21.3	20.61
Total water consumption	Megalitres	-	1,929	1,405	1,655
Total water stored	Megalitres	-	0	0	0
Total water consumption in areas at water risk, including areas of high-water stress	Megalitres	-	-	348	348
Total water discharge by destination	Megalitres	-	1,504	1,610	1,488
River	Megalitres	-	420	406	372
Sewer	Megalitres	-	1,084	1,203	1,116

*Water withdrawal from Toledo.



Less waste	Unit	2019 baseline	2022	2023	2024
Total weight of waste materials	Tonnes	-	17,838.90	19,237.20	23,195.69
Weight of hazardous waste	Tonnes	-	151.50	200.40	477.34
	% of total waste	-	0.8	1.0	2.06
Weight of non-hazardous waste	Tonnes	-	17,687.40	19,036.80	22,718.35
	% of total waste	-	99.2	99.0	97.94
Reuse/recycle	Tonnes	-	16,679.22	17,932.67	22,528.92
	% of non-hazardous waste	-	94.3	94.2	99.17
Incineration	Tonnes	-	795.93	856.66	695.90
	% of non-hazardous waste	-	4.5	4.5	3.06
Landfill	Tonnes	-	194.56	247.48	132.4
	% of non-hazardous waste	-	1.1	1.3	0.58
Weight of food waste*	Tonnes	3,730	4,154	4,754.19	3,364.5

* 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.

Responsible procurement – environment > Sustainable agriculture	2022	2023	2024
% of agro-materials used that are sustainable*	55	62	74
% of palm oil used that is RSPO certified	77	81	94.5

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

Farming certifications and standards: Sustainable Agriculture Initiative’s (SAI) Farm Sustainability Assessment (FSA Silver status or above), GLOBALG.A.P. (UK, France of Spain) or GLOBALG.A.P internationally + FSA silver or above add on, Red Tractor (UK only), Rainforest Alliance 2020 Sustainable Agriculture Standard: Farm Requirements, or Fairtrade.

Processing/packing certifications and standards: SMETA audit (Green Level), B_Corp, Rainforest Alliance 2020 Sustainable Agriculture Standard: Supply Chain Requirements, or SA8000.



Our Society

Community support	2022	2023	2024
Charity donations (€)	347,789	144,258	157,927
Production donations* (€)	87,000	328,643	168,969
Community activation** (€)	625,500	677,236	346,751
Total number of employees volunteering	-	600	802
Total number of hours volunteered	-	2,314	4,015

*Total value of products donated.
**Financial support to community partners and programmes.



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Ourselves and Partners

Employees	2022	2023	2024
Total employees in workforce	3,465	3,547	3,540
Benelux	98	107	107
EECM (incl. Poland)	189	201	204
France	1,295	1,315	1,336
GB&I	702	725	716
Iberia (Spain incl. Citresa + Portugal)	1,181	1,199	1,177
Permanent employees	3,328	3,425	3,401
By gender			
Woman	1,123	1,185	1,181
Man	2,205	2,240	2,219
Non Binary	-	-	1
By region			
Benelux	94	102	103
EECM (incl. Poland)	163	171	185
France	1,255	1,265	1,276
GB&I	670	706	691
Iberia (Spain incl. Citresa + Portugal)	1,146	1,181	1,146

Employees	2022	2023	2024
Temporary employees	137	122	139
By gender			
Woman	77	67	83
Man	60	55	56
By region			
Benelux	4	5	4
EECM (incl. Poland)	26	30	19
France	40	50	60
GB&I	32	19	25
Iberia (Spain incl. Citresa + Portugal)	35	18	31

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Employees	2022	2023	2024
Full time employees	3,334	3,410	3,405
By gender			
Woman	1,100	1,148	1,160
Man	2,234	2,262	2,245
By region			
Benelux	90	96	97
EECM (incl. Poland)	174	182	184
France	1,268	1,288	1,308
GB&I	660	682	675
Iberia (Spain incl. Citresa + Portugal)	1,142	1,162	1,142
Part time employees	131	137	134
By gender			
Woman	100	104	104
Man	31	33	30
By region			
Benelux	8	11	10
EECM (incl. Poland)	15	19	20
France	27	27	28
GB&I	42	43	41
Iberia (Spain incl. Citresa + Portugal)	39	37	35

Employees	2022	2023	2024
New employee hires	533	590	476
By gender			
Woman	253	257	242
Man	280	333	234
By age			
Under 30 years old	236	235	216
30-50 years old	250	301	234
Over 50 years old	47	54	26
By region			
Benelux	17	28	11
EECM (incl. Poland)	42	45	32
France	240	219	217
GB&I	74	112	91
Iberia (Spain incl. Citresa + Portugal)	160	186	125

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Employees	2022	2023	2024
Employee turnover	613	538	511
	17.7	15.2	14.4
By gender			
Woman	257	235	242
Man	356	303	269
By age			
Under 30 years old	170	167	166
30-50 years old	305	228	248
Over 50 years old	138	143	97
By region			
Benelux	30	21	17
EECM (incl. Poland)	40	41	33
France	228	208	217
GB&I	107	83	99
Iberia (Spain incl. Citresa + Portugal)	208	185	145
Employees covered by collective bargaining agreements	-	62.1	71
Factory workers*	1,064	1,093	1,073

* Factory workers in France, Great Britain & Ireland and Spain

Diversity, equity and inclusion	2022	2023	2024
All employees			
By gender			
Woman (%)	34.6	35.3	35.7
Man (%)	65.4	64.7	64.3
Non-binary (%)	-	-	0.03
By age			
Under 30 years old (%)	11.0	10.8	10.8
30-50 years old (%)	59.0	59.3	58.3
Over 50 years old (%)	30.0	29.9	30.9
The Board*			
By gender			
Woman (%)	66.7	80.0	50.0
Man (%)	33.3	20.0	50.0
By age			
Under 30 years old (%)	0	0	0
30-50 years old (%)	17.0	20.0	17.7
Over 50 years old (%)	83.0	80.0	83.3

* Refers to OSH BV Board of Directors which excludes UK and Ireland entities

Diversity, equity and inclusion	2022	2023	2024
SBFE Executive Committee			
By gender			
Woman (%)	42.0	50.0	50.0
Man (%)	58.0	50.0	50.0
By age			
Under 30 years old (%)	0	0	0
30-50 years old (%)	8.0	21.4	25.0
Over 50 years old (%)	92.0	78.6	75.0
Senior executives			
By gender			
Woman (%)	36.4	38.5	46.2
Man (%)	63.6	61.5	53.8
By age			
Under 30 years old (%)	0	0	0
30-50 years old (%)	18.2	23.1	38.5
Over 50 years old (%)	81.8	76.9	61.5

Diversity, equity and inclusion	2022	2023	2024
Top management			
By gender			
Woman (%)	38.4	39.8	38.7
Man (%)	61.6	60.2	61.3
By age			
Under 30 years old (%)	0	0	0
30-50 years old (%)	60.0	56.1	55.6
Over 50 years old (%)	40.0	43.9	44.4
Middle management			
By gender			
Woman (%)	46.9	47.9	44.8
Man (%)	53.1	52.1	55.2
By age			
Under 30 years old (%)	15.3	13.8	11.6
30-50 years old (%)	62.6	64.1	62.3
Over 50 years old (%)	22.0	22.1	26.1

Diversity, equity and inclusion	2022	2023	2024
Junior employees			
By gender			
Woman (%)	21.9	22.3	20.0
Man (%)	78.1	77.7	79.9
Non Binary (%)	-	-	0.1
By age			
Under 30 years old (%)	7.7	8.6	10.7
30-50 years old (%)	54.6	55.0	51.9
Over 50 years old (%)	37.7	36.4	37.4
Ratio of the basic salary of women to men			
Senior Executive (Ratio)	0.90	0.93	1.08
Top Management (Ratio)	0.96	0.96	0.74
Middle Management (Ratio)	0.96	0.96	1.09
Employees (Ratio)	0.98	0.97	1.27
Ratio of remuneration of women to men*			
Senior Executive (Ratio)	0.89	0.98	0.65
Top Management (Ratio)	0.91	0.96	0.55
Middle Management (Ratio)	0.95	0.96	0.98
Employees (Ratio)	0.97	0.97	0.95
Family-related leave			
Employees entitled to take family-related leave (%)	-	100.0	100.0
Entitled employees that took family-related leave (%)	-	22.16	20.67

*Remuneration includes salary, short-term incentives and long-term incentives.



Health and safety	2022	2023	2024
Employees whose work is covered by our Health & Safety Management system (certified ISO 45001)	100	100	100
Number of lost time injuries	48	37	47
Lost time injury frequency rate	1.38	1.05	1.39
Total recordable injury frequency rates (Number of total recordable injuries per 200,000 hours worked)	2.22	1.62	2.08
Number of fatalities as a result of work-related injuries	0	0	1
Rate of fatalities as a result of work-related injuries	0	0	0.029
Number of high-consequence work-related injuries	1	2	1
Rate of high-consequence work-related injuries (Number of high-consequence injuries per 200,000 hours worked)	0.02	0.05	0.03
Number of hours worked	7,000,000	7,048,000	6,744,131
Number of cases of recordable work-related ill health	0	0	0
Number of fatalities as a result of work-related ill health	0	0	0
Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health related to non-employees	-	300	253

Human rights	2022	2023	2024
Amount of material fines, penalties, and compensation for damages as result of violations regarding social and human rights factors	0	0	0
Number of severe human rights issues and incidents connected to own workforce	0	0	0
Number of severe human rights issues and incidents connected to own workforce that are cases of non-respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	0	0	0
Amount of material fines, penalties, and compensation for severe human rights issues and incidents connected to own workforce	0	0	0

Supply chain	2022	2023	2024
% of raw and pack suppliers registered on Sedex	92	78	78
New suppliers screened using social and environmental criteria	-	N/A	N/A
Suppliers assessed for social and environmental impacts	Data to be provided in 2023	226 (Raw + Pack) 238 (Raw + Pack + Coman/CO2 Chemicals/Pallets)	249 (Raw + Pack) 262 (Raw + Pack + Coman/CO2 Chemicals/Pallets)
Suppliers identified as having significant actual and potential impacts	Data to be provided in 2023	16 (Raw + Pack) 16 (Raw + Pack + Coman/CO2 Chemicals/Pallets)	26 (Raw + Pack) 28 (Raw+ Pack + coman/CO2 Chemicals/Pallets)

Learning and development	2022	2023	2024
Employees who completed their Individual Development Plans	86	74	68
Total hours of training across SBFE	12,881*	9,483**	97,367***
Average hours of training per employee	3.7	2.7	27.1

* 2022: Npth online and in-person training.
** 2023: Online training only.
*** 2024: Online training only, measuring total views inc. completions.





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