

Value Creation Story

CREATING VALUE WITH WATER

With diverse human resources, the blessings of water and nature, high-quality MONOZUKURI (manufacturing) capabilities developed over many years, and brands that enjoy strong, local popularity in each country and region, SBF is able to create and supply products that provide high added value.

Our Strengths and Assets

Natural assets

- Water as the source of value creation
- Natural ingredients based on the blessings of nature

Intellectual assets

- Long-selling brands that are loved by consumers in each region
- Foundational expertise and R&D technology that enable us to continually meet consumer needs

Manufacturing assets

- High-quality MONOZUKURI capabilities (manufacturing plants, technologies)
- Quality assurance capabilities to ensure safe and reliable products

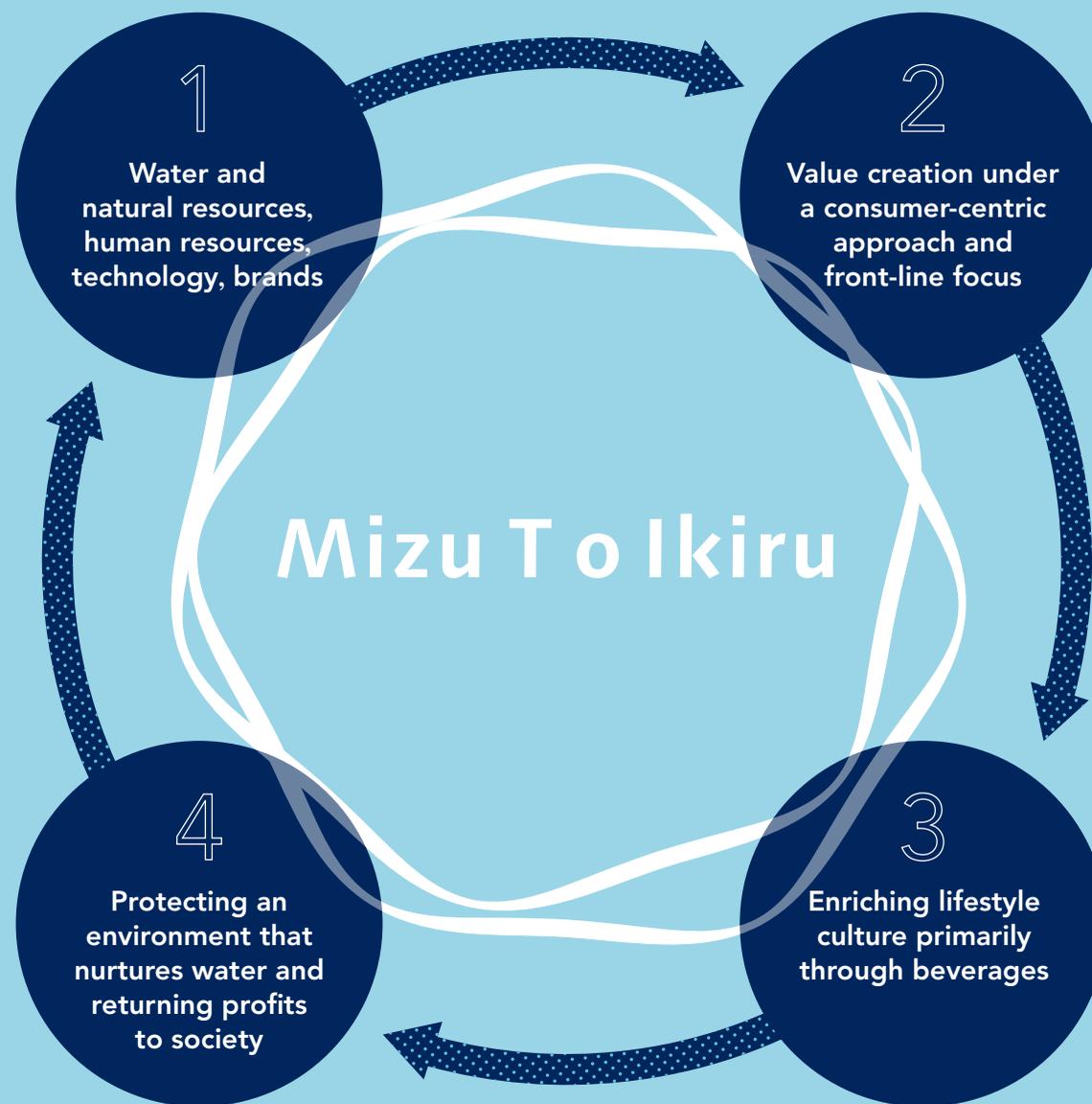
Human assets

- People with the *Yatte Minahare** spirit who can boldly take up new challenges
- Global diversity

Returning Profit to Society

In addition to the reinvestment of profit in our business, we are also committed to sharing value with our stakeholders and society. Giving back to society* is an unchanging value of SBF and the Suntory Group. As expressed in *Mizu To Ikiru*, we see the conservation of water resources and the global environment as our priority. We view water as a precious resource, and are constantly working to ensure its sustainability. Our goal is to maintain a virtuous circle of value creation through conserving and adding value to water in order to benefit society.

*See page 62 to learn more about the Suntory spirit (*Yatte Minahare* and giving back to society).



Business Model

In the beverages industry, it is vital to supply the products that people want to drink whenever they want and in the locations they want. The three keys to achieve this goal are a diverse product portfolio, widespread product availability, and the MONOZUKURI (manufacturing) capabilities and supply chains needed to create the products that are supplied through a wide range of sales channels. Our ability to respond to consumer needs in each region also reflects our consumer-centric and hands-on approach, which encourages local staff to think independently based on their proximity to consumers. Businesses in each region operate on their own initiative but are also part of an organic global network.

Output/Outcome

In this time of continual change in beverage markets and society, our strategy is to create products with great flavors that match the preferences of local consumers in each region. Our products not only provide people with a healthier and more natural way to quench their thirst, namely “enjoyable wellness,” but also help to enrich lifestyles by providing “enjoyable pleasure.” Our goal is to enrich society through beverages.