



Suntory Beverage & Food Europe Sustainability Report

2025





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About this report

This is the fourth sustainability report of Suntory Beverage & Food Europe (SBFE). SBFE is part of Suntory Beverage & Food (SBF), a member of the Suntory Group, and is made up of companies including SBF GB&I, SBF France, SBF Iberia, and SBF EECM-Benelux. Our portfolio includes brands such as La Casera, Lucozade, May Tea, Oasis, Orangina, Pulco, Ribena, and Schweppes. Oasis and Schweppes are owned and commercialised within SBFE's respective territories. All references to these brands in this report should be interpreted accordingly.

This report provides a progress update on our Growing for Good strategy during the 2025 calendar year. It focuses on our targets and on areas where we have seen significant developments or material changes. As a result, not every element of the strategy is covered in detail. For a comprehensive overview of our approach across each area of our Growing for Good strategy, please refer to our 2023 and 2024 sustainability reports. For more information on our overall strategy, including our approach to risk management and sustainability governance, please see our [SBFE Sustainability Strategy](#).

Our 2025 scope 1, 2, and 3 carbon data, and our water reduction data is pending independent verification by KPMG.

Letter from the CEO

When I look back on 2025, I am particularly proud of the progress we have made in advancing our Growing for Good sustainability agenda. This was a year in which both sustainability, and DEI in particular, faced challenges on the global stage. There were reductions in regulations related to sustainability and climate reporting in both the US and EU.

Legal challenges to diversity, equity, and inclusion (DEI) efforts increased, driven by growing scrutiny of corporate initiatives in this area.

All this was against a backdrop of continued uncertainty, disruption, and economic headwinds in the external environment. Business resilience and growth therefore became more critical than ever, sharpening focus on the contribution every part of our organisation must make to long-term value creation. At the same time, we continued to grapple with the inherent challenge of what growth means for our emissions and resource use, and the work required to decouple the two.

In the face of these headwinds, I remain humbled and inspired by the passion of our people and the determination across our business to keep driving sustainability forward.

I'm especially proud of our commitment to #AccelerateAction in DEI. This year we joined the LEAD network, a leading non-profit organisation advancing gender equality in the consumer

goods and retail sector. Across SBFE, women have shared their experiences and impact on global stages, and we now have active Women's Employee Impact Groups (EIGs) in many countries we operate in, supported by our allies.

Investing in our people is central to how we build a safer, more capable organisation. This year we launched an SBFE wide Zero Harm training programme and delivered over 70,000 hours of learning through our MySU platform. Building a culture where people have genuine access to development, at every level, is how we turn individual growth into collective resilience.

Other highlights of the year include:

- Developing SBFE's first Climate Transition Plan, which maps out how we will decarbonise while continuing to grow sustainably
- Completing a nature assessment, exploring how our operations and supply chain impact and depend on nature
- Putting our people first through the deployment of the Zero-harm programme
- Reaching 33% less sugar in our drinks compared to our 2015 baseline
- Donating €1,170,000+ to good causes and community initiatives

Progress is rarely linear. Setbacks and challenges are inevitable, particularly in an external environment that is ever more turbulent and will likely remain so as we look ahead to 2026 and beyond.

Every day I see an action or gesture from one of our Suntorians that reflects their spirit, courage, and commitment. These individual contributions, taken together, are what continue to power our ambition and bring our Growing for Good vision to life.



Pierre Decroix

Chief Executive Officer,
Suntory Beverage
& Food Europe

2025 highlights

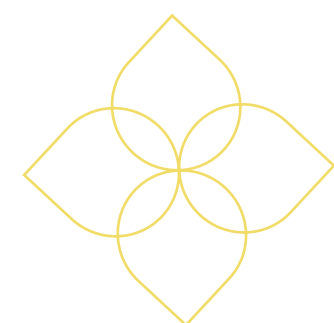


Our Drinks

33% less added sugar in our drinks compared to 2015

3.5x more drinks sold (by volume) with sugar below 5g/100ml compared to 2015

63% of drinks sold today are under 5g sugar / 100ml



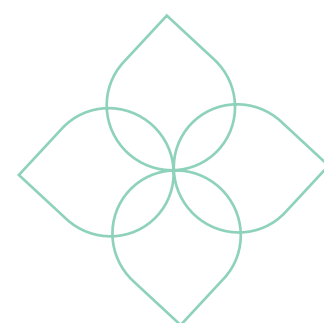
Our Resources

20.2% reduction in our overall carbon footprint since 2019¹ and partnered with Pilario to integrate lifecycle assessments (LCAs) into our innovation processes

53% recycled plastic across our portfolio, exceeding our 50% target

Partnered with Natuurpunt

to help restore the water and carbon buffering capacity of peatlands in the Grote Netewoud, Belgium

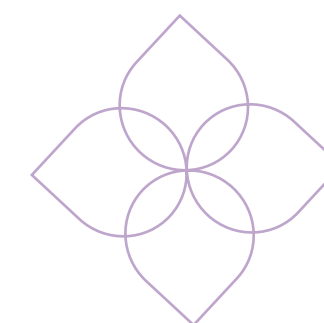


Our Society

€521,099 given to good causes through direct charity donations, employee match funding, and employee donations made through voluntary payroll giving and €266,304 worth of soft drinks donated

€388,325 of financial support provided to community partners for activations, such as Mizuiku and Guardianes del Tajo

4,500+ hours volunteered to support our communities, showing a year-on-year increase in volunteering hours per employee



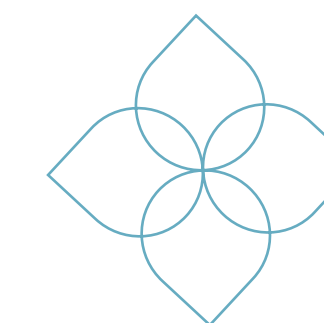
Ourselves and Partners

Piloted MyCareer, our new talent marketplace, with employees across SBFE

Adopted the Suntory Group Human Rights Policy

reinforcing our commitment to respecting and protecting human rights across our operations and supply chain

1.8 total recordable injury frequency rate (TRIFR), down from 2.08 in 2024, reflecting the early impact of our Zero Harm programme



Growing for Good

Our purpose at Suntory is “to inspire the brilliance of life, by creating rich experiences for people, in harmony with nature”, and we know that we cannot achieve this without the brilliance of the earth, people, and communities.

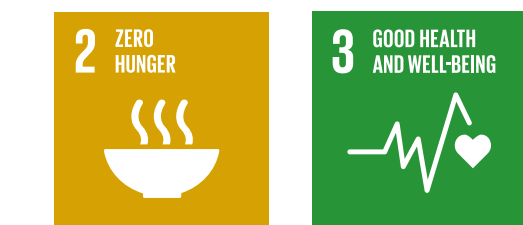
This is supported by the idea of Growing for Good, which as well as being one of our three values, is also the organising idea and frame for our SBFE sustainability strategy. Here at SBFE we strongly believe that both ‘good’ and ‘growth’ are equally important and intimately connected to each other. The bigger we are, the greater our positive impact can be.

Our Growing for Good sustainability framework sets out the social and environmental impacts of our business. It is made up of four pillars: Our Drinks; Our Resources; Our Society; and Ourselves and Partners. This framework forms the basis of our strategy.

Our Growing for Good framework is aligned to the UN’s Sustainable Development Goals (SDGs). Since its development in 2018, we have continued to refresh both the framework and our strategy based on our ongoing engagement with stakeholders and monitoring of emerging issues. This includes the results of our Double Materiality Assessments (see the [SBFE Sustainability Strategy](#) for further detail), as well as our Climate Transition Plan and nature assessment (see [Our Resources](#)).



Our Drinks



Our Resources



Our Society

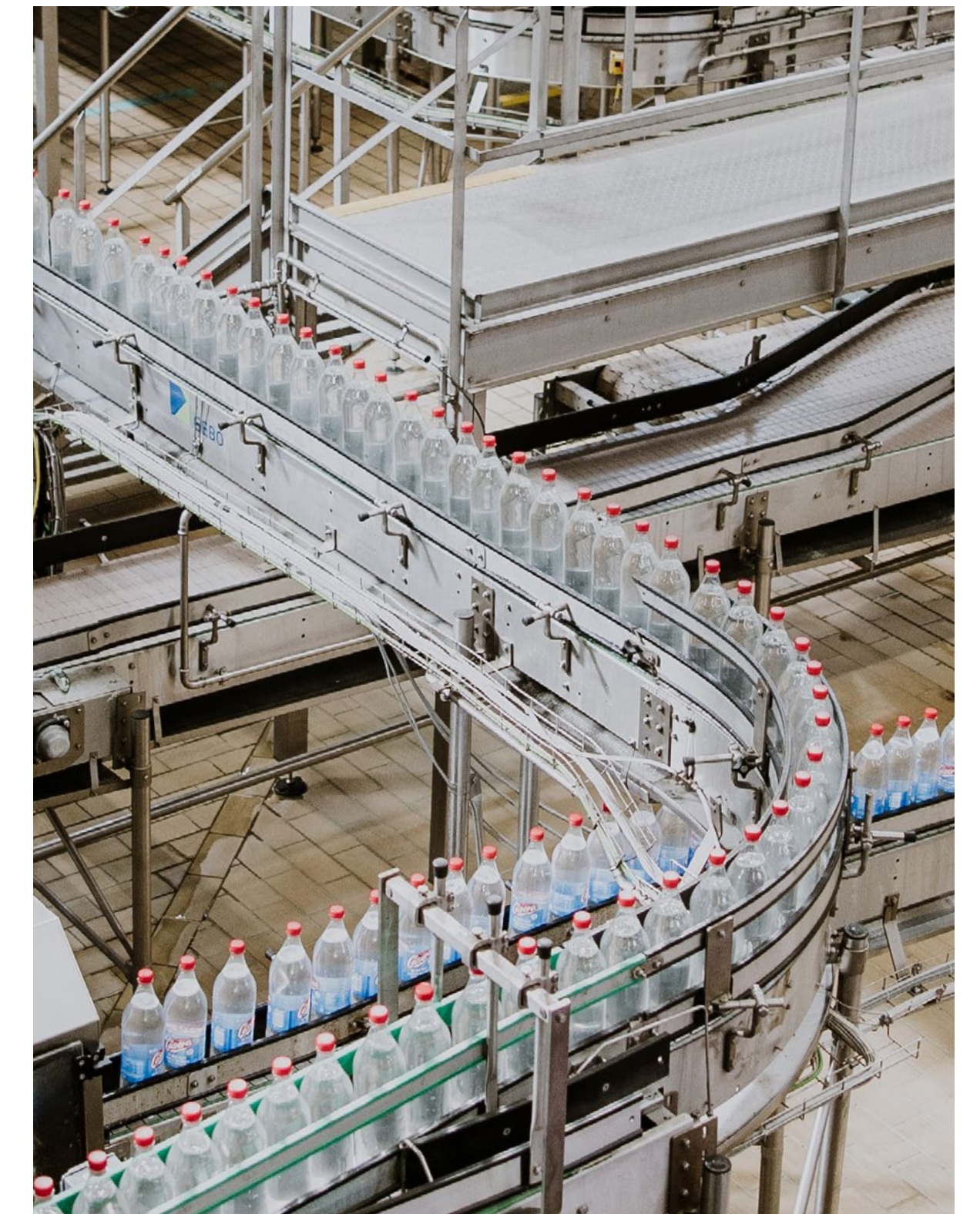


Ourselves and Partners



Progress against targets

Pillar	Target	2025	Status
Our Drinks	35% less added sugar in our drinks by 2025, from a 2015 baseline	33%	Narrowly missed
	Double the volume of drinks sold with sugar below 5g/100ml by 2025, from a 2015 baseline	3.5x	Exceeded
Our Resources	50% reduction in Scope 1 & 2 GHG emissions by 2030, from a 2019 baseline ¹	-22.1%	On track or ahead
	30% reduction in Scope 3 emissions by 2030, from a 2019 baseline ¹	-20.1%	On track or ahead
	50% recycled plastic (rPET) packaging across our portfolio by 2025	53%	Exceeded
	100% recyclable primary packaging by 2025 ²	92.8%	Target missed
	Zero waste to landfill from SBFE owned factories and warehouses ³	0.2%	Narrowly missed
	Recycle 99% of our non hazardous waste from SBFE owned factories and warehouses by 2030 ³	96.3%	On track or ahead
	50% reduction in food waste by 2030, from a 2019 baseline ⁴	+231%	Needs attention to meet target
	20% water intensity reduction in our direct operations by 2030, from a 2015 baseline ^{5,6}	-12.8%	On track or ahead
	75% of our agro-materials to be sustainable by 2025 (100% by 2030) ⁷	64%	2025 target missed 2030 target on track





Our Drinks

08 Looking back on a decade of sugar reduction

Looking back on a decade of sugar reduction

We believe consumers should be able to enjoy great taste and healthier options, without compromise. That belief has driven a decade of action: reformulating, rethinking, and reimagining the drinks we offer across Europe.

Back in 2015, we set ourselves an ambitious goal: to reduce added sugar across our portfolio by 35% within a decade. Ten years on and while we narrowly missed the target, we've achieved a 33% reduction – the result of focused reformulation, sustained investments, and deep technical knowledge.

In this year's report, we're looking back at how we transformed our drinks, our ingredients, and our approach to consumer health. A shift that has reshaped every part of our business, from R&D and consumer insight to branding and packaging. All of it guided by one belief: better drinks shouldn't come at the expense of great taste.

Turning ambition into results

Over the past ten years, we've reformulated more than 300 drinks, a process that took time, science, and perseverance. We've achieved:

33%

less added sugar compared to our 2015 baseline

3.5x

the volume of drinks sold with < 5g sugar / 100ml

63%

of drinks sold today are under 5g sugar / 100ml

Our progress is part of a wider industry shift to expand consumer choice and support healthier diets. In 2019, we joined industry peers through UNESDA, the European Soft Drinks Association, to commit to a 10% reduction in average added sugars in European soft drinks by 2025 – a target we comfortably exceeded.

How we did it:

Listening, learning, reformulating

Reducing sugar across our drinks while preserving their much-loved taste meant rethinking ingredients, recipes, and managing consumers' expectations.

We focused on two key paths:

Reformulating existing favourites

1 to lower sugar content without compromising taste.

Creating new, lower-sugar options

2 that offer more choice to consumers seeking healthier drinks.

A unique way of understanding consumers

Our consumer approach is shaped by two Japanese principles: Gemba – going to where real decisions are made, and Seikatsusha – recognising the full complexity of people's lives. We don't rely on data alone, we spend time in the real world, understanding how people live, choose, and experience our drinks. This lens helps us innovate drinks that genuinely fit into people's routines, values, and expectations.



Reformulating iconic drinks like Orangina, Oasis, and Ribena wasn't simple: sugar plays a functional role in taste and texture, and consumer expectations run high. Every country also brings its own preferences and regulatory requirements, so there is no one-size-fits-all approach. In France, for example, we gradually reduced sugar across our recipes to help consumers adjust to a less sweet taste.

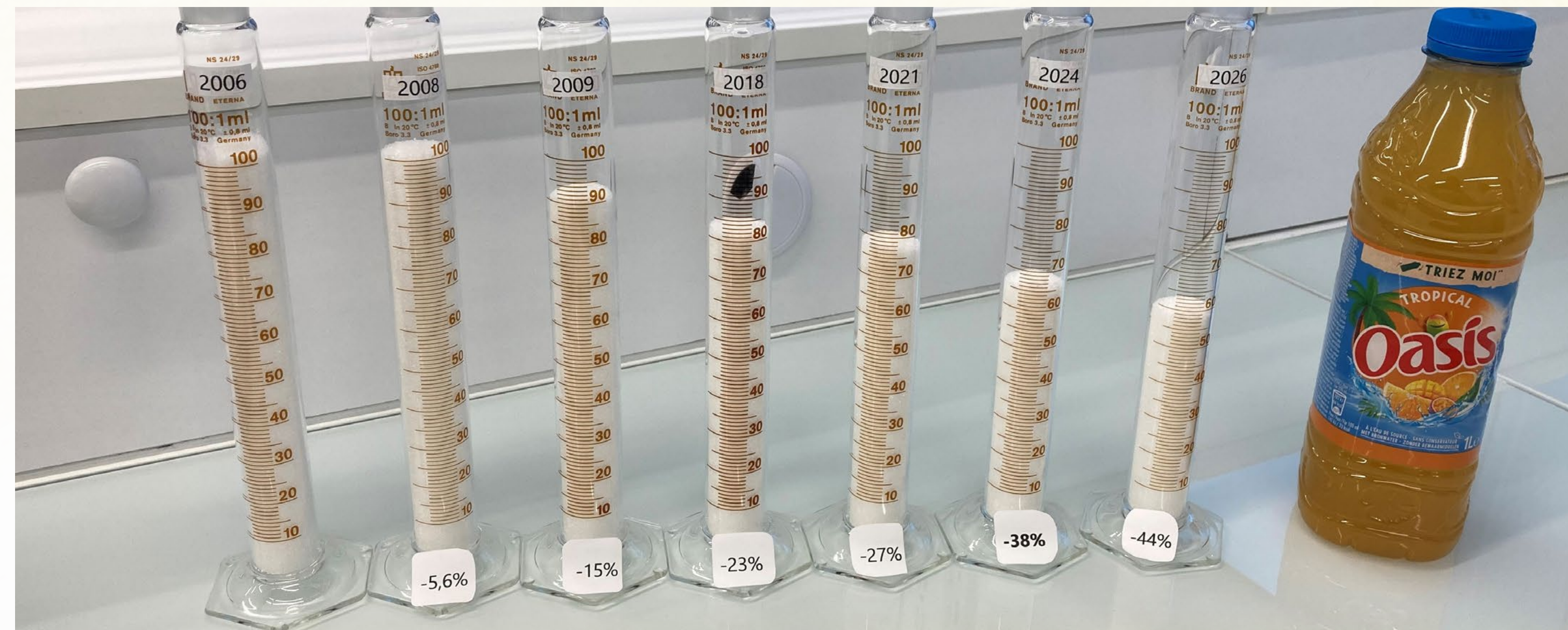
For Oasis Tropical, this long-term approach led to a 2025 recipe with a 44% reduction in sugar compared to the original 2006 formula – the result of five deliberate, step-by-step stages of reformulation.

Just as importantly, we've worked to offer genuine choices to our consumers. We've expanded our portfolio to include both lower- and no-sugar drinks alongside original favourites, and

we've provided clear serving size and nutritional labelling to help consumers make confident, informed decisions.

Delivering on our strategy has meant investing in innovation and balancing immediate feedback with long term goals. We have:

- Invested in long-term R&D with dedicated flavour and nutrition experts;
- Opened a new €2 million R&D lab in Paris in 2022 to accelerate innovation;
- Set an ambition for our sugar reduction and created a database to track the sugar levels across our portfolio; and
- Reported our progress through our annual submission to the EU Code of Conduct on [Responsible Food Business and Marketing Practices](#).



Key milestones along the way

2018–2019

Reformulations across Lucozade and Ribena delivered nearly a quarter of our total sugar reduction, significantly driving our progress forward.

2021–2022

Momentum continued in Spain and France, where major reformulations across Schweppes, Oasis, and Orangina drove further reductions. This work was supported by close collaboration with SBF Tokyo and the use of both in house and external technologies, guided by Seikatsusha expectations and our focus on enhancing the unique value of our drinks.

2024–2025

In France, we continued our strategy of reducing sugar in our best-selling brands including Oasis and Orangina, helping us move from 30% sugar reduction in 2024 to 33% in 2025.

Sugar reduction across our portfolio



55%

2017: 10g/100ml
2018: 4.6g/100ml



71%

2015: 8.4g/100ml
2023: 2.4g/100ml



34%

2015: 9.1g/100ml
2025: 6g/100ml



65%

2017: 13g/100ml
2018: 4.5g/100ml



46%

2022: 7.8g/100ml
2023: 4.2g/100ml

Looking ahead:

Building on a decade of progress

Reducing added sugar by 33% over the past decade marks a significant milestone and a strong foundation for future efforts. While we didn't quite reach our original target of a 35% reduction by 2025, we came very close and aim to go further still.

We have set ourselves two new goals. By 2030, we aim:

- To reduce *total sugars* across our portfolio by 40% compared to 2015
- For two thirds of total SBFE volume to be <5g/100mL

This next chapter will build on years of reformulation expertise, ingredient innovation, and our commitment to offering better choices. We know these new goals are ambitious but are confident they can be achieved through the continued reformulation of our core brands and the extension of our sugar reduced formulations into new markets.

Our journey so far shows what's possible when health, taste, and trust guide every decision. We want to build on this momentum, using our Growing for Good mindset to stay curious, push boundaries, and continually raise our standards. As we look ahead, we'll keep creating and investing in healthier drinks that people can feel genuinely good about choosing.



Our Resources

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Reducing emissions to reach net zero

With global temperatures continuing to rise, taking decisive climate action is critical. Cutting emissions across our value chain helps protect natural resources, safeguard our long-term business, and support the communities we serve.

Reducing our carbon footprint

In 2025, our overall carbon footprint decreased by 1.9%, a 20.2% reduction from 2019, meaning we remain on track to meet our targets.¹ Alongside this progress, we developed our Climate Transition Plan, giving us a clear roadmap to continue reducing emissions in line with our long-term goals.

50% reduction in Scope 1 & 2 GHG emissions by 2030, from a 2019 baseline

In 2025, our Scope 1 emissions decreased by 1.3%, resulting in an 8.1% reduction from 2019.¹ This reduction was driven by several measures, including the installation of energy efficient equipment, the replacement of steam powered absorption chillers with an ammonia compressor system, and improved metering across key utilities to identify areas of high consumption. Although our market-based Scope 2 emissions almost doubled in 2025 (from 35.6 tCO₂e to 68.9 tCO₂e), this increase was from a very low base and we have still reduced these emissions by 99.3% since 2019.¹ Overall, our Scope 1 and 2 emissions are down 22.1% compared to our 2019 baseline, keeping us on track for 2030.

30% reduction in Scope 3 emissions by 2030, from a 2019 baseline

Our Scope 3 emissions decreased by 1.9% in 2025, representing a 20.1% reduction from our 2019 baseline.¹ Over the year, we made progress on low carbon transport solutions, including biofuels, optimised logistics, and lower carbon distribution models, which we will continue to scale in 2026. We also strengthened data quality and transparency across our supply chain, though collection and validation of primary data from suppliers and bottling partners remains a challenge. We worked to address this through enhanced validation processes, system upgrades, and closer supplier engagement.

Advancing our Forest, Land, and Agriculture (FLAG) strategy

In 2025, we calculated FLAG emissions for the first time, marking an important step in strengthening our climate reporting and understanding emissions linked to agricultural raw materials and land use across our value chain. As this is our initial FLAG inventory, we recognise that data accuracy and coverage will continue to improve over time. We are actively working to enhance data quality, including refining methodologies and increasing the use of primary, supplier-specific data. In parallel, we are strengthening engagement with priority suppliers to support more robust and consistent data collection on agricultural practices and land use impacts.

Over the next two years, we will develop a dedicated FLAG roadmap, setting out clear priorities and actions to address these emissions. This work will be closely aligned with our regenerative agriculture strategy, which focuses on improving land management practices, building resilience in agricultural supply chains, and supporting long term emissions reduction.



22.1%

reduction in Scope 1 and 2 GHG emissions compared to 2019 baseline¹

20.1%

reduction in Scope 3 GHG emissions compared to 2019 baseline¹

Strengthening climate governance and reporting

We strengthened climate governance and reporting in 2025, improving climate-related risk management and further aligning our methodologies and internal processes with evolving European disclosure requirements. To increase transparency and support faster decision-making, we introduced quarterly carbon footprint reporting, which we will continue to enhance in 2026 to enable more responsive, data-driven action across teams.

Focusing in on product-level sustainability

To help us reduce the environmental footprint of our products, in 2025 we began rolling out our new eco-design packaging tool and Pilario's lifecycle assessment (LCA) tool across SBFE. We also started working with our Research & Development team to better integrate environmental criteria into beverage development, expanding eco-design practices beyond packaging. In 2026, we will continue scaling these tools across markets and further embed environmental assessments into innovation and major investment decisions to ensure new products align with our climate ambitions.



Charting our path to lower emissions with SBFE's first Climate Transition Plan

In 2025, SBFE developed its first Climate Transition Plan, using detailed carbon footprint analysis, climate risk assessment, and scenario modelling to understand our biggest emission drivers. The plan identifies practical reduction measures, such as improving energy efficiency, adopting lighter and more circular packaging, and strengthening supplier engagement, and sets priority actions to build climate resilience across our operations. It provides a clear direction for how SBFE will decarbonise while continuing to grow sustainably and was formally adopted by the Orangina Schweppes Holding B.V. Board in December 2025.

Integrating lifecycle assessments into new product development with Pilario

High quality data is essential to the delivery of our Net Zero ambition. In 2025, we partnered with Pilario to integrate its digital lifecycle assessment (LCA) platform into our innovation processes, implementing two modules: one for packaging eco-design and one for soft drink LCAs. The soft drink module builds on industry collaboration through UNESDA, where we worked with peers to develop a product carbon footprint methodology for soft drinks. Pilario's science-based LCA methodologies enable our teams to assess environmental impacts at every stage of product development and make more informed decisions to reduce our footprint. The platform will help us measure, understand, and ultimately lower the environmental impact of our products.

Collaboration Announcement



Making sustainability work,
the easy way.

Accelerate sustainable and circular packaging

At SBFE, sustainable packaging is essential to building a more circular system. Although convenience has long defined soft drinks packaging, our focus is now on designing bottles and containers that keep materials in use for longer and cut their end-of-life impact.

We were the first global drinks company to set the target of 100% sustainable plastic PET packaging by 2030. For us, this means using recycled plastic or plastic that is not made using fossil fuels, both of which have a lower carbon footprint than virgin plastic.

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

By the end of 2025, we exceeded our 50% recycled plastic target, increasing rPET use in our bottles to 53%, up from 47% in 2024. For products that have already transitioned to 100% rPET in GB&I, France, and Iberia, we focused on securing this shift for the long-term through strengthened process and supply chain measures. We also increased rPET use in other markets (e.g. moving Schweppes bottles in Poland from 30% to 100% rPET). While we met our target, some workstreams to increase recycled content were delayed due to the high cost and volatility of recycled materials. We aim to maintain momentum across these workstreams in 2026 as we continue progressing towards our 2030 target.

100% recyclable primary packaging by 2025

By the end of 2025, 92.8% of our primary packaging was recyclable,² up from 75% in 2024. This significant improvement was driven largely by the transition to a half sleeve for Lucozade Energy. We achieved 100% recyclable primary packaging in France and Iberia by replacing remaining non-recyclable items with recyclable alternatives, including the Bag-in-Box format. While overall recyclability remains below our 100% target, we expect performance to improve further in 2026 with the planned switch to a silicone-free valve for Lucozade Sport closures, with full recyclability expected in GB&I and EECM-Benelux by 2027. We will continue testing and deploying alternative packaging formats in these markets to accelerate progress.



Preparing for the EU Packaging and Packaging Waste Regulation (PPWR)

We continued to review this packaging regulation throughout 2025 and developed action plans to ensure compliance with its requirements around recycled content, recyclability, and reusability.

Building eco-design into product development

In 2026, we will be scaling up our use of Pilario's packaging eco-design module to increase awareness of packaging-related LCA considerations during new product development (see page 13 for more on our use of Pilario's LCA tool). Scale up will begin in France, with other markets to follow in 2027. We will also update Design-for-Recycling guidelines for our packaging development teams, in line with recycling industry recommendations.

53%

recycled plastic across our portfolio

92.8%

recyclable primary packaging²

Preparing for the best possible UK Deposit Return Scheme

In 2027, the UK will introduce a Deposit Return Scheme (DRS) – a simple system that boosts recycling by adding a small, refundable deposit to drink containers. We're helping to shape the scheme through our membership and financial support of the Deposit Management Organisation, the body responsible for its rollout. We're also helping customers and governments to prepare for its launch by sharing insights from our extensive consumer research and passing on our learnings from Ireland's recent DRS launch. We continue to advocate for a single, consistent scheme across all UK nations to make it easier for consumers. Internally, cross-functional teams are updating our packaging, systems, and logistics so everything runs smoothly from day one, ensuring the DRS quickly becomes business as usual.



Water stewardship

Water underpins both our products and the natural environments we depend on. That's why we work to use it responsibly, reducing consumption in our factories and supporting the restoration of the ecosystems that recharge our water sources.

20% water intensity⁵ reduction in our direct operations by 2030 (against 2015 baseline)

By the end of 2025, we had reduced our water intensity by 12.8% compared with 2015, maintaining the performance achieved in 2024.^{5,6} Most reductions came from our French and Iberian factories. In Iberia we undertook a review of our clean-in-place systems which identified opportunities to cut unnecessary water use. However, challenges in GB&I offset some of these gains (see [Addressing water reduction challenges at our Coleford production site](#)). Despite this, we remain on track to meet our 2030 target.

Improving visibility and oversight of water use

In 2025, we strengthened governance processes between our supply chain teams and the wider business to improve oversight of our water reduction efforts. Each factory now reviews its performance monthly, and the results feed into market level discussions and then a group level review. This approach helps us surface issues earlier and take more timely corrective action where needed.

Introducing sustainability working groups for capital projects

In 2025, we began introducing sustainability working groups for our engineering capital projects to ensure environmental considerations are built in from the start. These groups bring together colleagues from Sustainability, Engineering, R&D, and Quality, creating a more aligned and consistent approach to project design and decision making. This collaboration will help ensure that future investments support SBFE's sustainability goals, including our water reduction target, and deliver long-term environmental benefits.

12.8%

reduction in water intensity
in our direct operations^{5,6}





Addressing water reduction challenges at our Coleford production site (UK)

Water reduction is particularly important at Coleford as it is our highest volume manufacturing site. However, water consumption has increased over the past two years, offsetting progress made in other regions. The introduction of tethered caps presented some operational challenges, prompting a detailed root-cause analysis. This work showed that, alongside technical factors, there were broader process and behavioural drivers influencing water use.

To address these challenges, we are taking a more holistic approach to water management at Coleford. This includes reviewing the cap application process, using metering data to identify and address inefficiencies, and strengthening governance and ownership of water use. Each production line is now responsible for its water use, water management is being embedded into routine operations, and water-related objectives are being added to the development plans of relevant stakeholders.

Partnering with Natuurpunt to restore 2,000 year old peatlands

Water is the essential ingredient in our drinks, which is why the Suntory Group is committed to water stewardship worldwide and to protecting and restoring water resources where we operate. In 2025, SBFE partnered with nature conservation NGO Natuurpunt to help restore ancient peatlands in the Grote Netewoud, Belgium – SBFE’s largest market within EECM Benelux. The project forms part of [Interreg BUFFER+](#), an EU funded initiative using nature based solutions to restore the water and carbon buffering capacity of peatlands. Healthy peatlands act as natural water and carbon sponges, but when they dry out, they release stored CO₂. Rewetting helps restore the natural water balance, strengthen biodiversity, and build climate resilience. Alongside restoration activities, we will support a local education programme and provide opportunities for employees and their families to get involved through volunteering and learning days.



Less waste

Reducing waste is an essential part of our Growing for Good strategy as it helps us cut emissions, conserve resources, and build a more sustainable, resilient business.

0.2%

of our non-hazardous waste sent to landfill

96.3%

of our non-hazardous waste recycled



🎯 Zero waste to landfill from SBFE-owned factories and warehouses

We sent 0.2% of our non-hazardous waste to landfill in 2025, narrowly missing our zero waste to landfill target. Improvements to the accuracy of our data platforms during the year enabled us to update historic waste data and correct previously reported figures. Our 2025 performance represents an improvement on the 2024 landfill figure of 0.6% (note, this data point did not change following the recalculations). Only one of our sites continues to generate waste that may ultimately be disposed of to landfill. Our contracted supplier at this site reports zero waste to landfill, however further investigation reveals that residual incineration material is sent to a third party where landfill disposal may occur. In 2026, we will carry out a traceability review with the supplier to confirm the final destination of waste and identify options to fully eliminate landfill disposal.

🎯 Recycle 99% of our non-hazardous waste from SBFE-owned factories and warehouses by 2030

We recycled 96.3% of our non-hazardous waste in 2025 and remain on track to meet our 2030 target. Following the corrections to historic waste data, this shows there has been little change compared to our 2024 recycling rate of 96.4% (previously reported as 99.2%). We continue to promote strong segregation practices during disposal and will further strengthen performance through clearer guidance, better visuals, and ongoing reinforcement of good habits. In 2026, we will focus on incremental improvements to ensure waste is consistently separated before it leaves our sites.

🎯 50% reduction in food waste by 2030 (from a 2019 baseline)

We generated 12,326 tonnes of food waste in 2025, over three times our 2019 baseline and more than three and a half times the amount produced in 2024. Several factors contributed to this, including higher production waste as well as clearer definitions and reporting across markets, which increased reported volumes. We also saw high levels of out-of-date stock in GB&I. To reduce storage costs, some of this material was diverted to anaerobic digestion instead of animal feed, increasing food waste volumes. To avoid similar issues in 2026, we will improve management of out-of-date stock, engage donation partners earlier, and work with regional procurement to expand access to animal-feed solutions.

Sustainable agriculture

Agricultural ingredients form a core part of our value chain, but the sector is a major contributor to global emissions and can negatively impact local ecosystems and biodiversity. Ensuring these ingredients are sourced sustainably is key to SBFE's climate ambition and to safeguarding the natural resources we rely on.

75% of our agro-materials to be sustainable by 2025, and 100% by 2030

In 2025, 64% of our agro-materials met an SBFE-approved sustainability standard,⁷ down from 74% in 2024. Several factors contributed to this decline:

- Our target is volume-based (rather than supplier-based), meaning small changes among one or two high volume suppliers can have a significant impact. In 2025, some of our bulk sweetener suppliers were required to address issues that had been identified in their SMETA audits, which meant they did not meet our requirements. Once these issues are resolved, we expect performance to move closer to our 75% target.
- We widened the scope of materials covered under this target. Some of the new ingredient categories, such as additives, have not previously been required to assess the sustainability credentials of raw materials. We are supporting these suppliers to strengthen their approach.
- We changed requirements around how suppliers evidence their compliance, shifting from allowing suppliers to self-declare their sustainability credentials to requiring proof of accreditation. While this is straightforward for suppliers at the processing level, it can be challenging for farm-level suppliers with complex, multi-farm supply chains. We will review this requirement throughout 2026 and explore ways to integrate it into our standard procurement and due diligence procedures.

This year we also simplified our farming level accreditation option, which now aligns more closely with the SAI Platform. This gives suppliers access to a wider range of third party, benchmarked standards. Over time, this should help a greater proportion of our agro-materials meet our requirements.

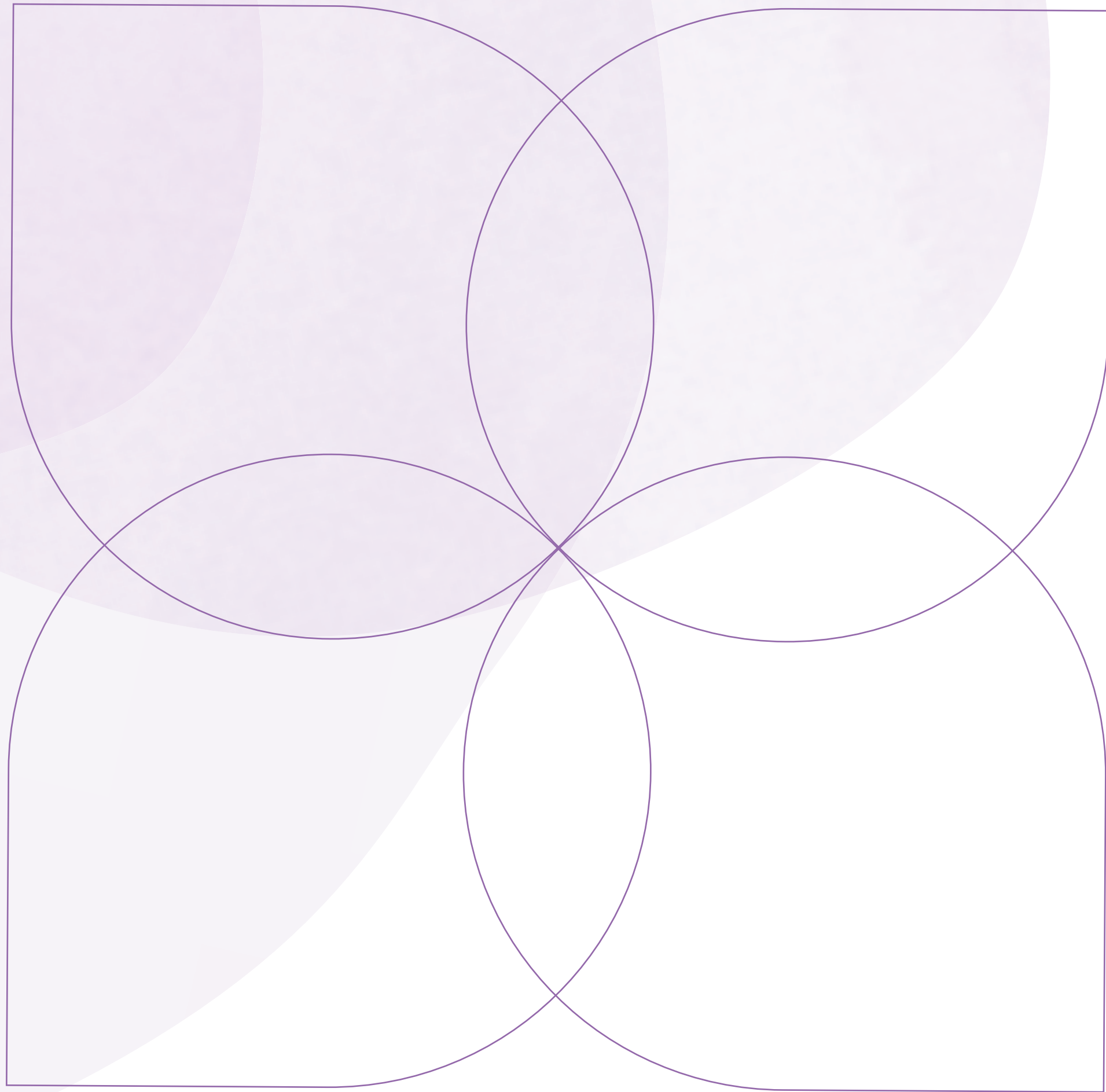
64%
of our agro-materials are sustainable⁷

95%
of palm oil used is RSPO certified



Strengthening our approach to nature

In 2025 we commissioned a nature assessment to better understand where our operations and supply chain interact with ecosystems, and how nature helps support the business. The assessment used mapping tools and scientific data to locate, evaluate, and assess nature-related risks and opportunities and inform our response. These insights will feed into a roadmap and reporting approach designed to help SBFE protect nature, strengthen resilience, and meet emerging sustainability requirements.



Our Society

| 21 Community impact

Community impact

Supporting our communities has been part of who we are since 1899. Suntory's founder, Shinjiro Torii, believed that success is only real when it is shared, and we owe ours to nature, our customers, and our communities. Giving Back to Society is our way of saying thank you. It is a core value that inspires us to take meaningful action and create positive impact wherever we work.

Supporting communities through donations

In 2025, we donated over €1.17 million to good causes and community initiatives, including €521,099 in direct charity donations, employee match funding, and employee donations made through voluntary payroll giving. This represents a significant increase compared with 2024, driven by higher support for GroceryAid in the UK and our partnership with Secours Populaire in France. In France, donations to Secours Populaire are based on a percentage-of sales mechanism, meaning our contribution grows in line with sales of Oasis. We also donated €266,304 worth of soft drinks and provided €388,325 of financial support to community partners for corporate and branded activations, such as our Mizuiku and Guardianes del Tajo projects.

Bringing employees together to give back to society

By the end of 2025, 66% of SBFE employees had joined our Together for Good platform, up from 56% in 2024, and 23% had participated that year through volunteering or mentoring.

Employee volunteering also increased, rising from 802 volunteers in 2024 to 807 in 2025, with total volunteer hours growing from 4,015 to 4,527. This year-on-year increase in volunteering hours per employee reflects the effort our teams have made to create meaningful experiences, as well as the value employees place on volunteering and their growing enthusiasm to get involved.

We are exploring ways to increase volunteering across Europe, including aligning opportunities for factory colleagues with planned downtime and outages, and creating new opportunities for teams to come together and volunteer at our water stewardship programmes in both Spain and Belgium. We will also be introducing designated volunteering weeks across each of our markets to build momentum.



€521,099
in charitable donations

€266,304
worth of product donations⁸

€388,325
to community partners
and programmes⁹

Volunteering across Europe in 2025



GB&I



Number (%) of employees volunteered: **281 (41%)**



Hours volunteered: **1,817 hours**

Example activities:

Beach and river clean-ups, cooking at a food distribution charity, and letter writing to older people experiencing loneliness.



Iberia



Number (%) of employees volunteered: **127 (11%)**



Hours volunteered: **667**

Example activities:

Water Race 2025 in Toledo, tree planting at the Guardians of the Tagus project, and blood donations.



EECM-Benelux



Number (%) of employees volunteered: **216 (70%)**



Hours volunteered: **1,059**

Example activities:

Packing food parcels, community garden maintenance, and activity against menstruation poverty.



France



Number (%) of employees volunteered: **181 (13%)**

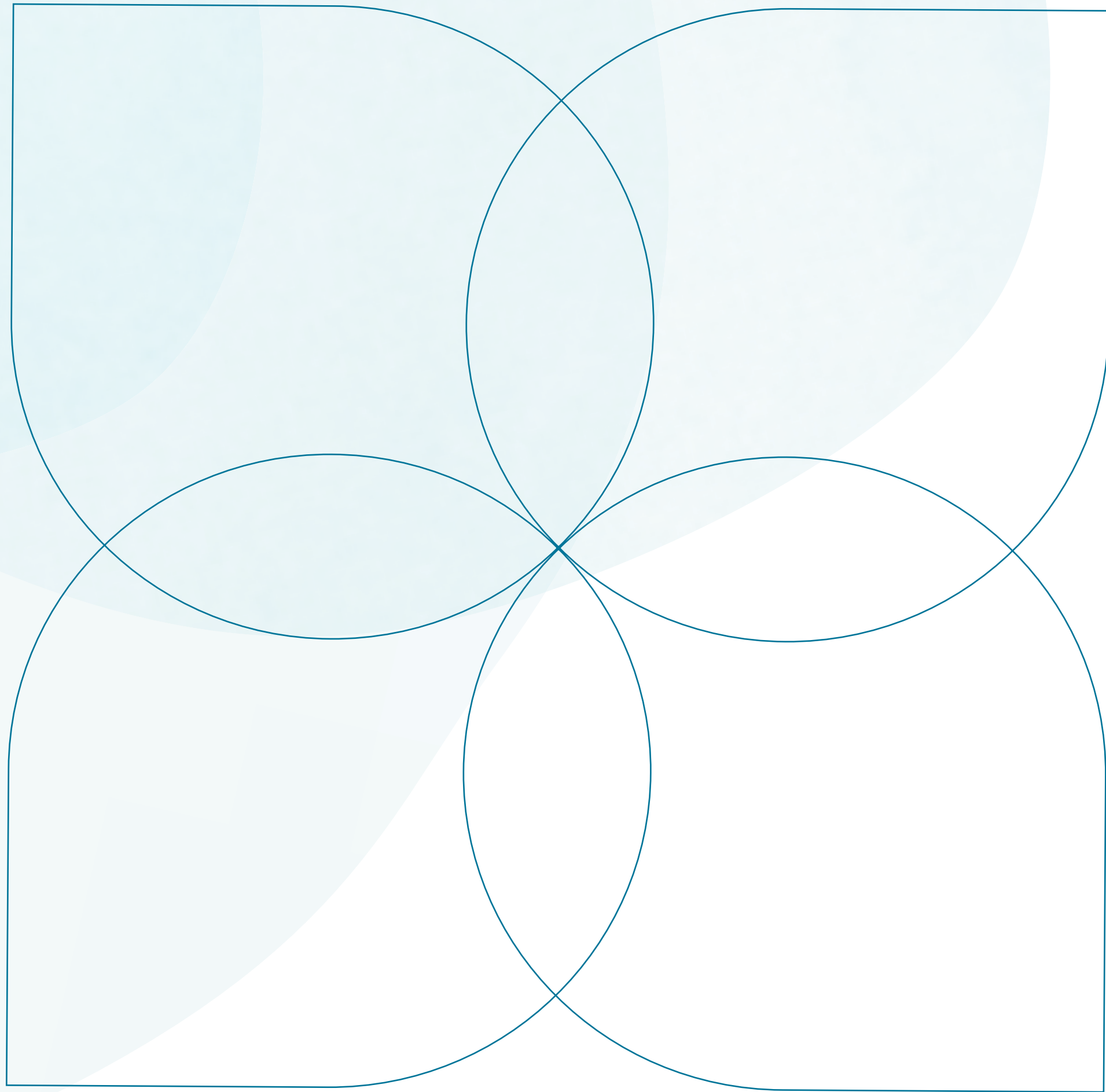


Hours volunteered: **987**

Example activities:

Supporting foodbanks, helping autistic adults to socialise, and providing mock interviews for disadvantaged young adults.





Ourselves and Partners

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Diversity, equity, and inclusion

Embedding diversity, equity, and inclusion across our business helps us strengthen our brands, support our people, and deepen our connection with diverse consumers.

Evolving our DEI vision to support sustainable and inclusive growth

In 2025, we launched a refreshed Diversity, Equity and Inclusion (DEI) vision across Suntory, centred on Uniquely Me, Growing as One. We believe that when we honour each person's uniqueness while moving forward together, we create better outcomes for our people, consumers, communities, and planet. This is how we truly Grow for Good.

To bring this vision to life at SBFE, employees and leaders shared how Uniquely Me, Growing as One resonates with them, and we launched a dedicated DEI channel on My Suntory University (MySU). The channel gives all Suntorians access to formal e-learning, multimedia content, and employee stories. We also brought our global DEI community together for the first time under the *Uniquely Me, Growing as One* identity, strengthening connections across our markets.

Our DEI vision

Our vision is to be a company in which everyone is valued and free to be themselves, where our inclusive culture inspires dialogue, creativity, and joy, and where our diversity fuels innovation and collective growth.



Reinforcing our commitment to gender balance

As of December 2025, women held 34.6% of leadership roles across SBFE, down from 38.4% in 2024 but still above Suntory's global target for women to make up 30% of senior executives by 2030. To address this decline, we strengthened our focus on succession planning and talent development across all European markets. In addition, 50% of the Orangina Schweppes Holding Board and 46% of the SBFE Executive Committee were women as of December 2025.

Alongside these actions, we continued to run our Women Leadership Accelerator (WLA), designed to unlock the potential of women across SBFE. The programme continues to receive strong participant feedback, with alumni experiencing positive career progression. The 2025 cohort also co-designed a new programme, AMA, which will be piloted in 2026. AMA will extend the WLA's core learnings – self-reflection, confidence, and leadership skill building – to a broader group of talented women.

Empowering employees to drive inclusion through EIGs

We continued to establish Employee Impact Groups (EIGs) to create platforms for open dialogue, where members can share experiences, identify challenges, and drive workplace improvements. As part of our first global Uniquely Me, Growing as One event, we invited an external EIG expert to speak to our DEI community on driving EIG performance.

Our Women's EIGs have had a real impact on SBFE's inclusive culture in 2025, from improving the return-to-work experience following family leave to hosting events that raised awareness of inclusion-related challenges and lived experiences, reduced stigma, and strengthened psychological safety and allyship. Building on this momentum, SBF GB&I are launching a second EIG on neurodiversity, while our team in EECM-Benelux is introducing a new intergenerational EIG.



Activating our DEI community across markets

Throughout 2025, engagement with our DEI community continued to grow across our markets. This included a mix of local and global activations, such as a male allyship panel in EECM-Benelux, an imposter syndrome session in GB&I, an in-person LEAD event in Iberia, and Pride activations in France, alongside our global DEI celebrations. Together, these initiatives strengthened dialogue, deepened understanding, and reinforced an inclusive culture across SBFE.

As of December 2025:

34.6%

of leadership roles across SBFE were held by women

46%

of our SBFE Executive Committee were women

50%

of our Orangina Schweppes Holding (OSH) Board¹⁰ were women

Embedding inclusive hiring practices

In 2025, we updated our global recruitment policy to strengthen our commitment to inclusive hiring. The revised policy embeds equitable hiring principles, including the use of diverse internal interview panels and gender balanced candidate shortlists, particularly for leadership roles. These changes are designed to help reduce bias, support fair decision making, and build more diverse leadership pipelines across SBFE.

Partnering with the LEAD network to accelerate DEI progress

In early 2025, we launched a partnership with LEAD Network, a non-profit advancing gender equality across the consumer goods and retail industry in Europe. This collaboration connects us to a network of over 23,000 peers and gives our employees access to exclusive resources, events, and volunteering opportunities.

By the end of 2025, 105 SBFE employees were LEAD members. We are already seeing the benefits, with insights feeding back into the business to inform actions and strategy and strengthening collaboration across our women's Employee Impact Groups (EIGs).

Senior leaders and EIG leads attended the Annual LEAD Conference, while our Iberia office hosted an in-person event, Leadership with Purpose, bringing together Suntorians and peers from companies including PepsiCo, Barilla, and Henkel to explore female employability and inclusive leadership.

Inclusive leadership will remain a focus in 2026, with continued participation in LEAD programmes, alongside further events and shared learning to help drive meaningful progress on DEI.

Strengthening human rights

Strong human rights practices are central to sustainable and responsible growth. Collaborating with suppliers helps us strengthen working conditions, improve transparency, and ensure our products are made in ways that protect people as well as the planet.

Embedding responsible practices across our supply chain

By the end of 2025, 97% of our raw and pack suppliers had signed the Suntory Group Supplier Guidelines, which set out our sustainability expectations, including having management systems in place that help prevent human rights violations and improve labour practices. We also continued onboarding these suppliers onto Sedex, with registration increasing from 67% in 2024 to 73% in 2025. This progress means we are still on track to meet our target to get all raw and pack suppliers registered on Sedex by 2030.

Improving compliance through SMETA audits

Once suppliers are registered, we request that they complete a SMETA (Sedex Members Ethical Trade Audit) audit. By the end of 2025, 52% of our supplier sites had a compliant SMETA audit with no business-critical or critical issues identified, up from 42% in 2024. We will continue supporting suppliers and internal teams to build on this progress in 2026.

73%

of our raw and pack supplier sites are registered on Sedex

52%

of our supplier sites have completed a SMETA audit within the past three years, with no business-critical or critical issues identified



Strengthening our commitment to human rights

In 2025, SBFE adopted the updated [Suntory Group Human Rights Policy](#), reinforcing our commitment to respecting and protecting human rights across our operations and supply chain. The policy provides a clear framework aligned with international human rights standards and applies to everyone at Suntory Group. Our business partners are also expected to comply with the principles set out in the policy. We have also put in place a system to identify, prevent, and address potential human rights issues and created clear channels for reporting concerns and taking action. To help our people understand and implement the policy effectively, we are providing education and resources, including mandatory e learning on topics such as Modern Slavery and Human Trafficking, and communications around Human Rights Day. We have also started introducing an ESG clause into new procurement agreements and amendments, covering key human rights requirements.

Responsible business conduct

At SBFE, acting ethically and responsibly is essential to safeguarding our stakeholders, managing risks effectively, and supporting our long-term, sustainable growth.

Updating our Code of Business Conduct and core policies

In 2025, we finalised the new Suntory's Group Code of Business Ethics (COBE), which will replace the SBFE Code of Business Conduct. The COBE unifies our ethical standards for Suntory employees worldwide, ensuring our business practices align with our core values of integrity, fairness, and compliance with laws and regulations. It will launch in early 2026, supported by an e-learning module, in-person training for some operational teams, and a detailed internal communications programme.

We also launched several updated SBFE policies relating to responsible business conduct, including our Anti-Bribery & Corruption (ABC) and Gifts & Hospitality policies, and launched new Artificial Intelligence (AI) and Workplace Alcohol policies. Our Tax Evasion Policy was also updated and extended from GBI so that it now applies across SBFE.

Building consistent foundations through mandatory training and learning

We achieved at least 97% completion rate across all mandatory e-learning modules delivered in 2025. We also provided targeted employee training on topics such as Competition Law and Data Privacy to relevant teams. Our annual communications plan ensured that all employees received information on key compliance topics, such as modern slavery and human trafficking, and human rights.



Enhancing whistleblowing awareness and support

Our independent Safecall service continued to operate 24/7 in multiple languages. In 2025, Safecall also delivered whistleblowing investigation training for our Governance, Risk, Compliance, and Legal (GRCL) and People & Culture teams, and we launched our updated Ethics and Compliance Hotline Policy, supported by employee communications and a dedicated e-learning module.

Strengthening compliance through new digital tools

In 2025, we laid the groundwork for new digital tools, with launches planned for 2026. We started implementing a new data privacy management tool and developed a donations approval tool to strengthen the governance, tracking, and reporting of donations across SBFE. We also designed an AI-powered Chat Bot to help employees quickly answer questions on our compliance policies, which is due for launch in 2026.

Listening to employees

In early 2025, we ran a questionnaire across SBFE to gather employee feedback on key compliance areas. The results informed a targeted plan for the year. For example, alongside our planned internal communications programme, we launched a new compliance page on the SBFE intranet and interactive games to boost employee engagement on key topics.

In 2025, our employee engagement score was 73%, broadly in line with 74% in 2024, indicating a stable level of engagement across the business. Employee feedback showed a strong willingness to share views, reflecting an open culture where voices are heard. Results highlighted growing trust and inclusion across teams, alongside stronger managerial support for learning, development, and feedback. Looking ahead, we will continue shaping a culture that brings our much-loved brands to life for our people and builds excitement for the future.

97% completion rate or higher for all mandatory e-learning courses

Upskilling our team on the SBFE Code of Responsible Marketing and Communications

In 2025, our online training on the SBFE Code of Responsible Marketing and Communications was mandatory for teams in marketing, commercial, procurement, regulatory, GRCL, and external affairs, as well as for our external agencies. The course introduces the Code's key principles and uses case studies to assess understanding. We achieved a 99% completion rate and recorded no upheld complaints for marketing communications. Given the importance of this topic, we intend to deliver this training annually.



Responsible marketing is central to our value of Growing for Good. This training ensures colleagues and partners understand their role in earning trust through ethical, transparent communication. By upholding the highest standards, we protect our consumers, our brands, and the long-term health of our business.”

Michelle Norman, Director of Sustainability and External Affairs, SBFE



Safety, wellbeing, and opportunity

Health and safety

A safe working environment is critical to the wellbeing of our people and the performance of our business. Employer responsibility for safety remains a fundamental pillar of how we operate at SBFE, and we are committed to continually strengthening our safety culture and capability.

Strengthening our safety culture through Zero Harm

In 2025, we continued to deploy our Zero Harm programme across our six priority manufacturing sites, building on safety learnings from 2024 and supported by stronger governance at all levels. This helped solidify our evolution from a compliance-oriented approach to a deeper, leadership-driven and behaviour-based safety culture, in which every Suntorian understands their role in anticipating and preventing risks.

Evolving our safety approach

Activity in 2025 included embedding safety into daily management routines and deploying enhanced Life Saving Behaviours across all sites to create a unified safety language and consistent expectations for managing critical risks. Leaders were trained to supervise work proactively, hold meaningful risk conversations, and intervene when unsafe conditions arise. We also improved our reporting and risk identification systems, enabling more accurate data and deeper insights into recurring unsafe situations. To maintain momentum, we established an internal Ambassador community to reinforce expectations and support peers beyond the programme.

Delivering visible impact

Our total recordable injury frequency rate¹¹ (TRIFR) decreased from 2.08 in 2024 to 1.8 in 2025, indicating that Zero Harm routines, training, and strengthened governance are having an impact. Lost time injuries remained stable at 48,¹² although we know this figure is underestimated as some markets and functions have yet to develop standardised reporting – a gap Zero Harm is designed to address. We also saw an increase in the identification of High Potential (HIPO) events, from 1 to 19, reflecting the proactive shift toward identifying risks before they result in injuries.

Preparing for the next phase of Zero Harm

These achievements helped to prepare us for the next phases of the Zero Harm programme in 2026 and 2027. We now know that turning routines into habits takes time, with full adherence typically reached around 12 months after deployment. We will carry this learning forward as we extend the Zero Harm programme to our Sales teams in 2026 and Office teams in 2027. Zero Harm is now more than a programme, it is a shared mindset built on discipline, consistency, and collective ownership.

1.8
total recordable injury frequency rate¹¹

48
recordable work-related lost time injuries¹²

1.39
lost time injury frequency rate¹³



Zero Harm: 2025 in numbers

12,000+
safety routines carried out, creating visibility on safe/unsafe conditions

2,400
safe behaviours recorded

350+
managers trained and coached

800
Stop-the-Work actions taken to prevent potential harm

5,100 hours
of capability building delivered at shop-floor level

17
Ambassadors trained, delivering 465 hours of coaching and training



For SBFE, the programme marked a shift from managing safety as a system requirement to leading it as a core element of operational excellence. We went through a complete cultural shift – learning how to look ahead, understand and prevent risks, rather than reacting to incidents.”

Pierre Decroix, CEO, SBFE

Learning and development

A strong learning environment matters to us because our people power our progress. When employees grow their skills and confidence, we strengthen our teams, our culture, and our ability to meet the challenges ahead.

81%

of employees completed their Individual Development Plan

70,376 hours

of online training completed¹⁴

19 hours

of online training on average per employee

Supporting individual development

In 2025, 81% of eligible employees completed their Individual Development Plans, up from 68% in 2024. This progress was driven by stronger integration of development planning into performance and career conversations (supported by MyCareer) and improved guidance for People Managers.

Building a culture of continuous learning through MySU

Our aim for 2025 was to make MySU (My Suntory University) the backbone of our learning approach, shifting it from a content hub to a driver of continuous learning, knowledge sharing, and capability building. We delivered 70,376 hours of online training through MySU in 2025, representing an average of 19 hours per employee.¹⁴ While this is a decrease from 2024, it reflects our shift toward more targeted, impact-driven learning, prioritising relevance, capability building, and behavioural application over volume.

Strengthening leadership capability across SBFE

We continued to scale COMPASS, our leadership fundamentals programme, in 2025. Five new cohorts, involving 107 employees, completed the programme across Europe, with standardised tools, governance, and tracking used to ensure it was rolled out consistently. Early results show strong engagement and satisfaction across markets. We also launched COMPASS Masterclass, a new format designed to extend training on key topics such as change management, inclusive leadership, and storytelling with data to a wider group of People Managers. We will strengthen the Masterclass in 2026 based on learnings from this first session.

To support our training, we also developed practical toolkits, such as the SBFE Managers' Toolkit, to help managers apply and embed learning in daily work.

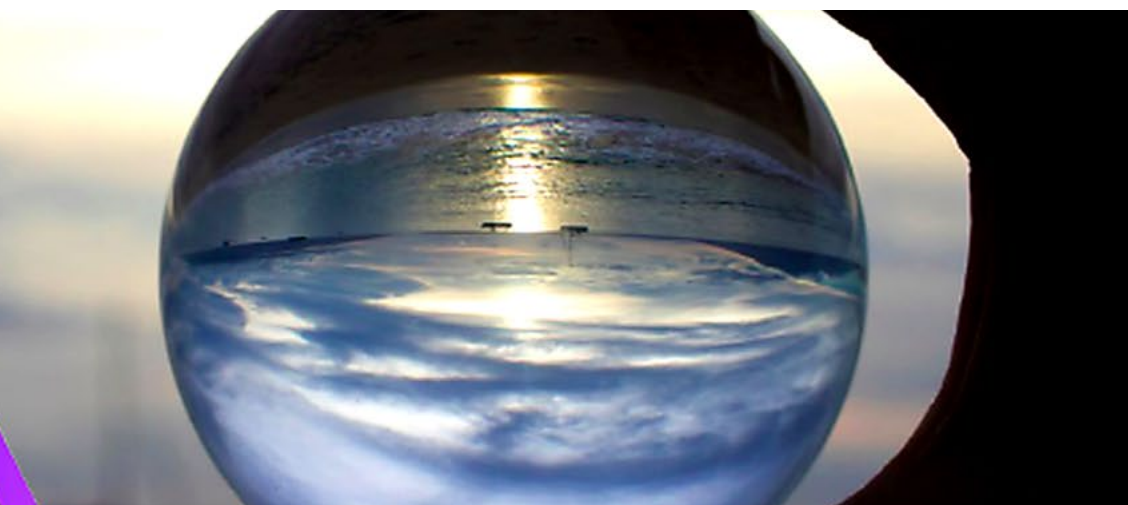
Advancing our frontline and functional leadership programmes

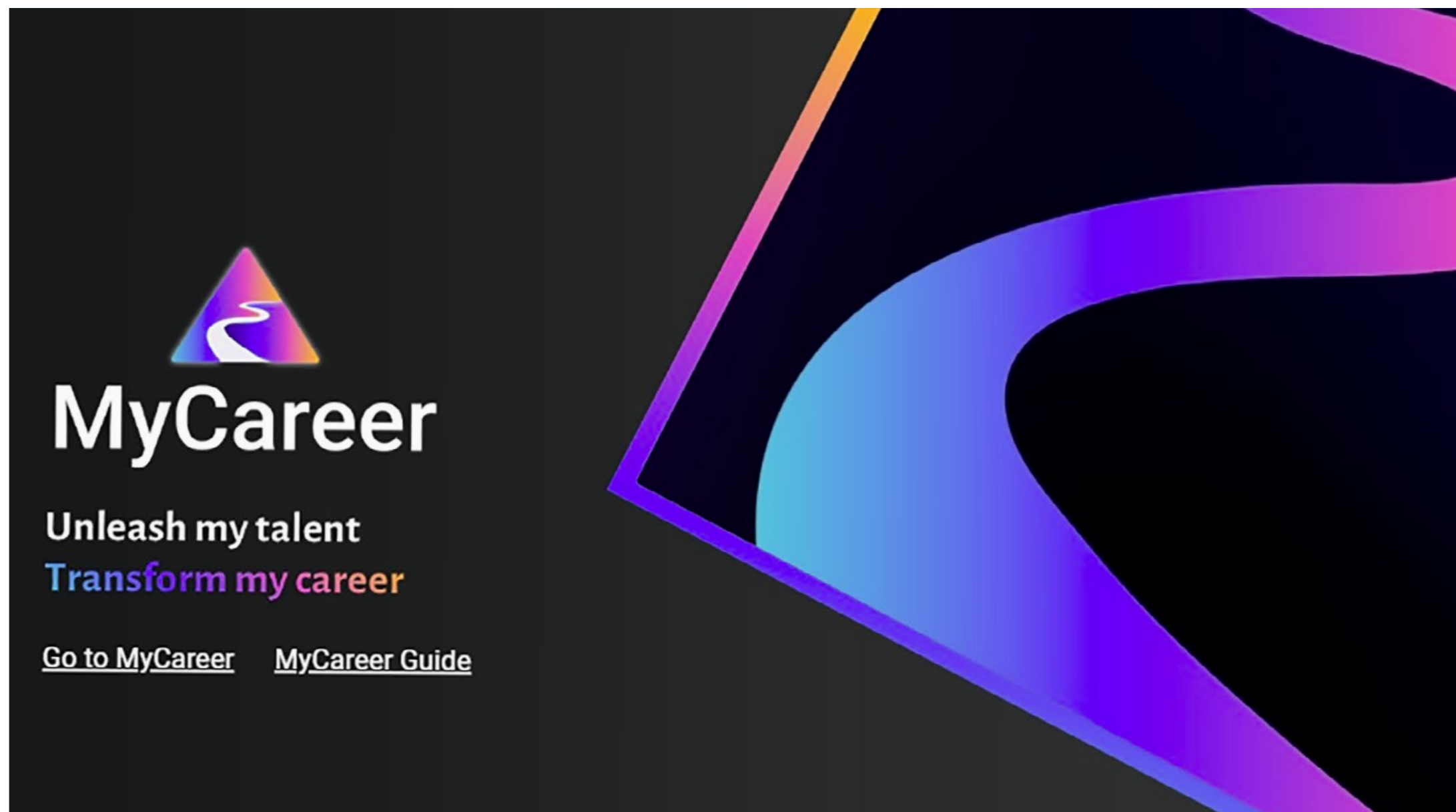
We continued the rollout of aSCent, our programme for supply chain frontline managers, and delivered our Operators Development Programme and functional academies to support business-critical capabilities. We also offered tailored coaching to talented employees, frontline managers, and plant leadership teams to help them apply learning from formal training and embed new behaviours in their day-to-day work.

Driving digital and AI confidence and competence

In 2025 we delivered digital and AI capability building sessions through our Manabi no Michi training programme. This is designed to strengthen digital fluency, guide responsible AI use, and increase productivity. We delivered 39 microlearning sessions on Copilot, engaging 4,933 participants with an average feedback score of 4.4 out of 5. We also ran Gemba-style sessions and set up dedicated MySU channels to help embed learning into daily workflows. This work supports our ambition to balance rapid capability growth with responsible adoption, readiness, and governance.

Explore.
Learn.
Evolve.





MyCareer: Empowering our people to own their next step

In 2025, we piloted MyCareer, our new talent marketplace within MySU, with employees across Suntory. The platform enables users to explore career pathways, identify skill gaps, connect with mentors, and access development opportunities across the business. Early uptake was strong, with 68% of users returning to the platform and 54% registering one or more skills, well above our 30% target. These results show employees are actively engaging in their career and skills development, laying strong foundations for internal mobility. We will further expand MyCareer in 2026 to strengthen its role in sustainable talent development and organisational resilience.

Courageous Leaders: Creating a more resilient, future-ready business

Courageous Leaders is Suntory's leadership programme for senior leaders, delivered with MindGym. The programme strengthens leaders' capability to manage change, while also building networks and a shared leadership language across markets. This enables us to execute strategic initiatives more effectively, building organisational resilience. In 2025, Courageous Leaders was delivered to cohorts across regions, including one in Europe with 11 SBF Leaders. Participants valued the space to reflect on their style, build connections, and learn practical tools for navigating complexity. We will continue to scale the programme in 2026 with new regional cohorts, stronger links to our Suntory Philosophy, and greater alignment with MySU.





Our Sustainability Data

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Governance

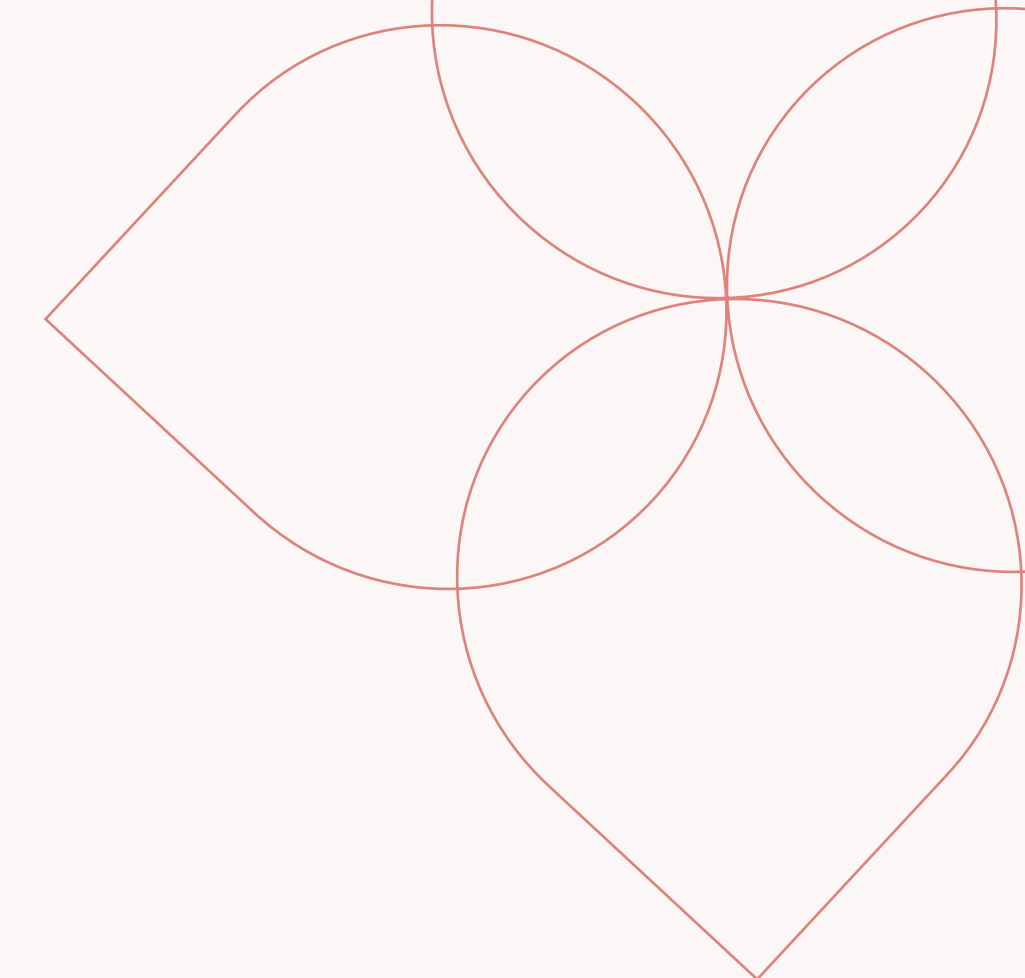
Governance	2023	2024	2025
Confirmed instances of employee non-compliance with laws and regulations	1	13	3
Confirmed incidents of corruption	1	1	3
Employees that anti-corruption policies have been communicated to (%)	100	100	100
Employees that have received training on anti-corruption (%)	>95	>80	>96
Number of whistleblower reports received	2	8	4

Our Drinks

Target	Sugar	2015 baseline	2023	2024	2025
35% less added sugar in our drinks by 2025 (2015 baseline)	Average sugar (g/litre)	88	65	50	47
	Reduction in average added sugar (YTD vs 2015 baseline) (%)	-	26	30	33
Double the volume of drinks sold with sugar below 5g/100ml by 2025, from a 2015 baseline	Volume of drinks sold with sugar below 5g/100ml (Million LT)	472	1,496	1,565	1,658
	Change in volume of drinks sold with sugar below 5g/100ml (YTD vs 2015 baseline) (x)	-	3.1x	3.3x	3.5x
	Revenue from zero- and low-calorie products ¹⁵ (€)	-	196.1 million	232.6 million	261.4 million
	Volume sold that is <5g/100mL (%)	-	58	60	63
	Added sugar in portfolio ¹⁶ (kg)	148 million	134 million	128 million	120 million
	Added sugar removed through changes ^{16,17} (kg)	-	14 million	20 million	28 million

Responsible formulations	2023	2024	2025
% of products free from artificial colours	86	77	80
% of products free from artificial flavours	73	74	74

High quality	2023	2024	2025
Number of complaints received from consumers and/or end users (Ratio of number of complaints per million bottles produced) ¹⁸	0.43	0.36	0.34



Our Resources

Target	GHG emissions ¹	2019 baseline	2023	2024	2025
50% reduction in Scope 1 & 2 GHG emissions by 2030 (2019 baseline)	Scope 1 GHG emissions (tCO ₂ e)	53,382	53,878	49,949	49,297
	Scope 2 (market based) GHG emissions (tCO ₂ e)	9,998	13	36	69
	Scope 2 (location based) GHG emissions (tCO ₂ e)	12,591	8,809	8,518	8,449
	% reduction in Scope 1 & 2 GHG emissions compared to 2019	-	15.0%	21.1%	22.1%
30% reduction in Scope 3 GHG emissions by 2030 (2019 baseline)	Scope 3 GHG emissions (tCO ₂ e)	1,178,593	1,016,325	960,029	941,914
	% reduction in Scope 3 GHG emissions compared to 2019	-	13.8%	18.5%	20.1%
	Total GHG emissions ¹⁹ (tCO ₂ e)	1,241,973	1,070,216	1,010,014	991,279
	Emissions intensity ratio ²⁰ (kg CO ₂ e/kL)	533.5	441.8	426.4	400.6

Scope 3 emissions breakdown ¹	2019 baseline	2023	2024	2025
Scope 3 GHG emissions (tCO ₂ e)	1,178,593	1,016,325	960,029	941,914
Purchased goods and services (tCO ₂ e (%))	724,417 (61.5)	611,197 (60.1)	586,045 (61.0)	569,281 (60.4)
Capital goods (tCO ₂ e (%))	22,253 (1.9)	17,435 (1.7)	17,542 (1.8)	22,708 (2.4)
Fuel and energy-related activities (tCO ₂ e (%))	11,662 (1.0)	12,936 (1.3)	12,068 (1.3)	12,027 (1.3)
Upstream transportation and distribution (tCO ₂ e (%))	165,762 (14.1)	154,670 (15.2)	152,557 (15.9)	136,980 (14.5)
Waste generated in operations (tCO ₂ e (%))	1,478 (0.1)	820 (0.1)	768 (0.1)	593 (0.1)
Business travel (tCO ₂ e (%))	1,397 (0.1)	1,838 (0.2)	1,806 (0.2)	2,004 (0.2)
Employee commuting (tCO ₂ e (%))	14,450 (1.2)	10,191 (1.0)	10,039 (1.0)	10,387 (1.1)
Upstream leased assets (tCO ₂ e (%))	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Downstream transportation and distribution (tCO ₂ e (%))	103,239 (8.8)	84,361 (8.3)	81,814 (8.5)	84,020 (8.9)
Use of sold products (tCO ₂ e (%))	16,688 (1.4)	16,277 (1.6)	13,357 (1.4)	14,515 (1.5)
End-of-life treatment of sold products (tCO ₂ e (%))	102,185 (8.7)	90,755 (8.9)	65,951 (6.9)	68,273 (7.2)
Franchises (tCO ₂ e (%))	15,062 (1.3)	15,844 (1.6)	18,082 (1.9)	21,125 (2.2)

Energy ¹	2023	2024	2025
Total fuel consumption from non-renewable sources, broken down by fuel type (GJ)	965,451	892,927	895,030
LPG (GJ (%))	13,295 (1.4)	12,254 (1.4)	3,865 (0.4)
LNG (GJ (%))	899,133 (93.1)	867,986 (97.2)	882,488 (98.6)
Diesel (GJ (%))	53,023 (5.5)	12,687 (1.4)	8,677 (1.0)
Total energy consumption from renewable sources, broken down by source (GJ)	382,008	375,198	367,881
Purchased electricity (GO/REGO or PPA) (GJ (%))	383,398 (100.4)	362,688 (96.7)	356,320 (96.9)
Energy produced on site (GJ (%))	8,202 (2.2)	12,510 (3.3)	11,561 (3.1)
Energy intensity (kWh/kL)	210	215	217

Target	Packaging	2023	2024	2025
50% recycled plastic (rPET) packaging across our portfolio by 2025	Recycled plastic content in our bottles (portfolio average) (%)	44	47	53
100% recyclable primary packaging by 2025	Primary packaging material that is recyclable ² (%)	75	75	93

Target	Water ⁶	2015 baseline	2023	2024	2025
	Total water withdrawal by source (ML)	-	3,363	3,248	3,231
	Municipal water (ML)	-	1,631	1,699	1,677
	Ground water (ML)	-	1,732	1,549	1,554
20% water intensity reduction in our direct operations by 2030 (2015 baseline)	Water intensity in our direct operations (kL of water withdrawn / kL of production)	2.34	1.98	2.04	2.04
	Reduction from 2015 baseline (%)	-	-15.4	-12.8	-12.8
	Water withdrawal from locations with high or extremely high-water stress ²¹ (ML (% of overall withdrawal))	-	717 (21.3)	669 (20.6)	690 (21.4)
	Total water consumption (ML)	-	1,753	1,761	1,818
	Total water stored (ML)	-	0	0	0
	Total water consumption in areas at water risk, including areas of high-water stress (ML)	-	348	320	354
	Total water discharge by destination (ML)	-	1,610	1,488	1,413
	River (ML)	-	406	372	344
	Sewer (ML)	-	1,203	1,116	1,069

Target	Waste ³	2019 baseline	2023	2024	2025
	Total weight of waste materials (Tonnes)	-	19,237	23,196	19,695
	Weight of hazardous waste (Tonnes (%))	-	200 (1.0)	477 (2.1)	246 (1.3)
	Weight of non-hazardous waste (Tonnes (%))	-	19,037 (99.0)	22,718 (97.9)	19,449 (98.8)
Recycle 99% of our non-hazardous waste from SBFE owned factories and warehouses by 2030	Reuse/recycle (Tonnes (% of non-hazardous waste))	-	17,877 (93.9)	21,890 (96.4)	18,736 (96.3)
	Incineration (Tonnes (% of non-hazardous waste))	-	909 (4.8)	696 (3.1)	684 (3.5)
Zero waste to landfill from SBFE owned factories and warehouses	Landfill (Tonnes (% of non-hazardous waste))	-	251 (1.3)	132 (0.6)	29 (0.2)
50% reduction in food waste by 2030 (2019 baseline)	Weight of food waste ⁴ (Tonnes)	3,730	4,784	3,365	12,326
	% change in weight of food waste compared to 2019	-	28.3%	-9.8%	230.5%

Target	Sustainable agriculture	2023	2024	2025
75% of our agro-materials to be sustainable by 2025 (100% by 2030)	% of agro-materials that are sustainable ⁷	62.0	74.0	64.0
	% of palm oil used that is RSPO certified	81.0	94.5	95.0

Our Society

Community support	2023	2024	2025
Charity donations (€)	144,258	157,927	521,099
Production donations ⁸ (€)	328,643	168,969	266,304
Community activation ⁹ (€)	677,236	346,751	388,325
Total number of employees volunteering	600	802	807
Total number of hours volunteered	2,314	4,015	4,527

Ourselves and Partners

Employees	2023	2024	2025
Total employees in workforce	3,547	3,540	3,587
Benelux	107	107	115
EECM (incl. Poland)	201	204	221
France	1,315	1,336	1,334
GB&I	725	716	718
Iberia (Spain incl. Citresa + Portugal)	1,199	1,177	1,199
Permanent employees	3,425	3,401	3,399
By gender			
Woman	1,185	1,181	1,177
Man	2,240	2,219	2,221
Non Binary	0	1	1
By region			
Benelux	102	103	102
EECM (incl. Poland)	171	185	192
France	1,265	1,276	1,250
GB&I	706	691	686
Iberia (Spain incl. Citresa + Portugal)	1,181	1,146	1,169

Employees	2023	2024	2025
Temporary employees	122	139	188
By gender			
Woman	67	83	98
Man	55	56	90
By region			
Benelux	5	4	13
EECM (incl. Poland)	30	19	29
France	50	60	84
GB&I	19	25	32
Iberia (Spain incl. Citresa + Portugal)	18	31	30
Full time employees	3,410	3,405	3,487
By gender			
Woman	1,148	1,160	1,202
Man	2,262	2,245	2,284
Non-binary	0	1	1
By region			
Benelux	96	97	109
EECM (incl. Poland)	182	184	205
France	1,288	1,308	1,310
GB&I	682	675	680
Iberia (Spain incl. Citresa + Portugal)	1,162	1,142	1,183

Employees	2023	2024	2025
Part time employees	137	134	100
By gender			
Woman	104	104	73
Man	33	30	27
By region			
Benelux	11	10	6
EECM (incl. Poland)	19	20	16
France	27	28	24
GB&I	43	41	38
Iberia (Spain incl. Citresa + Portugal)	37	35	16
New employee hires	590	476	434
By gender			
Woman	257	242	194
Man	333	234	240
By age			
Under 30 years old	235	216	185
30-50 years old	301	234	206
Over 50 years old	54	26	43
By region			
Benelux	28	11	24
EECM (incl. Poland)	45	32	34
France	219	217	161
GB&I	112	91	88
Iberia (Spain incl. Citresa + Portugal)	186	125	127

Employees	2023	2024	2025
Employee turnover (%)	538 (15.2)	511 (14.4)	485 (13.5)
By gender			
Woman	235	242	222
Man	303	269	263
By age			
Under 30 years old	167	166	149
30-50 years old	228	248	226
Over 50 years old	143	97	110
By region			
Benelux	21	17	21
EECM (incl. Poland)	41	33	26
France	208	217	196
GB&I	83	99	93
Iberia (Spain incl. Citresa + Portugal)	185	145	149
Employees covered by collective bargaining agreements (%)	62.1	71.0	76.1
Factory workers²²	1,093	1,073	1,106

Diversity, equity, and inclusion	2023	2024	2025
All employees			
By gender			
Woman (%)	35.3	35.7	35.6
Man (%)	64.7	64.3	64.4
Non-binary (%)	0.0	<0.1	<0.1
By age			
Under 30 years old (%)	10.8	10.8	10.5
30-50 years old (%)	59.3	58.3	57.0
Over 50 years old (%)	29.9	30.9	32.4
The Board¹⁰			
By gender			
Woman (%)	80.0	50.0	50.0
Man (%)	20.0	50.0	50.0
By age			
Under 30 years old (%)	0.0	0.0	0.0
30-50 years old (%)	20.0	17.7	33.3
Over 50 years old (%)	80.0	83.3	66.7

Diversity, equity, and inclusion	2023	2024	2025
SBFE Executive Committee			
By gender			
Woman (%)	50.0	50.0	46.2
Man (%)	50.0	50.0	53.8
By age			
Under 30 years old (%)	0.0	0.0	0.0
30-50 years old (%)	21.4	25.0	30.8
Over 50 years old (%)	78.6	75.0	69.2
Senior executives			
By gender			
Woman (%)	38.5	46.2	35.7
Man (%)	61.5	53.8	64.3
By age			
Under 30 years old (%)	0.0	0.0	0.0
30-50 years old (%)	23.1	38.5	35.7
Over 50 years old (%)	76.9	61.5	64.3

Diversity, equity, and inclusion	2023	2024	2025
Top management			
By gender			
Woman (%)	39.8	38.7	37.2
Man (%)	60.2	61.3	62.8
By age			
Under 30 years old (%)	0.0	0.0	0.0
30-50 years old (%)	56.1	55.6	50.4
Over 50 years old (%)	43.9	44.4	49.6
Middle management			
By gender			
Woman (%)	47.9	44.8	45.1
Man (%)	52.1	55.2	54.9
By age			
Under 30 years old (%)	13.8	11.6	11.0
30-50 years old (%)	64.1	62.3	62.0
Over 50 years old (%)	22.1	26.1	27.0

Diversity, equity, and inclusion	2023	2024	2025
Junior employees			
By gender			
Woman (%)	22.3	20.0	19.4
Man (%)	77.7	79.9	80.5
Non-binary (%)	0.0	0.1	0.1
By age			
Under 30 years old (%)	8.6	10.7	11.0
30-50 years old (%)	55.0	51.9	49.6
Over 50 years old (%)	36.4	37.4	39.4
Ratio of basic salary of women to men			
Senior executive (Ratio)	0.93	0.88	0.95
Top management (Ratio)	0.96	0.95	0.95
Middle management (Ratio)	0.96	1.04	1.05
Employees (Ratio)	0.97	0.96	0.96
Ratio of remuneration of women to men²³			
Senior executive (Ratio)	0.98	0.83	0.88
Top management (Ratio)	0.96	0.94	0.94
Middle management (Ratio)	0.96	1.05	1.06
Employees (Ratio)	0.97	0.96	0.96
Family-related leave			
Employees entitled to take family-related leave (%)	100.0	100.0	100.0
Entitled employees that took family-related leave (%)	22.2	20.7	34.3

Health and safety	2023	2024	2025
Employees whose work is covered by our Health & Safety Management system (certified ISO 45001)	100	100	100
Number of lost time injuries ¹²	38	48	48
Lost time injury frequency rate (Number of lost time injuries per 200,000 hours worked)	1.05	1.39	1.39
Total recordable injury frequency rate (Number of total recordable injuries per 200,000 hours worked)	1.62	2.08	1.8
Number of fatalities as a result of work-related injuries	0	1	0
Rate of fatalities as a result of work-related injuries (Number of work-related fatalities per 200,000 hours worked)	0	0.029	0
Number of high-consequence work-related injuries	2	1	19
Rate of high-consequence work-related injuries (Number of high-consequence injuries per 200,000 hours worked)	0.05	0.03	0.55
Number of hours worked	7,048,000	6,744,131	6,885,554
Number of cases of recordable work-related ill health	0	0	23
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	2,269

Human rights	2023	2024	2025
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	2023	2024	2025
% of raw and pack suppliers registered on Sedex (%)	78	67 ²⁴	78
Suppliers assessed for social and environmental impacts (Raw + Pack) / (Raw + Pack + Coman / CO ₂ / Chemicals / Pallets)	226 / 238	249 / 262	249 / 262
Suppliers identified as having significant actual and potential negative impacts (Raw + Pack) / (Raw + Pack + Coman / CO ₂ / Chemicals / Pallets)	16 / 16	26 / 28	26 / 28

Learning and development	2023	2024	2025
Employees who completed their Individual Development Plans (%)	74	68	81
Total hours of online training across SBFE (Hours)	9,483	97,367 ¹⁴	70,376 ¹⁴
Average hours of online training per employee (Hours)	2.7	27.1	19.0



Endnotes

- 1 Historic emissions data have been recalculated due to several retroactive corrections. These include updated and more granular emission factors (e.g., end-of life and electric trucks), the use of supplier primary data and supplier-specific emission factors, and methodological changes requested by Suntory (such as reallocating emissions between categories and removing emissions from consumer energy use). Additional corrections addressed issues such as double counting, SAP data inaccuracies and business travel data. More granular data is also now applied at market or site level where available (e.g., green electricity at customer sites). As a result, SBFE's 2019 baseline and 2020–2024 carbon footprints have been updated, with the revised 2019 baseline approximately 6% lower than the original.
- 2 In 2025, we updated our recyclability KPI from a volume-based to an item-based methodology. This change gives equal weight to all non-recyclable items, regardless of the volumes sold. As a result, lower-volume items are now more visible, helping to focus action on eliminating all remaining non-recyclable packaging.
- 3 Historic waste data has been updated following improvements to the accuracy of our data platforms, which enabled us to review and correct previously reported figures.
- 4 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.
- 5 Volume of water withdrawn per kilolitre of production.
- 6 Historic water data has been updated following improvements to the accuracy of our data platforms, which enabled us to review and correct previously reported figures. This has had minimal impact on our target data.
- 7 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, or equivalent accreditation as benchmarked by SAI (FSA benchmarking results).
Processing/packing certifications and standards: SMETA compliance, B Corp, Rainforest Alliance 2020 Sustainable Agriculture Standard: Supply Chain Requirements, or SA8000.
- 8 Total value of products donated.
- 9 Financial support to community partners and programmes.
- 10 Refers to OSH BV Board of Directors which excludes UK and Ireland entities.
- 11 Number of total recordable injuries per 200,000 hours worked.
- 12 2023 and 2024 lost time injury data have been updated following a system change in early 2025 and a comprehensive review of historic accident records to improve data accuracy. This review resulted in one additional lost time injury being identified in each year.
- 13 Number of lost time injuries per 200,000 hours worked.
- 14 Measuring total views inc. completions.
- 15 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.
- 16 Historic sugar data has been recalculated following changes to data management processes. This has resulted in an increase in the 2015 baseline and fluctuations in the 2023 and 2024 data.
- 17 This indicator has been renamed from "Sugar removed through recipe changes" to reflect that, following the recalculation of historic data, reductions now capture the combined effects of recipe changes and volume changes.
- 18 The 2023 and 2024 figures have been restated to include only consumer and end user complaints; customer complaints previously included have been removed.
- 19 Total emissions calculated using Scope 2 (market based) values.
- 20 Production volume from SBFE-owned bottling factories and concentrates factories and production of SBFE brands from contract manufacturers and franchises.
- 21 Water withdrawal from Toledo.
- 22 Factory workers in France, Great Britain & Ireland, and Spain.
- 23 Remuneration includes salary, short-term incentives, and long-term incentives.
- 24 This figure was misreported in the previous year's data table as 78%. The correct value was disclosed in the narrative for that reporting period and is reflected here.



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