Inspiring the brilliance of life

Sustainability Report 2025

SUNTORY
GLOBAL SPIRITS

Continuing our commitment to meaningful impact

A letter from our CEO

At Suntory Global Spirits, we continue to pursue our ambition to be the *World's Most Admired Premium Spirits Company*, while making meaningful progress on our commitments to nature, our consumers, and communities. At Suntory, we often speak about the importance of *Monogatari*, a Japanese term meaning storytelling, and this report tells the story of how we're achieving long-term sustainable growth in line with our values of *Growing for Good, Yatte Minahare* (our spirit of bold ambition, innovation, and resilience) and *Giving Back to Society*.

Our values connect our global team of more than 6,000 employees who aspire to integrate sustainability into all they do, united by our shared purpose of *inspiring the brilliance of life, by creating rich experiences for people, in harmony with nature*.

2025 was a challenging year for our industry, shaped by macroeconomic headwinds and shifting consumer trends, yet our teams responded with resilience, delivering growth across key markets, with our iconic brands Jim Beam® and Maker's Mark® outperforming the American Whiskey category in the US.

That same resolve carried through to our sustainability commitments — staying true to our values, focusing on meaningful impact, and safeguarding our natural resources.

Our business depends on nature: the wood in our barrels, the grain in our premium spirits, and the water that forms the basis of our products and flows throughout our distillation process. We can thrive only when the communities that support us, and the natural resources we depend on also thrive. This conviction underpins our Proof Positive sustainability strategy, and we're proud to share our key achievements in 2025 across our three pillars: Nature, Community and Consumers, which include:

- Reducing water usage 59% since 2015, saving 5.8 billion liters and surpassing our 2030 target early.
- Achieving a 39% cut in Scope 1 and 2 emissions since 2019.
- Expanding alcohol responsibility messaging across Jim Beam® and Laphroaig® to empower consumers to make informed choices.
- Embracing a Global Inclusion strategy that reinforces One Suntory shared values and behaviors, while advancing Suntory Group's inclusion vision, *Uniquely Me, Growing as One*.
- Supporting California wildfire relief through corporate giving and employee volunteering, delivering food, supplies, and essential resources to affected communities and first responders.
- Dedicating more than 7,780 volunteer hours in 2025 to environmental restoration, community improvement, food access, and other community initiatives.

Even in the face of a demanding year, our Suntory team and partners continued to work toward meaningful, positive change. And for that, I am deeply grateful. Together, we keep moving forward, creating incredible experiences through our brands for generations to come.

Greg Hughes

President and CEO

SUNTORY GLOBAL SPIRITS

About Suntory Global Spirits and Proof Positive

Suntory Global Spirits is a world leader in premium spirits. With unwavering attention to detail and enduring respect for nature, our purpose is to *inspire the brilliance of life, by creating rich experiences for people, in harmony with nature.*

A subsidiary of Suntory Holdings Limited of Japan, we employ more than 6,000 people across nearly 30 countries, with headquarters in New York City.

We are known for our craftsmanship of premium whiskies, including Jim Beam and Maker's Mark; Japanese whiskies, including Yamazaki®, Hibiki® and Toki®; and leading Scotch brands including Laphroaig® and Bowmore®. We also produce leading brands such as Hornitos® tequila, Roku® and Sipsmith® gin. Our world-leading ready-to-drink cocktails include -196® (minus one-nine-six) and On The Rocks® premium cocktails.

6,000

employees globally

No.1

producer of Bourbon and Japanese whisky by volume (IWSR, 2025)[1]

Proof Positive

Proof Positive is our long-term sustainability strategy, aligned with our shared Suntory Group sustainability vision to create harmony with people and nature. Everything we do is inspired by the wonders of nature and it is our commitment to have a net positive impact on the planet, our consumers, and the communities we serve.

We have 17 Proof Positive goals across three pillars, underpinned by Responsible Business practices.

Nature Positive: minimizing our impact

We protect and preserve the natural resources at the heart of what we do, so we can keep doing it for generations to come.

Consumer Positive: enjoying responsibly

We foster a culture of responsibility to help reduce alcohol-related harm and empower consumers to savor our products with care.

Community Positive: bettering society

We nurture our communities and are building a more inclusive culture where everyone can thrive.

Responsible Business

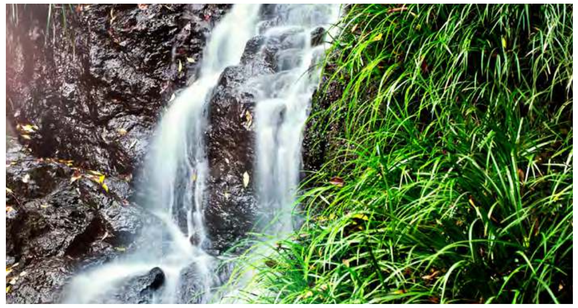
We uphold the highest standards of integrity and ethical business practices.

[1] 2025 IWSR Data.
For more information, visit www.suntoryglobalspirits.com and www.drinksmart.com

Our 2025 highlights

In 2025, we continued to deliver against our Proof Positive commitments, driving resilience for the business, meeting consumer needs, and caring for the environments and communities where we live and work.

Nature Positive



59.6%

Reduction in our water usage rate[2]

We saved more than 351 million liters of water per year through our closed-loop cooling systems at our Auchentoshan and Bowmore distilleries in Scotland.
Find out more on page 6

In Kentucky, new anaerobic digesters use spent stillage to produce renewable natural gas, which helps to power our Booker Noe distillery's boilers.
Find out more on page 8

In Bhokarka, India, our pond restoration project reduced water pollution by more than 90% and cooled the surrounding area by 2-3°C.
Find out more on page 7

Consumer Positive

221M

Impressions globally from responsible-drinking messaging

43% of our products by SKU provide nutritional and alcohol content information per standardized serving on labels, empowering consumers to make informed choices.
Find out more on page 13

Responsibility messaging owned or supported by Suntory Group generated more than 221 million impressions globally across multiple channels.
Find out more on page 13

At Wimbledon in London, our alcohol-free Sipsmith FreeGlider Spritz and Free&T cocktails demonstrated that variety and quality matter, delighting over 12,500 fans and driving triple-digit year-on-year sales growth.
Find out more on page 14

Community Positive

7,787

Volunteer hours donated

Our culture and employee experience were globally recognized through multiple Great Place to Work, Best Workplaces and top employer awards, alongside strengthened partnerships with inclusion-focused, skills-building, and networking organizations.
Find out more on page 16

Our employees dedicated 7,787 volunteer hours to supporting communities and environmental efforts worldwide.
Find out more on page 18

We continued to achieve industry-leading levels of safety, reaching our lowest total recordable incident rate in more than ten years.
Find out more on page 19

[2] Per unit produced in direct operations.

Nature Positive

Water, grain, forests and beyond — the brilliance of nature makes our craft possible. We work to protect and regenerate the natural resources at the heart of what we do, advancing our nature-related goals, while creating lasting environmental and business value.

Water

Water is the primary ingredient in our spirits and flows through every step of our production processes. We work to continually improve our water efficiency, replenish natural resources, and support the environments and communities we depend on. Since 2015, we've conserved over 5.8 billion liters of water, protected 46% of total water usage in high-risk watersheds, and preserved over 7,400 hectares through our Natural Water Sanctuary (NWS) and Peatland Water Sanctuary™ (PWS) initiatives.

Water use reduction projects

We established a goal to reduce our water usage rate by 50% from a 2015 baseline — and met this goal five years ahead of schedule in 2024. By the end of 2025, we achieved a 59.6% reduction across our operations, enough to fill more than 2,000 Olympic-sized swimming pools.

59.6%

reduction in our water usage rate per unit produced in direct operations, surpassing our 2030 target of 50%

46.2%

of water used in our direct operations replenished in high-risk watersheds

Closed-loop cooling brings major savings

By replacing once-through cooling systems with closed loop, which are recirculating cooling technologies, we dramatically reduced the volume of fresh water required for cooling at several distilleries. These systems rely on cooling towers and enhanced process design, requiring only minimal water to replace losses from evaporation.

At Auchentoshan, our investment in closed-loop reduced cooling-related water use by more than 90%, while Bowmore achieved an 84% reduction — together saving 351 million liters of water per year.

At Bowmore, this work also reduced ~470 tCO_2e year-over-year. The scale and efficiency of this work earned Bowmore the *Water Management Award (Spirits)* at *The Drinks Business Green Awards*, recognizing industry-leading performance in operational water stewardship.

Water

Water replenishment projects

Our watershed work focuses on restoring ecosystems, improving water access and quality, and building local stewardship. In 2025, programs in Spain, India, and Mexico replenished over 97 million liters in high-risk areas while achieving measurable environmental benefits.

- In Mexico, we supported the reforestation of nearly 23,000 trees across 58 hectares in the Cajititlán microbasin of the Lerma Santiago basin as part of the Charco Bendito project. This work restored habitats that support biodiversity, improved household water quality for local communities, and enhanced water security in a water-stressed region.
- In Spain, we partnered with Fundación Naturaleza y Hombre to restore the Campanarios de Azaba wetlands in the Douro basin, completing the restoration, expansion or creation of five ponds in 2025. We also planted 1,300 native trees, contributing to protecting bird habitats.
- In India, we applied a nature-based treatment to fully restore the Bhokarka Pond, reducing water pollution by more than 90%.[3] Thanks to this project, harmful pathogens have been nearly eliminated, the surrounding area has cooled by 2-3°C, and biodiversity has increased. We also engaged the community through workshops on mindful water practices and reducing toxins.

Natural Water Sanctuaries

The character of our spirits is inseparable from the quality, availability, and health of the natural systems that we rely on. In 2025, we continued collaborations with conservation partners in the US and Scotland to help protect watersheds and restore biodiversity.

- Established in 2016, the Natural Water Sanctuary at Maker's Mark's Star Hill Farm distillery in Kentucky protects the full 35-hectare watershed of Bourbon Lake. Stewardship efforts focus on regenerating native trees and shrubs, converting lawns and pastures to pollinator-friendly plants, and water-quality initiatives. This has reduced sediment entering Bourbon Lake by nearly one metric ton annually, increased water flow by more than 363m^3, and enabled forests to sequester 7.0 tCO_2e annually, while enhancing habitat for amphibians, reptiles, birds, and mammals.
- Our Peatland Water Sanctuary™ program in Scotland aims to restore at least 1,300 hectares of peatland by 2030. In 2025, we restored 186 hectares — now totaling 491.5 hectares overall. The initiative supports water storage, carbon capture, and biodiversity by revitalizing habitats for native species.
- Through James B. Beam Distilling Co., we continued our support for the Natural Water Sanctuary Alliance at Bernheim Forest in Kentucky, advancing conservation across the more than 16,000-acre sanctuary — restoring the watershed, protecting habitats, enhancing biodiversity, and supporting community education initiatives.

[3] 88-92% Biochemical Oxygen Demand (BOD) and 91% Chemical Oxygen Demand (COD) reductions.

SUNTORY GLOBAL SPIRITS

Climate

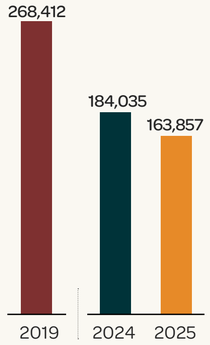
We made meaningful progress in reducing carbon emissions across our operations and value chain through the execution of planned decarbonization initiatives. Although lower production volumes in 2025 contributed to reduced emissions compared with 2024, the decrease also resulted in part from deliberate actions to improve energy efficiency, increase renewable energy use, and strengthen supplier engagement.

On climate governance, we continue to align with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and advanced internal work on a climate transition plan in line with the Corporate Sustainability Reporting Directive (CSRD) and the Transition Plan Taskforce (TPT) requirements. Collaboration across the Suntory Group — including Suntory Oceania, Suntory Beverage & Food international, Suntory Beverage & Food Europe and Suntory Holdings — has strengthened Scope 3 emissions reporting and enabled more frequent, consistent data sharing across the value chain.

Targeting full renewable energy

We reduced our Scope 1 and 2 emissions by 39% from a 2019 baseline and eliminated coal from our operations entirely. In Kentucky, we completed the installation of anaerobic digesters, where are owned and operated by 3 Rivers Energy Partners. These digesters use spent stillage to produce renewable natural gas (RNG), which helps to power the boilers at the Booker Noe Distillery – one of the world's largest distilleries and the site where Jim Beam is produced. The remaining digestate is used by local farmers as soil nutrient, turning by-product into energy and nutrients. We also expanded our green hydrogen distilling pilot from Yamazaki to our Hakushu Distillery in Japan - an initiative tracked independently from the Scope 1 and 2 reductions reported above.

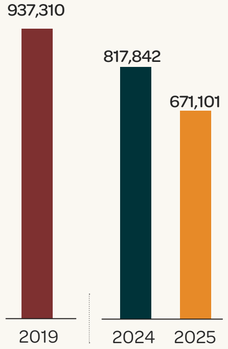
Scope 1 and 2 emissions reduction



39%

reduction in our Scope 1 and 2 emissions from our 2019 baseline

Scope 1, 2, and 3 emissions reduction



28.4%

reduction in our total Scope 1, 2, and 3 emissions from our 2019 baseline

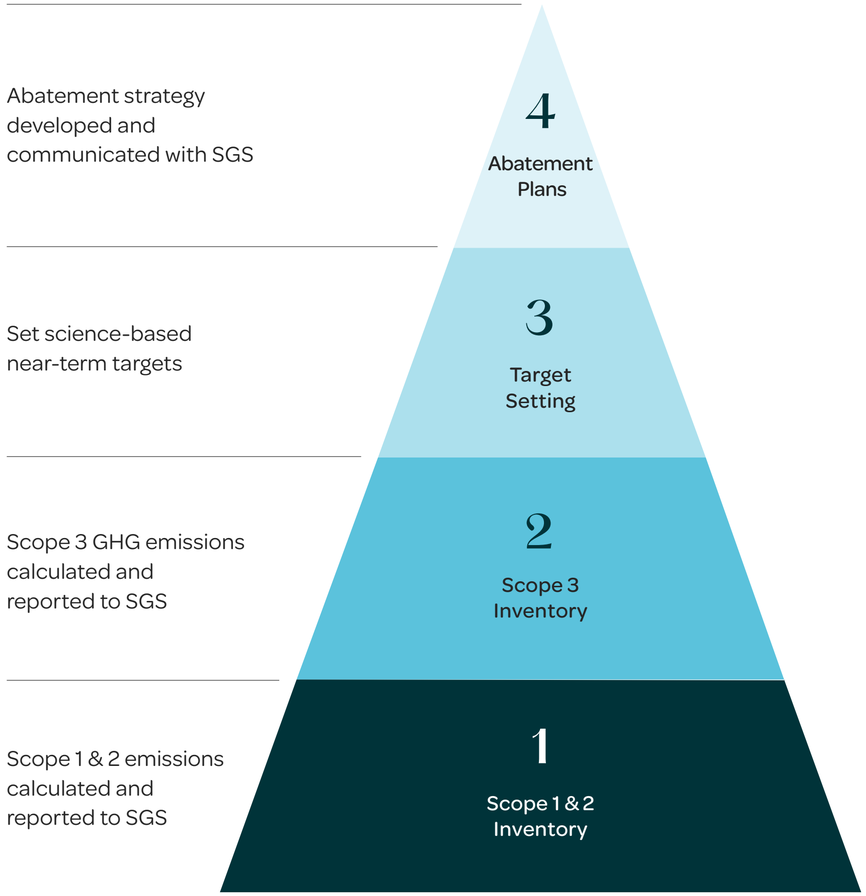
We expanded Maker's Mark solar array in Kentucky and added a new installation at Casa Sauza's El Indio property in Mexico.

Climate

Accelerating Scope 3 emissions reductions

Scope 3 emissions represent nearly 80% of our greenhouse gas emissions footprint. In 2024, we launched the Supplier Maturity Mountain, a program which identifies emissions hotspots and segments our suppliers based on the maturity of their Scope 1, 2, and 3 emissions calculations and decarbonization targets. This year we expanded it to 30 additional suppliers beyond glass and purchased alcohol to include: malt, PET, corrugate, and global freight. We now have 54 major suppliers involved, representing over 95% of spend in these priority categories.

Supplier Maturity Mountain



The program identifies emissions hotspots, completes supplier segmentation and maturity assessments, and supports supplier progression, providing a score for each maturity level.

Suntory Oceania Swanbank

In 2025, Suntory Oceania opened its new state-of-the-art manufacturing facility in Queensland, Australia. The 17 hectare site is a carbon-neutral operation, capable of producing up to 50 million cases of ready-to-drink beverages annually, and features 7,000 on-site solar panels, a biomass boiler and an organic Rankine cycle generator, significantly reducing Scope 1 and Scope 2 emissions associated with manufacturing and packaging in the region.

Built to support Suntory Oceania's multi-beverage operation — a first for Suntory globally — the Swanbank site integrates high-speed glass and canning lines, advanced automation, and flexible filling capability. This helps bring products to market faster while raising the bar for more sustainable manufacturing in the region.

The facility won the IChemE's Food and Drink award for pioneering sustainable beverage manufacturing.

> "Swanbank sets a new benchmark for sustainable manufacturing at Suntory. The facility is operationally exceptional and designed from the outset around water efficiency, waste minimization and energy optimization."
>
> **Alex Alvarez,**
> SVP, Chief Supply Chain Officer

Forest & Field

Our commitment to forestry and regenerative agriculture continues as we focus our work on innovation and partnerships that benefit both the land and the natural ingredients that make our products unique.

Regenerative agriculture

Our regenerative agriculture programs expanded in 2025, covering barley, corn, malt, wheat and agave. Key highlights include:

- Maker's Mark's Star Hill Farm, the world's first Tier 3 Regenified® certified distillery, debuted its first pure wheat whisky, Star Hill Farm Whisky — rooted in regenerative agriculture.
- A corn suppliers' program in Indiana and Kentucky that evaluates cover crops achieved a 12% reduction in net emissions. In 2025, the program scaled to 1,200 hectares and four growers, using rye, oats, crimson clover, purple-top turnip, mustard, and barley.
- A partner project with Precision Conservation Management has planned regenerative corn-growing techniques for 40,000+ hectares over five years in Kentucky, and it's free to farmers.

Additional regenerative agriculture programs include long-standing work with Simpsons Malt in Scotland, a low emission barley pilot with Intermalta in Spain, and a third-year agave pilot in Mexico.

Forestry

Globally, we reached a significant milestone in 2025, surpassing one million trees planted since 2021. This progress underscores our commitment to safeguarding natural resources and restoring resilient forests that are essential to our business, including the white oak required for our barrels.

In 2025, we continued our reforestation work in Kentucky's Central Appalachian Mountains with Green Forests Work and The Nature Conservancy, planting 7,000 trees on a former mine site. This brings our total to more than 650,000 trees planted with our reforestation partners across Appalachia since 2022, supporting long-term ecosystem restoration and the landscapes and communities connected to our operations.

Trees planted in earlier phases have reached shoulder height, contributing to the restoration of a critical migratory corridor for wildlife, while supporting increased carbon sequestration capacity and improved air quality over time.

1,065,396

total trees planted

53%

of the land we source key ingredients from is qualified regenerative

An aerial view of the trees planted on a former mine site in the Central Appalachian Mountains, Kentucky.

Packaging

Our goal is to build a more circular packaging system by designing for recyclability, increasing the use of recycled content, and reducing greenhouse gas emissions from packaging. In 2025, we launched ten packaging projects with sustainability benefits, including lightweighting, switching from tubes to cartons, and adding rPET. These initiatives reduced our Scope 3 emissions and delivered over $2.5 million in cost savings. At the end of 2025, our packaging portfolio was comprised of 16.9% recycled materials by weight.

Recent design changes have also achieved measurable impact, including Auchentoshan® reducing bottle weight by 140g equating to an estimated 16.8% emissions reduction annually, and Ardmore® changing its secondary packaging from a non-recyclable tube to a recyclable paperboard carton, reducing greenhouse gas emissions by 34.3%. Jim Beam introduced 50% rPET in its 1.75L bottles, and we have begun transitioning bottles in our PET portfolio in India to 25-28% rPET.

Don't Trash Glass

We invested in the Don't Trash Glass program in Louisville, which has collected 1,951 tonnes of glass from hospitality venues and distilleries, diverting it from landfills into the recycling process.

570 tons

of glass diverted to be processed by Workwell to make new spirits bottles

Glass recycling in Kentucky

Through our partnership with Workwell's RecycWELL, Jim Beam kept 570 metric tons of glass out of landfill in 2025, reduced 95 tCO_2e emissions, and logged over 63,600 hours of meaningful employment for individuals with barriers to work.

> "The support from Suntory Global Spirits has been invaluable, and the stable jobs we've created align perfectly with our mission. Our collaborative partnerships are truly making a difference in our communities and the environment."

Kenya Freeman
CEO, Workwell Industries

Designing for sustainability

Switching materials
Ardmore changed its pack from a non-recyclable tube to a recyclable paperboard carton, reducing greenhouse gas emissions by 34.3%

Adding recycled PET
Jim Beam introduced 50% rPET in its 1.75L bottles

Lightweighting
Auchentoshan reduced bottle weight, reducing greenhouse gas emissions by an estimated 277 tCO_2e

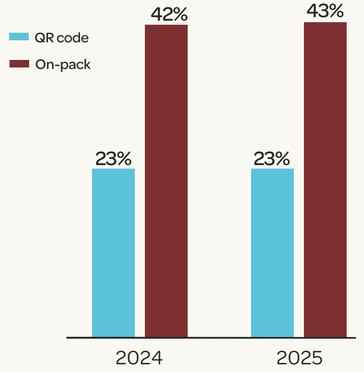
Consumer Positive

As a world leader in premium spirits, responsibility is fundamental to us. We promote responsible consumption and aim to reduce alcohol-related harm through responsible marketing practices and consumer education about responsible drinking and the dangers of underage drinking. We support informed choices with clear product information and evidence-based programs, and continue to expand our portfolio with lower- and no-alcohol options to meet evolving consumer preferences.

Consumer Information

We empower legal-drinking-age consumers to make informed choices by providing macro-nutritional information and alcohol content per standardized serving information on our labels (43% of products by SKU) and QR codes linking to educational resources on our DrinkSmart™ website (23% of products by SKU).

Nutritional and alcohol content per standardized serving info availability % of Portfolio by Volume



43%

of labels provide nutritional and alcohol content per standardized serving information

Informed Choices

Working closely with like-minded organizations, we are involved in various initiatives to reduce alcohol-related harm around the world and encourage all our employees to be ambassadors for responsibility.

Working with Suntory Holdings, we have a goal to reach a combined 1 billion legal-drinking-age consumers with responsibility-led messaging by 2030. Since our 2021 baseline, we have achieved 56% of our target, including 221 million impressions in 2025.

In 2025, Jim Beam, Hornitos, Maker's Mark, -196, and Basil Hayden® featured responsibility messaging on TikTok. Laphroaig also introduced a moderation message on the platform, encouraging consumers to "make room for water."

As founding members of the International Alliance for Responsible Drinking (IARD), Suntory Global Spirits collaborates with other global beer, wine and spirits producers to combat harmful drinking worldwide. We also support trade associations and social aspect organizations in their evidence-based initiatives, including the following in 2025:

- Responsibility.org (US) — Launched a new youth mental health lesson through the Ask, Listen, Learn underage drinking prevention program; expanded the Alcohol101+ college education program to 50 additional institutions and introduced an LMS integration option to extend reach and usability; and advocated for the passing of 19 impaired driving laws across 11 states
- Segovia City Hall and Turismo de Segovia (Spain), supported by Fundación Alcohol y Sociedad — Promoted responsible alcohol consumption in the tourism and hospitality sector
- The Taiwan Beverage Alcohol Forum — Led the nation's largest advocacy program against drink-driving, supported by city authorities
- The Asia Pacific International Spirits & Wine Alliance — Launched its inaugural Moderation Week featuring an educational website promoting responsible drinking
- The Scotch Whisky Association — Raised awareness of the Chief Medical Officer's low-risk guidelines and responsible drink through its Made to Be Measured campaign, reaching 2 million people and generating 5.5 million impressions
- The Kentucky Coalition for Responsible Alcohol and Substance Misuse Education (RASME) — Completed its inaugural year of its initiative to transform student wellness and safety, focusing on reducing underage drinking, impaired driving, and substance misuse. It achieved three foundational milestones: a professional development training series that strengthened campus prevention capacity; the implementation of the HAWK Student Assessment, a data-driven tool to identify wellness trends and service gaps across member campuses; and the establishment of a statewide network of institutional and community partners positioned to support collaborative programming, research, and funding in the years ahead

Alcohol Awareness Month

For Alcohol Awareness Month, held each April, we equip our employees with the tools and knowledge to promote alcohol safety and responsible marketing practices across our business. In 2025, the program drove strong employee engagement globally through trainings, events, and communications.

221M

impressions from responsible-drinking messaging in 2025; 56% of our 2030 goal achieved

More Options

We offer a range of products tailored to different occasions and consumer preferences, including two no-alcohol products. Through ongoing innovation, we continue to enhance our portfolio to meet a variety of consumer expectations and lifestyles.

Sipsmith FreeGlider

Suntory ALL-FREE

Sipsmith FreeGlider scales to new heights at Wimbledon

In July 2025, we returned to Wimbledon for a second year, where our alcohol-free spirit, Sipsmith FreeGlider, saw a strong consumer response. Our refreshing Free&T cocktails were enjoyed by more than 12,500 tennis fans, alongside our FreeGlider Spritz. Combined sales increased triple-digits compared to the previous year's event, reflecting growing consumer interest in no-alcohol options. Initiatives like this support our portfolio evolution while expanding choices for consumers.

Community Positive

We strive to create a positive impact within our workplaces and communities. Through our brands, we bring people together, while fostering belonging and inclusion across our business. We invest in meaningful initiatives, build partnerships, and mobilize our teams around the causes that matter most.

Our People

Our employees are at the heart of our ambition to become the *World's Most Admired Premium Spirits Company*. We are focused on building an inclusive culture where everyone can thrive, feel valued, and contribute their best. Through continued investment in our Global Inclusion Strategy, we strengthen leadership, build capability, and foster a sense of belonging across our business.

Our three-pillar Global Inclusion Strategy

- Inclusive leadership that encourages performance
- Everyday inclusion measured with intention
- Partnerships and consumer connections

76.4/100

employee 'sense of belonging' score[4]

[4] 2025 Employee Engagement Survey (Glint): 3,494 corporate and 1,734 manufacturing respondents; 76.4 weighted score for "I feel a sense of belonging at Suntory Global Spirits" (77 corporate, 75 manufacturing).
[5] The cemetery was discovered in 2023 and has been maintained since.

Inclusive leadership that drives performance

Strong leadership is vital to maintaining an inclusive culture. Our leaders set clear inclusion goals to promote belonging across the business, and in 2025, we extended this expectation to all employees to encourage inclusive behaviors. We also launched the *Uniquely Me, Growing as One* Academy to build inclusive leadership capabilities grounded in our culture of empowerment and accountability.

Everyday inclusion, measured with intention

We track progress through annual employee engagement surveys. In 2025, our 'sense of belonging' engagement score increased three points to 76.4, reflecting continued strong connection and engagement among employees worldwide.

Our Employee Impact Groups (EIGs) play a vital role in building community, advancing inclusion, and deepening our connections with consumers. Open to all employees, our employee-led EIGs held various events and initiatives to educate, connect and give back.

Highlights of our EIG efforts included:

- **DiversAbility — Disability EIG** hosted a panel with industry professionals on accessibility and inclusion in bars, restaurants and other venues where our products are enjoyed, sharing practical examples of how our teams can better support and collaborate with these partners.
- **Salud — Hispanic & Latinx EIG** explored the role of mixology in culture and inclusion during a fireside chat, co-hosted with our Supplier Inclusion team, offering insights on how intentional beverage programs can foster connection and representation.
- **Harmony — Asian EIG** hosted an AANHPI Month fireside chat on mentorship, resilience and collaboration, highlighting how cultural identity and community shape leadership and strength.
- **Service — Veteran EIG** cared for a Revolutionary War cemetery on our Booker Noe Distillery grounds, maintaining gravesites and honoring those laid to rest.[5]
- **WISE — Women's EIG** launched an allyship group to advance allyship and build inclusive leadership across the organization.

In 2025, we hosted our fourth annual in-person EIG Strategy Summit in Chicago and an inaugural regional summit in Madrid, creating new opportunities to share ideas and scale impact.

During the Chicago summit, participants visited community partners and diverse-owned businesses, sharing insights through our Gemba app. *Gemba*, derived from a Japanese term meaning "the real place," reflects where work happens and value is created. A subsequent panel discussion explored how the app and our EIGs can provide valuable insights and deepen connections with multicultural consumers.

Partnerships and Consumer Connections

We continued key partnerships to drive leadership development, greater allyship, and inclusive recruitment, partnering with organizations like NextUp, Out & Equal, the National Black MBA Association, The Executive Leadership Council, and Women of the Vine & Spirits. We also launched a new partnership with Ascend, a global network advancing professionals in the workplace and corporate boardrooms.

Gaining recognition

In 2025, Hornitos was recognized by the Stonewall Inn Foundation's LGBTQ+ Safe Space and Suntory Global Spirits earned the Equality 100 Award: Leader in LGBTQ+ Workplace Inclusion. We also received multiple Great Place to Work, Best Workplaces and top employer awards worldwide. We participated in the Disability:IN's Disability Index for the first time to help measure and advance our inclusion policies, practices and culture.

Sunflower Program

In 2025, we expanded the Hidden Disabilities Sunflower Program across our Kentucky distilleries and additional corporate offices. By wearing a Sunflower badge, employees can discreetly signal that they have a disability or condition that may not be immediately apparent, and that they may need support, understanding or additional time.

Our Industry

We invest in the future of our industry and its ability to source quality ingredients, encourage innovation, and support economic growth. We do this while promoting supplier inclusion to build a resilient supply chain and make a positive community impact.

In 2025, we expanded our supplier inclusion strategy to include a wider range of small businesses globally.

Our efforts were recognized by Supplier.io, which named us as one of 17 Small Business Impact Champions.

Sponsorships

- Presenting Sponsor: Inaugural UK Inclusive Sourcing Summit, London
- Conference Sponsor: Women's Business Enterprise National Council; The National LGBTQ+ & Allied Chamber of Commerce; WeConnect Europe and Asia Summits; National Black MBA Association Supply Chain Session

315

jobs generated in the US

$70M

in revenue generated in the US

Expanding our partnership with the University of Kentucky

The James B. Beam Institute for Kentucky Spirits, established through our partnership with the University of Kentucky, advances spirits education, workforce development, and industry research. In 2025, the Institute expanded to 293 enrolled students and awarded 91 Distillation, Wine and Brewing Studies certificates.

The curriculum also expanded beyond production into commercialization through WildCask, the university's first-ever Bourbon release, giving students hands-on brand and market experience. The Institute further advanced sustainable distillation research through phase one of its hydrogen-based spirits production project, demonstrating that hydrogen co-firing can support distillation and producing 20 barrels now aging for evaluation.

Photo courtesy of University of Kentucky Martin-Gatton College of Agriculture, Food and Environment.

Our Community

We foster a culture of giving across our business, and through our employees and brands, we contribute time, expertise, and resources to support meaningful causes and the communities where we live and work.

From local initiatives to global relief

Across our business, our people take action, supporting local partners and stepping up in times of need. At Maker's Mark, for example, we donated a Private Selection barrel to raise funds for Giving Kitchen, supporting food service workers in crisis. We also responded to natural disasters, including contributing to a Kentucky storm relief fund following the March 2025 floods, and supported global and local food access organizations like the Frankfurter Tafel, a non-profit in Frankfurt, Germany, that rescues surplus food and distributes it to socially and economically disadvantaged people.

7,787

Total volunteer hours

5,873

Together for Good volunteering hours

Together for Good

In its sixth year, employees worldwide came together to support communities and the environment through our global service initiative.

Giving back to nature:

- **Tree planting & restoration**
  Planted more than 8,100 trees globally in 2025 through Together for Good, including 159 plant species in Los Remedios National Park, Mexico to strengthen biodiversity and support more resilient natural spaces.
- **Park & shoreline clean-ups**
  Removed litter, debris and invasive species across parks, beaches, trails and riverbanks, including more than 1,700 pounds of debris collected along Yalong Bay coastline in China.
- **Water stewardship**
  Advanced shoreline and river restoration efforts, including in South Korea where employee volunteers made micro-organism 'earthballs' to improve water quality in the Yangiaecheon stream.

Giving back to communities:

- **Food access & meal support**
  Prepared food and essential supplies, including a joint volunteer effort with our distributor partners to pack 1,476 emergency food boxes for seniors at a local food bank in Arizona.
- **Community improvement**
  Improved homes, community centers, gardens and shared spaces, supporting people with disabilities, elder care and migrant services, including a support center in Vienna.

Supporting communities in California

Suntory Global Spirits joined its parent company Suntory Holdings to donate toward humanitarian relief for those impacted by the devastating wildfires in California in early 2025. Our donation of $50,000 supported relief efforts, including providing meals to impacted families and essential equipment to first responders. Employees also volunteered at a Los Angeles food bank, assembling over 1,400 food packages and sorting 10,000 pounds of donated food to support communities facing food insecurity, including those impacted by the fires.

Advancing conservation work in Scotland

Auchentoshan Distillery employees volunteered with the Royal Society for the Protection of Birds (RSPB) at their Lochwinnoch wetland reserve, contributing to habitat conservation through trail maintenance, land restoration, and wildlife monitoring. RSPB is also one of our partners in our Peatland Water Sanctuary™ program, our initiative to restore 1,300 hectares of Scottish peat by 2030, replenishing the peat used in our peated whiskies, and doubling that restoration by 2040.

Doing Business the Right Way

We uphold the highest standards of ethical behavior in everything we do. Our policies, which apply to employees, contractors and partners, underpin our success and our license to operate. We conduct annual reviews of the following:

- Code of Business Ethics
- Supplier Code of Conduct and Ethics
- Global Citizenship Policy
- Global Marketing Code of Practice
- DISCUS Code of Responsible Practices
- Supply Chain Transparency Disclosure Statement

We recruit and develop people based on their skills and experience, recognizing they are our most important asset. We are committed to fair pay practices, and undertake voluntary third-party assessments, publishing the outcomes through statutory disclosures where required.

Equity and human rights

Building on our external due diligence assessment, we advanced a more integrated and enterprise-wide human rights management system, expanding beyond a direct supplier Sedex model to a cross-functional management system. Key actions included strengthening governance, policies and contractual language, and increasing cross-functional collaboration.

By year end, 79.5% of direct supplier spend was managed through Sedex, exceeding our 75% target and covering 98 suppliers and 199 supplier sites.

Oversight across our operations remained strong. All 17 active manufacturing sites completed Sedex questionnaires with all management control scores above the company threshold. Our 2025 Supply Chain Transparency statement reaffirmed access to anonymous reporting channels, such as Navex, and confirmed that substantiated concerns would trigger investigation, corrective action, and, where necessary, termination.

These actions allow us to meet evolving regulatory and stakeholder expectations while reinforcing our commitment to respecting human rights across our operations and value chain.

Health and safety

We achieved industry-leading levels of safety performance in 2025. Our total recordable incident rate (TRIR) reached its lowest level in more than ten years, representing a 69.8% reduction from our 2016 baseline. Our lost-time incident rate (LTIR) was 0.14. Both metrics are nearly seven times better than the industry average.[6]

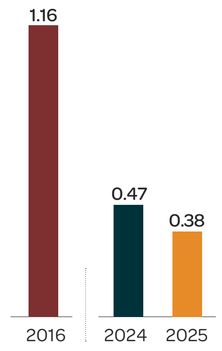
Our Hazard Identification Programs support proactive risk management by empowering employees to identify, reduce, and eliminate risks and hazards within the business. Safety Days held at all sites further strengthened this approach as teams focused on critical risks through open discussions, scenario planning, and immersive sessions. These efforts bring key safety messages to life, deepen personal connection to risk and reinforce a strong culture of care.

Annual Incentive Plan (AIP)

We embed sustainability measures in our AIP for management teams, with 20% of this variable compensation linked to Proof Positive performance — split evenly between environmental targets and inclusive culture metrics.

Total recordable incident rate

(Number of injuries and illnesses x 200,000) / employee hours worked.



69.8%

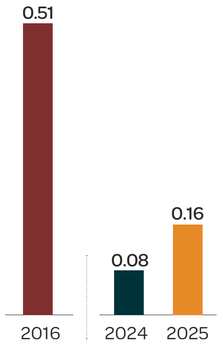
TRIR reduction since 2016

6.9x

Better than industry average[6]

Lost-time incident rate

(Number of lost-time cases x 200,000) / total number of hours worked by employees.



68.6%

LTIR reduction since 2016

6.9x

Better than industry average[6]

[6] Using BLS 2024 data (TRIR 2.4 and LTIR 1.1) for distilleries.

SUNTORY GLOBAL SPIRITS

Our Sustainability Data

GOALS	TOTAL PROGRESS MADE	2025 PROGRESS TOWARDS GOAL[7]
NATURE +		
WATER		
Reduce water usage rate by 50% per unit produced by 2030, from a 2015 baseline	-59.6%	-6.8%
Replenish more water than used in our direct operations operating in high-risk watersheds by 2040, from a 2019 baseline	46.2%	31.1%
Protect and improve watershed sustainability through Natural Water Sanctuary initiatives by 2040, from a 2019 baseline	7,486	186
CLIMATE		
Reduce Scope 1 and 2 greenhouse gas emissions from direct operations by 50% by 2030, from a 2019 baseline	-39.0%	-10.9%
Reduce Scope 1, 2, and 3 greenhouse gas emissions by 30% by 2030, from a 2019 baseline	-28.4%	-17.9%
Aim to achieve net zero carbon emissions throughout our value chain by 2040		
FOREST & FIELD		
Plant more trees than harvested to make our new barrels by 2030, from a 2019 baseline	1,065,396	333,621
50% of key ingredients sourced from land using regenerative agriculture practices by 2030, from a 2019 baseline	53%	21%
100% of key ingredients sourced from land using regenerative agriculture practices by 2040, from a 2019 baseline		
PACKAGING		
Use 100% recyclable[8] packaging across our packaging portfolio by 2030, from a 2019 baseline[9]	91.2%	-1.2%
Use 100% rPET[10] or bio-based materials in PET bottles by 2030, from a 2019 baseline	2.8%	1.8%
Use 40% recycled materials[11] by weight across our packaging portfolio by 2030, from a 2019 baseline	16.9%	2.8%

GOALS	TOTAL PROGRESS MADE	2025 PROGRESS TOWARDS GOAL[7]
CONSUMER +		
INFORMED CHOICES		
Achieve 1 billion LDA impressions by 2030, with responsibility-led programming, from a 2021 baseline	56%	221,279,398
CONSUMER INFORMATION		
Provide macro-nutritional and alcohol content information per standardized serving on labels for 100% of our products by 2030 from a 2018 baseline	43%	1%
Provide macro-nutritional and alcohol content information per standardized serving online for 100% of our products by 2030 from a 2018 baseline	23%	0.1%
LOWER- AND NO-ABV OPTIONS FOR CONSUMERS		
Develop, introduce and build awareness of lower- and no-ABV products and cocktail recipes across key categories by 2030, from a 2021 baseline[12]	4 products launched since 2021	0
COMMUNITY+		
OUR PEOPLE		
Achieve an industry-leading Sense of Belonging company wide (>80-point Glint score), from a 2020 baseline[13]	76.4	3.1
OUR COMMUNITIES		
Give back 100,000 volunteer hours to the communities where we live and work by 2030, from a 2021 baseline	45,483	7,787

[7] Note on year-on-year change calculations: where the metrics underlying the goal are represented as %s, year-on-year (YoY) changes shown in this table reflect absolute changes in percentage points. That is, the percentage value for the most recent year has been subtracted from the percentage value for the prior year (e.g. an increase from 10% to 20% is presented as 10%).
[8] A package is considered recyclable if it can be successfully collected, sorted, and processed into a commodity for which a market exists.
[9] 2025 recyclability assessment was improved to also include SKUs produced at US and Canada co-manufacturing sites.
[10] Recycled polyethylene terephthalate (rPET).
[11] Recycled materials content made from recovered materials that could include consumer recycled or industrial waste.
[12] Alcohol Free = < 0.05% ABV; No Alcohol = 0.05% – 0.5% ABV; Zero Alcohol = 0% ABV; Low Alcohol = Varies; Exact definitions can vary by country.
[13] 2025 Employee Engagement Survey (Glint): 3,494 corporate and 1,734 manufacturing respondents; 76.4 weighted score for "I feel a sense of belonging at Suntory Global Spirits" (77 corporate, 75 manufacturing).

SUNTORY GLOBAL SPIRITS

Our Sustainability Data

METRIC	UNIT	BASELINE (2019 unless otherwise stated)	2024	2025
NATURE +				
WATER				
Total water usage (baseline year, 2015)	kl	9,426,427	4,456,923	3,599,982
Total water usage from direct operations in high-risk watersheds	kl	271,785	156,278	210,462
Total water replenished in operations in high-risk watersheds (baseline year: 2019)	kl	0	23,521	97,214
Total watershed land protected through Natural Water Sanctuary initiatives	Hectares	6,547	6,995	6,995
Total watershed land protected through peatland restoration	Hectares	0	306	491
CLIMATE				
Scope 1	tCO_2e	192,130	178,899	158,937
Scope 2[14]	tCO_2e	76,282	5,136	4,920
Scope 1 & 2[14]	tCO_2e	268,412	184,035	163,857
Total Scope 3	tCO_2e	668,898	633,807	507,244
Total GHG Emissions	tCO_2e	937,310	817,842	671,101
Total Scope 1 & 2 intensity	tCO_2e/kl	0.59	0.45	0.43
Total Scope 1, 2, & 3 intensity	tCO_2e/kl	2.07	2.01	1.75
FOREST & FIELD				
Number of trees planted	# of trees	0	296,724	333,621
Regenerative agriculture practices defined by SAI Regenerating Together Module	Hectares	0	22,367	29,086
	% (of total hectares)	0%	31%	53%
PACKAGING				
Packaging designed for recycling	% (by 9L case volume)	88%	92.4%	91.2%
rPET or bio-based materials in PET bottles	% (by weight)	0%	1%	2.8%
Recycled materials used in our packaging portfolio	% (by weight)	13.1%	14.1%	16.9%

[14] Scope 2 numbers have been updated for 2024 as a result of a change in methodology.
[15] Number of impressions include those from SGS and Suntory Holdings (SHD).

METRIC	UNIT	BASELINE (2019 unless otherwise stated)	2024	2025
CONSUMER +				
INFORMED CHOICES				
LDA consumers engaged in responsibility-led programming (baseline year, 2021)[15]	# of LDA impressions	25,559,632	112,241,953	221,279,398
CONSUMER INFORMATION				
Macro-nutritional and alcohol content information per standardized serving (on labels) (baseline year, 2018)	% (of volume)	0%	42%	43%
Macro-nutritional and alcohol content information per standardized serving (online) (baseline year, 2018)	% (of volume)	0%	23%	23%
LOWER- AND NO-ABV OPTIONS FOR CONSUMERS				
Lower and no-ABV products launched per year (baseline year, 2021)	# (of products)	2	0	0
COMMUNITY+				
OUR PEOPLE				
Sense of belonging employee score (baseline year, 2020)	Points (Glint score)	77	73.3	76.4
OUR COMMUNITIES				
Hours volunteered (baseline year, 2021)	Hours	7,941	8,726	7,787
HEALTH & SAFETY				
Total recordable incident rate (baseline year, 2016)	(Number of injuries and illnesses X 200,000) / Employee hours worked	1.16	0.47	0.38
Lost-time incident rate (baseline year, 2016)	(Number of injuries and illnesses X 200,000) / Employee hours worked	0.51	0.08	0.16

SUNTORY
GLOBAL SPIRITS