



Governance Risk Management



Corporate Governance System

Basic View on Corporate Governance

In line with the Kirin Group Corporate Philosophy and “One KIRIN” Values that are shared across the Kirin Group, the Kirin Group believes that achieving the “2027 Vision” outlined in the Kirin Group’s Long-Term Management Vision, Kirin Group Vision 2027 (KV2027) will lead to the Kirin Group’s sustainable growth and to greater corporate value over the medium to long term. Accordingly, the Kirin Group establishes a corporate governance system that is capable of effectively and efficiently reaching that goal.

We also believe that cooperation with all of our stakeholders is indispensable in order to put the Kirin Group Corporate Philosophy into practice and turn the “2027 Vision” that is based on this philosophy into a reality, and respect the stakeholders’ respective viewpoints. We will disclose information promptly to our shareholders and investors in a transparent, fair and consistent fashion, will proactively engage in constructive dialogue with shareholders and investors, and fulfill our accountability with integrity.

Remuneration system for executives

Kirin Holdings revised a new remuneration system for executives in March 2017 with the aim of providing stronger incentive for executives to achieve business plans and to further promote medium and long term value sharing with shareholders and investors. Remuneration levels are reviewed each year versus those at other major domestic corporations and using data gathered by third-party research agencies.

The performance evaluation benchmark for stock-based compensation with transfer restrictions was changed from ROE to ROIC upon the launch of 2019 MTBP. Non-financial indicators were added in 2020.

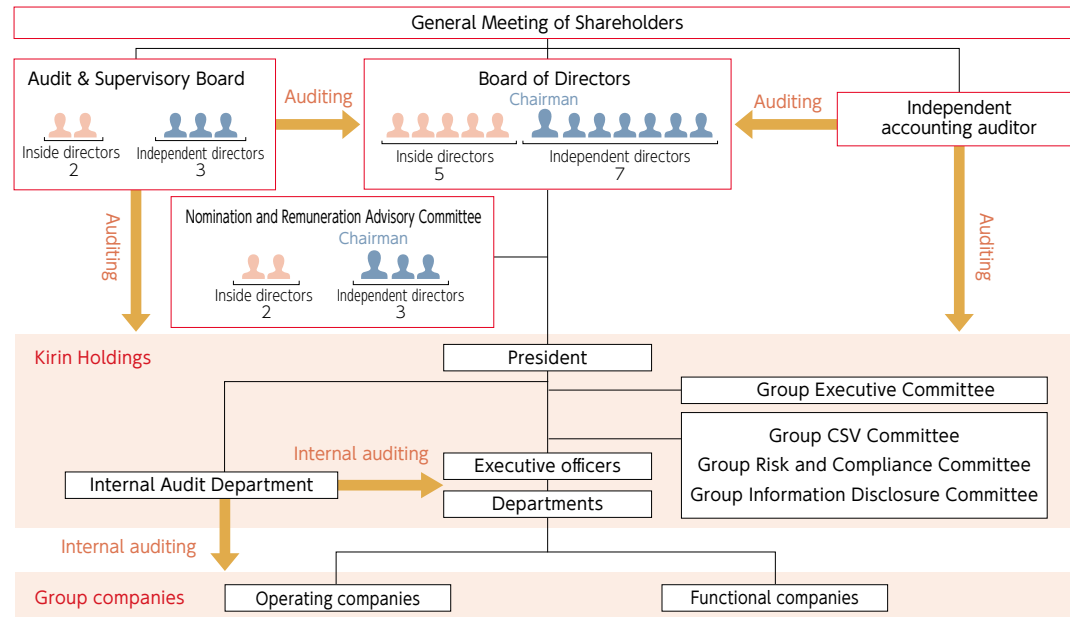
Details are shown on Page 53 to 63 of the KIRIN CSV REPORT 2020

KIRIN CSV REPORT 2020

[https://www.kirinholdings.co.jp/english/ir/library/integrated/2020/Kirin Holdings Company,Limited Corporate Governance Policy](https://www.kirinholdings.co.jp/english/ir/library/integrated/2020/Kirin%20Holdings%20Company,Limited%20Corporate%20Governance%20Policy)

https://www.kirinholdings.co.jp/english/ir/policy/pdf/e_governance_policy.pdf
Table on Compliance with the Corporate Governance Code

https://www.kirinholdings.co.jp/english/ir/governance/pdf/governance_code.pdf



Group CSV Committee activity report

The Group CSV Committee meets once a year, in principle, to proactively and independently promote CSV throughout the Kirin Group. Chaired by the president of Kirin Holdings and comprised of the presidents of the Group’s main operating companies, the committee deliberates on long-term CSV strategies.



Tasks in 2019

- Addressed progress made in FY2018 and future issues
- Aimed to be a global leader in CSV and worked toward enhancing the resilience of management
 - Complied with environmental, social and governance (ESG) criteria
 - Exchanged views based on the Task Force on Climate-related Financial Disclosures (TCFD) recommendations
- Attended a lecture by an expert from outside the Group

Risk management structure

Facilitation of risk management

The Kirin Group establishes and facilitates risk management systems to ensure that it can accurately identify and address risks with the potential to seriously impede the accomplishment of its business targets or impact its business continuity. Serious risk areas have been defined that include risks related to new strategies or initiatives and risks arising from major changes in the operating environment.

In the process of developing annual business plans, the Group companies identify material risks based on factors of the Group's internal and external business environment including natural environment and take appropriate measures. Kirin Holdings, while presenting the Group risk management policy, checks whether each Group company has identified potential risks, determines material risks for the Group and monitors the risk response plan and its implementation to facilitate risk management for the entire Group.

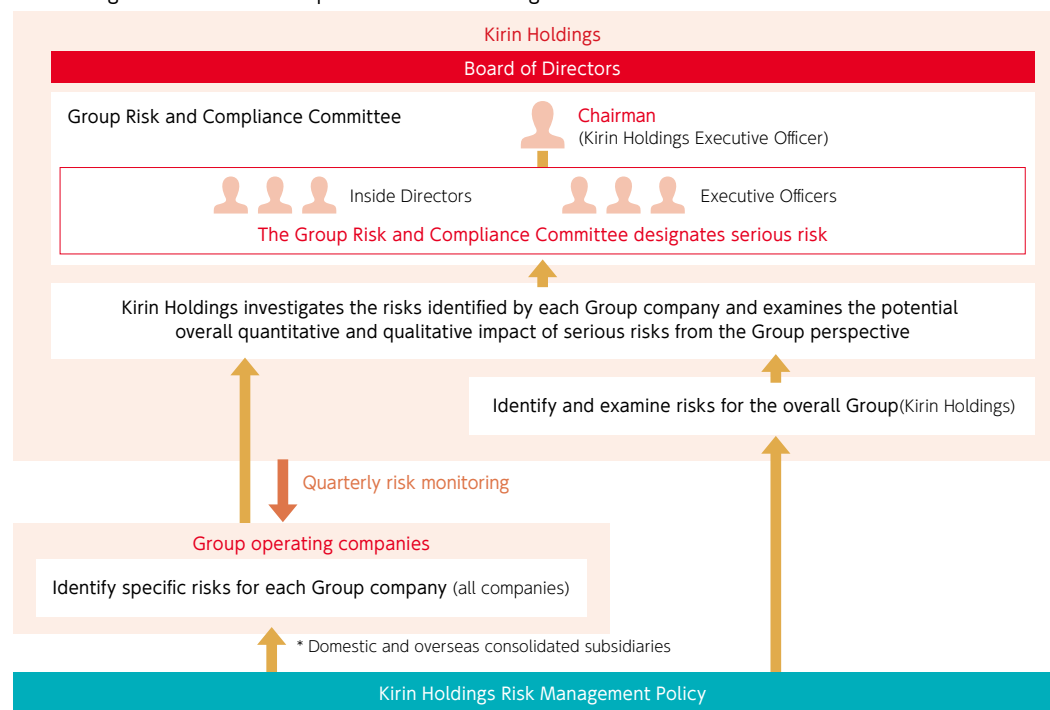
Process of determining material risk

Group companies, in conformance with the Group risk management policy, identify and examine the quantitative and qualitative risks associated with their business activities. The Group Risk and Compliance Committee Administrative Office (Kirin Holdings Corporate Strategy Department) surveys and investigates all risks. The Committee defines material risk to the Group as risk considered to have a potentially significant impact, a high likelihood of occurring, or widespread ramifications.

Business risk impact and countermeasures

The Kirin Group identifies material risks to the Group through a quantitative evaluation of each risk based on the potential impact and probability of occurrence and also incorporating qualitative evaluation. Risks determined to have a significant potential impact are designated as material risks for the Group.

Risk management structure and process for determining serious risk



The Group communicates the material risks to the executive management of Kirin Holdings and each Group company, establishes clear roles for each company and department, and prescribes risk reduction measures. In addition, the Group regularly monitors the risk conditions and the progress with countermeasures and when necessary reviews the status of the material risks.

Crisis management and business continuity plan

The Kirin Group has a structure in place to properly take measures in the event of a crisis. The Group Risk and

Compliance Committee shares information with each of the domestic and overseas Group companies to provide support and maintain group-wide preparedness. In particular, since the Great East Japan Earthquake in 2011 we have maintained preparedness for large earthquakes and other assumed disasters and have enhanced our business continuity plan (BCP) by re-examining expected events that might occur and the scope of disaster preparedness. Specifically, we reassess our business continuity plan and provide disaster training accordingly, as well as implement measures to reduce procurement risks.

Environmental Management System

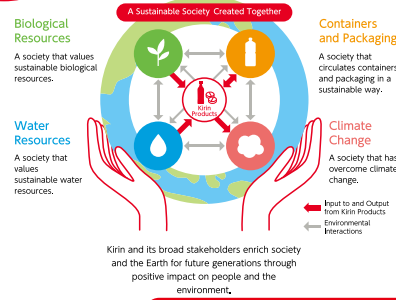
Promotion of the Environmental Management

The Kirin Group's Environmental Vision 2050 was approved by the Board of Kirin Holdings and announced publicly in 2020. To create shared value with society and promote sustainable growth, we selected "the environment" as one of the key issues in our CSV Purpose developed as the guideline for the Long-Term Management Vision, KV2027. And, in formulating the Kirin Group's Environmental Vision 2050, we set a new purpose for the environment: Enrich the sustainable Earth for future generations through positive impact. All companies in the Group share the Kirin Group's Environmental Policy, which was established in 2008, and the Kirin Group's Environmental Vision 2050, which was formulated in 2020.

Efforts toward 2050

To realize the goals of the Kirin Group's Environmental Policy, Kirin Group's Long-Term Environmental Vision 2050, CSV Purpose, and CSV Commitment, Group companies gather the opinions of stakeholders in an appropriate manner, identify and assess the risks and opportunities related to the environmental

Enrich the Earth with Positive Impact



Efforts for Realization

Biological Resources	Cultivate, expand and procure sustainable agricultural raw materials. <ul style="list-style-type: none"> ● Create agricultural raw material and supply with cultivation system, such as 100% 100% organic fertilizer, etc. ● Choose agricultural raw materials that are suitable for growing variety and support them to use materials produced in area. ● Promote recycling and reuse of agricultural waste, such as the use of agricultural waste as animal feed, etc. Stand by the side of farmers to make raw material production areas sustainable. <ul style="list-style-type: none"> ● Promote the use of agricultural raw materials, such as the use of agricultural waste as animal feed, etc. ● Promote the use of agricultural raw materials, such as the use of agricultural waste as animal feed, etc.
Water Resources	Bring water, used as a raw material, to a sustainable state. <ul style="list-style-type: none"> ● Continue to reduce the amount of water use in major operational areas. ● Promote water reuse and wastewater recycling. Solve problems with water in a way that suits the characteristics of local regions where our business bases are located. <ul style="list-style-type: none"> ● Promote the use of water resources in a way that suits the characteristics of local regions where our business bases are located. ● Promote water reuse and wastewater recycling in order to reduce the amount of water used in the value chain.
Containers and Packaging	Develop and disseminate sustainable containers and packaging. <ul style="list-style-type: none"> ● Use containers made from recycled materials and bio-based materials. ● Use containers made from recycled materials and bio-based materials. Build a resource-recycling system to make containers and packaging sustainable. <ul style="list-style-type: none"> ● Promote the use of containers and packaging made from recycled materials and bio-based materials. ● Promote the use of containers and packaging made from recycled materials and bio-based materials.
Climate Change	Realize NetZero GHG in the entire value chain. <ul style="list-style-type: none"> ● Reduce the amount of GHG emissions in the entire value chain. ● Promote the use of renewable energy. ● Promote the use of renewable energy. A society that has overcome climate change. <ul style="list-style-type: none"> ● Promote the use of renewable energy. ● Promote the use of renewable energy.

Kirin Group's Environmental Vision 2050

Toward achieving KV2027



CSV Purpose

Kirin Group's Environmental Vision 2050	ESG Target	Our Commitment	Our Approach	Our Achievement	Goals for 2040
We support agricultural communities and make sustainable use of biological resources.	Target 12.1 Target 12.2 Target 12.3 Target 12.4 Target 12.5	● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc. ● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc.	● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc. ● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc.	● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc. ● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc.	100% terms by 2025
We have sustainable use of water together with our customers.	Target 13.1 Target 13.2 Target 13.3 Target 13.4 Target 13.5	● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc. ● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc.	● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc. ● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc.	● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc. ● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc.	100% terms by 2025
We use sustainable containers and packaging in consideration of the environment.	Target 14.1 Target 14.2 Target 14.3 Target 14.4 Target 14.5	● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc. ● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc.	● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc. ● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc.	● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc. ● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc.	100% terms by 2025
We keep the CO2 emissions of the value chain with the NetZero GHG.	Target 15.1 Target 15.2 Target 15.3 Target 15.4 Target 15.5	● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc. ● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc.	● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc. ● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc.	● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc. ● We will promote the production of raw materials, such as 100% 100% organic fertilizer, etc.	100% terms by 2025

CSV Commitment

activities of their businesses, and take necessary action from medium to long-term perspectives. Under the Principle for Kirin Group's Global Environmental Management (KGEMP), which were established as a requirement of the Group's environmental management system, each Group company builds and manages its own environmental management system that best suits the nature of its own business, region, and other characteristics and is based on the international standard, ISO 14001.

Group Materiality Matrix



Kirin Group's Environmental Vision 2050→P.10

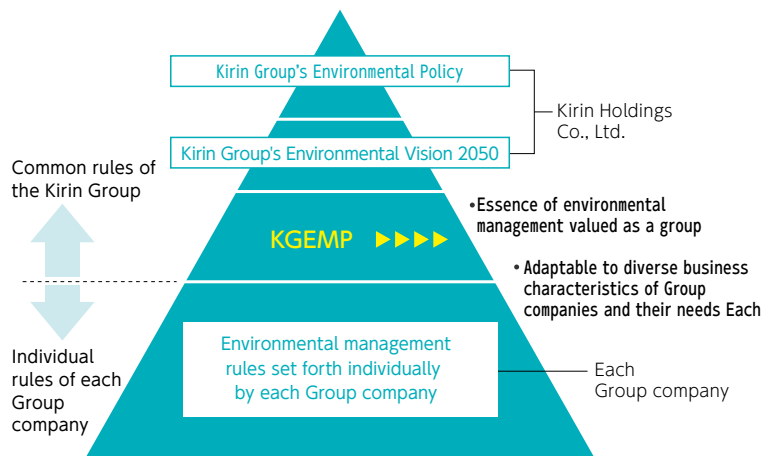
- KV2027 <https://www.kirinholdings.co.jp/english/ir/private/future.html>
- Our CSV Purpose <https://www.kirinholdings.co.jp/english/csv/purpose/>
- Our CSV Commitment <https://www.kirinholdings.co.jp/english/csv/commitment/>

Environmental management Structure

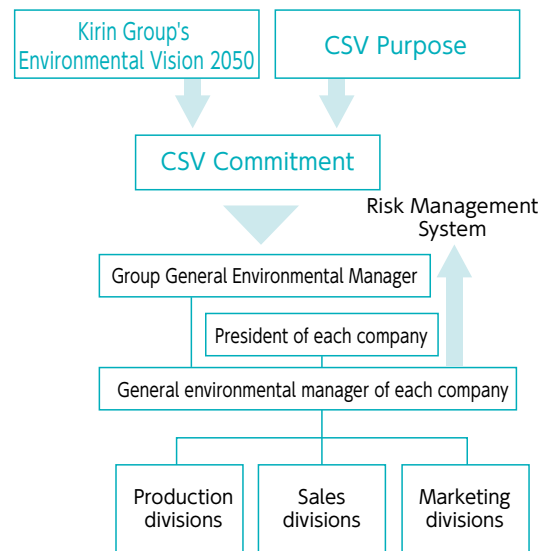
Under the KGEMP, a Group general environmental manager has been appointed as the chief executive officer for all Group environmental matters. As of April 2020, this role is held by the Senior Executive Officer of Kirin Holdings Company, Limited with responsibility for CSV strategy. The KGEMP also requires the appointment of a general environmental manager, who has responsibility and authority for environmental matters in each business. In addition to monitoring to ensure that the company and its constituent companies are conducting their environmental activities appropriately, the general environmental manager conducts management reviews, identifies issues for improvement, and gives necessary directions to the relevant departments. In the event of an environmental crisis, the general environmental manager will have full authority to resolve the crisis. The KGEMP stipulates that each company complies with laws and regulations and

other rules relevant to the business's environmental activities, and strives to reduce its environmental load as well as prevent pollution under its own environmental management system. Each company will also conduct internal environmental audits to ascertain the appropriateness and legal compliance of their systems and confirm how well targets are being met. The results of these audits will then lead into management reviews. The management of environment-related processes is integrated with company management processes in a manner suited to the companies' respective regions. CSV goals, including those for the environment, are incorporated into the goal-setting for each organization and individual, and the degree to which those goals are reached is reflected in the evaluated performances of the organizations and individuals.

Principle for Kirin Group's Global Environmental Management (KGEMP)



Environmental Management Structure



Environmental audits

Each of the operating companies in the Kirin Group complies with ISO 14001 and other environmental management system standards. Internal auditing is conducted in each business location and constituent company, and the environmental management divisions in the head offices of each Group company conduct auditing of business locations and constituent companies. These audits lead to improvements in the individual companies' environmental management systems. Furthermore, on an entire Group basis, Kirin Holdings Company Ltd.'s CSV Strategy Department is contracted by Kirin Holdings to conduct environmental audits according to criteria established by the Group. These audits lead to improvements in each company's environmental management system and are fed into management reviews.

In Japan, to guarantee further transparency and independence, an outside consultant has been contracted to perform a strict environmental legal audit, beginning in 2009. By 2014, the consultant had traveled around to all production sites in the Group companies. It has since embarked on a second round of audits, beginning in 2015, with several sites being audited each year.

Status of compliance with environmental laws and regulations

Each business location is thorough in its management of legal requirements through a ledger, and also works exhaustively to prevent environmental pollution by establishing voluntary management targets that are more stringent than those required by the legislation. A system for the reporting of environmental accidents has also been established within the Group, in which hiyari-hatto (near-miss) examples in addition to accidents that occurred are shared within the group and countermeasures extended to other sites. Internal environmental audits are used to check the status of initiatives taken toward achieving environmental targets, see how environmental accidents and hiyari-hatto (near-miss) cases are shared with operating companies and business sites, and confirm the status of legal compliance.

Appropriate management of waste

The Kirin Group is working toward its declared goal of the implementation and firm establishment of thorough appropriate management of waste. To this end, we established the Kirin Holdings Waste Management Rules and are promoting the appropriate treatment of waste within the common Group systems.

Specific measures include the standardization of contract templates and contractor audit programs which define its frequency and contents, and the preparation of a list of staff in charge of waste management so that all the staff involved in such work can be educated using standardized textbooks. Further, the information on all waste disposal contractors for the Group is managed collectively, so if in the unlikely event that a problem arises, the details about the contractor, its permits, the waste it is being contracted to handle, and other details can be searched and confirmed immediately. The operations are being standardized in this way so that anyone who is newly assigned to waste-related work will be able to perform it with certainty.

Recycling rate 100%

The Japanese alcoholic and non-alcoholic beverages businesses (Kirin Brewery, Kirin Beverage, Kirin Distillery) have set a recycling rate target of 100% for their plants and have continued to achieve that target.

Four plants, including the Kirin Brewery Yokohama Plant, first achieved a recycling rate of 100% in 1994, and in 1998, all plants achieved 100%, the first time in the beer industry.

Preventing Air Pollution

The Kirin Group strives to comply with all laws and regulations relating to air pollution in the various countries in which we operate. We have established voluntary standards that exceed those required by environmental legislation and are working to reduce our emission of atmospheric pollutants.

For example, for transport in Japan, we are pursuing the introduction of vehicles that comply with the NOx & PM Act in metropolitan areas. We are also increasing the load capacity per vehicle by switching to larger trucks and reduce the total number of trucks.

Preventing Water Pollution

The Kirin Group thoroughly complies with laws and regulations for preventing water pollution in each of the countries where we operate and minimizes wastewater loads by setting our own strict control values, which go beyond those required by environmental laws.

Preventing Soil Contamination

When selling assets, the Kirin Group conducts thorough investigations of soil contamination, addressing them where necessary.

Chemical substances

The Kirin Group manages its chemical substances appropriately based on the Act on Confirmation, etc. of Amounts of Release of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof (PRTR Act) and other relevant legislation. The Kyowa Kirin Group has set targets for volatile organic compounds (VOC), which, due to the nature of its business, make up the majority of the chemical substances it releases, and is taking action to reduce them.

Polychlorinated biphenyl (PCB)

Managing appropriately and disposing progressively according to the law.

Asbestos

Managing and isolating appropriately and treating progressively according to the law.

Sustainable Procurement

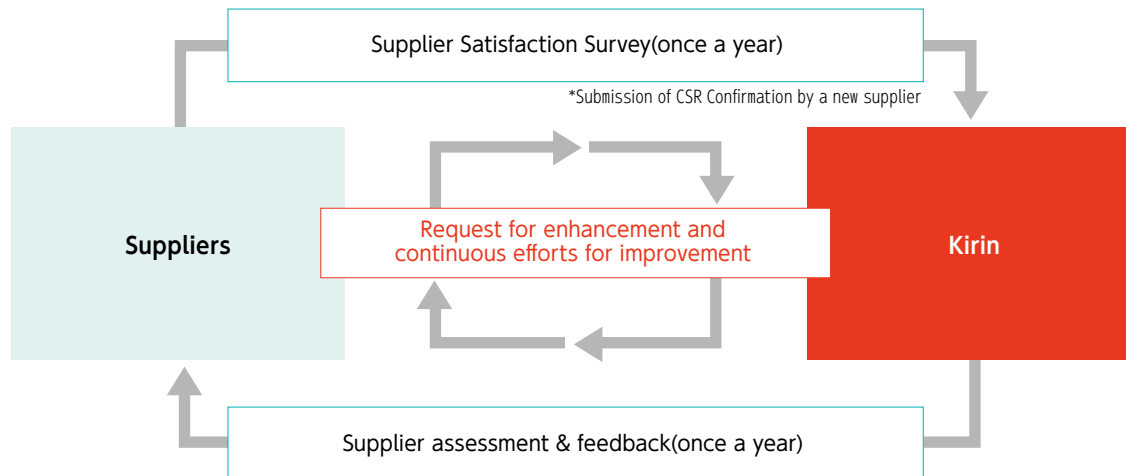
To fulfill its social responsibility, the Kirin Group established the Kirin Group Sustainable Procurement Policy in September 2017. Listening to the opinions of our suppliers and other stakeholders, we will strive to facilitate their understanding of this policy and work with them to realize it.

Two-way communication with suppliers

The Kirin Group promotes sustainable procurement and, to fulfill its social responsibility in all processes in the value chain, it places importance on two-way communication with its suppliers.

The Japan Alcoholic and Non-Alcoholic Beverages Business asks new suppliers to submit a Supplier CSR Confirmation based on the six categories of the code of conduct stipulated in the Kirin Group Supplier CSR Guidelines, which were revised under the UN Guiding Principles on Business and Human Rights, and requires them to comply with the Code of Conduct. In line with the human rights risk assessment by country

conducted in accordance with the Kirin Group's Human Rights Policy, we implemented human rights due diligence of the coffee supply chain in Laos in 2018. Further, in 2019, we adopted the CSR/Sustainable Procurement Self-assessment Questionnaire developed by Global Compact Network Japan to check the status of our major suppliers' approaches to sustainable procurement once a year. The outcomes of these assessments are fed back to the supplier by the responsible staff and, if necessary, we conduct further investigations and request corrections. Meanwhile, to ensure fair business practices, we periodically conduct a supplier satisfaction survey to seek feedback from suppliers to the Kirin Group and obtain their opinions about the Kirin Group's procurement activities. In April 2019, we also put in place a supplier hotline on our website as a whistleblowing window for addressing compliance matters related to procurement transactions. Through these initiatives, we are working to carry out open and fair business practices and ensure compliance.



Kyowa Kirin's approaches

Kyowa Kirin has established the Kyowa Kirin Group Procurement Basic Policy and has prepared the Kyowa Kirin CSR Purchasing Guide Book. It has also established the Supplier Code of Conduct with which it asks suppliers to cooperate. At Kyowa Kirin, we also conduct CSR questionnaire surveys each year to analyze the current situation of CSR initiatives in the supply chain and identify issues. From 2019, we also began conducting the CSR questionnaire survey for foreign suppliers. We are also providing opportunities for suppliers to deepen understanding of CSR procurement activities by holding briefing sessions on CSR procurement and organizing supply chain participant meetings to exchange information on issues for the entire supply chain and measures to solve such issues.

Lion's approaches

Lion has released our Supplier Responsible Sourcing Code in line with the International standards, including the International Bill of Human Rights and the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work. This code supports the implementation of Lion's Procurement Policy, specifically the following three principles:

- 1.Promoting human rights and ethical sourcing
- 2.Promoting sustainable sourcing
- 3.Building strong commercial outcomes and productive partnerships.

Lion has continued to roll out the SEDEX self-assessment questionnaire to our key suppliers. As of the end of 2019, 75% of Lion's key suppliers have taken risk assessments through the questionnaire, to meet the CSV commitment target of achieving 100% by 2021.

Environmental Education

Environmental Training

To mitigate environmental risk, the Kirin Group conducts an ongoing program for environmental training for its employees. This systematized training consists of training for environmental staff and training by job grade, including new employees. The training conducted at the Technical Talent Development Center has also been opened to Kirin Group companies in Japan. In 2019, 5 people underwent the wastewater treatment course, and basic classes on topics such as wastewater treatment and waste management were delivered as part of new employee training. Further, the Kirin Holdings CSV Strategy Department conducts systematized industrial waste training, which was held five times and 285 people underwent in 2019.



Scenery of environmental training

Raising Environmental Awareness within the Company

In-house communications, specifically employee newsletters and the intranet, are used to expand the depth and breadth of interest in and understanding of the environment among Kirin Group employees. At Group headquarters, videos presenting Kirin's environmental initiatives are screened on digital signage to deepen understanding among employees.



Employee newsletters
KIRIN CSV TIMES

Experiential Program

The Kirin Group conducts a CSV Experiential Program for Confronting Social Issues, a CSV training program that gives employees the opportunity to focus on social issues. In 2019, programs were held to promote understanding of examples of the Creating Shared Value that Kirin engages in with society. We plan and implement these programs that give participants the chance to experience first-hand actual operations and interactions with the local community in Tono in Iwate Prefecture, with which Kirin has had a connection in hops cultivation for more than fifty years, and in Ueda in Nagano Prefecture, where Mercian operates its own vineyard, Mariko Vineyard.

Fiscal Year	Program	Date	Number of participants
2017	At Tono hops farm	5/26 Fri~ 27 Sat	36
	At Ueda vineyard	9/22 Fri~ 23 Sat	31
2018	At Tono hops farm	6/1 Fri~ 2 Sat	36
	At Ueda vineyard	9/21 Fri~ 22 Sat	35
2019	At Tono hops farm	6/7 Fri~ 8 Sat	42
	At Ueda vineyard	10/18 Fri~ 19 Sat	40*

*Scheduled to participate. Cancelled due to typhoon damage.

Stakeholder Engagement

To grow sustainably together with society, the Kirin Group has positioned Creating Shared Value (CSV) as the core of its company management in its Long-Term Management Vision, Kirin Group Vision 2027.

CSV management means achieving both solutions to social issues and the provision of value to customers. It realizes the creation of economic value and social value, with the aim of sustainable growth together with society. To achieve this, it is important that we establish and implement mechanisms for identifying and understanding the challenges, expectations, and demands of our diverse stakeholders and for two-way communication about whether or not Kirin's business characteristics and strengths can be leveraged to meet those challenges, expectations, and demands.

To this end, the Kirin Group has a range of opportunities for dialogue with the stakeholders involved in its business. In addition to dialogue, we also work together with many of our stakeholders and cooperate in voluntary activities that lead to policy recommendations.



Engagement with raw material production regions

In our support for Sri Lankan tea farms to obtain Rainforest Alliance certification, which began in 2013, Kirin staff travel to Sri Lanka once a year to exchange views with the plantation managers and local residents, to identify and address local issues. The dialogue with the tea farms is an invaluable opportunity for us and the local producers to share their respective needs and issues, with a view to achieving more sustainable, higher quality and efficient tea leaf production.

We decided to expand support for obtaining sustainability certification to small farms in 2018 in response to the consultations received from managers of large tea farms that depend on small farms to cover the need to supply a large amount of tea leaves. We determined that support for small farms to obtain certification for tea leaves would lead not only to increasing revenues and stabilizing the business of small and large tea farms but also to securing stable procurement of tea leaves.

The activities for the conservation of water sources on the farms also materialized as a result of our dialogue with managers of large farms and local residents who had significant

concerns over the impact of climate change on water sources. Further, in response to the motivation of local managers to pursue sustainable production of tea leaves offering greater security, we have taken a step further from support for obtaining certification and have started assisting farmers with the initiatives to move away from the use of chemical pesticides and take on the challenge of growing tea more efficiently.

Assistance to obtain Rainforest Alliance certification→P.32

In Myanmar, after the establishment of the Kirin Group's Human Rights Policy in February 2018, we conducted human rights impact assessments in May and August of the same year and set out activity targets.

In that commitments, we are working on ensuring transparency in the supply chain for rice, one of our ingredients, and strengthening management.

We are also considering providing support with environmental training at Mariko Vineyard, where ecological surveys are conducted, in response to the requests from people in local communities.



Engagement with experts

In formulating the Kirin Group's Environmental Vision 2050, which was announced on February 10, 2020, we organized roundtable dialogue sessions with stakeholders, with cooperation from experts who had given us valuable advice in the past and we reflected many valuable comments received in our vision.

In ecological surveys on the process of converting idle and devastated land into vineyards, we ask the experts at the National Agriculture and Food Research Organization (NARO), our partner in joint research, to hold a joint research presentation once a year. In addition to sharing the insights obtained through this research, we discuss how to proceed into the future.

We also actively participate in the development of various public guidelines. In 2018 and 2019, at the request of the Ministry of the Environment, we sent a member to the Working Group on the Environmental Reporting Guidelines and Environmental Accounting Guidelines and the Working Group on guidance and technical notes supplementing Environmental Reporting Guidelines 2018, where he deliberated with experts about disclosure of environmental information.

In 2020, responding to the request from the Japan Food Industry Association, we dispatched members to the TCFD Guidance by Industry Review Committee for the food industry.

Roundtable dialogue during the revision of the Environmental Vision

Held on November 27, 2019

·Outside participants:

Yoshinao Kozuma, Professor Emeritus, Sophia University Faculty of Economics.
Manabu Akaike, Director, Universal Design Intelligence, Inc.
Mikako Awano, CEO, SusCon Japan

·Chairperson:

Masakazu Oki, Environmental Restoration and Conservation Agency's Japan Fund for the Global Environment

·Participants from Kirin Holdings:

Ryosuke Mizouchi, Senior Executive Officer.

Ryuji Nomura, Executive Officer, Head of the CSV Strategy Department.



Future generations

The Kirin Group, based on its Environmental Vision 2050, promotes engagement with future generations in various ways to get the next generation involved in resolving environmental issues and have a positive impact to society.

To promote communication with junior and senior high school students who will lead the next generation, in 2014 we began holding workshops called the Kirin School Challenge for students in this age group to learn, think about, and discuss matters for solving various social issues in the world and convey those ideas to their peers. As of the end of 2019, 971 students from a total of 371 schools have participated in the workshop. We also continue to support the Japan Environmental Youth Network, which supports events where senior high school students present reports on their environmental activities.

We invite senior high school students to visit our laboratories and ingredient production regions, and hold discussions with students at symposiums hosted by the Japan Environmental Youth Network Secretariat and other forums.

In 2019, jointly with Japan Network for Climate Change Actions, we launched trials for an environmental mark program in which children work together to find environmental marks.



Kirin School Challenge Award Ceremony



Dialog with the National Agriculture and Food Research Organization



National Convention of the Japan Environmental Youth Network

Investors

In June 2018, we held a CSV briefing for analysts and investors at the Kirin Brewery Yokohama Plant on the topics of "approach to the environment" and "the strengths of Kirin's technological expertise." At the briefing, we explained the various initiatives on the four themes of the Long-Term Environmental Vision, and the weight reduction technologies for containers and packaging being developed by the Institute for Packaging Innovation. We also gave attendees a tour of the Institute and the Yokohama Plant. This briefing provided an opportunity to give the analysts and investors who attended a deeper understanding of the fact that the Kirin Group's efforts are contributing to reducing environmental load and improving sustainability, as well as leading to cost reductions, and that, through these efforts, we are striving to achieve a balance of social and economic value.

In the individual meetings, we exchange opinions on our new Environmental Vision announced in February 2020 and responses to climate-related issues, including TCFD recommendations. We hope these meetings provide an opportunity for attendees to better understand the Kirin Group's initiatives.

Since 2017, we have been taking the opportunity when the CDP's chairman or CEO visits Japan to set meetings with Kirin Holdings' Senior Executive Officer in charge of CSV strategy (Group general environmental manager) and exchange opinions on responses to climate change.

CDP Executive Chair Paul Dickinson (left) and CEO Paul Simpson (right)



Voluntary participation leading to policy recommendations

Organization	Nature of activity
TCFD Consortium	Kirin Holdings has participated in the TCFD Consortium since it was established in 2019. Kirin Holdings serves as a member of the Guidance by Industry Review Committee (food sector) from 2020.
Clean Ocean Material Alliance (CLOMA)	Kirin Holdings is a member of the Clean Ocean Material Alliance, which was established with a view to accelerating innovation through public-private partnerships that drive new 3R initiatives to make the use of plastic products more sustainable and promote the development and introduction of alternative materials.
WE MEAN BUSINESS	In the WE MEAN BUSINESS coalition, the Kirin Group has committed to "setting reduction targets by SBT," "report on climate change responses in mainstream reports by CDSB" and "improvement of water security."
Science Based Targets (SBT)	The Kirin Group's emission reduction targets for 2030 were the first in Japan's food and beverages industry to be approved by SBT.
United Nations Global Compact	The Kirin Group joined the United Nations Global Compact in September 2005.
Japan Sustainability Local Group (JSLG)	Kirin Holdings participates as a steering committee member and director of the JSLG.
Fun to Share/ COOL CHOICE	Since 2014, the Kirin Group has supported the Japanese government's new climate change campaigns, Fun to Share and COOL CHOICE, and has registered with these campaigns.
Voluntary Action Plan of Japan Business Federation (Nippon Keidanren)	In consideration of the conservation of the global environment, the Brewers Association of Japan, of which Kirin Brewery is a member, and the Japan Soft Drink Association, of which Kirin Beverage is a member, participate in initiatives for the reduction of environmental load conducted by Nippon Keidanren (Japan Business Federation) and are tackling CO ₂ reductions and the recycling of waste.
Eco-First	Eco-First is a program in which companies make a pledge to the Minister of the Environment to conduct their own environmental conservation initiatives, such as counter-measures to global warming. The Kirin Group became the first manufacturer to be Eco-First accredited. It also participates in the Eco-First Promotion Council whose members comprise accredited companies.

Organization	Nature of activity
Japan Business and Biodiversity Project	Kirin Holdings has joined the Japan Business and Biodiversity Partnership, which was established by Nippon Keidanren (Japan Business Federation), Japan Chamber of Commerce and Industry, and Keizai Doyukai (Japan Association of Corporate Executives) in 2010.
Green Purchasing Network (GPN)	The Kirin Group is a member of the Green Purchasing Network (GPN).
Forest Supporters	The Kirin Group participates in the activities of Forest Supporters, a civic movement that promotes the creation of beautiful forests. The National Land Afforestation Promotion Organization serves as secretariat for this movement.
Water Project	The Kirin Group has been involved in the Water Project, a public-private sector collaborative awareness-raising project established to promote the maintenance and restoration of healthy water cycles, since 2014.
Rainforest Alliance Consortium	The Kirin Group is a founding member of and active participant in the Rainforest Alliance Consortium, which was established in September 2015 by the Rainforest Alliance and companies that handle Rainforest Alliance certification products with the aim of promoting sustainable agriculture.
Consortium for Sustainable Paper Use (CSPU)	The Consortium for Sustainable Paper Use was established by five (now ten) companies engaged in leading-edge paper use initiatives and WWF Japan. As a founding member of the CSPU, the Kirin Group pursues initiatives for the pursuit of sustainable paper use.

NGO

Name of activity	Nature of activity
WWF Japan	We received support from the WWF Japan when developing our Guidelines for the Procurement of Sustainable Biological Resources and our Action Plan. The Consortium for Sustainable Paper Use was under joint efforts, and we are continuing to conduct activities.
Rainforest Alliance	We are working together to support the Sri Lankan tea farms and Vietnamese coffee plantations in acquiring certification.
FSC Japan	We jointly engage in activities to promote the wide use of FSC-certified paper. Kirin declared its commitment to the Vancouver Declaration on SDGs and FSC certification in 2017.
Roundtable on Sustainable Palm Oil (RSPO)	Kirin Holdings engages in activities as an associate member of the Roundtable on Sustainable Palm Oil (RSPO), a nonprofit organization that promotes the production and use of sustainable palm oil.
Earthwatch Japan	We are jointly pursuing ecological surveys at Mariko Vineyard and conducting activities to regenerate <i>Sophora flavescens</i> .

Industry organizations

Name of activity	Nature of activity
Brewers Association of Japan	We are jointly working on developing voluntary environmental action plans related to containers and packaging, global warming, creation of a recycle-based society, etc., and implementing associated measures and on conducting activities to prevent the scattering of beverage containers and promote community beautification.
Japan Soft Drink Association	We are jointly working on developing voluntary environmental action plans related to containers and packaging, global warming, creation of a recycle-based society, etc., and implementing associated measures and on conducting activities to prevent the scattering of beverage containers and promote community beautification.
Recycling related organizations	We are promoting 3R activities together with The Japan Containers and Packaging Recycling Association and various councils for promoting recycling.
The Beverage Industry Environment Beautification Association (BIEBA)	BIEBA brings together six beverage manufacturing industry bodies to conduct activities aimed at beautification of communities.

Engagement

Name of activity	Nature of activity
Kirin School Challenge	We hold environmental workshops for students in junior and senior high schools.
Japan Environmental Youth Network	We support the Japan Environmental Youth Network organized by the Ministry of the Environment and Environmental Restoration and Conservation Agency of Japan and serve on the adjudication panel at the regional and national conventions.

Research institutions

Name of activity	Nature of activity
National Agriculture and Food Research Organization (NARO)	We perform joint research on ecological changes associated with the process of converting idle and devastated land into vineyards and conduct revegetation activities for rare and native species.

