



Disclosure based
on TCFD
recommendations

Introduction

In almost all of the Kirin Group's businesses, we process agricultural products and water, put them in containers, and offer them to consumers as products. We recognize the greenhouse gases produced during these processes cause climate change to become more severe, and the biggest impact will be on biological and water resources, which are our ingredients. We are very dependent on natural capital. Based on this understanding, since around 2010, prior to the publication of the TCFD final recommendations, we have conducted various risk surveys related to natural capital.

We believe that this accumulation of many years' insight about risk assessment in the value chain was what enabled us to begin scenario analysis soon after the TCFD final recommendations were published in 2017, and to disclose information in line with the TCFD recommendations in the Kirin Group Environmental Report 2018 as early as the end of June 2018.

In 2019, under the 2°C and 4°C scenarios set in-house, we analyzed the impact of climate change on agricultural raw materials per major supplier country in 2050 and 2100. Furthermore, we conducted water risk and water stress surveys in areas producing agricultural products and production and logistics sites, and carbon pricing impact assessments.

In 2020 and 2021, we estimated the financial impact of declines in agricultural yields on procurement costs and the financial impact of water risk/stress on production sites. We also estimate and disclose information pertaining to business opportunities related to heatstroke and infectious diseases caused by climate change.

Effectiveness of scenario analysis

We believe that scenario analysis is a very effective management tool for identifying and mitigating risks that would have extremely serious consequences for our businesses if they occur, regardless of the likelihood of occurrence.

In July 2018, when we disclosed the results of scenario analysis for the first time in our 2018 Environmental Report, the 2018 West Japan Torrential Rain Disaster (the Heavy Rain Event of July 2018) occurred, causing extensive damage to a large area of western Japan and disrupting roads and railway networks.

Kirin Beverage has actively promoted a modal shift, partly also to cope with the shortage of truck drivers, and has achieved a significant reduction in GHG emissions. This shift to railway transportation, however, happened

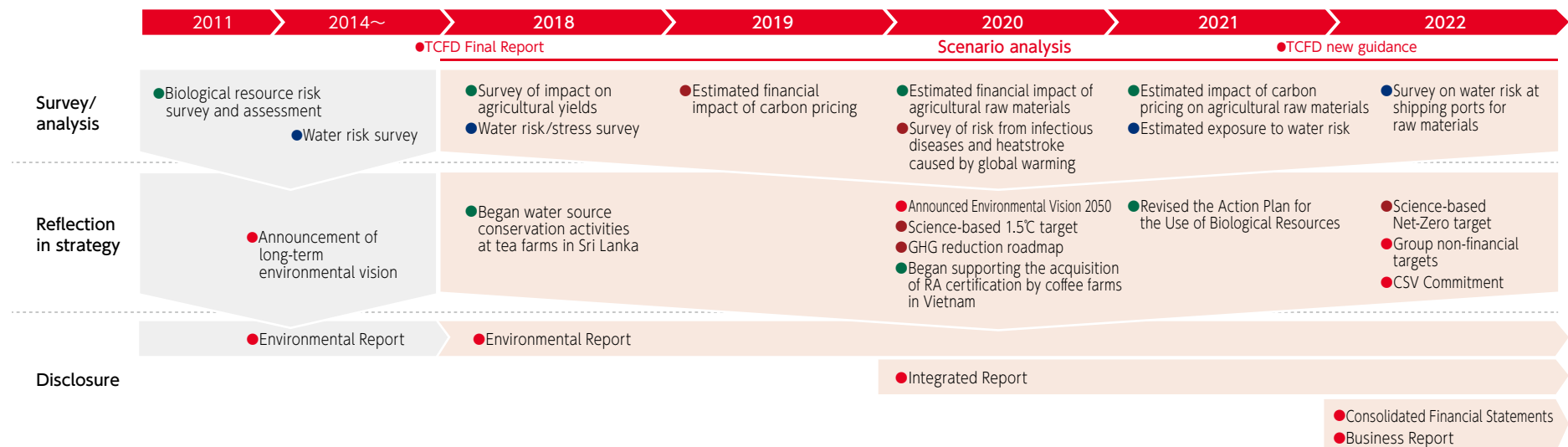
to disrupt deliveries during peak sales periods due to the disaster, which caused a major impact. We had listed the impact of natural disasters on transportation as a major risk in conventional risk management, and we had made some efforts to mitigate this risk. However, since we regarded the probability of occurrence as low, we did not consider detailed countermeasures.

Learning from this experience, in the fall of 2018, we prepared and began implementing a manual for what to do in the event of similar disasters. Through this measure, we successfully avoided any major impact from Typhoon Faxai (2019 Boso Peninsula Typhoon) and Typhoon Hagibis (2019 East Japan Typhoon) in October 2019. Currently, we apply scenario analysis methods to risk management other than climate change as well.

Reflection in strategy

At a meeting of the Group CSV Committee in June 2019, the rapidly changing situation surrounding the environment following the adoption of the Paris Agreement and the results of scenario analysis were reported. Senior management discussed these matters, and as a result, directed the launch of a project to review the formulation of strategies and the setting of targets. In February 2020, following deliberations based on the results of the project, the Board passed a resolution to adapt the "Kirin Group's Environmental Vision 2050," a long-term strategy that significantly raised the targets in our existing environmental vision, as well as our aim to achieve "net zero GHG emissions" by 2050. In this way, the results of scenario analysis provide meaningful input information for our environmental strategy.

Following the declaration of our aim to achieve net zero emissions in February 2020, we joined RE100 in November 2020, and declared our aim to use renewable energy for 100% of electric power used by 2040. In December 2020, the Kirin Group raised our target to 1.5°C from our previous 2°C target, for which we were the first Japanese food company to obtain the approval from SBTi in 2017. In 2021, we formulated a roadmap to achieve our science-based 1.5°C target by 2030 and net zero emissions target by 2050, and launched specific measures, such as introducing large-scale solar power generation facilities at our breweries and plants. On the other hand, since the impact of climate change on agricultural raw materials (biological resources) and water resources is significant, we think adaptation measures are also important for our alcoholic and non-alcoholic beverages businesses.



Disclosure framework

The "Disclosure based on TCFD recommendations" section of this report adopts the Task Force on Climate-related Financial Disclosures (TCFD) framework to explain how the Kirin Group assesses and analyzes the impact of climate change and whether we appropriately incorporate and promote measures to mitigate and adapt to climate change in our strategy, in order for us to appropriately transition our businesses, enhance our resilience, and lead the building of a decarbonized society, against the backdrop of the characteristic of our businesses that are highly dependent on natural capital. In this year's report, we have referred to the new guidance* that the TCFD published in October 2021. We have disclosed information related to natural capital (biological resources and water resources) that is important for our businesses referring to the prototype framework of the Taskforce on Nature-related Financial Disclosures (TNFD), together with climate-related information in accordance with the TCFD framework in the section of this report on "Disclosure based on TCFD recommendations", based on the fact that the TNFD framework itself is still being developed. We have disclosed information concerning our "LEAP (Locate, Evaluate, Assess, and Prepare)" approach to natural capital and our organization under the "AR3T" framework on pages (→18~19). In addition, on page (→97), we have provided information on "systemic risks," which is newly proposed by the TNFD. Since there is currently no available framework for the circular economy, we have disclosed related information on a trial basis on page (→20), based on "Disclosure and Engagement Guidance to Accelerate Sustainable Finance for a Circular Economy". We have used the TCFD framework only for the disclosure of information related to climate change and natural capital, and we have disclosed other information in the section of this report related to our activities.

In recent years, there have been rapid developments in research results related to climate change and natural capital, assessment methods, various tools for simulations, scenario analysis processes, and disclosure frameworks, and we can therefore anticipate major developments in approaches toward the value chain. In scenario analysis that we conduct every year, the Kirin Group constantly identifies these trends, and we will reflect them in better analysis and strategy and enhance our disclosure.

Scenarios

In scenario analysis, we use Group Scenarios that combine temperature scenarios (RCPs) and socioeconomic scenarios (SSPs) from the IPCC, etc. In Group Scenario 1 (2°C or 1.5°C scenario), we have mainly used SSP1 and RCP2.6, whereas in Group Scenario 3 (4°C scenario), we have mainly used SSP3 and RCP8.5. All research results, information, data, and other sources of information for each scenario were valid at the time of consideration of the scenario, and by their nature, estimates of impact analyzed and calculated based on these scenarios contain uncertainties. We have not taken the impact of geopolitical factors into consideration in this scenario analysis.

Applicable businesses

The businesses to which this analysis applies account for approximately 90% of the Kirin Group's sales, consisting of Kirin Brewery, Kirin Beverage, Mercian, Lion, Kyowa Kirin, Kyowa Hakko Bio, and KOIWA DAIRY PRODUCTS.

Risk and opportunities

For physical risk, we have mainly analyzed the impact on major agricultural raw materials and water in all areas, from food and beverages to pharmaceuticals, particularly the alcoholic and non-alcoholic beverages businesses, which we have found to be significantly affected in past scenario analysis, as well as the impact

on brewing and manufacturing sites and logistics networks, where the risk is thought to be significant. For transitional risks, we have analyzed policies, technology, markets, and our reputation, particularly in relation to energy costs, which make up a significant proportion of procurement costs. In terms of business opportunities, we have analyzed areas such as health, which is a key area for the value creation across everything from food and beverages to pharmaceuticals, and an area where we think we can contribute to social issues caused by climate change.

Time horizon

For the periods when risks will materialize, we have generally defined the short term as from the present to 2024 (the period of the Medium-Term Business Plan), the medium term as from 2025 to 2030 (the period of KV2027 and the SDGs target period), and the long term as 2031 to 2050 (the target year for the Kirin Group's Environmental Vision 2050). However, these time horizons are not necessarily consistent with the sources of information used for risk assessment or scenario analysis. In such cases, we have used the time horizons set for those specific references.

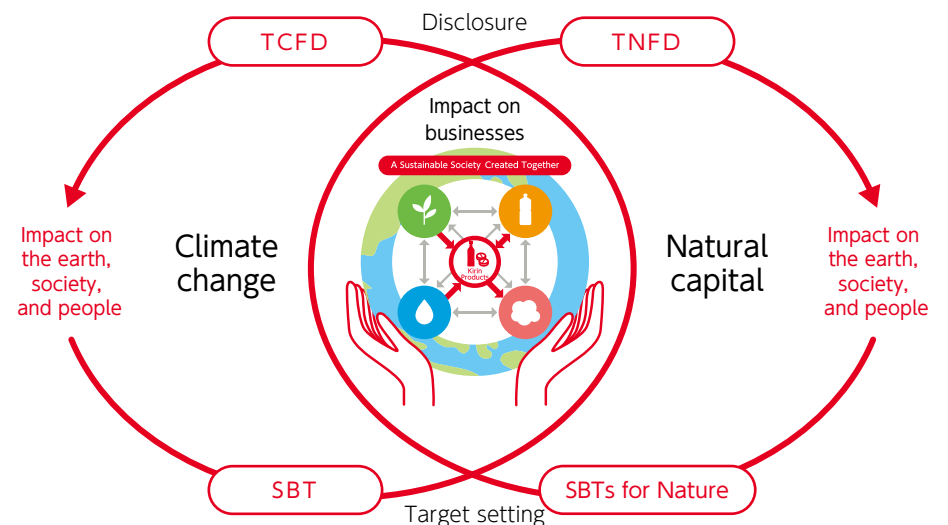
Reference information and calculation methods

We have summarized information on specific processes for analysis and calculation, as well as the data we used, on pages (→102~103). We have provided information related to processes for calculating GHG emissions (calculation of metrics, methods used for estimation, etc.), Boundaries, coefficients used in calculation, calculation methods, and other information in the sections of this report on Metrics and Targets, pages (→99~100), and Environmental Data, pages (→121~122), when we have not provided it for each part.

Independent assurance

The Kirin Group has been receiving independent assurances to ensure the reliability and transparency of information disclosed. For details, please refer to the Environmental Data section of this report.

Relationship between the environmental vision and disclosure framework



Summary

	Initiatives	Progress in 2021 and 2022
Governance	<ul style="list-style-type: none"> ● Significant matters such as basic policies related to the environment as a whole, including climate change issues: the Board conducts deliberations and makes resolutions ● Setting of targets, such as upgrading our science-based targets to 1.5°C-aligned and joining RE100: the Group Executive Committee conducts deliberations and makes resolutions ● Incorporation into group companies' management plans: establishment in CSV Commitments as a non-financial KPI ● Responses to environmental issues across the Kirin Group: the "Group CSV Committee," which is chaired by the CEO of Kirin Holdings and whose members are the CEOs of key Group companies and the senior executive officers of Kirin Holdings, conducts deliberations (meets three times a year) and reports its decisions to the Board ● Reports and reviews at meetings of the Board: progress in environmental management and business risks and growth opportunities related to environmental issues (every year) 	<ul style="list-style-type: none"> ● Increased the number of meetings of the Group CSV Committee (from once a year to three times a year) ● Established the Group Environmental Meeting (meet twice a year) ● Disclosed climate-related information in accordance with the new TCFD guidance ● Set the reduction of GHG emissions as a non-financial target indicator linked to officer remuneration
Strategy	<ul style="list-style-type: none"> ● Inputs for revisions to the long-term strategy, "Kirin Group's Environmental Vision": adoption of the Paris Agreement in 2015, the 2018 IPCC "Special Report on Global Warming of 1.5°C," and the results of scenario analysis ● Mitigation measures: upgrading our science-based targets to 1.5°C aligned. Join RE100 and expand our use of renewable energy ● Adaptation measures: technologies for utilizing alternative sugars that do not depend on barley, mass plant propagation technologies, technologies that reduce water usage, and support for the acquisition of sustainable farming certification ● Business opportunities: providing products that act as solutions for social issues caused by climate change, such as the spread of heatstroke and infectious diseases 	<ul style="list-style-type: none"> ● Set targets for the reduction of GHG emissions for all operating companies in CSV Commitments, which are linked to the assessment of the performance of operating companies ● Established large-scale solar power generation facilities at all Kirin Brewery plants using the PPA method (excluding the Yokohama Brewery) ● Achieved a 100% rate of renewable energy for procured power at the Kirin Brewery Sendai plant after doing the same at the Nagoya plant ● Achieved a 100% rate of renewable energy for procured power at three Château Mercian wineries
Risk management	<ul style="list-style-type: none"> ● Risk management, including climate-related risks: the Group Risk and Compliance Committee manages risk (meets each quarter) ● Response to risks that would significantly impact our businesses if they occurred, even if we do not know the probability that they will occur: introduction and operation of a new approach to identify and consider important risks by setting scenarios and conducting analysis and assessment 	<ul style="list-style-type: none"> ● Started BCPs for all types of hazards
Metrics and targets	<ul style="list-style-type: none"> ● Long-term target: net zero GHG emissions across the value chain as a whole by 2050 (already approved as "SBT for net zero") ● Medium-term target: reduce Scope 1+2 emissions by 50% and Scope 3 emissions by 30% by 2030, compared with 2019 (already approved as "SBT for 1.5°C") ● Renewable energy: use renewable energy for 100% of electric power by 2040 (joined RE100) ● Others: set by each operating company as its own CSV Commitments 	<ul style="list-style-type: none"> ● Scope 1 + 2: reduced 13% (compared with 2019, result as of end-2021) ● Scope 3: reduced 12% (compared with 2019, result as of end-2021)

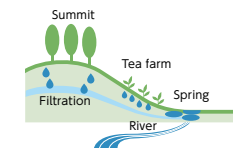
Risk	Business impact	Financial impact	Strategy
Physical risk	Decline in yields of agricultural products	Approximately 2.5 billion yen to 9.7 billion yen (4°C scenario, 2050)	<ul style="list-style-type: none"> Brewing technology that does not rely on barley Mass plant propagation technologies Support for farms to acquire certification for sustainable agriculture <hr/> <ul style="list-style-type: none"> Knowledge sharing Adjustment of facilities <hr/> <ul style="list-style-type: none"> Knowledge sharing Water usage reduction technologies
	Disruption of operations owing to floods	1.0 billion yen (200-year disasters, total of 20 locations in Japan)	
	Disruption of operations owing to droughts	0.03 to 0.6 billion yen	
Transitional risk	Carbon pricing Financial impact of energy	Approximately 1.0 billion yen (4°C scenario, 2030) Approximately 9.5 billion yen to 427.0 billion yen (1.5°C scenario, 2030)	<ul style="list-style-type: none"> Achievement of science-based 1.5°C target <hr/> <ul style="list-style-type: none"> Mass plant propagation technologies Support for farms to acquire certification for sustainable agriculture
	Financial impact of agricultural products	1.6 billion yen to 5.7 billion yen (RCP8.5 scenario, 2050)	
Business opportunity	Spread of infectious diseases	28,961.4 million US dollars (global sales of immunity and health supplements in 2030)	<ul style="list-style-type: none"> Contribution in Health Science domain <hr/> <ul style="list-style-type: none"> Products to address heatstroke
	Carbon pricing Increase in the number of persons requiring emergency services as a result of heatstroke	94.0 billion yen to 188.0 billion yen (4°C scenario)(size of Japanese market for non-alcoholic beverages that prevent heatstroke in 2100)	

Physical risks

Decline in yields of agricultural products



Droughts and floods



Transition risks

Energy costs



Business opportunity

Water stress



Heatstroke



Health Science domain



Business characteristics and approach to environmental issues

All of the Kirin Group's businesses are directly formed from the benefits of natural capital. Reflecting this characteristic of our businesses, in the "Kirin Group's Environmental Vision 2050," we set four key issues: "biological resources," "water resources," "containers and packaging," and "climate change."

In the Kirin Group's businesses, the impact of the physical risks of climate change is significant, and the scope to which we can respond with "adaptation measures" is limited. Accordingly, "mitigation measures" will be important to lessen the effects of climate change.

Japan and Australia are areas that make up a large proportion of our businesses. From a global perspective, water is relatively abundant in Japan, whereas Australia is a country with significant water stress, and the country has in fact experienced continuous large-scale droughts. We have operated our businesses in these two widely differing countries, giving the Kirin Group an understanding rooted in experience of the fact that water risk and water stress differ significantly between countries and regions. We depend on Sri Lanka for tea leaves for most of our mainstay products, *Kirin Gogo-no-Kocha*. Accordingly, we are aware that our dependencies and impacts on natural capital, which is the source of corporate value creation as well as a source of risk, differ between places.

In this way, we consider the four key issues in the "Kirin Group's Environmental Vision 2050" to depend on location, while also being mutually related and not independent issues at the same time, and Kirin's approach is to solve these issues in a holistic manner. Kirin Brewery have passed on a brewing philosophy of "Reverence for Life" through generations. This comes from the idea of Dr. Albert Schweitzer, who won the Nobel Peace Prize in 1952, namely his idea that, "I am life that wills to live, in the midst of life that wills to live." Besides the agricultural products used as ingredients, the yeast that powers the fermentation is also alive, and it would be impossible to make beer without life. "Reverence for Life" is also the foundation of CSV management, in which we will contribute to those around us (social value) in the same way we contribute to our own company (economic value), and it is linked to our environmental vision of going beyond the framework of our own company to have a positive impact in society as Kirin's environmental philosophy. Looking ahead, the Kirin Group will continue to work on environmental issues such as climate change, natural capital, and the circular economy, in order to enrich society and the Earth for future generations by collaborating with customers and a wide range of other stakeholders to have a positive impact on nature and people.

[More information on our Corporate Data→P.5](#)

Qualitative information to reflect long-term changes

The impact of climate change is already apparent. Various natural disasters have significantly affected our businesses, including major disasters caused by unprecedented heavy rainfall in Sri Lanka, where tea leaves are produced as a raw ingredient, and Europe, as well as long-term droughts and unprecedented large-scale and long-term forest fires in Australia and California, where grapes are produced.

In climate-related scenario analysis, it appears likely that yields of agricultural products will decline and quality will fall over the medium to long term, and that floods and droughts will occur frequently, etc. We also expect to face risks such as rising energy costs from carbon pricing and higher costs for agricultural products. In Japan, various issues are arising, including limited places to establish renewable energy power plants, and the increasing burden on citizens of additional charges under the feed-in tariff system (FIT) for renewable energy. On the other hand, prices of renewable energy are falling while prices of fossil fuels have spiked, meaning that it has become easier than before for companies to introduce renewable energy when looking at the situation from a global perspective.

In terms of mitigation measures, awareness of the sustainable farm certification system is rising rapidly, which means it is becoming easier to link to our brand value.

In response to the increase in infectious diseases and heatstroke as a result of global warming, and people's resulting interest in their health, opportunities are becoming visible to solve issues through our products and

expand our businesses, including products that maintain the immune system and non-alcoholic beverages that prevent heatstroke.

Direction of initiatives

For our climate change strategy, we are promoting the reduction of GHG emissions and introducing renewable energy as "mitigation measures" (or measures to reduce the impact of carbon pricing), including commitment to science-based 1.5°C targets by 2030 and net-zero emissions targets by 2050, and joining the RE100.

As "adaptation measures," we are also promoting the use of sustainable biological resources and water resources. When implementing specific initiatives, we intend to create a positive impact in society and lead the decarbonized society. I.e., in relation to "biological resources" and "water resources," we contribute not only to conserving our own raw materials and water, but also contributing to broader resource conservation in areas that produce raw materials and areas where we operate our businesses. In "climate change" and "containers and packaging," we prioritize the additionality of renewable energy and the in-house development of sustainable containers.

Approach to investment

Our basic principle for environmental investment to achieve our "SBT for 1.5°C" will be that it is profit and loss neutral. Specifically, the merit in terms of costs derived from saving energy will offset depreciation and amortization from the investment and the procurement costs of renewable energy.

For our "SBT for 1.5°C", the SBTi criteria stipulate that the rate of reduction must not be set based on a rate of reduction for the target year, but instead on a rate of reduction for each year leading up to the target year. Accordingly, we aim to reduce emissions for the Group as a whole each year in a linear manner.

Over the three years of our medium-term plan, from 2022 to 2024, we will execute environmental investment of approximately 10.0 billion yen, reflecting the results of our estimates based on a roadmap formulated from these assumptions.

We will use the Net Present Value (NPV) as an indicator for environmental investments aimed mainly at reducing GHG emissions, and we have also introduced Internal Carbon Pricing (ICP) into our framework for making investment decisions. When setting our ICP, we have referred to reference values from the IEA. (\$63/tCO₂e or 7,000 yen per tCO₂e as of February 2022). We have formulated our current roadmap in a way that will enable us to achieve profit and loss neutrality even without taking ICP into consideration, and we plan to accelerate this by taking ICP into consideration.

We will actively implement and consider the issuance of green bonds as a way of reducing our cost of capital. Of the funds to be allocated from the 18th Series of Unsecured Corporate Bonds (Green Bonds), we plan to allocate the full amount by the maturity of the bonds in 2025, including a cumulative total of 3.2 billion yen for the "procurement of recycled PET resin" and a cumulative total of 0.2 billion yen for the "introduction of heat pump systems at plants."

[More information on green bonds→P.132](#)

GHG emissions reduction and investment plans

	2022-2024	2025-2027	2028-2030
(1) GHG (Scope1+2)			
Rate of reduction compared with 2019 in final fiscal year (%)	26% (2024, compared with 2019)	37% (2027, compared with 2019)	52% (2030, compared with 2019)
Emissions in the final year (thousand t)	619,000 t (2024)	524,000 t (2027)	401,000 t (2030)
Cumulative GHG reductions over the three years (thousand t)	168,000 t/3 years	73,000 t/3 years	157,000 t/3 years
(2) Environmental investment (Billions of yen)	Approximately 10.0 billion yen	Approximately 8.0 billion yen	Approximately 8.0 billion yen

* "Environmental investment" is the total of capital investment and the increase in costs to procure electric power from renewable energy. Data from 2025 onward are expected amounts based on our current roadmap, and are subject to revisions as necessary.

Governance

In the Kirin Group, the Board deliberates and make resolutions concerning our basic policy and important matters related to climate change issues and environmental issues as a whole, such as natural capital and the circular economy, and the Group Executive Committee deliberates and makes resolutions concerning the setting of important targets.

The Board supervises the execution of duties in relation to climate change issues and environmental issues. At least once per year, strategies related to environmental management, action plans, the status of progress, business risks related to environmental issues, growth opportunities, and important issues are reported to, deliberated and reviewed by the Board.

* Matters such as setting targets related to environmental issues, including climate change, business plans, medium-term plans and fiscal year budgets, and risk management policies are reported to, deliberated and reviewed by the Board at the same timing as the above, or together with other matters reported.

To ensure that directors of the board, audit and supervisory board members, and executive officers provide high-level supervision, including group decision-making and environmental management, the company appoints persons who possess the required experience, advanced insight, and a high level of expertise.* In order to actively and independently promote CSV across the Kirin Group as a whole, we have established the "Group CSV Committee" (meets three times a year, in principle) to oversee sustainability as a whole. The committee is chaired by the CEO of Kirin Holdings, its members are the CEOs of key Group companies and senior executive officers of Kirin Holdings, and it deliberates environmental issues as an important management issue. We have positioned the Group CSV Committee as an advisory body to the CEO, and it submits agenda items and provides reports to the Group Executive Committee and the Board as necessary concerning its decisions, thus ensuring that they are reflected in the strategy of the Kirin Group as a whole. In 2022, we established the "Group Environmental Meeting" (meets twice a year, in principle) under the Group CSV Committee. The Group Environmental Meeting is chaired by the senior executive officer responsible for CSV strategy, and its members consist of related senior executive officers and heads of departments. The main agenda items at its meetings are the monitoring of matters such as the status of progress toward

Details of reports at meetings of the Group CSV Committee

Fiscal Year	Main topics of discussion
FY2019 (June 10)	<ul style="list-style-type: none"> Main progress in FY2018 and future issues ESG assessment response in order to strengthen management resilience as we aim to be a "global leader in CSV" Exchange of opinions regarding Task Force on Climate-related Financial Disclosures (TCFD) scenario analysis and transition plans
FY2020 (June 3)	<ul style="list-style-type: none"> Plans to renew the group materiality matrix ahead of the next Medium-Term Business Plan Exchange of opinions regarding our "response to human rights in the supply chain" Status of consideration of measures accompanying revisions to our environmental vision, etc.
FY2021 (June 10)	<ul style="list-style-type: none"> Confirmed progress since the Group CSV Committee meeting for FY2020 Response to human rights in the supply chain Initiatives to achieve the "Kirin Group's Environmental Vision 2050"

Content of reports to the Board in FY2021

- Sharing of Kirin's ESG assessment. The fact that Kirin is continuing disclosure under the TCFD recommendations, which is at the core of the ESG assessment, in a pioneering manner
- The fact that, as part of the roadmap to achieve the "SBT for 1.5°C" under the profit and loss neutral principle, we will accelerate the reduction of GHG emissions within a scope where upfront expenses not exceeding tax savings
- Our aim to be recognized as a global leader in environmental management through the commercialization of PET chemical recycling and the creation of a circular economy, participation in the SBTs for Nature and TNFD rulemaking, etc.
- Details of our response to Japan's Corporate Governance Code after revisions

the roadmap established for environmental issues, including climate change, biodiversity, water and plastics, as well as the exchange of opinions on related policies, strategies, and plans. At meetings of the Group CSV Committee and the Board, there are agenda items and reports concerning deliberations by the Group Environmental Meeting, as necessary. Through the establishment and operation of the Group Environmental Meeting, we will strengthen our initiatives targeting sustainability-related issues, as required by Japan's Corporate Governance Code following revisions in 2021. The Kirin Group engages in environmental management, including responding to climate change, as part of our CSV management system.

Starting from our medium-term plan in 2022, we have set indicators more directly linked to the execution of management plans as non-financial target indicators linked to indicators for assessing the performance of senior executive officers. We have set our "SBT for 1.5°C" in relation to climate change, and we have also established targets for the efficiency of water use at breweries and production sites with a high level of water stress as a related target.

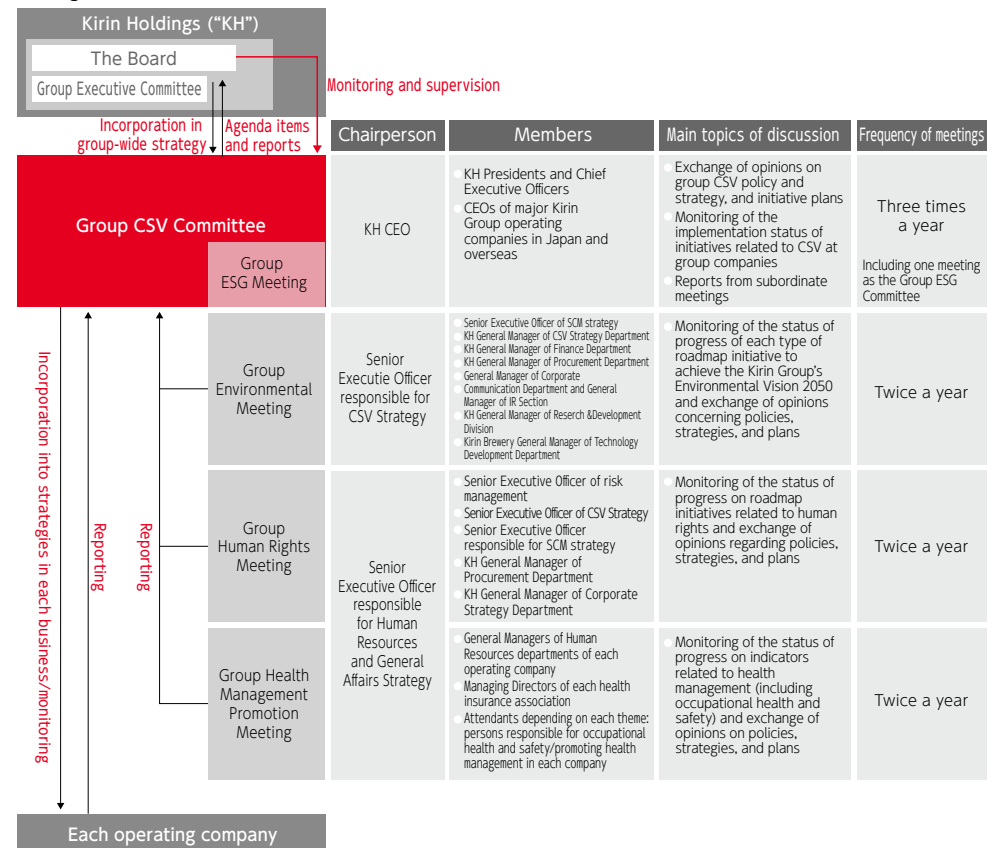
We incorporate environmental targets, including climate change, into our CSV Commitment, one of our non-financial KPI targets, and reflect them in management plans by setting them as performance indicators for each operating company. The status of achievement of the CSV Commitment serves as a metric for assessing the performance of the CEOs of group companies.

[More information on non-financial target indicators and our CSV Commitment → P.22](#)

[More information on performance assessment indicators → P.100](#)

* See below for a skill map of senior management. <https://www.kirinholdings.com/en/purpose/governance/provisions/>

Management of environmental issues



Strategy | Physical risks |

Physical risks	Risk assessment	Strategy
Chronic risks (biological resources)	<p>Declining yields of agricultural products and increasing procurement costs [medium to long term]</p> <ul style="list-style-type: none"> ● Significant decline in yields of major agricultural products, including barley, hops, tea leaves, and coffee ● The financial impact from lower agricultural yields caused by climate change is approximately 0.9 billion yen to 2.5 billion yen in 2050 under the 2°C scenario, and approximately 2.5 billion yen to 9.7 billion yen under the 4°C scenario (25-75 percentile range in the price fluctuation) ● The risk is small for corn if the increase is 2°C or less, but there is research with different results so close attention is required. The risk of decline in yields for agricultural raw materials related to high-fructose corn syrup is low. 	<ul style="list-style-type: none"> ● Brewing technology that does not rely on barley (adaptation measures/risk reduction) ● Mass plant propagation technologies (adaptation measures/risk reduction) ● Support for farms to acquire certification for sustainable agriculture (adaptation measures/risk reduction) ● GHG emissions reduction (mitigation measures/risk reduction)
Acute risks (water resources)	<p>Disruption of operations owing to floods [short to long term]</p> <ul style="list-style-type: none"> ● Breweries and plants with high water risk: one in China (the site in China (Zhuhai) has extremely high water risk according to Aqueduct), two in Australia, and four in Japan ● Historical examples of actual flood damage: Approximately 1.0 to 5.0 billion yen ● Exposure to 200-year disasters (total of 20 locations in Japan): Approximately 1.0 billion yen 	<ul style="list-style-type: none"> ● Sharing of knowledge concerning responses to floods (adaptation measures/risk reduction) ● Insurance for flooding (adaptation measures/risk transfer) ● Capital investment for flooding at facilities (adaptation measures/risk reduction or acceptance)
	<p>Impact on shipping & delivery owing to floods [short to long term]</p> <ul style="list-style-type: none"> ● There is a risk of flooding at shipping ports but planned responses exist 	<ul style="list-style-type: none"> ● Sharing of knowledge on responses to floods (adaptation measures/risk reduction) ● Diversification of suppliers (adaptation measures/risk reduction)
	<p>Disruption of operations owing to droughts [short to long term]</p> <ul style="list-style-type: none"> ● Breweries and plants with high water stress: three Lion breweries in Australia and Thai Kyowa Biotechnologies (six Lion breweries in the future) ● Impact from decline in production owing to droughts: estimated to be between approximately 30 million yen and 600 million yen 	<ul style="list-style-type: none"> ● Advanced technologies for water use reduction (adaptation measures/risk reduction) ● Sharing of knowledge concerning responses to droughts (adaptation measures/risk reduction)
	<p>Impact on agricultural products owing to floods and droughts [short to long term]</p> <ul style="list-style-type: none"> ● We forecast that water stress will become higher in many producing areas ● Natural disasters are materializing in many countries and regions 	<ul style="list-style-type: none"> ● Responses to water stress in areas producing agricultural raw materials (adaptation measures/risk reduction or acceptance) ● Prevention of soil outflow in areas producing agricultural raw materials (adaptation measures/risk reduction) ● Utilization of bag-type culture vessel technology that enables the recirculation of water (adaptation measures/risk reduction) ● GHG emissions reduction (mitigation measures)

Message from Top Management

Environmental Strategy

Indicators and Goals

Activity



Disclosure based on TCFD recommendations

Environmental Management

Environmental Data

Types of physical risks Chronic risks

Details of physical risks

Declining yields of agricultural products and increasing procurement costs [medium to long term]

Yields of agricultural raw materials may decline significantly owing to global warming and reductions in daily temperature ranges.

When we assessed the financial impact of lower agricultural yields using the 25-75 percentile range of the distribution of forecast data for change in prices, the impact was approximately 0.9 billion yen to 2.5 billion yen in 2050 under the 2°C scenario, and approximately 2.5 billion yen to 9.7 billion yen under the 4°C scenario (Graph 2). The range of the 25-75 percentile range was 4.5 times larger for the 4°C scenario than the 2°C scenario, from which we can infer that uncertainty is higher and the risk is more significant.

Since 2018, we have continued surveys and analysis of the impact of climate change on agricultural raw materials, with reference to numerous academic papers.* Although the impact differs between countries and regions, we have found that there are some agricultural raw materials for which yields will decline significantly. In 2022, we added surveys related to high-fructose corn syrup and protein sources, which are raw materials for low-malt beer products, etc. Every year, we refer to the latest academic papers and revise our information related to other agricultural products (Table 1).

In surveys related to water risk and water stress in areas producing agricultural raw materials, we also identified severe levels of drought risk and flood risk, which may impact agricultural products (Table 10).

In 2022, we estimated the financial impact of declines in agricultural yields for Kirin Brewery, Kirin Beverage, Mercian, Lion (excluding the non-alcoholic beverages business), Kyowa Kirin, and Kyowa Hakko Bio, referring to numerous academic papers. Our estimates covered the following agricultural products: barley, hops, tea leaves, grape juice, starch, lactose, corn, and cassava.

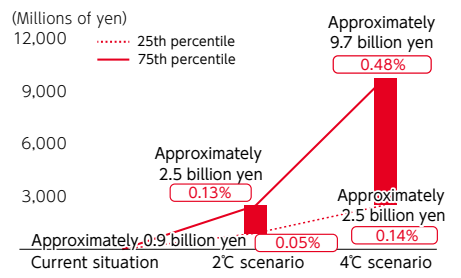
[Reference documents→P.102](#)

1 Impact of climate change on yields of key agricultural products (forecast for 2050 unless otherwise specified)

Agricultural products	Kirin Group Scenario3: 4°C, unwanted world, 2050			
	America (North and South)	Asia	Europe and Africa	Oceania
Barley	Canada -12% (2100) U.S. +9%(2100)	West Asia -5% to +10% Korea +0.5%	Finland -5.9% (spring barley) France -10% or more(Winter barley) -20% or more(Spring barley) Mediterranean coast (West)-0.3%(Portugal, Spain, France, Italy) (East)+4.4%	Western Australia -10 to -30%
Hops	U.S. (Washington) -16% (2100)		Czech Republic -8.5%	
Tea leaves		Sri Lanka Decline in yields in lowlands, low impact in highlands India (Assam region) 3.8% decline in yields per 1°C increase above average temperature of 28°C India (Darjeeling region) -40% to -80%	Kenya Change in suitable land from 1500 to 2100 meters above sea level to 2000 to 2300 meters above sea level. Drastic reduction in suitable land in the western part of Kenya, with land remaining suitable in the mountainous area of Kenya Malawi Chitipa 80% reduction in suitable land Nkhata Bay 60% reduction in suitable land Mulanje 70% increase in suitable land Thyolo 20% increase in suitable land	
Wine grapes	U.S. (California) 60% reduction in suitable land U.S. (Northwest) 231% increase in suitable land Chile 25% reduction in suitable land	Japan (Hokkaido) Increase in suitable land, Pinot Noir cultivation possible Japan (Central) Increase in suitable land while also anticipating obstacles from high temperatures	Northern Europe 99% increase in suitable land Mediterranean 68% reduction in suitable land Spain Change in overall wine production for each 1°C rise -2.1% (Spain as a whole) -4.6% (Andalusia) -4.8% (Duero River Valley) -34.6.% (northern Mediterranean)	New Zealand 168% increase in suitable land Australia (southern coast) 73% reduction in suitable land Australia (ex. southern coast) 22% reduction in suitable land
Coffee beans	Brazil 55% reduction in land suitable for arabica 60% reduction in land suitable for robusta	Southeast Asia 60% reduction in land suitable for arabica 52% reduction in land suitable for robusta	East Africa 13% reduction in land suitable for arabica 16% reduction in land suitable for robusta	
Corn	U.S. (Southwest) -27% U.S. (Midwestern Iowa) -5% to -12% U.S. -46/5% (2100) Brazil -19/4% (2100) Argentina -28.5% (2100)	China -27.4%	Ukraine -40.6% (2100)	
Soybeans	U.S. -10% (2080) Brazil -20% (2080) Argentina +40% or more	China +16% to +50% (2100) India -80%		

[Reference documents→P.102](#)

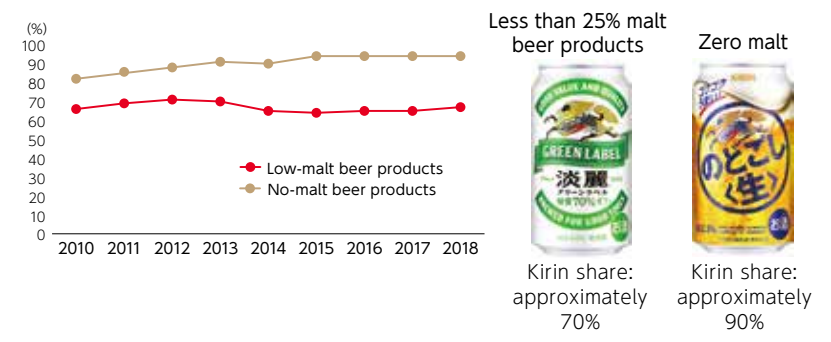
2 Impact of lower yields on procurement costs for agricultural products in 2050



Estimated for the main agricultural raw materials at Kirin Brewery, Kirin Beverage, Mercian, Lion (excluding the non-alcoholic beverages business), Kyowa Kirin, and Kyowa Hakko Bio. Figures in 0.48% show the percentage of revenue

[Reference documents→P.102](#)

3 Change in Kirin Brewery domestic share of low-malt beer products and no-malt beer products market



●Brewing technology that does not rely on barley (adaptation measures)

In response to declining barley yields as a result of climate change, we will maintain earnings by securing the support of consumers with products that limit the amount of barley used.

Kirin Brewery has been a market leader (Graph 3), with an extremely high share of the market for low-malt and no-malt beer, which together account for more than 40% of the Japanese market. We have judged that we will be able to maintain our competitive advantage on an ongoing basis, thanks to our experience effect, which is proved to be proportional to the cumulative amount brewed of such products, our intellectual property, and our deep understanding of the market.

We have also conducted surveys and analyses related to high-fructose corn syrup and protein sources, which are required to brew low-malt and no-malt beer products, while referring to numerous academic papers, and as a result (Table 5), we have judged that there are no

●Support for farms to acquire certification for sustainable agriculture (adaptation measures)

In order to ensure that areas producing agricultural products are resilient to climate change, we will continue to support the acquisition of sustainable farming certification.

In our support for the acquisition of Rainforest Alliance certification at tea farms in Sri Lanka and coffee farms in Vietnam, we provide training to reduce the impact of heavy rainfall, droughts, and other

●Mass plant propagation technologies (adaptation measures)

We will continue efforts to enhance the range of applications of "mass plant propagation technologies" developed by the Kirin Central Research Institute, to ensure that they can be used for heat-tolerant agricultural breeds developed in response to falling yields of agricultural products as a result of climate change.

While it is difficult to conceive of a business model for the Kirin Group that is completely independent of barely and hops, we

●GHG emissions reduction (mitigation measures)

In order to minimize the risk of falling agricultural yields, we aim to achieve net zero emissions by 2050, our "SBT for 1.5°C" by 2030, and renewable energy targets under RE100 by 2040, in accordance with our roadmap.

4 Probability of simultaneous 10% or 20% decline in average yield compared to the current level due to climate change in the four largest corn exporters

Country	2°C scenario		4°C scenario	
	>10%	>20%	>10%	>20%
United States	68.6	29.5	100.0	96.9
China	46.2	16.8	98.8	89.2
Argentina	50.0	9.9	96.9	86.9
Ukraine	51.8	19.2	98.2	85.0

Reference documents→P.102

major issues at present.

As for corn, we studied the impact of climate change on four major exporting countries of corn (approximately 87% of global exports). Although there is a fairly significant probability (Table 4) that yields in each producing area will fall by 10% or 20%, we found that the probability that average yields will fall at the same time across the four major exporting countries was approximately 7% under the 2°C scenario. Under the 4°C scenario, this probability was approximately 86%, so we would be unable to avoid a significant impact. But provided the increase is within the 2°C scenario, we think we may be able to reduce the impact by changing the countries we procure from.

In 2021, an international research team consisting of 20 research institutions from eight countries, including Japan's National Institute for Environmental Studies and the National Agriculture and Food Research

disasters caused by climate change.

We provide direction to farms to enable the protection of wild animals and the environment, such as forests and rivers. At the same time, we also work to diffuse methods of reducing expenditure and raising earnings while also stably and safely producing tea leaves, by providing direction on scientific methods to raise yields

anticipate that "mass plant propagation technologies" will have a positive impact on the stability of agriculture when agricultural breeds suited to global warming are developed. We will be able to use plastic film "bag-type culture vessel technology," which the Kirin Group has developed proprietarily, to significantly increase growth rates of healthy seedlings with no diseases and seedlings that are genetically identical to their parents

5 Impact of climate change on high-fructose corn syrup and soybeans(4° C scenario, 2050, unless otherwise noted)

Agricultural Products	Regional Harvest Forecasts		
	North America	South America	Asia
Sugarcane	—	Brazil ▲9.6%~+1.4%	Pakistan +1.6%~+4.1% China +22~+40%(2060)
Potatoes	United States No fertilizer effect Atlantic ▲20%~▲27% Russet Burbank +0~+5% Fertilizer effective Atlantic 0~▲5% Russet Burbank +18%	—	India +5.7%~+6.2% China Rainfed agriculture - Dabaihua +21.8% (2060) Irrigated agriculture, Kexin-1 +20.9% (2060)
Soybeans	United States (Central) No effect of fertilizer application ▲33.3% (2080) Fertilizer application +4.4% (2080)	Brazil ▲20%(2080)	China +50%(2080) India ▲8.24%

Reference documents→P.103

Organization (NARO) reported average global corn yields will fall by approximately 24% by the end of this century compared with the present (1983 to 2013) if climate change progresses. We will continue to monitor the development in research and assess new studies. We expect that yields of sugar cane, which can act as a raw material for high-fructose corn syrup besides corn, will fall in Brazil, the leading producer, but will rise in China and parts of India.

Yields of potatoes will either rise or fall in India and America, depending on the variety, but overall, we do not expect yields to fall, partly because we expect an increase in yields in China.

As for soybeans, which are a raw material for no-malt beer products, we forecast that yields will either rise or fall depending on the region, and we have judged that it is highly likely we will be able to avoid any impact.

Reference documents→P.102

while limiting the usage of agricultural chemicals and fertilizers.

We will accumulate knowledge by continuing to support the acquisition of such certifications, to ensure that we can address any future needs related to other agricultural products.

More information→P.28~P.29, P.32

(clones) by multiples of tens or hundreds of thousands depending on the plant species. We aerate a solution containing nutrients necessary for plant growth inside a small bag, making it easier to use water more effectively than in soil cultivation and enabling cultivation in areas with high levels of water stress. In this way, we expect that we can reduce our dependence on water specific to certain countries and regions.

More information→P.33

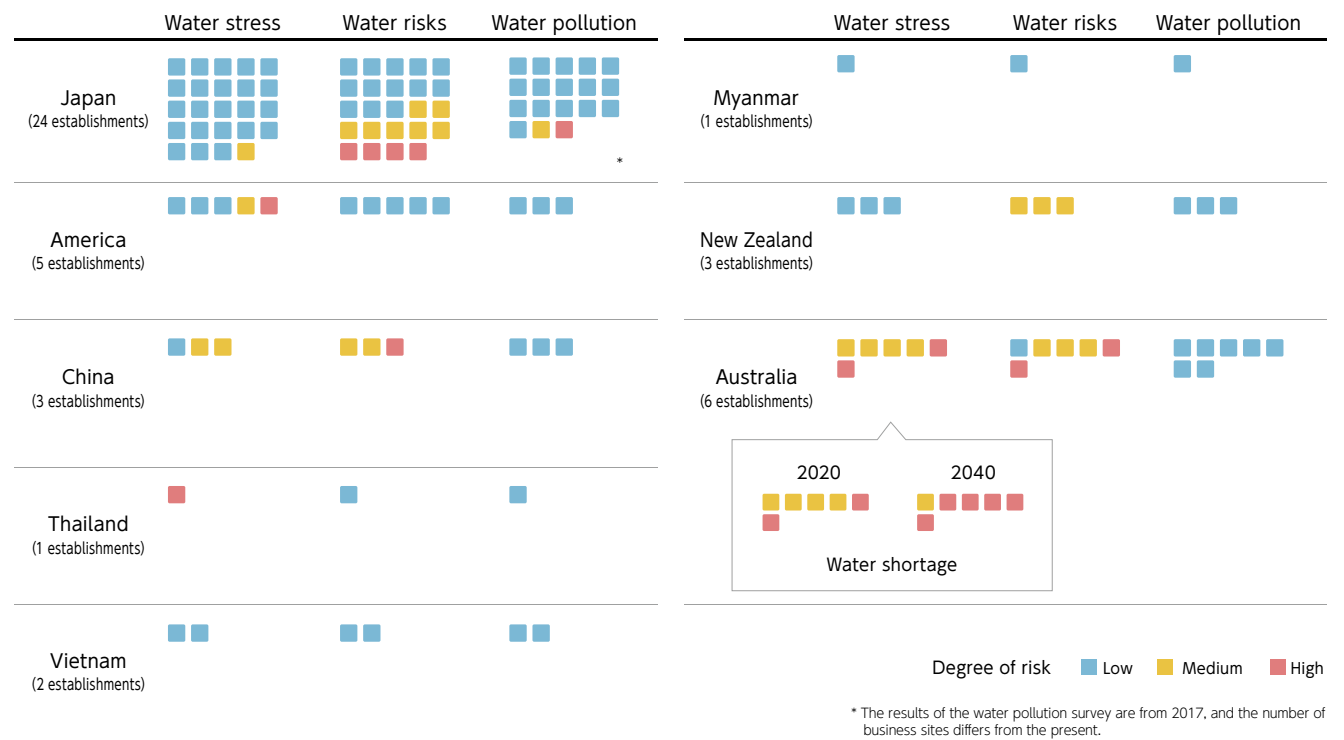
Details of physical risks

Disruption of operations owing to floods [short to long term]

Disruptions to brewing and manufacturing, or a significant impact, may occur as a result of damage from typhoons, heavy rainfall, and other disasters caused by climate change. The Kirin Group has operated businesses in Japan and Australia, two countries where the level of water stress differs significantly. As such, we have developed an understanding rooted in experience of the fact that problems related to water differ between countries and regions, and that they largely depend on basins and specific locations. Since 2014, we have been conducting regular scientific surveys, and in 2021, we conducted additional surveys and assessments based on Aqueduct for two main brewing sites at New Belgium Brewing in the United States in accordance with the expansion of our businesses. In 2020, we conducted surveys and analyses of water risk at brewing and production sites using Aqueduct 3.0, hazard maps created by local governments, and other resources. As a result (Figure 6), we identified breweries or plants with a high level of water risk from flooding, etc., as follows: one in China, two in Australia, and four in Japan. In particular, the one in China (Zhuhai) has extremely high water risk, according to Aqueduct. Flooding occurred at Lion's Castlemaine Perkins Brewery in Australia, which we assessed as having a high level of water risk, as a result of large-scale floods in Brisbane caused by very heavy rainfall over a wide area in the eastern part of Australia in March 2022. Flooding occurred as a result of heavy rainfall in 2011 as well. Going forward, we will continue using tools to assess risk, while also considering factors based on our experience. Our management benchmark for the financial impact of flooding on breweries and plants is approximately 1.0 billion yen to 5.0 billion yen, in line with the actual amounts of flood damage in the past (Table 7).

We are also using wind and water damage simulation systems to forecast losses from the risk of flooding. Our exposure to general 200-year disasters (the total of 20 business sites in Japan) is approximately 1.0 billion yen. There is a possibility of flood damage at our business sites from a rise in sea levels caused by global warming, but although there are forecasts for a rise in sea levels of 0.46 to 0.97 meters with a 4°C increase in temperature in Japan, we think it is still difficult to form a quantitative assessment. Going forward, we will continue paying close attention to the results of research.

6 Site water risk assessment (results of surveys from 2020 for water stress and water risks and 2017 for water pollution)



7 Cost of damages in past factory flooding events

Country	Operating companies	Plant	Cost of damage*	Sales ratio
Australia	Lion	Castlemaine Perkins Brewery	Approx. 1 billion yen	0.05%
Japan	Kirin Brewery	Sendai Plant	Approx. 5 billion yen	0.27%

*The amount for the Sendai Brewery is from tsunami and earthquake damage in the 2011 Great East Japan Earthquake

* Among Kirin Group business sites, the proportion with a high level of risk is approximately 16%, and the proportion with a medium level of risk is approximately 9%, whereas the proportion with a high level of water stress is approximately 36%, and the proportion with a medium level of water stress is approximately 18%. We have disclosed detailed information on P101.

* In Brisbane, there is a high level of water stress, and there have been continuous severe droughts, but at the same time, there has been repeated severe flooding occurring around once every few decades.

* Japan Meteorological Agency: *Sea Level, High Tide, and Storm Wave Records and Future Forecasts -From "Climate Change in Japan 2020"*
<https://www.mlit.go.jp/kowan/content/06.pdf>

8 Results of wind and water damage simulation

Recurrence period (years)	Wind+Flood AEP*
500	42.00%
250	0
200	0
150	0
100	0

* Aggregate Exceedance Probability



Kirin Brewery Nagoya Plant



Castlemaine Perkins Brewery

Response strategy

● Sharing of knowledge on responses to floods (adaptation measures)

At breweries and plants in areas where, comparatively, there is leeway in terms of time until flooding occurs, we will minimize damage in ways such as shutting down power sources in advance.

When flooding occurred at Castlemaine Perkins Brewery in 2011, we shut down power sources in the brewery in advance, partly because there was some time between the flood alert and the actual flooding.

As a result, we prevented harm from short-circuiting to electrical equipment in the brewery, and were able to reduce the amount of damage and quickly restart operations. Similar countermeasures were also effective against partial flooding at the Kirin Brewery Nagoya Brewery in 2000.

● Insurance for flooding (adaptation measures)

We will consider insurance at business sites as an effective measure against natural disasters, including floods. In 2020, we used the natural disaster model AIR to simulate wind and water damage for our main 20 business sites in Japan, thereby estimating loss percentages and amounts of damage for each recurrence period. For 200-year disasters (a disaster occurring once every 200 years), the total exposure across the Kirin Group was approximately 1.0 billion yen. At KYOWA PHARMA CHEMICAL, however,

we calculated that the annual amount of damage from a wind and water disaster of a scale occurring once every 500 years would be equivalent to 42% of the value of its property. Accordingly, we will consider covering an insurance, etc., after on-site surveys (Table 8). Going forward, we will continue to steadily conduct on-site risk surveys and assess the possibility of insurance for business sites where we have judged that there is a high risk of future flood damage based on wind and water damage simulation systems.

● Addressing flooding at facilities (adaptation measures)

We assume that flooding would have a serious impact on the continuity of our businesses, and we will therefore promote physical countermeasures as necessary at business sites where we must fulfill our responsibility to supply customers without interruption. At Kyowa Kirin, we have judged that the amount of damages from recovery, production disruption, and business opportunity losses would be considerable in the event that water damage, etc., caused long-term disruptions to operations at Kyowa Kirin's own pharmaceutical plants, commissioned manufacturers of drug substances, and packaging material suppliers. At Kyowa Kirin's own sites, we have formulated policies on countermeasures against water damage, and have also taken measures

to prevent flooding (geographically distributed storage of important assets related to production, waterproofing of buildings, moving important facilities to high floors and locations, the installation of flood walls, etc.). In the future, we intend to continue to address these issues through investment in our facilities. We will assess and address the impact across the supply chain as a whole, and take steps to avoid production disruptions and minimize damages. At the same time, there will also be a significant impact on companies commissioned to manufacture drug substances, packaging material suppliers, etc., so we will gather information about water damage countermeasures at each partner company, identify issues, and consider measures such the formulation of BCPs and disaster response drills.

* We have assessed risk related to flooding in a multifaceted manner, using multiple systems. Aqueduct can be used to assess risks, not just at the present but also including future forecasts. Aqueduct is the most widely used tool today, so one of its advantages is that it has a high potential for comparisons, but it is a black box, and in some aspects it does not fully reflect Japan's complex water systems. Hazard maps provide an assessment of the worst expected damage by local governments with a deep understanding of the area. We believe that when hazard maps and Aqueduct are used together, it enables more accurate risk assessments. With simulation systems, it is possible to estimate loss percentages and amounts of damage for each recurrence period, so we use them to identify our exposure and make judgments concerning insurance.

Impact on transportation from floods [short to long term]

There may be an impact on product distribution and the transportation of raw materials from typhoons, heavy rainfall, and other disasters caused by climate change. In 2018, the West Japan Torrential Rain Disaster resulted in long-term disruptions to railroads and roads in the Chugoku region, and there were major obstacles to the transportation of products from breweries and plants to customers.

In 2022, we conducted a survey concerning flooding risk and countermeasures in major barley shipping ports overseas. As a result of this survey (Table 9), we found that flooding risk was low in Canada, Australia, and the United Kingdom, and that while there was a risk of future floods of between 0.5 and 5 meters in the Netherlands and Germany, planned countermeasures have been formulated and implemented. We also found that, even when flooding risk is not high in the bays themselves, disasters affecting railroads and roads linked to the bays, as well as adjacent cities, would cause obstacles to the functioning of the ports.

Response strategy

● Sharing of knowledge on responses to floods (adaptation measures)

We are developing a manual for responding when we anticipate disruptions to logistics over a wide area from natural disasters, etc. Immediately after we recovered from major damage to logistics networks from the 2018 West Japan Torrential Rain Disaster, we created a manual for responding to similar events. As a result, we were able to avoid any significant impact from subsequent typhoon

damage on product distribution, including Typhoon Faxai, which caused significant damage, particularly in Chiba Prefecture, and Typhoon Hagibis, the first typhoon to receive the designation of a Disaster of Extreme Severity and a Specified Anomalous Disaster (both occurred in 2019).

● Diversification of suppliers (adaptation measures)

We reduce risk by having multiple suppliers. We work with our suppliers as part of endeavors to sustain our supply chain, to ensure that we can stably deliver safe and secure products to customers, at the optimal price. We have diversified our procurement of malt, the main ingredient in beer, across three

continents: North America, Europe, and Australia. We combine procurement measures for hops, such as adopting long-term contracts with producers, as part of efforts to secure the necessary amounts, and minimize the impact of market prices.

9 Assessment of water risk at main barley exporting ports

Country	Coast name	Flood risk	Recent disaster information	Flood control measures
Canada	Vancouver Bay	Risk of floods between 0.5 and 1m in 2100	Full-scale disruptions occurred to rail freight transportation and highways connected to the bay as a result of flooding and landslides caused by heavy rainfall in 2021	In cooperation with local NPOs, flood management strategies have been formulated and coastal lines have been repaired
Australia	Fremantle Perth Bay	Risk of floods between 0.7 and 2m between 2010 and 2080, and risk of floods between 0.5 and 5m from 2080 onward	No information about coastal disasters	On-site analysis is being conducted concerning the risk of climate change. Separately to climate change, there have been repairs to piers, bulkheads, and important facilities
United Kingdom	Southampton Bay	Low risk of flooding prior to 2050. Risk of floods between 0.5 and 5m in 2080	No information about coastal disasters. Damage from heavy rainfall occurred in the city in 2021	Coastal development is being promoted, including flooding countermeasures, and there are plans to complete the construction of bulkheads in rivers with a particularly high level of risk
The Netherlands	Rotterdam Bay	Risk of floods between 0.5 and 5m between 2010 and 2080	No information about coastal disasters	The government and companies collaborated to launch a program for managing flood risk in 2015. They are strengthening protective barriers and embankments, as it is urgently required
Germany	Bremerhaven Bay	Risk of floods between 0.5 and 5m between 2010 and 2080	No information about coastal disasters. Damage from heavy rainfall occurred in the city in 2021	Measures such as building and strengthening sea embankments and protective barriers are being implemented in accordance with plans. Repairs to 1.3km of quay walls were completed in January 2022

Disruption of operations owing to droughts [short to long term]

Water is essential in brewing and manufacturing processes for alcoholic beverages, soft drinks, pharmaceutical products, and biochemical products. Accordingly, there may be disruption or obstacles to brewing and manufacturing in the event of severe droughts caused by climate change.

In our assessment of water stress at manufacturing and brewing sites based on Aqueduct 3.0, internet surveys, interviews with business sites, and other resources, we found that water stress related to droughts, etc., was high at three Lion breweries in Australia and Thai Kyowa Biotechnologies, and we also judged that the level of risk would become high at six Lion breweries in Australia in the future. We have identified the estimated financial impact of droughts on breweries and manufacturing business sites based on the volume decline in brewing and manufacturing under certain assumptions at business sites with a "high" level of water stress. We estimated that the financial impact was between approximately 30 to 600 million yen, but in past examples, we have been able to minimize the impact of droughts, so we have judged that the risk is negligible.

[More information on business site water risk assessments→P.81](#)

[More information on water usage at breweries and manufacturing sites in areas with water stress→P.101](#)

Impact on agricultural products from floods and droughts [short to long term]

There is a possibility that water risk and water stress from climate change, as well as disasters, may result in a decline in agricultural yields and an increasing financial impact related to procurement.

In 2017, we used Aqueduct 2.1 to conduct detailed surveys of water risk in areas that produce agricultural raw materials, and we found that water stress would increase in many production areas (Table 10).

In 2021, such concerns materialized in many regions around the world.

We have summarized the main impacts of water risk and water stress, disasters, etc., in FY2021 in Table 11.

Response strategy

●Advanced technologies for water use reduction (adaptation measures)

We will appropriately reduce our use of water, taking into consideration the amount of water stress. The Kirin Group has operated businesses in Australia, where there is extremely high water stress, and Japan, where water is relatively abundant. As such, we have known from our experiences that water risk and water stress differs between countries and regions. Since as early as 2014, we have been conducting regular surveys of water risk and water stress, and we have continued these surveys as part of our scenario analysis since 2017. We conserve water in ways suited to

the differing levels of water stress in each country and region, based on our understanding of the scientific evidence.

At Lion, in response to severe long-term droughts in Queensland, we collaborated with the state government to establish a reverse osmosis (RO) plant to collect and reuse water that has been used in brewing processes at Castlemaine Perkins Brewery in 2011. In 2019, we achieved world class level of water efficiency at 2.5 liters of water for every liter of beer produced.

[More information→P.41](#)

●Sharing of knowledge on responses to droughts (adaptation measures)

The scope to which we are able to utilize such insights differs depending on the details of the business, but we will enhance the resilience of each business while sharing insights on droughts. Thai Kyowa Biotechnologies, which faced water intake restrictions due to drought in 2020, has been able to limit water intake and

avoid negative impacts by holding enough inventories and switching temporarily to products that use less water. There are limits to the situations in which we can utilize this knowledge, but by sharing it within the Kirin Group, we are reinforcing our ability to respond.

●Responses to water stress in areas producing agricultural raw materials (adaptation measures)

We will accumulate knowledge as we continue initiatives such as water source conservation activities at tea farms in Sri Lanka. At tea farms in Sri Lanka, we began water source conservation activities on the farms in 2018, and as a result, by the end of 2021, we have conserved water sources in 12 locations. In 2020, we began

similar support for the acquisition of certification at coffee farms in Vietnam. As part of training for the acquisition of certifications, we teach subjects such as mulching and planting shade trees to ensure that the ground does not dry out in the event of droughts, as well as methods to store water to prepare for droughts.

[More information→P.28~P.29, P.32](#)

●Prevention of soil runoff in areas producing agricultural raw materials (adaptation measures)

At tea farms in Sri Lanka, we teach methods of preventing soil runoff from heavy rainfall by planting undergrowth with deep roots, as part of training in activities to support the acquisition of certification for sustainable agriculture. Our teaching is based on simple methods with a scientific core, such as working with local universities to develop methods that enable farm laborers to distinguish the right type of plants, because they must choose plants that do not harm

the cultivation of tea trees.

At present, we have not taken any specific measures in relation to major agricultural products in Europe and Australia, where we anticipate significant water risk and water stress, but we hope to utilize the knowledge we have accumulated through our initiatives in Sri Lanka and elsewhere.

[More information→P.28~P.29](#)



A picture drawn by children in Sri Lanka who learned that we must treasure water



A micro watershed in a tea farm in Sri Lanka that was fenced off with Kirin's support



Landslide prevention implemented as part of training in support for the acquisition of certification (the slope with undergrowth on with deep roots)

10 Water stress in major agricultural product production areas (around 2050)

Agricultural products	America (North and South)	Asia	Europe/Africa	Oceania
Barley	Canada High~Extremely high	Japan Medium to high	Ukraine High~Extremely high United Kingdom Low in the North, high in the South Germany medium~High Czech Republic Medium to high in Moravia, low to medium in Bohemia Belgium High	Australia Extremely high in the East and Southeast Medium in the Southwest
Hops	United States Medium to high in Oregon, medium to high in Idaho (partially Extremely high)	Japan Medium to high in Tono, Yokote, Yamagata Low to medium in Odate	Germany Medium~High Czech Republic Medium to high in Moravia, low to medium in Bohemia	Australia Extremely high New Zealand Low
Tea leaves		Sri Lanka Extremely high in the North, and medium to high in the South and central highlands India Low in Darjeeling and Assam, low to Medium in Nilgiri Indonesia Extremely high in Java, low in Sumatra Low in Sumatra	Kenya Low Malawi Low	
Wine grapes	Chile Extremely high Argentina Extremely high		Spain High in the North, extremely high in other areas	
Coffee beans	Brazil Low to medium in the Northeast, low in other regions		Tanzania Medium to high in the North, low in other areas	

11 Main natural disasters and impact on agricultural products in 2021

United States	Record droughts in California resulted in a 19% reduction in crop acreage for agricultural products and a loss of approximately 8,750 agricultural jobs. Fertilizer prices doubled
Canada	Droughts in Alberta resulted in a 45% decline in production of wheat. Wheat indices increased 65.7%
Germany	Heavy rainfall six times more than the average resulted in economic losses of 40 billion dollars. Most vineyards in the Ahr valley area were submerged
Russia	"Ice crusting" occurred, where surfaces froze for several weeks in the winter, causing spring production of wheat to fall 3%, and winter production of wheat to fall 7%
Brazil	Droughts, frost, and freezing caused corn production to fall 9% and many products did not meet the standard quality for sale, resulting in price increases. There was a bad harvest of sugar cane owing to droughts for two years in a row. This contributed to an increase in sugar price indices of 9.6% in just one month
Kenya	The government declared a national state of emergency as a result of droughts among the worst recorded in the past 40 years. The impact on agricultural products was devastating, and an estimated 2.8 million people faced starvation
Malaysia	Palm oil production fell 11% as a result of flooding from heavy rainfall and the prolonging of the COVID-19 pandemic. Palm oil prices remain at record high levels

Type of transitional risk		Transitional risk and strategy		
Policy	Risk	<p>Carbon pricing and energy procurement costs [medium to long term]</p> <ul style="list-style-type: none"> ● Tax savings in 2030 of approximately 0.5 billion yen under the 4°C scenario, 3.5 billion yen under the 2°C scenario, and at least 4.8 billion yen under the 1.5°C scenario 	<p>Financial impact on the procurement of agricultural products from carbon pricing [medium to long term]</p> <ul style="list-style-type: none"> ● Approximately 0.7 billion yen to 3.0 billion yen in 2050 under the 2°C scenario, and approximately 1.6 billion yen to 5.7 billion yen under the 4°C scenario 	<p>Impact on currently held assets [medium to long term]</p> <ul style="list-style-type: none"> ● The possibility that we may be unable to recover investments owing to facility renewals earlier than expected as a result of legal regulations, etc., affecting through-flow boilers, etc.
	Strategy	<ul style="list-style-type: none"> ● Profit and loss neutral reduction of GHG emissions in brewing and manufacturing ● GHG emission reductions through logistics optimization 	<ul style="list-style-type: none"> ● Mass plant propagation technologies and support for farms to acquire certification for sustainable agriculture 	<ul style="list-style-type: none"> ● Identification of trends in technology and renewal of our road map
Technology	Risk	<p>Research and development capabilities [short to long term]</p> <ul style="list-style-type: none"> ● Possibility that research contributing to decarbonization will not be put to practical use at the expected timing 	<p>Engineering capabilities [short to long term]</p> <ul style="list-style-type: none"> ● Possibility that engineering capabilities required for decarbonization will not be transferred and cannot be utilized 	<p>Introduction of appropriate technology and facilities [short to long term]</p> <ul style="list-style-type: none"> ● Possibility that we cannot install energy-saving facilities and switch to renewable energy at an appropriate time or price
	Strategy	<ul style="list-style-type: none"> ● In-house packaging development technology (mitigation measures/reduction) 	<ul style="list-style-type: none"> ● Strengthen engineering functions 	<ul style="list-style-type: none"> ● Identification of trends in technology and renewal of our road map
Markets	Risk	<p>Avoidance of fossil-derived raw materials [medium to long term]</p> <ul style="list-style-type: none"> ● Possibility that people's impression of containers and packaging using raw materials derived from fossils may be negative 	<p>Concerns surrounding the destruction of forests [medium to long term]</p> <ul style="list-style-type: none"> ● Possibility that awareness of forests as a sink of GHG will become stronger, and there will be a stronger negative impression of forestry and agriculture 	<p>Fluctuations in natural gas prices [medium to long term]</p> <ul style="list-style-type: none"> ● Possibility that natural gas prices will not fall significantly
	Strategy	<ul style="list-style-type: none"> ● Plastic resource recycling 	<ul style="list-style-type: none"> ● Promotion of sustainable forestry and agriculture 	<ul style="list-style-type: none"> ● Steady implementation of our roadmap to achieve our science-based 1.5°C target
Reputation	Risk	<p>Assessment of consumers [short to long term]</p> <ul style="list-style-type: none"> ● Decline in the assessment of our brand owing to inferior initiatives and insufficient appropriate communication 	<p>Social responsibility toward renewable energy [short to long term]</p> <ul style="list-style-type: none"> ● Criticism from the inconsiderate introduction of renewable energy power generation 	<p>Trust from long-term investors [short to long term]</p> <ul style="list-style-type: none"> ● Possibility of loss of opportunities to secure stable investment owing to a lack of appropriate disclosure
	Strategy	<ul style="list-style-type: none"> ● Engagement with young generationgenerations 	<ul style="list-style-type: none"> ● Formulation and operation of basic policies concerning the introduction of environmental value 	<ul style="list-style-type: none"> ● Appropriate disclosure in line with the TCFD recommendations

Type of transitional risk **Policy**

Details of transitional risks

Carbon pricing and energy procurement costs [medium to long term]

Energy procurement and logistics costs may spike if governments introduce carbon taxes and carbon border adjustment mechanisms. Table 12 shows the results of our estimation of the financial impact of carbon pricing on energy procurement. We estimated tax savings in 2030 of approximately 0.5 billion yen under the 4°C scenario, 3.5 billion yen under the 2°C scenario, and at least 4.8 billion yen under the 1.5°C scenario, in the event that we achieve our science-based 1.5°C target. Under the 1.5°C scenario, the expected range of carbon pricing is extremely large, and there is a risk that the financial impact will be a large value. In order to reduce risk and lower our procurement costs, we must achieve or bring forward our GHG emissions reduction targets. When assessing the impact of carbon pricing on energy procurement, we estimated the impact at Kirin Brewery, Kirin Beverage, Mercian, Lion, Kyowa Kirin, and Kyowa Hakko Bio in 2022. For power emissions factors and carbon taxes, we applied the 2°C scenario and 4°C scenario from the IEA scenarios, and set the IPCC “Special Report on Global Warming of 1.5°C” as the 1.5°C scenario and the basis of forecast carbon prices for all three scenarios.



Response strategy

● Profit and loss neutral reduction of GHG emissions in brewing and manufacturing

In order to minimize the financial impact of carbon pricing, we will achieve our targets of net zero emissions by 2050, our science-based 1.5°C target by 2030, and renewable energy targets under RE100 by 2040, in accordance with our roadmap, under the basic principle of profit and loss neutrality. Specifically, the merit from saving energy will offset depreciation and amortization from the investment and the procurement costs increase of renewable energy.

Lion has already achieved carbon neutrality in both Australia and New Zealand. Please refer to the “Introduction” and “Approach to investment” sections of this report for more information on our approach to environmental investment to contribute to reducing GHG emissions, the amount of investment, and our ICP.

[More information→P.76](#)

● GHG emissions reduction through logistics optimization

In order to reduce GHG emissions in logistics departments, we will develop the various initiatives such as modal shifts, joint deliveries with industry peers, and higher loading ratios. GHG emissions from upstream transportation (category 4), including the transportation of products, account for approximately 12% of

total Scope 3 emissions, and are a major target for the reduction of emissions. In recent years, reducing the impact of transportation has also been an important initiative from the perspective of reducing the risk that we will not be able to transport products owing to the shortage of truck drivers.

[More information→P.66~P.67](#)

12 Assessment of impact of carbon pricing

	Scenario Year	Group Scenario 3(4°C Scenario)		Group Scenario 1(2°C Scenario)		1.5°C Scenario	
		2030	2050	2030	2050	2030	2050
If GHG emissions are not reduced	Carbon taxes(Billions of yen)	10	12	69	95	95~4,270	130~7,587
	Percentage of revenue	0.05%	0.07%	0.38%	0.52%	0.52%~23.44%	0.71%~41.65%
If we reduce GHG emissions in line with targets	Carbon taxes(Billions of yen)	5	0	35	0	48~2,135	0
	Percentage of revenue	0.03%	0.00%	0.19%	0.00%	0.26%~11.72%	0.00%
Carbon taxes	Tax savings(Billions of yen)	5	12	35	95	48~2,135	130~7,587
	Percentage of revenue	0.03%	0.07%	0.19%	0.52%	0.26%~11.72%	0.71%~41.65%

[Reference documents→P.103](#)

13 Main Initiatives

Initiatives	Description and effects (2017-2022)
Introduction of large-scale solar power generation facilities with the PPA method	Already introduced at eight Kirin Brewery plants nationwide, excluding the Yokohama Brewery. When all facilities begin operating, we expect to reduce GHG emissions by approximately 5,800 tons per year, increasing the proportion of renewable energy in electric power used by Kirin Brewery as a whole from approximately 18% as of 2020 to approximately 34%
Achieved a proportion of 100% renewable energy in purchased electric power	Already implemented at the Kirin Brewery Nagoya Plant, Sendai Plant, all Mercian wineries (three locations), the Kyowa Kirin Fuji Plant, and Shanghai Kyowa Amino Acid
Joint deliveries	Reduced GHG emissions by approximately 330 tons per year through joint deliveries using railroad containers in the east Hokkaido area.
Joint collection of beer pallets	Reduced GHG emissions by a total of 5,158 tons of CO ₂ per year (approximately 37% compared with previous levels) across four brewing companiesbeer companies

* Information concerning the calculation methods for joint deliveries and the joint collection of beer pallets is provided in Contribution to Avoided Emissions through the Global Value Chain, Third Edition, by Keidanren (Japan Business Foundation).
<http://www.keidanren.or.jp/policy/2018/102.html>

Financial impact on the procurement of agricultural products from carbon pricing [medium to long term]

The prices of agricultural products may spike if governments introduce carbon taxes and carbon border adjustment mechanisms.

Graph 14 shows the results of our estimation of the financial impact of carbon pricing on agricultural product prices. In 2022, we estimated the impact for Kirin Brewery, Kirin Beverage, Mercian, Lion (excluding the non-alcoholic beverages business), Kyowa Kirin, and Kyowa Hakko Bio. Our estimates covered the following agricultural products: barley, hops, tea leaves, grape juice, starch, lactose, corn, and cassava.

In our estimates, we calculated that the impact would be approximately 0.7 billion yen to approximately 3.0 billion yen under the RCP2.6/SSP scenario and approximately 1.6 billion yen to 5.7 billion yen under the RCP8.5/SSP3 scenario in 2050. The range of the 25-75 percentile was 1.8 times larger for the RCP8.5/SSP3 scenario than the RCP2.6/SSP1 scenario, from which we can conclude that uncertainty is higher and the risk is more significant.

Impact on currently held assets [medium to long term]

There is a possibility that various policies and regulations, as well as demands from society for decarbonization, will make it difficult to use existing facilities that use fossil fuels, etc., and to continue using them for the period that we initially expected. Under the Kirin Group roadmap, we plan transition in the future to hydrogen and other forms of GHG-free energy to replace natural gas that we use in heating processes such as boiling in brewing and manufacturing. We may be unable to recover our investments if it becomes necessary to renew through-flow boilers and other facilities earlier than expected. In the same way, we may be unable to recover investments related to trucks that we hold if we are required to transition the trucks we use for transportation to electric vehicles sooner than initially expected.

Response strategy

● Mass plant propagation technologies and support for farms to acquire certification for sustainable agriculture

We have judged that mass plant propagation technologies and support for farms to acquire certification for sustainable agriculture are effective as countermeasures.

Mass plant propagation technologies may be able to contribute to an increase in crop acreage in response to the issue of competition between alcoholic/non-alcoholic beverages and biofuels for raw materials as carbon pricing causes renewable energy to expand and the use of corn, soybeans, etc., as biofuels increases.

In response to the possibility of an impact on fertilizer prices from soaring prices of natural gas, which is a raw material in nitrogen fertilizer, we think that training for farmers on appropriate fertilizer management as part of support for the acquisition of sustainable farming certification will act as a countermeasure.

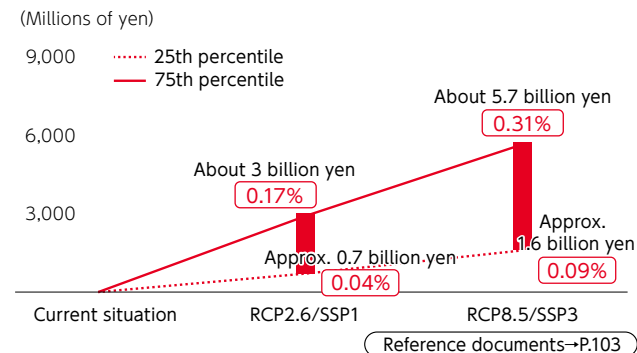
[More information on mass plant propagation technologies→P.33](#)

[More information on support for the acquisition of certification→P.28~P.29, P.32](#)

● Identification of trends in technology and renewal of our road map

The use of hydrogen, etc., will require technological innovation and infrastructure development, and we expect that full-fledged transition will not take place until 2030 or later. Until then, we think the probability is low that regulation, etc., will require us to renew our existing boilers and other brewery and plant equipment, and trucks, before they are depreciated.

14 Impact on agricultural product procurement costs from carbon pricing in 2050 (percentage of revenue)



* The socioeconomic systems in the papers we used for our estimates differ from the Kirin Group scenarios, so we have created and disclosed our estimates under the RCP2.6/SSP1 and RCP8.5/SSP3 scenarios in these papers.

[More information→P.15~P.17](#)

Details of transitional risks

Research and development capabilities [short to long term]

There is a possibility that research contributing to a decarbonized society will not be put to practical use at the expected timing.

Aluminum cans make up approximately 18.1% of the Kirin Group's Scope 3 emissions, while PET bottle preforms and resins make up approximately 2.7%. Accordingly, the reduction of GHG emissions related to containers and packaging is an important theme as we aim to achieve net zero emissions.

Engineering capabilities [short to long term]

There is a possibility that our engineering systems aimed at achieving decarbonization will not be sufficient, or that we will not be able to appropriately apply them because the technical expertise is not well succeeded.

Waste heat from brewing and manufacturing processes in the alcoholic and non-alcoholic beverages businesses is at a low temperature. As such, it is difficult to achieve the efficient cascading use of heat based solely on introducing the latest facilities, and engineering and technical expertise with a deep understanding of brewing and manufacturing processes is required.

Introduction of appropriate technology and facilities [short to long term]

Alongside rapid technological progress, in recent years, there have also been major delays to deliveries of facilities and equipment as a result of the tight supply and demand for semiconductors and other facility components, etc. As such, if we are unable to identify the timing of the introduction of technology and quickly make investment decisions, there is a possibility that we will not be able to reduce GHG emissions in line with plans. While momentum for the decarbonized society is rapidly increasing, there is a possibility that we will be unable to introduce renewable energy at an appropriate time and appropriate price in Japan, where the places for installing renewable energy facilities are particularly limited.

Response strategy

● **In-house packaging development technology**

We think we will be able to develop advanced containers and packaging with lower GHG emissions across the value chain, utilizing our strength – the fact that we have the Institute for Packaging Innovation, where we develop packaging and containers in-house, as one of the few research laboratories of its scale owned by a global alcoholic beverage company.

Based on the technologies it has developed over many years in areas such as glass bottles, cans, PET bottles, cardboard cartons, and other paper packaging, the Institute for Packaging Innovation utilizes AI technology, kansei (sensitivity) engineering, and other technologies and takes advantage of its strength in possessing research facilities equivalent to a small plant to enable the technical support required

to create products based on these technologies, as well as the development of new containers.

In terms of recycling PET bottles, we have created practical uses for R100 bottle technology, in which we recycle used PET bottles into new PET bottles, and we are focusing on the development of chemical recycling. We have estimated that external diseconomies related to PET bottles in the domestic alcoholic beverages and non-alcoholic beverages businesses amount to approximately 1.1 billion yen (results of estimation in 2019). We aim to use recycled resin for 50% of domestic PET bottles by 2027, and we will thereby contribute to reducing social costs by transitioning to a circular economy.

[More information→P.12](#) [Reference documents→P.103](#)

● **Strengthen engineering functions**

We have established engineering teams in each group company and ensure that we are supporting brewing and manufacturing facilities, while training engineers and transferring technical expertise on an ongoing basis.

In the Kirin Group, engineers with a deep knowledge of brewing and manufacturing processes, production technologies, and safety technologies reliably support brewing and manufacturing facilities. Furthermore, the Kirin Group owns Kirin Engineering, a general engineering company specializing in the construction of plants producing beer, non-alcoholic beverages, pharmaceuticals,

and other products. This company flexibly performs large-scale construction, expansion, and remodeling of production facilities for Kirin Group companies in Japan and overseas. By performing engineering in various businesses in-house, we make it possible for engineers to transfer expertise and technical capabilities related to building facilities. These technical capabilities that we have developed and our engineers will support the growth and development of our business domains, ranging from food and beverages to pharmaceuticals.

[More information→P.12](#)

● **Identification of trends in technology and renewal of our road map**

The Kirin Group will consistently follow trends in technology to reflect them in our roadmap appropriately.

Within the Kirin Group, the engineering departments of Kirin Brewery will monitor technological and social trends in a concentrated manner, and we will incorporate these trends in our roadmap. In this way, we will assess where in the Group and what facilities it would

be effective to introduce, and ensure close communication among group companies as we flexibly respond.

When introducing renewable energy, we will also prioritize “additionality,” which indicates the actual increase in renewable energy.

[More information→P.15~P.17](#)

Details of transitional risks

Avoidance of fossil-derived raw materials [medium to long term]

There is a possibility that people may have a more negative impression than before of containers and packaging using raw materials derived from fossils as interest in problems related to plastic spreads to issues related to all aspects of climate change, not just ocean pollution. Problems related to plastics have attracted significant attention around the world, including the enactment of the "Act on Promotion of Resource Circulation for Plastics" on April 1, 2022, in Japan. Plastics are a raw material derived from oil, and we expect that as interest in problems related to climate change increases, people will focus on global warming caused by GHG emissions when they are burned, as well as problems related to the depletion of resources from raw materials derived from oil.

Concerns surrounding the destruction of forests [medium to long term]

As awareness of the importance of forests as a sink of GHG spreads, concerns surrounding business activities linked to the destruction of forests may increase more than before, and cause negative impressions of forestry and agriculture to become stronger. The impact of climate change and its relationship with forests is attracting more attention than before, partly owing to the occurrence of the worst forest fires on record in Australia in 2019 and 2020, as well as forest fires that occur virtually every year in California. Awareness of sustainable agricultural production has grown stronger than before, as we can see in the holding of the United Nations Food Systems Summit in 2021, and the formulations and announcements of the "Farm to Fork" strategy in the EU and the "Green Food System Strategy" in Japan. At the same time, an increasing number of people have also become interested in food security as a result of the spread of COVID-19 and geopolitical problems. We expect that interest in sustainable agriculture will also contribute to an interest in problems related to forestry.

Response strategy

●Plastic resource recycling

In accordance with the "Kirin Group Plastic Policy," which we formulated in 2019 in order to resolve problems related to plastics, we will promote PET bottles that use recycled PET resin. In the "Kirin Group Plastic Policy," we have set forth our target of increasing the percentage of recycled resin to 50% of PET bottles in our operations in Japan by 2027. We have previously promoted the utilization of recycled PET resin through mechanical recycling. As of April 2022, we use recycled PET resin for *Kirin Nama-cha Decaf*, *Kirin Nama-cha* and *Kirin Nama-cha Hoji*

Sencha (600ml size for each), which are only available in convenience stores throughout Japan, and *Kirin Nama-cha Life Plus Immune Assist*. In addition, from April 2022, we also plan to use "R100 PET bottles," which use 100% recycled PET resin for *Kirin Nama-cha* products exclusive to vending machines (555ml size). We will promote technical development related to practical uses for chemical recycling to create highly pure recycled PET resin, even from dirty used PET bottles and other PET products. In addition, we will also create systems to recover used PET bottles and other PET products.

[More information→P.45~P.46](#)

●Promotion of sustainable forestry and agriculture

We are continuing initiatives to expand sustainable forestry and agriculture, and will also increase the proportion of certified paper and raw materials from certified farms that we use. As one initiative targeting sustainable forestry, we are expanding the use of FSC-certified paper in paper containers. In 2020, we adopted FSC-certified paper for 100% of paper containers at Kirin Brewery, Kirin Beverage, and Mercian. In 2021, we revised our Action Plan for the Sustainable Use of Biological Resources, and

we intend to expand our use of sustainable paper to other group companies in Japan, as well as our overseas businesses. As one initiative targeting sustainable agriculture, we support the acquisition of Rainforest Alliance certification, which is a certification for more sustainable farming, at tea farms in Sri Lanka and coffee farms in Vietnam. In August 2021, we began selling a year-round product in the *Kirin Gogo-no-Kocha* line that uses tea leaves from farms with Rainforest Alliance certification.

[More information→P.28~P.29, P.32, P.34, P.48](#)



Fluctuations in natural gas prices [medium to long term]

As initiatives targeting decarbonization accelerate around the world, it is possible that the balance of supply and demand for natural gas may become tight and prices may spike in the short term, owing to such factors as the transition toward sources of energy with low GHG emissions and divestment from coal. For our future scenarios concerning natural gas prices, we have referred to “Net Zero by2050: A Roadmap for the Global Energy Sector” and “World Energy Outlook 2021 (WEO 2021)” by the IEA, and have conducted our survey based on three scenarios (Table 15): NZE (Net Zero Emissions by 2050 Scenario: an ambitious scenario in which the 1.5°C target is achieved), APS (Announced Pledges Scenario: a scenario in which all commitments already announced by the governments of each country are executed), and STEPS (Stated Policies Scenario: a scenario that only reflects implemented policies in each country).

In each scenario, we forecast that demand for natural gas will increase through 2025, and we subsequently only expect it to fall significantly in the NZE scenario.

In our analysis, we expect natural gas prices to fall approximately 4% from current levels in the APS scenario, and rise approximately 8% in the STEPS scenario by 2050. In the NZE scenario, we expect prices will fall by around half by 2030, but these price forecasts do not reflect necessary investment and expenses related to Carbon dioxide Capture, Utilization and Storage (CCUS), so there is a possibility that prices may not decline significantly when these costs are taken into consideration.

Response strategy

● Steady implementation of our roadmap to achieve our science-based 1.5°C target

We believe that we must surely execute our roadmap, which we formulated in order to achieve our science-based 1.5°C target as we look to reduce our use of natural gas.

In the Kirin Group roadmap, we plan to shift our energy mix to electric power as much as possible, and use renewable energy as the source of that electric power.

We will steadily transition away from natural gas in our energy mix to electric power, and although we will continue to use natural gas for the time being for some heating processes where it is difficult to transition to electric power, we plan to ultimately replace it with hydrogen. We do not just expect technological innovation and infrastructure development, but instead we intend to take on the challenge of using hydrogen if it is possible.

[More information→P.61](#)

15 Forecast fluctuations in natural gas prices

Scenario	Future price		
	Current price 2020 USD/GJ	2030 USD/GJ	2050 USD/GJ
Net Zero Emissions by 2050	8.3	4.6	4.4
Sustainable Development	8.3	5.7	5.6
Announced Pledges	8.3	8.0	7.2
Stated Policies	8.3	9.0	9.4

World Energy Outlook 2021 (WEO 2021)



* Concept image



* Concept image

Details of transitional risks

Assessment of consumers [short to long term]

There is a possibility that consumers' assessment of our brand may decline if our initiatives related to climate change and other aspects of sustainability are inferior, and if we cannot engage in appropriate communication.

Since 2020, the SDGs have been gradually incorporated into Japanese study guidelines. In recent surveys, we have found that consumer awareness of environmental issues has risen, including a significant increase in awareness of various certification systems related to eco-friendly products.

Social responsibility toward renewable energy [short to long term]

In order to achieve our target of net zero emissions, we must introduce renewable energy, but the inconsiderate construction of power plants may harm scenery and nature and cause disasters, possibly resulting in criticism from society. Although the FIT system has contributed to the expansion of solar power facilities in Japan, it has become a significant burden on citizens, with total expenses associated with FIT purchases in Japan of 3.1 trillion yen in 2019, and estimates stating that this figure will hit 4.9 trillion yen by 2030. Even if we are able to achieve our net zero emissions target, it will not contribute to our true aim of preventing global warming if the amount of renewable energy on earth does not actually increase.

Trust from long-term investors [short to long term]

We may lose opportunities for securing stable investment if we lack appropriate disclosure on climate change, natural capital, the circular economy, and other environmental issues. The Kirin Group has declared our aim to be "a global leader in CSV, creating value across our world of Food & Beverages to Pharmaceuticals," and we aim to expand our business in the Health Science domain. We believe that the support of long-term investors is necessary for long-term initiatives and investment.

Response strategy

● Engagement with young generations

As we promote our initiatives, we will prioritize engagement with the young people who will take responsibility for the next generation. Since 2014, we have held Kirin School Challenge workshops for junior and senior high school students, based on the themes of our support for the acquisition of Rainforest Alliance certification at tea farms in Sri Lanka and the use of FSC-certified paper in paper containers. In these workshops, we do not just introduce certification systems, but we prioritize mutual communication with junior and senior high school students, as well as spontaneous discussion, thinking, and sharing information among junior and senior high school students about what they should communicate

to members of their own generation, and how they should do it. We are also teaming up with multiple companies on the free distribution of the SDGs Start Book (300,000 copies per year), which teaches elementary school students and junior high school students about the SDGs in a way that is easy to understand. For young children in elementary school, we are collaborating with organizations such as after-school care clubs, Girl Scouts, and Boy Scouts on the "Environmental Mark Discovery Notebook" initiative, which starts from children learning to recognize environmental marks and finding out their meanings.

[More information→P.111](#)

● Formulation and operation of basic policies concerning the introduction of environmental value

In July 2021, the Kirin Group established our policy on the introduction of environmental value, with the basic policies of the "responsible introduction of renewable energy" and "additionality" when introducing renewable energy. With regard to the "responsible introduction of renewable energy," we select that which "causes no harm to the environment and does not violate human rights when power plants are constructed and fuel is procured," and we also set forth examples of expected

risks in relation to each source of power, including solar power, wind power, and biogas, and we check these risks in advance. With regard to "additionality," our policy is to "replace thermal power by creating new renewable energy power generation facilities in society, and thereby contribute to the creation of a decarbonized society." Renewable energy that has "additionality" and does not rely on the FIT system will contribute to reducing the burden on citizens.

[More information→P.61~63](#)

● Appropriate disclosure in line with the TCFD recommendations

We will win the trust of long-term investors and secure stable investment by appropriately disclosing information related to climate change.

The Kirin Group has disclosed detailed information related to climate change and other environmental factors in our Integrated Report and Environmental Report. We have also continued to disclose information in line with the final recommendations of the TCFD since our 2018 Environmental Report. Going forward, we intend to comply with the requirements of the TNFD and ISSB.

The "Kirin Group Environmental Report 2020" won the Climate

Change Reporting Grand Prize (Minister of the Environment Award) in the 24th Environmental Communication Award.

We have won a "Gold Award" for two years in a row in the environmentally sustainable company category of the "ESG Finance Awards Japan." In 2022, we received a high rating from eight asset management institutions, the highest number, in the selection of companies with "excellent TCFD disclosure," which the GPIF requested from asset management institutions to which it entrusts the management of domestic equity.

Type of transitional risk	Business opportunity	Strategy
Markets	<p>Increasing interest in infectious diseases caused by global warming [short to long term]</p> <ul style="list-style-type: none"> Concerns related to increases in the number of infections and regions affected Northward movement of the habitat of the Aedes albopictus <p>Increase in heatstroke caused by global warming [short to long term]</p> <ul style="list-style-type: none"> The National Institute for Environmental Studies expects the number of excess deaths related to heat to increase between 4 and 10 times under the 4°C scenario 	<p>Contribution in Health Science domain</p> <ul style="list-style-type: none"> Long-term research related to immunity Wide range of products in the Health Science domain <p>Contribution with products to address heatstroke</p> <ul style="list-style-type: none"> Provision of non-alcoholic beverages that prevent heatstroke
Products and services	<p>Products that contribute to decarbonization [medium to long term]</p> <ul style="list-style-type: none"> Possibility that products will be required that contribute to decarbonization or the shift to a low-carbon society 	<p>Decarbonization products</p> <ul style="list-style-type: none"> Provision of zero-carbon certified products
Resource efficiency	<p>Social issues related to logistics [short to long term]</p> <ul style="list-style-type: none"> Shortage of drivers and increase in GHG emissions from truck transportation <p>Social demands for the shift to lightweight containers and the 3Rs [short to long term]</p> <ul style="list-style-type: none"> Demands for the 3Rs and reduction in costs from the move to lightweight containers 	<p>Reduction in costs from more efficient transportation</p> <ul style="list-style-type: none"> Modal shift, joint deliveries, and higher loading efficiency <p>Shift to lightweight containers</p> <ul style="list-style-type: none"> Promoting the shift to lightweight materials utilizing the strengths of the Institute for Packaging Innovation
Energy sources	<p>Reduction in reliance on fossil fuels [short to long term]</p> <ul style="list-style-type: none"> Demand gap and spike in prices of fossil fuels <p>Securing of energy that can be controlled [short to long term]</p> <ul style="list-style-type: none"> Increase in demand and tight supply and demand for renewable energy 	<p>Achievement of our energy mix</p> <ul style="list-style-type: none"> Promotion to electric power in heating processes and introduction of renewable energy for electric power <p>Use of renewable energy with a focus on additionality</p> <ul style="list-style-type: none"> Introduction of solar power generation at our own breweries and plants utilizing PPAs
Resilience	<p>Strengthening the supply chain [short to long term]</p> <ul style="list-style-type: none"> Ensuring the stability of the procurement of agricultural raw materials Reduction of Scope 3 emissions 	<p>Enhancement of engagement</p> <ul style="list-style-type: none"> Engagement and appropriate responses based on visits to areas producing raw materials Conducting surveys of suppliers and engagement

Details of business opportunities

Increasing interest in infectious diseases caused by global warming [short to long term]

WHO forecasts

A report from the WHO forecasts that approximately 250,000 additional people will die each year compared with a world where there is no climate change between 2030 and 2050, as a result of factors such as the spread of infectious diseases from expansions in the distribution of disease vectors. In Japan, the habitat of the *Aedes albopictus*, which carries dengue fever, was confirmed to have spread as far north as Aomori in 2015, and if global warming continues, it appears to be a matter of time before the northernmost limit of its habitat expands to Hokkaido.

Graph 16 shows the results of analysis that we conducted in relation to the impact of the spread of the dengue virus, based on the WHO scenario concerning climate change and the impact on people's health. The number of cases of dengue fever increased by more than 10 times in just under 20 years, from approximately 500,000 in 2000 to over 2.4 million in 2010, and approximately 5.2 million in 2019. We forecast that the total global population at risk of exposure to infection with the dengue virus will increase to a maximum of 4.4 billion by 2030.

Growth in immunity-related product market

In customer surveys that we conducted in Japan, customers' health awareness was most heightened in relation to their "interest in immunity." In response to this issue, we think we can contribute through Foods with Function Claims (FFCs) that "help maintain the immune system in healthy people." Sales in the global market for immunity and health supplements amounted to 19,040.3 million dollars in 2020, and we forecast that the market will grow by 50% or more, to 28,961.4 million dollars by the end of 2030 (Graph 17).

Increase in heatstroke caused by global warming [short to long term]

Heatstroke cases are expected to increase as a result of global warming. Based on observational and forecast data on climate change from the National Institute for Environmental Studies, under the RCP8.5 scenario (equivalent to the 4°C scenario in Kirin Group Scenario 3), the number of heat-related excess deaths in Japan between 2080 and 2100 will be between almost four times and over 10 times the number between 1981 and 2000. In Kirin Group Scenario 3 (the 4°C scenario), we have estimated that the Japanese market for beverages that prevent heatstroke will grow by between 94 billion yen and 188 billion yen, assuming that it is linked to the number of persons requiring emergency services as a result of heatstroke caused by global warming.

Response strategy

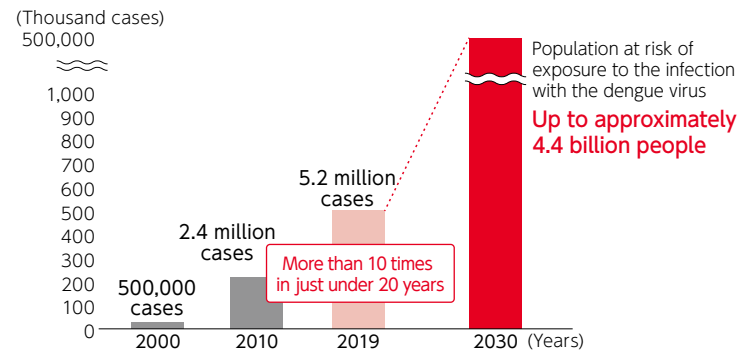
● Contribution to Health Science domain

In 2021, we expanded our lineup of FFC products that "help maintain the immune system in healthy people, as we began selling such products under the *Nama-cha* and *Gogo-no-Kocha* brands, which have a high level of brand awareness among consumers, in addition to yoghurt and supplement products. In our BtoB business, annual sales in 2021 were also at least 150% of the previous year while markets struggled in the COVID-19 pandemic, thanks to our licensing and provision of materials to external partner companies in Japan and overseas, as well as the launch of sales of a wide range of products, including snacks, protein, etc.

In order to offer products to more customers, we began selling immune-related beverages in 100ml PET bottles at general merchandise stores, drugstores, and convenience stores nationwide from the end of March 2022. In anticipation of the future expansion of the market for immunity-related products, we will invest approximately 10 billion yen in enhancing manufacturing facilities* for small PET bottles at the Kirin Beverage Shonan Plant, thus developing a supply system for immune-related beverages in small PET bottles, including 100ml PET bottles.

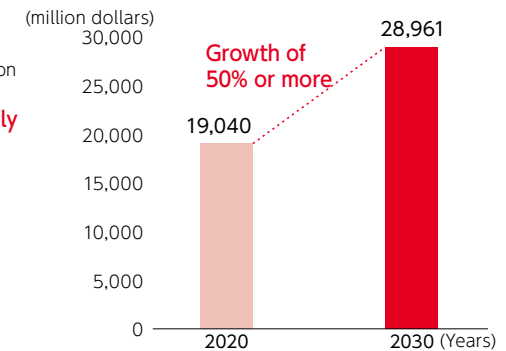
* Expected to begin operations in March 2023

16 Number of dengue fever cases reported to the WHO



* Estimated based on the WHO's "Quantitative risk assessment of the effects of climate change on selected causes of death, 2030s and 2050s" report.

17 Sales in the global market for immunity and health supplements



● Contribution with products to counter heatstroke

We think we will be able to contribute by selling products with high brand recognition as beverages that prevent heatstroke. At present, the market for beverages that prevent heatstroke is not expanding significantly, but the *SALTY LITCHI* brand is becoming more popular as a beverage that prevents heatstroke, and we

have judged that it may contribute when necessary. At Kirin Beverage, "heatstroke countermeasure advisors," who have received certification for completing training courses held by the Heat Illness Prevention - Communication Project, hold seminars on heat stroke countermeasures, etc., at schools and other institutions.

Details of business opportunities

Products that contribute to decarbonization [medium to long term]

As the momentum of decarbonization grows, there is a possibility that products will be required that contribute to decarbonization or the shift to a low-carbon society.

In Australia and New Zealand, there is a high level of interest in climate change, and carbon-neutral products have become popular with consumers to some extent. Although we cannot say that interest in carbon-neutral products is high in Japan at present, awareness of the SDGs has grown significantly, including progress on their incorporation into study guidelines. As such, we have judged that there is a strong possibility that interest in ethical products will increase in the future.

Response strategy

●Decarbonization products

Lion's *Steinlager* in New Zealand is a carbon zero product certified by the Toitu program. In 2021, we focused on the Toitu carbon zero mark in a marketing campaign, and used *Steinlager's* efforts toward reducing carbon to appeal to consumers.

In Japan, we have judged that consumers do not yet require

decarbonized alcoholic or non-alcoholic beverages, but we have established standards for calculating the carbon footprint for each category of product (Product Category Rule: PCR) for beer and soft drinks, and we think it will be possible to address this need.

[More information→P.68](#)

Details of business opportunities

Social issues related to logistics [short to long term]

By increasing transportation efficiency to reduce GHG emissions, we can also expect to solve chronic driver shortages. Transportation distances from breweries and plants to areas of consumption are tending to become longer owing to factors such as a decline in the number of breweries and plants and the concentration of breweries and manufacturing plants for small-lot product varieties. Amid these conditions, a trend has become apparent among truck drivers to avoid long-distance journeys in recent years, and it has become difficult to secure drivers for such journeys. We must solve these logistics issues because it is inefficient to transport products for long distances using trucks, and it increases GHG emissions.

Response strategy

●Reduction in costs from more efficient transportation

We are implementing various initiatives to make deliveries more efficient and contribute to reducing logistics costs, such as a modal shift, joint deliveries, and more efficient loading.

We actively promote joint deliveries with other companies by positioning the logistics functions as non-competitive fields. For example, in our joint delivery initiative using railroad containers

to transport products from breweries and plants in the Kansai area to the Hokuriku region, we have avoided long-distance truck transportation by completing a modal shift away from long-distance truck transportation equivalent to 10,000 vehicles a year, and we have also estimated that this will contribute to reducing annual GHG emissions by approximately 2,700 tons.

[More information→P.66~P.67](#)

Social demands for the shift to lightweight containers and the 3Rs [short to long term]

Society continues to demand that companies address the issue of the 3Rs for containers and packaging. At the same time, this will also contribute to reducing GHG emissions, make resource use more efficient, and reduce costs.

We can describe beer and soft drinks as products that represent mass production and mass consumption, and they thus use a fairly large amount of containers and packaging, which also accounts for a large proportion of costs.

In 2021, the total amount of packaging used by the Kirin Group as a whole amounted to 480,000 tons, most of which was in the alcoholic and non-alcoholic businesses.

●Shift to lightweight containers

We are promoting the shift to lightweight containers and packaging, utilizing our strength – the fact that we have the Institute for Packaging Innovation, where we develop packaging and containers in-house, etc., as one of the few research laboratories of its scale owned by a global alcoholic beverage company. Our “204-diameter can ends” for aluminum beer cans have reduced weight by approximately 29% for 350ml cans compared with when we used “209-diameter can ends.” We also use beer bottles that reduce weight by 21% for large bottles

and 19% for medium-size bottles compared with conventional bottles. “R100 PET bottles,” which use 100% recycled PET resin, make it possible to reduce the use of resin derived from oil by 90% in manufacturing, and reduce GHG emissions from manufacturing by 50-60%.

The introduction of smart-cut cartons has contributed to cost savings of 0.17 billion yen per year, while lighter 2.0-liter PET bottles have contributed to cost savings of 0.16 billion yen per year.

[For more information on our initiatives related to PET bottles→P.46~P.47, P.90](#)

[More information→P.49~P.51](#)

Details of business opportunities

Reduction in reliance on fossil fuels [short to long term]

It will be possible to use stable energy by reducing our use of fossil fuels and transitioning to renewable energy. With demand expected to fall in the future, a demand gap has occurred as producing countries have avoided investment in fossil fuels, resulting in a spike in prices of fossil fuels. Producing countries are concentrated in places with high geopolitical risk, so reducing our reliance on fossil fuels will contribute to reducing risk.

Securing of energy that can be controlled [short to long term]

There are various methods for introducing environmental value, each of which have their own merits and demerits, including in-house power generation, purchasing from electricity retailers, purchase of certificates that power is derived from renewable energy, and corporate PPAs. We will acquire environmental value that satisfies the criteria set forth in RE100 by introducing renewable energy, but in Japan, we expect the balance of supply and demand to grow tight in the future as demand for renewable energy increases.

Response strategy

● Achievement of our energy mix

We will shift our energy mix to “electric power” and utilize electric power generated from renewable energy. In the Kirin Group roadmap, we plan to make progress on energy conservation by 2030, while also shifting our energy mix toward “electric power” by promoting the shift to electric power for heating processes as much as possible, and utilizing electric power

● Use of renewable energy with a focus on additionality

When introducing renewable energy, we prioritize “additionality,” which indicates the actual increase in the supply of renewable energy. We will replace thermal power plants and contribute to creating a decarbonized society by increasing renewable energy power plant facilities in society. Specifically, we have been introducing solar power generation at breweries using the PPA model (excluding the Yokohama Brewery), and we have completed installation at all breweries. PPA stands for Power Purchase Agreement, and it refers to a type of business

generated from renewable energy. It will be possible to lower our reliance on fossil fuels directly by reducing our use of natural gas, and also reduce our reliance on the fossil fuels of thermal power plants by increasing the proportion of renewable energy in the electric power that we use.

[More information→P.60](#)

model where a PPA business operator installs solar power generation facilities at no charge on land, buildings, etc., owned by the party that requires the power, and sells the power generated by those facilities to the party that requires the power. Installing solar panels in our own breweries and plants ensures that the renewable energy power plants can reliably add renewable energy, without any negative impact on the local community, while at the same time increasing resilience because it is possible to use it in a stable manner.

[More information→P.61~P.67](#)

Details of business opportunities

Strengthening the supply chain [short to long term]

We expect that our initiatives targeting the procurement of agricultural raw materials and the reduction of Scope 3 emissions will contribute to strengthening the supply chain. It is possible that by enhancing our engagement with suppliers and producing areas, identifying various issues, and working to solve them together with the producing areas, it will contribute to enhancing the resilience of suppliers, producing areas, and the Kirin Group.

Response strategy

● Enhancement of engagement

In addition to producing regions, we will also enhance our engagement with suppliers. Every year, we visit tea farms in Sri Lanka, where we engage with local managers. As part of these initiatives, we have gained an understanding of the severity of heavy rainfall associated with climate change that is affecting tea farms in Sri Lanka, which is contributing to strengthening our training to prevent soil outflow

and our water source conservation activities. We are also conducting more detailed surveys related to the reduction of Scope 3 emissions, in addition to making requests and performing checks based on the Sustainable Supplier Code. We intend to base our engagement with stakeholders on the results of these surveys, and take steps to jointly solve issues as we target decarbonization.

[More information→P.101~P.112](#)

Details of systemic risk

The collapse of ecosystems owing to inconsiderate transition plans

The use of edible crops for biofuels as a source of renewable energy may compete with their use for food. The inconsiderate construction of renewable energy power plants may cause the deforestation of precious forests, resulting in landslides and flash floods when there are typhoons and heavy rainfall.

Ecological loss from accumulation

In joint research with National Agriculture and Food Research Organization (NARO) in Japan Wine vineyards, we found examples of a complete loss of ecosystems in vineyards with pergolas where weedkillers have been used continuously for many years. We have found that when we convert such places into hedgerow-style vineyards, ecosystems do not easily recover, even if there are abundant ecosystems in adjacent fields.

The spread of destruction of natural capital

The sudden import ban on chemical fertilizers and agricultural chemicals in Sri Lanka in the first half of 2021 (which was later withdrawn) led to a decline in harvests of many agricultural products, and significantly damaged the economy, which was already vulnerable. The effects have yet to surface, but land use change from tea farms to planted forests for producing timber, rubber farms, etc., and indirect land use change owing to a decline in harvests per unit land area may lead to deforestation. Without sufficient preparation, the transition to organic farming will weaken agriculture itself and result in destruction to nature in the area surrounding agricultural land.

Strategy

●Responsible approach

In transition plans related to climate change, the Kirin Group also considers ways to avoid any negative impact related to other environmental issues, such as “biological resources” and “water resources.”

When introducing renewable energy, our basic policy is to “responsibly introduce renewable energy.” When procuring renewable energy, we select that which “causes no harm to the environment and does not violate human rights when power plants are constructed and fuel is procured,” and we also set forth examples of expected risks in relation to each source of power, including solar power, wind power, and biogas, and we evaluate

●Scientific approach

In ecological surveys with NARO, we found that converting idle farming land into hedgerow-style vineyards for Japan Wine enriches ecosystems. At the Mariko Vineyard (Ueda City, Nagano Prefecture) and Jyonohira Vineyard (Koshu City, Yamanashi Prefecture), we have also found endangered species listed in the Red Data Book of the Ministry of the Environment, Japan. Although these vineyards do not use organic farming, we confirmed that there is no negative impact on nature around the vineyards. Going forward, we will continue scientific research and surveys, while also cultivating grapes in ways that contribute to nature, including activities to regenerate vegetation. When supporting the acquisition of Rainforest Alliance

●Holistic approach

In Sri Lanka, the quality of organic fertilizers introduced in place of chemical fertilizers was often poor, making them unusable. It could be said that efforts to transition to organic agricultural methods without preparation did not just harm agricultural production and ecosystems, which were interrelated and worked together to ensure stability, but also harmed the economy.

We believe that the study of climate change and natural capital, as well as a holistic approach are necessary to address the risk that one type of damage will spread to other types of damage and result in significant damage to ecosystems in this way. When promoting our initiatives, the Kirin Group has kept in mind the fact that environmental

these risks in advance. At present, for the most part, there are no standards related to competition between renewable energy and foodstuffs, and the EU alone imposes certain restrictions when there is an impact on biomass used for food or indirect land use change (when precious forests are converted into farmland owing to the displacement of the production of crops from land where they were originally cultivated for the production of biofuel crops). Taking into consideration the lack of clear standards for making an assessment, we have lowered the priority of the use of renewable energy from biomass.

certification by tea farms in Sri Lanka, we request that tea farms comply with a white list of agricultural chemicals that have been scientifically confirmed as safe for humans and having no negative impact on the natural environment. We also request that tea farms use no more than a certain amount of agricultural chemicals determined in standards, and take records. We also provide training concerning the appropriate use of fertilizer. We will provide continuous support toward the acquisition of certification and enhanceour engagement with local communities, as part of efforts to enhance the sustainability of producing regions as a whole.

[See P.28~32 for details](#)

issues are strongly interrelated. We think we have developed a deeper understanding through our scenario analysis based on the TCFD recommendations. It is not easy, however, to understand the relationship between various environmental issues, and in reality, the initiatives we can take are limited. Therefore, at the Kirin Group, we prioritize initiatives based on engagement with various stakeholders, such as consortiums with NGOs and other companies, collaboration with local communities, and participation in global initiatives. By participating in the TNFD and SBTN and contributing to rulemaking, we will further develop our holistic approach.

[See P.11~20 for details](#)

Risk management

Promotion of risk management

The Kirin Group has established the Group Risk and Compliance Committee within Kirin Holdings to oversee risk management through activities such as quarterly monitoring of risk factors, including risks related to climate change, natural capital, the circular economy, and other aspects of the environment. The Kirin Group has established a risk management system aimed at ensuring that we accurately understand and firmly address risks with the potential to seriously impede the accomplishment of business targets or impact business continuity. In particular, we define risks such as those associated with new strategies and initiatives and major changes in the external environment as key areas. As part of the process for formulating fiscal year business plans, each group company selects and addresses important risks based on factors in the environment within and outside the Group. Kirin Holdings provides risk management policies for the Group, and also checks whether each company has selected important risks and monitors plans to address risk and the implementation status thereof on a quarterly basis. In this way, we promote risk management for the Group as a whole, including risks related to climate change, natural capital, the circular economy, and other aspects of the environment.

Processes for confirming important risks

Each group company identifies and assesses risks specific to their businesses from both quantitative and qualitative perspectives, based on the risk management policies of the Kirin Group, and addresses those risks using four methods (reduce, contain, avoid, and transfer).

Business impact of risk and countermeasures

When selecting important risks for the Group, the Kirin Group incorporates qualitative assessments, after first performing quantitative assessments of the impact and likelihood of occurrence of each type of risk.

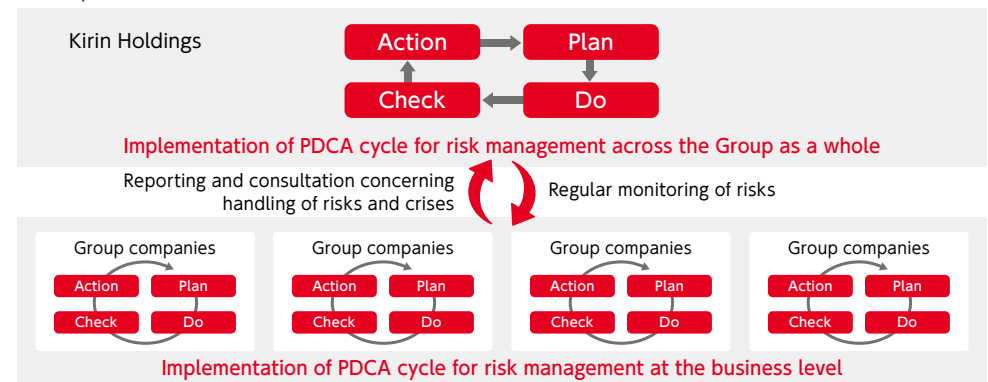
In response to risks that would significantly impact our businesses if they occurred, even if we do not know the probability that they will occur, such as climate change risks, we have adopted a new approach of identifying and considering important risks by setting, analyzing, and assessing scenarios. We ensure that the Group Risk and Compliance Committee receives reports on risks and opportunities identified through scenario analysis, and manage such risks and opportunities as part of day-to-day risk management.

We share important risks with group companies, responsible departments in Kirin Holdings, and others, clarify the roles of each company and department, and implement countermeasures. We monitor conditions on a regular basis and review our progress on related measures, as well as important risks, etc. The Group Environmental Meeting and Group CSV Committee share and discuss risks related to climate change, natural capital, the circular economy, and other aspects of the environment, as necessary, and submit agenda items and reports to the Board concerning matters we must reflect in policies and strategies for the Group as a whole.

Risk management system



PDCA cycle



Risk management policies



Metrics and targets

Financial impact

Financial impact from climate change	
Procurement costs from lower agricultural yields	2°C scenario: Approximately 0.9 billion yen to 2.5 billion yen 4°C scenario: Approximately 2.5 billion yen to 9.7 billion yen (Both by 2050. Assessed using the middle 50th percentile of the distribution of forecast data for price fluctuations)
Damage to business sites from water risk	Approximately 1.0 billion yen to 5.0 billion yen
Damage to business sites from water stress	Approximately 30 million yen to 600 million yen
Energy costs from carbon pricing	2°C scenario: 1.0 billion yen 4°C scenario: 6.9 billion yen (Both by 2030. If we do not take measures to reduce GHG emissions)
Agricultural product procurement costs from carbon pricing	2°C scenario: Approximately 0.7 billion yen to 3.0 billion yen 4°C scenario: Approximately 1.6 billion yen to 5.7 billion yen (Both in 2050. Assessed using 25-75 percentile range of the distribution of forecast data for price fluctuations)

Adaptation measures

Related indicator	Target	Actual results
Number of small farms in Sri Lanka that received training for the acquisition of certification in Sri Lanka	10,000 farms (2025)	2,120 farms
Ratio of certified palm oil used in Japan	Maintain 100%	100%
Lion water efficiency	2.4kl/kl (2025)	3.8kl/kl
Kyowa Hakko Bio water usage	32% reduction compared with 2015 (2030)	52% reduction compared with 2015
Ratio of FSC-certified paper used for paper consumers in the Japan Non-alcoholic Beverages Businesses	Maintain 100%	100%
Ratio of recycled materials used in PET bottles	50% (2027)	4.9%

Investment plans and fundraising

Climate-relate capital investment in the 2019 medium-term plan (2019 to 2021)	6.2 billion yen
Total amount allocated from green bonds in 2020 (cumulative)	3.4 billion yen
Climate-relate capital investment in the 2022 medium-term plan (2022 to 2024)	Approximately 10.0 billion yen
Main environmental investment policies	2.0 to 3.0 billion yen
Introduction of heat pump systems (2019 to 2028)	2.0 to 3.0 billion yen
Introduction of solar power generation (2021 to 2029)	
ICP (Internal Carbon Pricing)	7,000 yen/tCO ₂ e

Mitigation measures

Time when we set targets: February 3, 2020

GHG emissions reduction target (relative value)	Target	Actual results
GHG emissions across the entire value chain	Net zero (2050)	4,411 thousand tCO ₂ e
Scope1+2	50% reduction (2030 / vs. 2019)	13% reduction
Scope3	30% reduction (2030 / vs. 2019)	12% reduction
Proportion of renewable energy in electric power used	100% (2040)	17%

* We have received approval from SBTi for our "GHG emissions across the entire value chain", "Scope 1 + 2" and "Scope 3" targets as an science-based net-zero and 1.5°C targets. We have committed our renewable energy target under RE100.

Progress on medium-term GHG emissions reduction target from SBT (2021) (unit:tCO₂e)

■ Scope1+2		Total
Scope1+Scope2		721,553
	Scope1	367,742
	Scope2	353,811
Reduction rate(compared to 2019 base year)		-13%

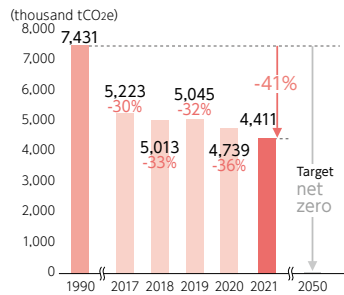
■ Scope3		Total
Scope3		3,688,961
	1 Products and services purchased	2,230,657
	2 Capital goods	—
	3 Fuel and energy-related activities not included in Scopes 1 and 2	173,449
Upstream	4 Transportation and delivery (upstream)	433,015
	5 Waste from operations	25,750
	6 Business travel	4,690
	7 Employee commuting	13,280
	8 Leased assets (upstream)	—
Downstream	9 Transportation and delivery (downstream)	765,018
	10 Processing of sold products	—
	11 Use of sold products	8,719
	12 Disposal of sold products	34,383
	13 Leased assets (downstream)	—
	14 Franchises	—
	15 Investments	—
Reduction rate (compared to 2019 base year)		-12%

* For water resources, we have set indicators and goals for countries and regions where there is major water stress, as non-financial targets for the Group. For other group companies, we have also set targets in CSV Commitments or EMS for each company, depending on the level of water stress.

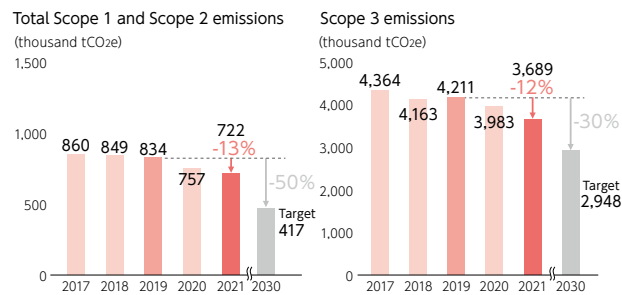
GHG emissions reduction performance

Our reduction of GHG emissions for Scope 1, Scope 2, and Scope 3, as well as across the value chain as a whole, were as follows.

Changes in GHG emissions across the entire value chain

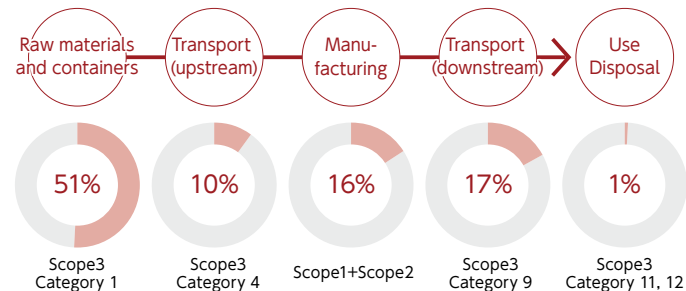


Progress against our medium-term target for reducing GHG emissions



* Since 2019, we have excluded Lion's non-alcoholic beverages business from Scope 3 emissions, and we have changed to the LCA database (IDEA) offered by the National Institute of Advanced Industrial Science and Technology (AIST) for emissions per unit of production.

Ratios of greenhouse gas emissions in value chain (2021)



* We passed a resolution concerning our GHG emissions reduction target on February 3, 2020, and announced it on February 10, 2020.

* Information related to the process for calculating GHG emissions is as follows.

- We base our calculation of Scope 3 emissions on the Kirin Group "Standards for Calculating CO₂ Across the Value Chain," which we created based on the "Corporate Value Chain (Scope 3) Standard" of the "GHG Protocol" in 2010.
- When calculating Scope 3 emissions, we use procurement data for the main ingredients and materials that the Kirin Group purchases (primary data from suppliers), published data on emission factors, such as the LCA database (IDEA) offered by AIST, and public data from other countries and regions.
- When calculating Scope 3 emissions, we identify the amounts of major items that the Kirin Group purchases per supply country and region based on procurement data, and multiply these amounts by the applicable emission factors.
- If there are any ingredients or materials that are not listed in public emission factors databases, we set and use emission factors by referring to other items with similar characteristics.
- At present, we have not obtained any emission factors directly from suppliers (including Tier 1 suppliers).

* For more information on boundaries, please refer to P121 and P122 of the "Environmental Data" section. For other detailed data related to climate change, please refer to the P127 to P131 of the "Environmental Data" section.

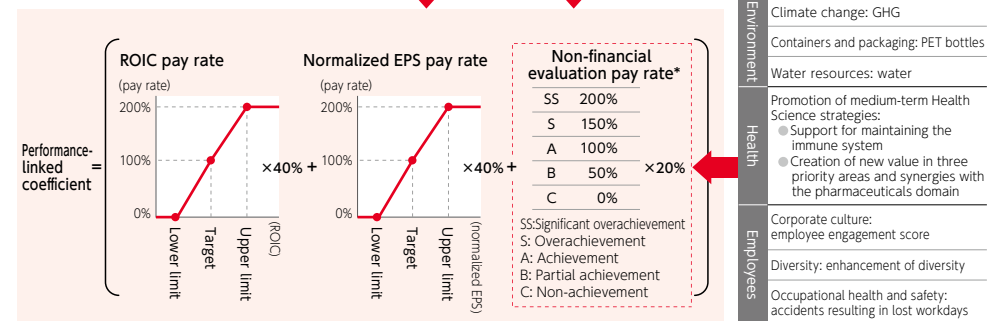
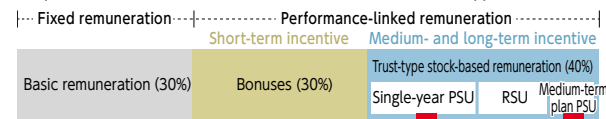
Link to performance

We have set the corporate performance indicators for executive remuneration such that they are also linked to non-financial indicators, which are one of the main management indicators in our Medium-Term Business Plan.

Kirin Group executive remuneration consists of fixed "basic remuneration," "bonuses" as short-term incentive remuneration, and "stock-based remuneration (trust-type stock-based remuneration)" as medium and long-term incentive remuneration. Within this remuneration, we include non-financial indicators, which are a key performance indicator, when calculating our assessment of business performance for single-year PSU and medium-term plan PSU, as the performance-linked component of trust-type stock-based remuneration.

We make decisions concerning the achievement of non-financial indicators based on a comprehensive assessment, after evaluating the level of achievement of specific indicators set for each of three items, "environment," "health," and "employees," and taking into consideration the results of our evaluations of these items and qualitative factors. The payment rate of single-year PSU and medium-term plan PSU moves within a range of 0% and 200%, assuming that the rate of payout is 100% if we achieve our targets.

Proportion of basic remuneration, bonuses, and trust-type stock-based remuneration for the President & CEO



Non-financial indicators

Environment	Climate change: GHG
Environment	Containers and packaging: PET bottles
Environment	Water resources: water
Health	Promotion of medium-term Health Science strategies:
Health	● Support for maintaining the immune system
Health	● Creation of new value in three priority areas and synergies with the pharmaceuticals domain
Employees	Corporate culture: employee engagement score
Employees	Diversity: enhancement of diversity
Employees	Occupational health and safety: accidents resulting in lost workdays

* Trust-type stock-based remuneration consists of: (1) performance share units linked to the level of achievement of business performance in a single fiscal year (single-year PSU), (2) restricted share units without conditions related to the level of achievement of business performance (RSU), and (3) performance share units linked to the level of achievement of Medium-Term Business Plan targets in multiple fiscal years (medium-term plan PSU). Performance indicators for single-year PSU and medium-term plan PSU consist of ROIC, normalized EPS, and non-financial indicators, which are the key performance indicators that we have set forth in our Medium-Term Business Plan.

* We use non-financial indicators for 20% of the evaluation of performance for trust-type stock-based remuneration single-year PSU and medium-term PSU.

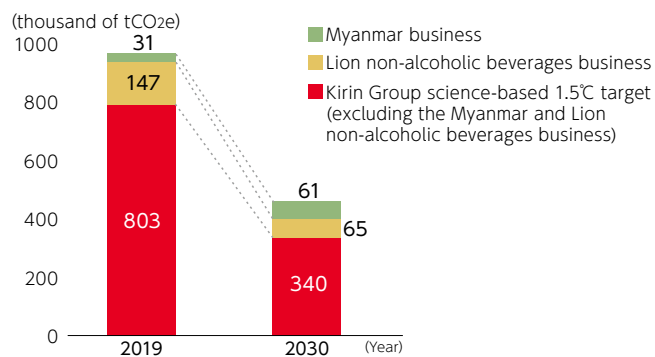
* Non-financial targets related to the environment are as follows.

Item	Theme	Non-financial indicators	2024 target
Environment	Climate change	GHG reduction rate	23%(50% by 2030)
	Containers and packaging	Rate of recycled resin for PET bottles	38% (50% by 2027)
	Water resources	Water use intensity at manufacturing sites with high water stress	3.0kl/kl or less (2.4kl/kl or less by 2025)

Impact from acquisitions, divestments, and policies

On January 25, 2021, the Kirin Group divested Lion-Dairy and Drinks, the non-alcoholic beverages business of Lion (Australia), and we intend to divest our business in Myanmar during 2022. In 2019, the base year for our science-based 1.5°C target, GHG emissions amounted to 147,000 tCO₂e from Lion-Dairy and Drinks, and 31,000 tCO₂e from our businesses in Myanmar, equivalent to 15% and 3% of the Kirin Group's Scope 1 + 2 emissions, respectively. In the event of a divestment, the Kirin Group will split out GHG emissions and disclose the level of achievement of targets going back to the base year. At the same time, we will monitor the issue and will not change our targets based on such divestments. Our science-based 1.5°C target prior to the divestment included the Myanmar business, in which we expected market growth. Accordingly, these divestments will make targets easier to achieve for the Group as a whole, but we have judged that there will be no significant impact on the required investment and expenses. These divestments will not result in any significant change in the structure of our businesses, we will keep our beer business in Australia, where water stress is high, and these will not contribute to any reduction of this risk. Accordingly, we have judged that will not be any significant change in our physical or transitional risk.

Impact on GHG emissions from the divestment



Results of natural disaster model AIR flood simulation

Occurrence interval (years)	Estimated amount of flood damage (yen)
200	1,030,581,609
150	175,176,917
100	2,590,244
70	164,572
50	52,859
25	0
20	0
10	0
5	0

* We have calculated the amount of flood damage for almost all property at applicable breweries and plants, including buildings, facilities, fixtures, and products.

Assets exposed to risk

We have judged that the following brewing and manufacturing business sites have a high level of water risk: China (Zhuhai), two in Australia, and four in Japan. We also judged that three Lion breweries in Australia and Thai Kyowa Biotechnologies were brewing and manufacturing business sites with a high level of water stress. Our asset exposure to general 200-year disasters (the total of 20 business sites in Japan) is approximately 1.0 billion yen. We have considered the possibility that regulations or social trends associated with climate change will force us to move away from diesel vehicles for delivery trucks, but we believe the possibility that such developments will force us to stop using diesel vehicles before the end of their service life is low, owing to the fact that large electric trucks are still uncommon, and there are no choices for commercially available trucks.

On our roadmap, we intend to change our boiler fuel to hydrogen. It is possible that reforms or facility renewals will be necessary in the future, but it will require time to develop the infrastructure to use hydrogen, so we have judged that the possibility that we will need to renew facilities without waiting for the end of their useful life is low. Mercian's Yatsushiro Plant is the only plant that uses heavy oil boilers, but we plan to renew this to a natural gas boiler next year.

We think these delivery trucks and boilers correspond to assets whose value may be harmed or that we may lose if the transition to a decarbonized society progresses, and we have calculated our related exposure at 1.1 billion yen (book value of delivery trucks and boilers) as of the end of March 2023.

Related assets

Item	Amount
Damage to business sites from water risk	Approximately 1.0 billion yen to 5.0 billion yen
Exposure to 200-year disasters across 20 locations in Japan	Approximately 1.0 billion yen
Residual value of related facilities*	Approximately 1.1 billion yen

* The residual value of related facilities refers to the total residual value of boilers held by Kirin Brewery, Kirin Beverage, and Mercian, and the residual value of trucks held by group logistics companies. We have judged that the possibility that regulations or social trends associated with climate change will force us to renew these boilers and trucks before the end of their useful life is low.

[More information on the impact on currently held assets→P.88](#)

[More information on the results of wind and water damage simulation→P.81](#)

Water usage at brewing and manufacturing sites in areas with water stress

Baseline Water Stress (WRI Aqueduct)	Number of brewing and manufacturing sites	Water usage (thousand m ³)	Proportion of water usage*
Extremely High (>80%)	1	357	0.77%
High (40-80%)	4	2,366	2.1%

* The proportion of the total water usage for all brewing and manufacturing sites in the Kirin Group of 46,317,000 m³ (54 main brewing and manufacturing sites and small breweries)

[More information on business site water risk assessments→P.81](#)

Reference documents

P.79 Impact of climate change on yields of the main agricultural products

- Prioritizing climate change adaptation needs for food security in 2030. (Lobell, D.B. et al.)
- Potential impacts of climate change on agricultural land use suitability : barley (Van Gool, D. and Vernon, L.)
- Climatic changes and associated impacts in the Mediterranean resulting from a 2°C global warming. (Giannakopoulos, C., Le Seger, P., Bindi, M., Moriondo, M., Kostopoulou, E. & Goodess, C.)
- Negative impacts of climate change on cereal yields: statistical evidence from France (Gammans M. et al.)
- Extension of the CAPRI model with an irrigation sub-module (Blanco, M. et al.)
- Crop responses to temperature and precipitation according to long-term multi-location trials at highlatitude conditions. (Peltonen-Sainio, P., Jauhiainen, L. & Hakala, K.)
- Decreases in global beer supply due to extreme drought and heat (Xie, W. et al.)
- Climate change, wine, and conservation (Lee Hannah, Patrick R. Roehrdanz, Makihiko Ikegami, Anderson V. Shepard, M. Rebecca Shaw, Gary Tabor, Lu Zhi, Pablo A. Marquet, and Robert J. Hijmans)
- Climate change decouples drought from early wine grape harvests in France (Benjamin I. Cook & Elizabeth M. Wolkovich)
- Vineyards in transition: A global assessment of the adaptation needs of grape producing regions under climate change (David Santillán, Ana Iglesias, Isabelle La Jeunesse, Luis Garrote, Vicente Sotes)
- Assessment of climate change impact on viticulture: Economic evaluations and adaptation strategies analysis for the Tuscan wine sector (Iacopo Bernettia, Silvio Menghinia, Nicola Marinellia, Sandro Sacchellia, Veronica Alampi Sottinia)
- The impact of climate change on the global wine industry: Challenges & solutions (Michelle Renée Mozell, Liz Thachn)
- Climate change impacts on water management and irrigated agriculture in the Yakima River Basin, Washington, USA (Vano, J.A., et al.)
- The impact of climate change on the yield and quality of Saaz hops in the Czech Republic (Martin Mozny, Radim Tolasz, Jiri Nekovar, Tim Sparks, Mirek Trnka, Zdenek Zalud)
- Vulnerability of Sri Lanka tea production to global climate change (M. A. Wijeratne)
- Observing climate impacts on tea yield in Assam, India (J.M.A. Duncan, S.D. Saikia, N. Gupta, E.M. Biggs)
- THE FUTURE OF TEA A HERO CROP FOR 2030 (Ann-Marie Brouder, Simon Billing and Sally Uren)
- IDENTIFICATION OF SUITABLE TEA GROWING AREAS IN MALAWI UNDER CLIMATE CHANGE SCENARIOS (UTZ IN PARTNERSHIP WITH CIAT)
- Climate change adaptation in the Kenyan tea sector Ethical Tea Partnership)
- Diversity buffers winegrowing regions from climate change losses. 2864-2869. PNAS, February 11, 2020. (Morales-Castilla, et.al.)

P.79 Impact of lower yields on procurement costs for agricultural products in 2050 and P88 Estimation of the impact on agricultural product procurement costs from carbon pricing in 2050

- Barley: We calculated the impact by multiplying standard prices of beer per country, as indicated by the results of research using economic models from Xie, et al., by the future rates of change in beer prices (we assumed that beer prices would generally be linked to barley procurement costs)
Decreases in global beer supply due to extreme drought and heat, Nature Plants, VOL.4, NOVEMBER 2018, 964-973 (Xie, etal.)
- Other than barley: We calculated the impact using rates of change in costs associated with agricultural products from climate change (impact on yields) and mitigation measures (carbon pricing), as indicated in the results of research from Hasegawa et al., and presented in the IPCC "Special Report on Climate Change and Land (SRCL)"
IPCC (2019) Climate Change and Land: an IPCC special report on climate change, desertification, land degradation, sustainable land management, food security, and greenhouse gas fluxes in terrestrial ecosystems Chapter 5: Food Security および Risk of increased food insecurity under stringent global climate change mitigation policy. Nature Climate Change, volume 8, pages 699-703 (Hasegawa T, Fujimori S, HavlíkP, Valin H, BodirskyBL, DoelmanJC, FellmannT, Kyle P et al. 2018)

P.80 Impact of climate change on corn

- Tigchelaaret al. (2018) "Future warming increases probability of globally synchronized maize production shocks." Proceedings of the National Academy of Sciences Jun 2018, 115 (26) 6644-649. (Tigchelaaret al. 2018)
- MAFF (2008) "Recent Trends in Prices of Agricultural Products and Food"
- Agriculture & Livestock Industries Corporation (2010) "FY2008 Overview of Survey on Actual Status of Sweetener Demand"
- Agriculture & Livestock Industries Corporation (2019) Usage of Sugar and Artificial Sweeteners Among Food Manufacturers

P.80 Impact of climate change on high-fructose corn syrup and soybeans

- The impact of climate change on Brazil's agriculture (Zilliet al.2020)
- Productivity and welfare impact of climate change in sugarcane and cotton producing regions of Ethiopia (Weldesilassieet al.2015)
- Assessing the impact of climate change on sugarcane and adaptation actions in Pakistan (Farooq and Gheewala 2020)
- Simulating the Impacts of Climate Change on Sugarcane in Diverse Agro-climatic Zones of Northern India Using CANEGRO-Sugarcane Model (Sonkaret al. 2020)
- Effect of climate change on cash crops yield in Pakistan (Akbar and Gheewala 2020)
- Future climate change projects positive impacts on sugarcane productivity in southern China (Ruanet al. 2018)
- Assessing the impact of climate change on wheat and sugarcane with the AquaCropmodel along the Indus River Basin, Pakistan (Alvar-Beltrán et al. 2021)
- Climate Change and Potato Productivity in Punjab—Impacts and Adaptation (Rana et al. 2020)
- Impacts of Climate Change on the Potential Productivity of Eleven Staple Crops in Rwanda (Austin et al. 2020)
- Predicting the response of a potato-grain production system to climate change for a humid continental climate using DSSAT (Tooley et al. 2021)
- Potential Benefits of Potato Yield at Two Sites of Agro-Pastoral Ecotone in North China Under Future Climate Change (Tang et al. 2020)
- Response of potato biomass and tuber yield under future climate change scenarios in Egypt (Dewedaret al. 2021)
- Impacts of Climate Change on the Potential Productivity of Eleven Staple Crops in Rwanda (Austin et al. 2020)
- Estimating cassava yield in future IPCC climate scenarios for the Rio Grande do Sul State, Brazil (Tironi et al. 2017)
- Is Cassava the Answer to African Climate Change Adaptation? (Jarvis et al. 2012)
- Estimation of potential changes in cereals production under climate change scenarios (Tatsumi et al. 2011)
- Global crop yield response to extreme heat stress under multiple climate change futures (Derynget al. 2014)
- The combined and separate impacts of climate extremes on the current and future US rainfed maize and soybean production under elevated CO₂ (Jinet al. 2017)
- Climate impacts on crop yields in Central Argentina. Adaptation strategies (Rolla et al. 2018)
- Mitigating future climate change effects on wheat and soybean yields in central region of Madhya Pradesh by shifting sowing dates (Balvanshiand Tiwari 2019)
- Changing yields in the Central United States under climate and technological change (Burchfield et al. 2020)

P.88 Assessment of impact of carbon pricing

Estimation of impact of carbon pricing

- 1) We calculated the rate of decline in future electric power emission factors from the IEA "World Energy Outlook 2019" Annex A (Current Policies Scenario and SD Scenario).
- 2) We calculated actual electric power emission factors from the actual energy usage and GHG emissions of the Kirin Group in the base year (2019), and estimated future electric power emission factors under the two scenarios (Current Policies Scenario and SD Scenario) by multiplying actual emission factors by the rate of decline in emission factors calculated in Step 1.
- 3) We used the electric power emission factors that we calculated to forecast GHG emissions in the Kirin Group in 2030 and 2050. We categorized these forecasts depending on whether or not we take measures to reduce emissions.
- 4) We applied the IEA WEO 2019 Current Policies Scenario to the Kirin Group scenario 3, and the SD Scenario for the Kirin Group scenario 1, while also setting the IPCC "Special Report on Global Warming of 1.5°C" as our new 1.5°C scenario, and we set the carbon prices indicated in each data source as the basis for the future carbon prices for each scenario (IEA WEO 2019 P758 and IPCC Special Report on Global Warming of 1.5°C 2.5.2.1 Price of carbon emissions).
- 5) We calculated the impact by multiplying the forecasts of future GHG emissions that we calculated in Step 3 by the carbon prices that we set in Step 4. We calculated the increase in costs if we did not implement initiatives to reduce GHG emissions from the difference in impact depending on whether or not we take measures to reduce emissions.

P.89 External diseconomies related to Kirin Group PET bottles

We estimated that impairment losses related to marine ecosystem services would be approximately 0.36 to 3.56 million yen (approximately 3,300 US\$ to 33,000 US\$) per ton of plastic in 2011, based on the estimations of Beaumont et al. We estimated that the median proportion of PET bottles that flowed into the ocean from Japan would be 0.5%, based on the "Annual Report on the Recycling of PET Bottles" by the Ministry of the Environment. We set the total amount of PET materials used by Kirin Group major domestic companies at 66,894 tons in 2018, and multiplied this amount by the above estimates.

- Beaumontetal. (2019) Global ecological, social and economic impacts of marine plastic
- Ministry of the Environment (2018) Recent Trends Surrounding Ocean Waste, and the Council for PET Bottle Recycling, (2018) Annual Report on the Recycling of PET Bottles

P.94 Increasing interest in infectious diseases caused by global warming

- WHO: [Quantitative risk assessment of the effects of climate change on selected causes of death, 2030s and 2050s]
- WHO: [Dengue and severe dengue] 10 January 2022

P.94 Increase in heatstroke caused by global warming [short to long term]

- S-8 2014 Report by Project Team of Comprehensive Study on Impact Assessment and Adaptation for Climate Change
- National Institute of Infectious Diseases, Expansion of Aedes albopictus in Japan, 2018 (IASR Vol. 41 p92-93: June 2020 edition)