

VALUE CREATION PROCESS

The Kirin Group's Value Creation

In accordance with the needs of customers and society, the Kirin Group is implementing global business development initiatives in the Alcoholic Beverages, Non-alcoholic Beverages, and Pharmaceuticals and Bio-chemicals businesses.

In each business, through products and services that leverage the strengths of the value creation foundation to offer diverse added value, we will realize CSV ("creating shared value" based on the creation of both social value and economic value) and work to address the needs of all stakeholders.

KIRIN'S UNIQUE VALUE CREATION ASSETS

OUTPUT

Global business development Alcoholic Beverages and Non-alcoholic Beverages Businesses Pharmaceuticals and Bio-chemicals Businesses Strengths of our value creation foundation R&D Marketing Supply chain

Open and accommodating organization /

human resources

Highly effective corporate governance

BRAND

Long-selling brands, such as *Kirin Ichiban Shibori* and *Kirin Gogo-no-Kocha*

INNOVATION

Innovative production of biopharmaceuticals, beverages with new value

EXPERIENCE

Experiences that foster surprise and discovery among consumers

"Needs of consumers and society"



OUTCOME

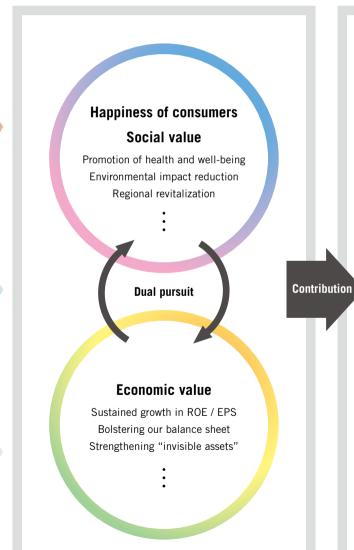
Sustained growth

Stakeholders









VALUE PROVISION

Consumers

Shareholders and Investors

Employees

Business Partners

Communities

The Environment