

## What is Kirin?

## Financial and Non-Financial Highlights

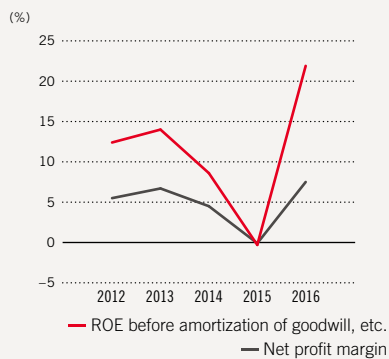
## Financial Highlights (Fiscal 2016 Results)

ROE before Amortization of Goodwill, etc.

**21.9%**Net Profit Margin\*<sup>1</sup>**7.5%**

Increase ROE by improving the net profit margin

\*1 Margin of sales (before amortization of goodwill, etc., and including Japanese liquor taxes)



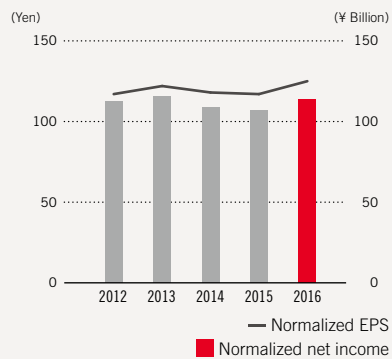
Normalized EPS

**¥125 (+6.8%)**

Normalized Net Income

**¥113.8 billion**

Grow EPS through increased Group profitability

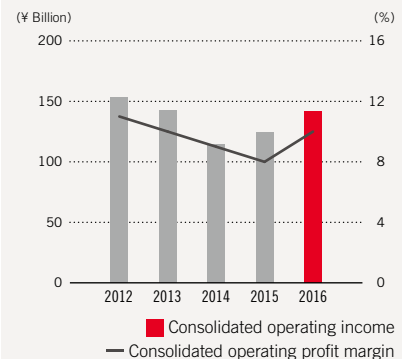


Consolidated Operating Income

**¥141.8 billion**Consolidated Operating Profit Margin\*<sup>2</sup>**9.6%**

Deploy concrete strategies based on business positioning to target operating income increases of ¥10.0 billion in beer businesses and ¥20.0 billion in low-profit businesses

\*2 Margin of sales (before amortization of goodwill, etc., and excluding Japanese liquor taxes)



Cash Flows from Operating Activities

**¥226.4 billion**

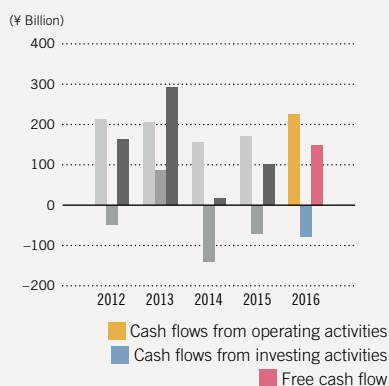
Cash Flows from Investing Activities

**¥(77.5) billion**

Free Cash Flow

**¥148.9 billion**

Steadily expand cash flows through clearly prioritized resource allocations and improved business profitability



Consolidated Dividend Payout Ratio (Normalized EPS)

**31.2%**

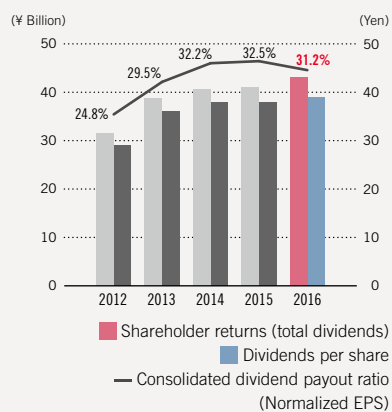
Shareholder Returns (Total Dividends)

**¥43.1 billion**

Dividends per Share

**¥39**

Issue stable shareholder returns by targeting a consolidated dividend payout ratio of more than 30% of normalized EPS

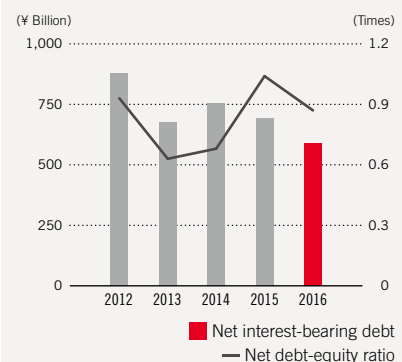
Net Interest-Bearing Debt\*<sup>3</sup>**¥589.6 billion**

Net Debt-Equity Ratio

**0.87 times**

Steadily pay off debt to improve financial flexibility

\*3 Interest-bearing debt – Cash and time deposits – Deposits received, etc.

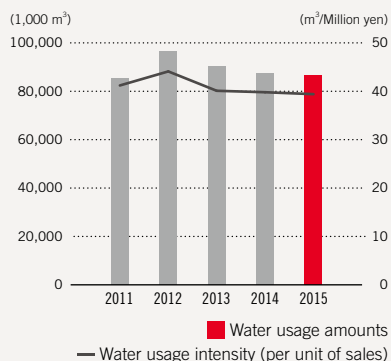


## Non-Financial Highlights

### Water Usage Amounts

**86,625,000 m<sup>3</sup>**

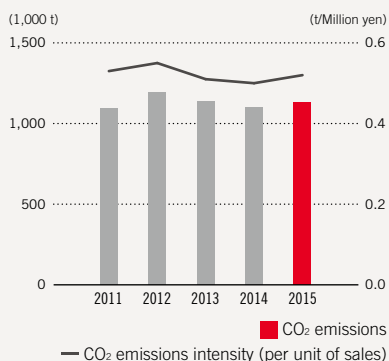
Water is a vital resource. Aiming to ensure this resource can be used indefinitely, we are promoting proper water use in all regions of operation based on the issues faced therein. Accordingly, we seek to maintain an understanding of the water risks associated with our production sites and the regions that produce the resources we use to advance ongoing water conservation and preservation activities.



### CO<sub>2</sub> Emissions

**1,134,000 t**

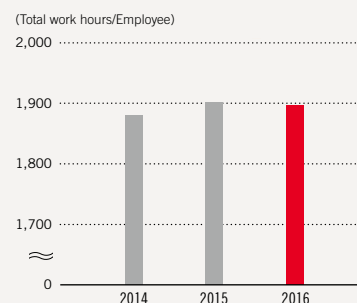
The Company is implementing initiatives aimed at limiting the amount of CO<sub>2</sub> emitted across our value chain to within the amount capable of being absorbed by the earth. In addition to our conventional energy-saving activities, we are also stepping up other initiatives, such as expanding our use of renewable energy.



### Total Work Hours per Employee\*4

**1,896.5 hours**

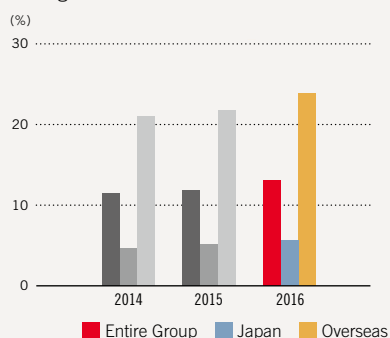
In fiscal 2016, the total number of hours worked by employees in Japan was relatively unchanged year on year. Beginning in 2017, we will be deploying systems and measures that let employees work in flexible ways as part of our efforts to practice health and productivity management.



### Ratio of Female Managers\*5

**13.1%**

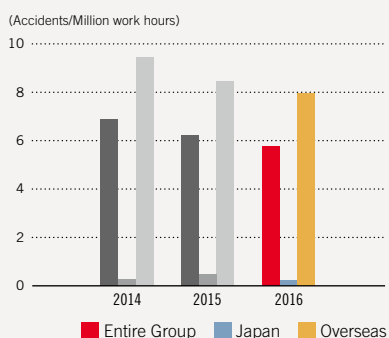
Through systematic development and assignments based on “Promoting Active Participation by Women” (KWN2021), Kirin Company has developed women’s careers in such positions as executive officer, president of Group companies in Japan and overseas, general manager, and plant manager. At Kyowa Hakko Kirin, meanwhile, the ratio of managers that are women has risen to 7.1%.



### Accidents That Result in Lost Work Days per Million Work Hours\*5

**5.77 accidents**

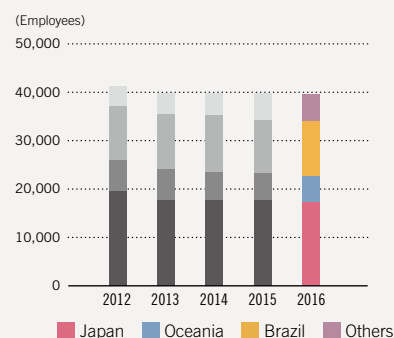
Occupational accidents have been decreasing since occupational health and safety initiatives were reinforced overseas.



### Number of Regional Employees

**39,733 people**

The distribution of employees by region has remained relatively unchanged over the past several years.



\*4 Scope: (Japan) Kirin Holdings, Japan Integrated Beverages Business (Kirin, Kirin Brewery, Kirin Beverage, Mercian), Kyowa Hakko Kirin Group

\*5 Scope: (Japan) Kirin Holdings, Japan Integrated Beverages Business (Kirin, Kirin Brewery, Kirin Beverage, Mercian), Kyowa Hakko Kirin Group; (Overseas) Lion, Brasil Kirin