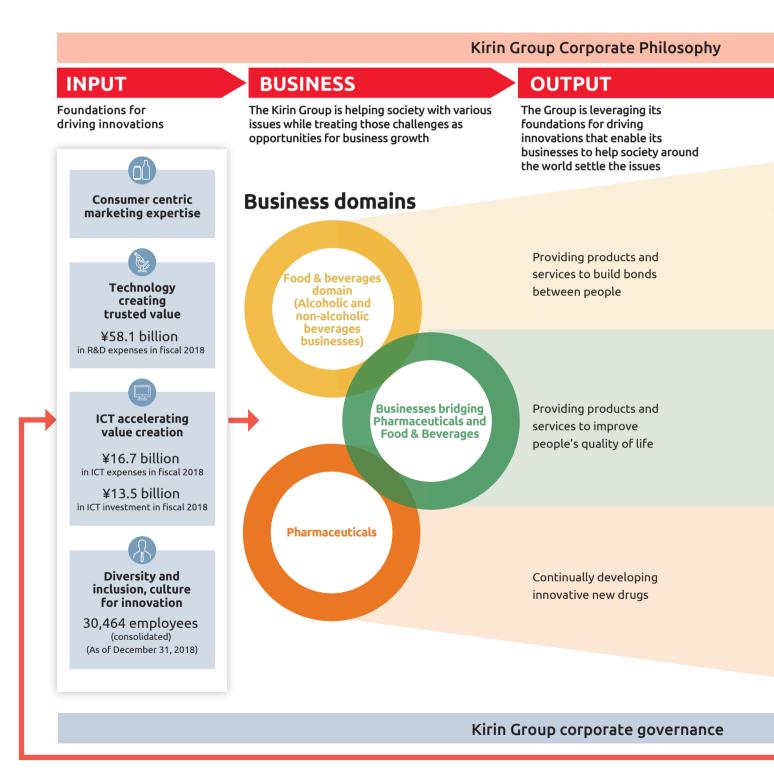
## Enhancing economic and social value with the concept "creating shared value" positioned at the heart of all management



Throughout its management, the Kirin Group has integrated the model of creating shared value (CSV), a business concept first introduced by Michael E. Porter.

Accordingly, it is driving innovations through its marketing expertise, leading-edge technologies, advanced information and communications technology (ICT), diverse human resources and motivated workplaces. By leveraging these competitive advantages, the Group is expanding its alcoholic and non-alcoholic beverages businesses, pharmaceuticals and bio-chemicals businesses, and businesses bridging Pharmaceuticals and Food & Beverages. Through the products and services offered by each of these businesses, the Group is bringing economic and social value to people around the world. Looking ahead toward its next stage of growth, the Group plans to bolster its innovation drivers even more so that it can continue creating value and growing sustainably into the future.

