

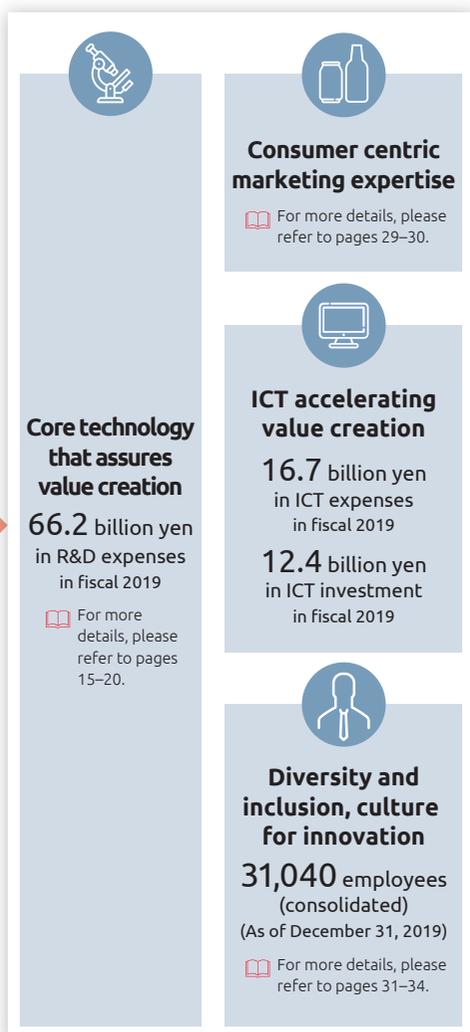
Value Creation Model

Enhancing economic and social value with the concept “creating shared value” positioned at the core of all management

Kirin Group Corporate Philosophy

INPUT

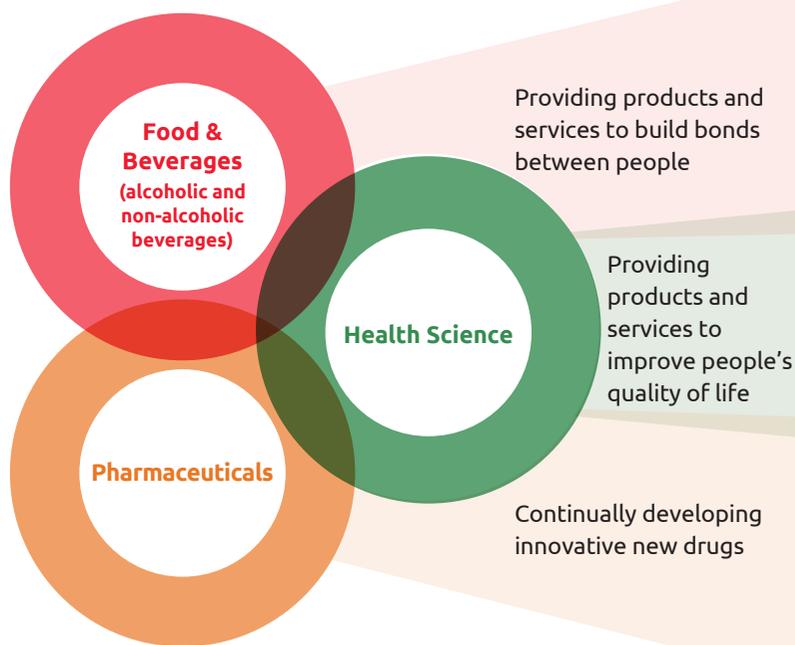
Foundations for driving innovations



BUSINESS

The Kirin Group is activating business synergies to approach social issues as opportunities for business growth

Business domains



OUTPUT

The Group is leveraging its foundation for driving innovation that enable its businesses to help society around the world settle the issues

Kirin Group corporate governance

The Kirin Group firmly bases its management on the concept of creating shared value (CSV).

The Group uses its marketing expertise, technological capabilities, information and communications technology (ICT), human resources, and corporate culture as a foundation for innovation that drives its businesses in the Food & Beverages domain (alcoholic and non-alcoholic

beverages), Pharmaceuticals domain, and Health Science domain. The products and services the Group offers in these business fields contribute to creating economic and social value for people around the world. The Group will continue investing in its foundation for innovation, which is the source of future growth, and continue the cycle of value creation that will fuel ongoing sustained growth.

KIRIN brings joy to society by crafting food and healthcare products inspired by the blessings of nature and the insights of our customers

OUTCOME

The Kirin Group gives value back to the society it serves



Financial key performance indicators*

ROIC

CAGR of normalized EPS

Non-financial key performance indicators*

CSV Commitment

Corporate brand value

Employee engagement score

For more details, please refer to pages 25–26.

* The indicators are used in the 2019 MTBP.

Economic value Maximized cash flows

For more details, please refer to pages 21–24.

Social value CSV Purpose

For more details, please refer to pages 37–38.



Health and Well-being



The Environment



Community Engagement



A Responsible Alcohol Producer

For more details, please refer to pages 53–63.