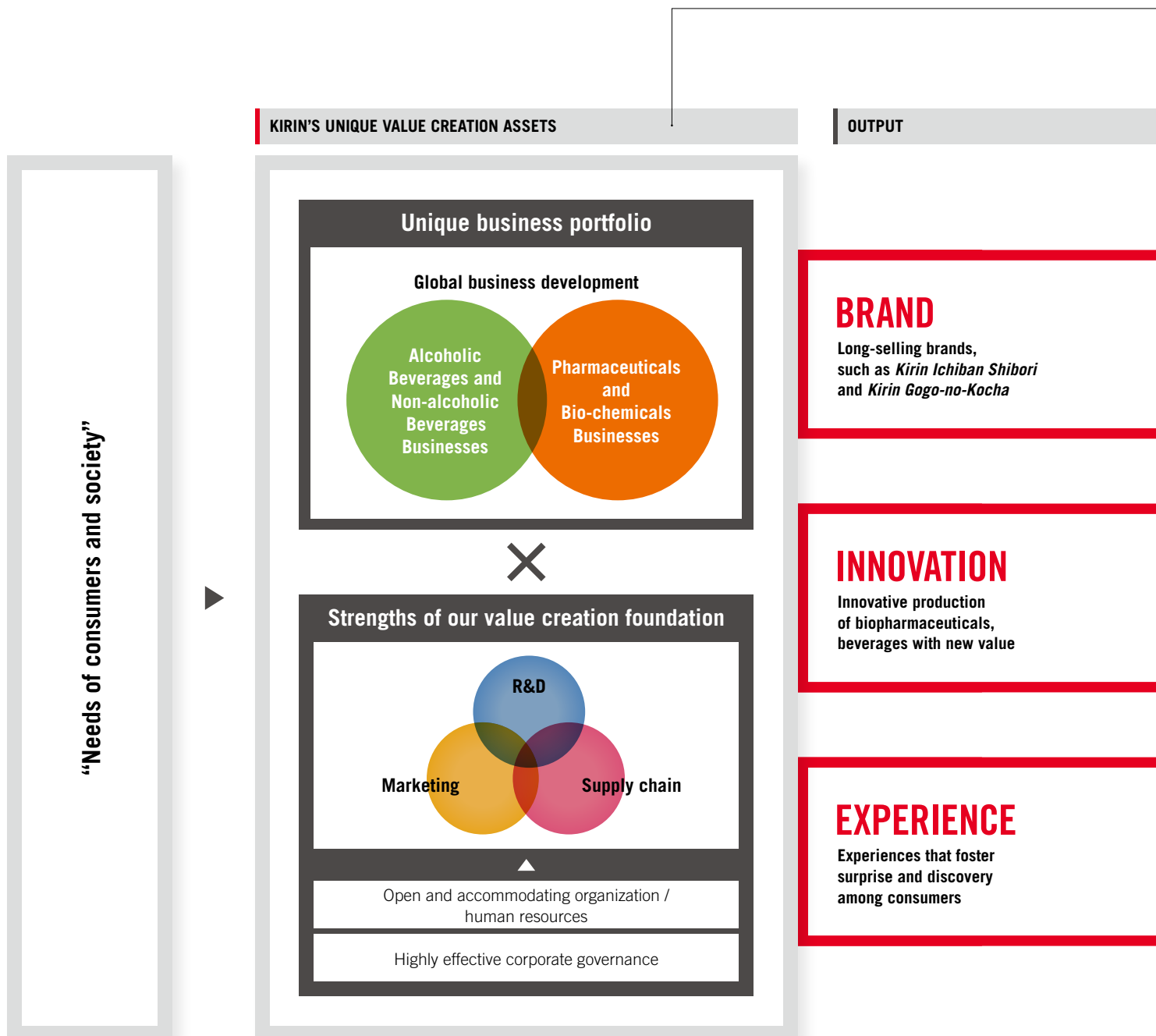


OUR VALUE CREATION PROCESS

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.



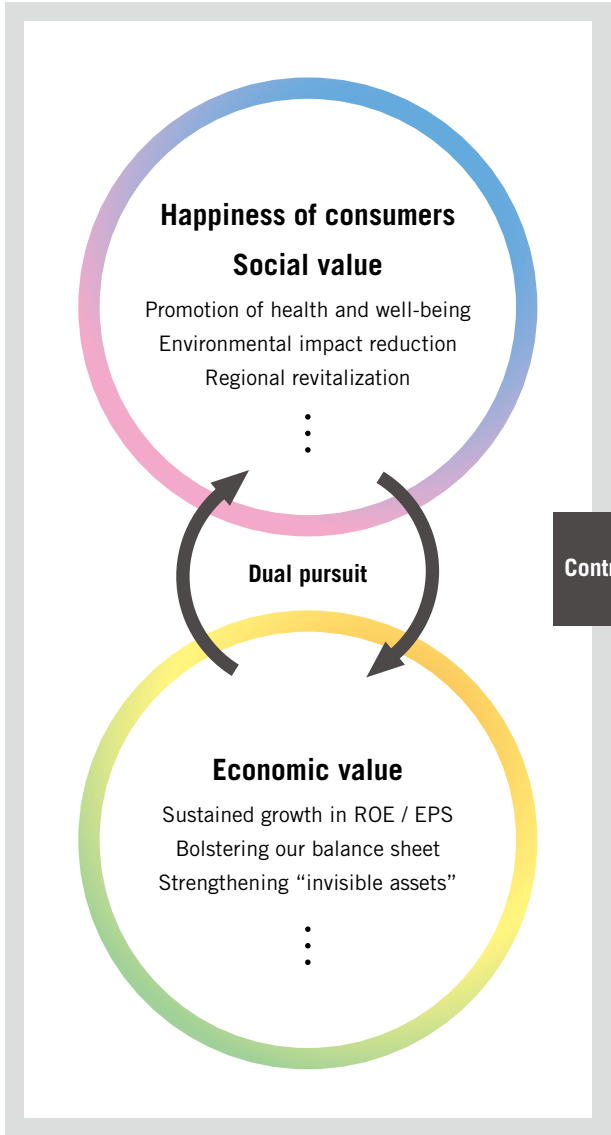
The Kirin Group



Stakeholders



OUTCOME



VALUE PROVISION

