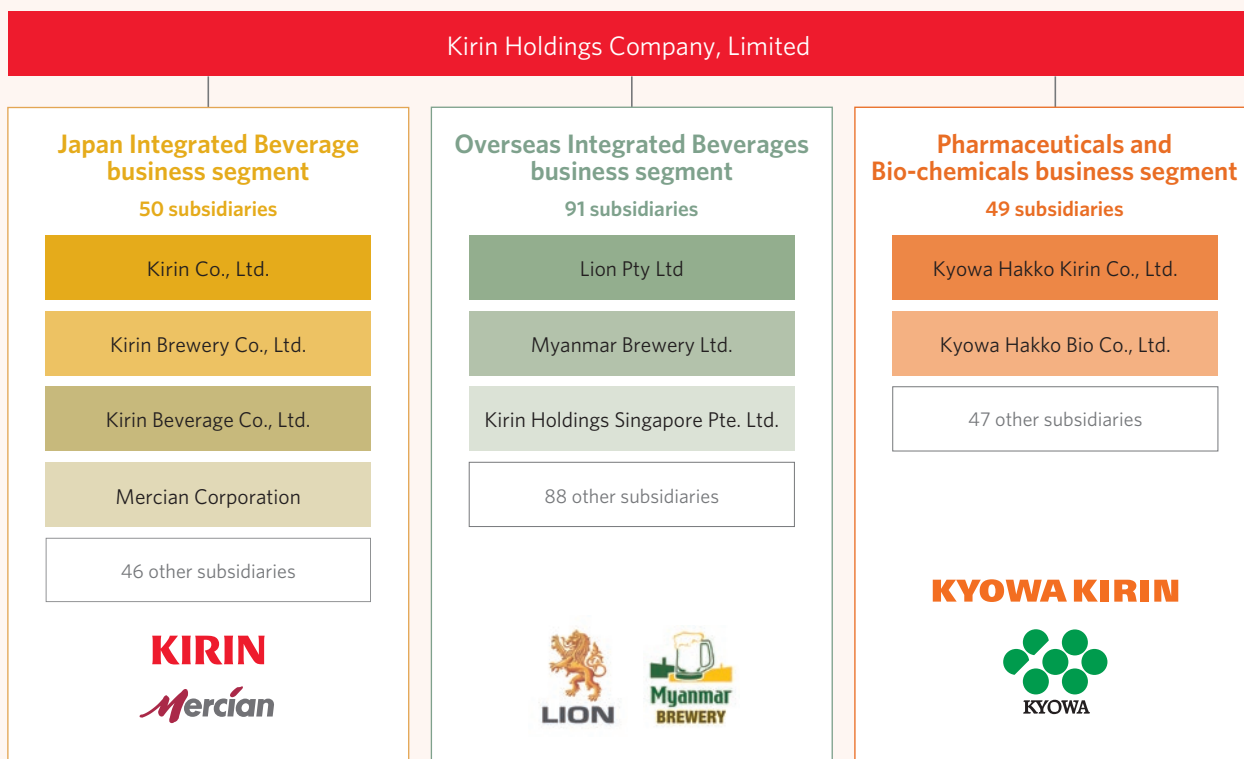
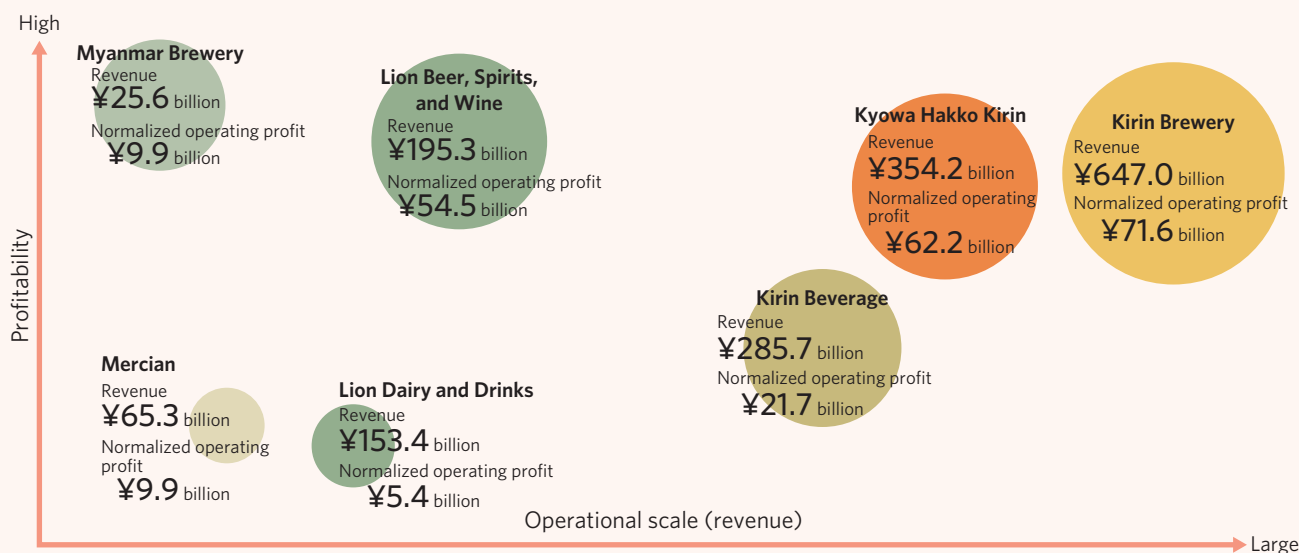


Leveraging the diversity of the Group's businesses, operating regions, and employees



Note: The Other business segment includes Koikai Dairy Products Co., Ltd., and one other company.

Operational scale and profitability of operating companies



The revenue amounts of Kirin Brewery, Mercian Corporation, and Kyowa Hakko Kirin include sales tax on liquor.

With a history spanning more than a century, the Kirin Group has established a globally unique business portfolio composed of three core businesses—alcoholic beverages, non-alcoholic beverages, and pharmaceuticals and bio-chemicals. Today, the Kirin Group’s global operations cover Japan and the rest of Asia, Oceania, the United States, and Europe. The number of Group companies has reached 192 and the percentage of employees

outside of Japan is approximately 46%. By creatively and flexibly leveraging the diversity of its businesses, operating regions, and employees, the Kirin Group is driving innovations worldwide while continuing to take on the challenge of creating new value.

The Kirin Group around the world

- Alcoholic and non-alcoholic beverages businesses
- Pharmaceuticals and bio-chemicals businesses



* Affiliate consolidated under the equity method



Number of employees by country and region

