

Enhancing economic and social value
 by positioning the creation of shared value
 at the heart of business activities

INPUT

Enhanced operational resources



Human resources
 The key assets for sparking innovation and driving the Group's growth



Brands
 The basis for maintaining ties with consumers built up over many years and for offering them new experiences



Research and development
 The means for pursuing technological innovations and meeting the expectations of consumers and their communities

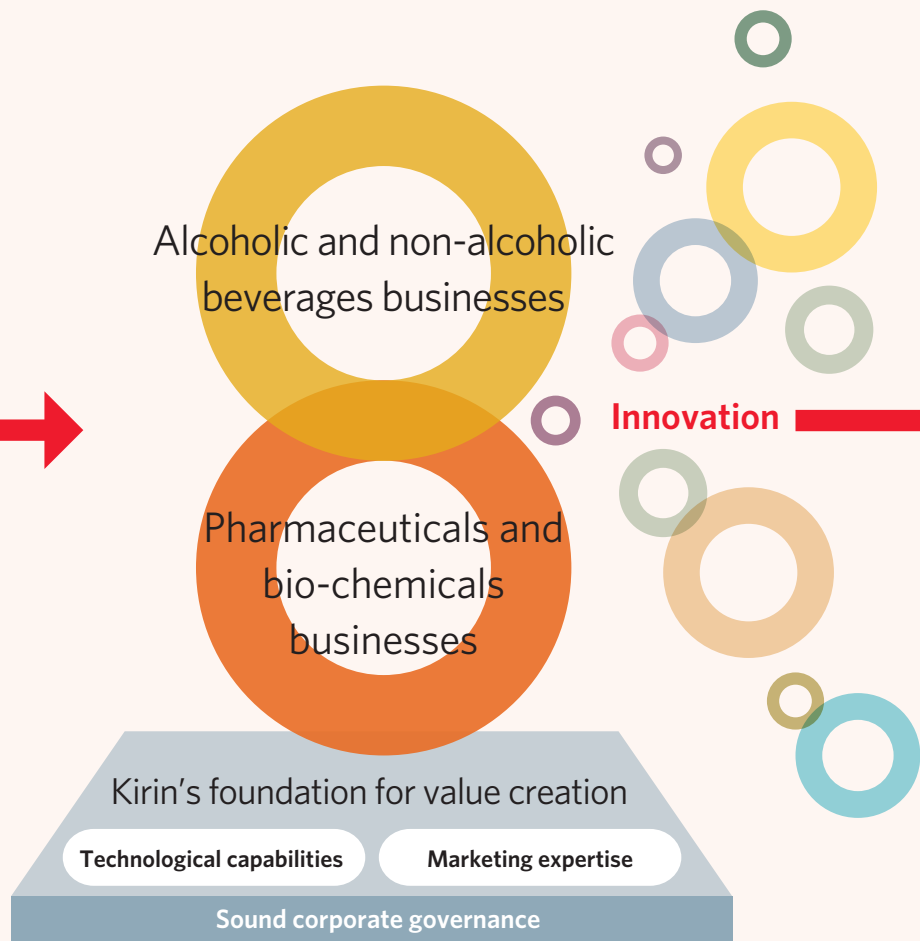


Supply chain and IT capabilities
 The resources for supplying the high-quality products and services needed for strengthening ties with customers

 Note: The key indicators that have been set for improving operational resources are presented on pages 21 – 22.

BUSINESS

Kirin's unique business portfolio



The Kirin Group has positioned the concept of creating shared value (CSV) as the basis of its business activities. Accordingly, the Group is working to improve its operational resources—particularly human resources, brands, R&D, supply chain and information technology—as a means for enhancing technological capabilities and marketing expertise. They are its foundations for creating value, which is one of the Group's competitive advantages. At the same time, the Group is branching out into diverse new business domains by generating

synergies from its alcoholic and non-alcoholic beverages businesses as well as its pharmaceuticals and bio-chemicals businesses. Through the products and services offered by each of these business areas, the Kirin Group is increasing both economic and social value it offers to its stakeholders around the world. Looking ahead toward the next stage of growth, the Group intends to enhance its operational resources while maintaining this cycle of creating value with the goal of growing sustainably into the future.

OUTPUT

Good-quality products and services



OUTCOME

ROE EPS

Economic value

For more details, please refer to page 21.

Social value

Promotion of health and well-being

Community engagement Environmental conservation

For more details, please refer to pages 33 – 34.

