

The Kirin Group's Corporate Philosophy has evolved to reflect its new long-term management vision

The Kirin Group's Corporate Philosophy

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

2027 Vision

A global leader in CSV, creating value across our world of Food & Beverages to Pharmaceuticals

"One KIRIN" Values

Passion

Our determination to continuously provide our customers and society with new value propositions based on innovative ideas, and our enthusiasm to meet goals with pride in the companies we work for and the brands we offer.

Integrity

Our gratitude to our stakeholders for always helping us move forward, and our promise to remain honest and humble in every business activity to serve them better.

Diversity

Our respect for different perspectives and values that enable constructive discussions, and our belief that the "differences" have the power to change the world and create better solutions.

Joy brings us together



Note: Underlined sections have been added or revised from the previous approach to business

Educating employees about the Kirin Group's new approach to business

The Kirin Group is committed to helping communities take on challenges and creating new value for them in the process as it works to bolster its alcoholic and non-alcoholic beverages business, pharmaceuticals and bio-chemicals businesses, and businesses bridging Pharmaceuticals and Food & Beverages. In February 2019, the Group formulated the Kirin Group Vision 2027 as a long-term management vision with the goal of making progress toward becoming a global leader in creating shared value (CSV). It also created a new mission state-

ment to express its basic management concept of creating new value to stakeholders in and outside the Group. Finally, the Group created a new corporate slogan, "Joy brings us together," to simply convey its fundamental business approach to customers and the public.

On the momentum of these initiatives, all members of the Kirin Group—numbering 30,464 worldwide—are set to put the concept of CSV into practice while striving for sustainable growth going forward.

Four initiatives launched to raise awareness and guide the actions of employees

The Kirin Group recognizes that to become a global leader in CSV, it will be vital to raise awareness of the basic concept and principles of CSV among employees, and provide guidance so that they can perform their responsibility of putting CSV into practice. Therefore, the Group has launched an educational campaign based on four categories of activities: top management-led initiatives, job-based initiatives, education and hands-on training programs, and awards and promotional activities. These steps were taken to create an environment in

which employees understand the importance of the concept and principles of CSV, and incorporate them into their own work. At the same time, the activities provide a basis for evaluating the performance of employees and paving the way for their actions in the future.

Each of the four types of activities will be reviewed through a plan-do-check-act cycle, and the extent to which the CSV concept is practiced in the workplace will be periodically assessed using employee questionnaires.

2019 schedule of each category of activities

