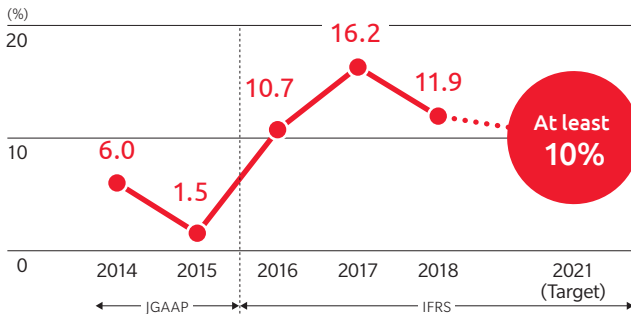


Financial and Non-Financial Highlights

Financial Highlights (Fiscal 2018 Results)

Capital efficiency indicator

Return on invested capital (ROIC)

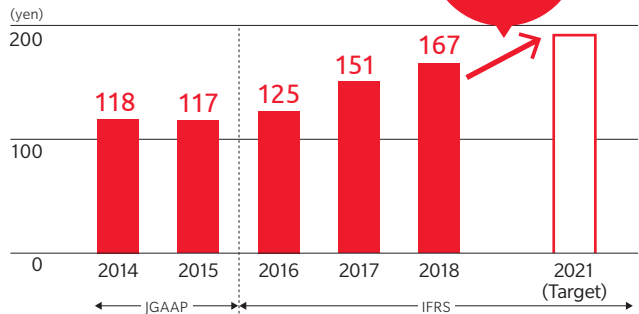


Notes

- Results prior to fiscal 2015 exclude amortization of goodwill
- ROIC = Earnings before interest and after tax / (Average interest bearing debt between the beginning and the end of the FY + average total equity between the beginning and the end of the FY)
- FY2018 ROIC is 9.4% if calculated excluding transient impacts such as income from sale of assets, etc.

Profitability and growth indicator

Normalized EPS



* The target is averaged over a three-year period

Non-Financial Highlights

Results in each category of the Kirin Group's CSV Commitment

KB Kirin Brewery Company, Limited
 KBC Kirin Beverage Company, Limited
 ME Mercian Corporation
LN Lion Pty Limited
 MB Myanmar Brewery Limited
 KHK Kyowa Hakkō Kirin Company, Limited

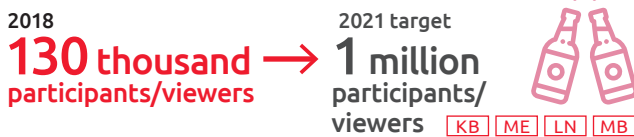
The Kirin Group sets targets for its key performance indicators in each category of its CSV Commitment with the goal of becoming a global leader in "creating shared value" (CSV).

* Since some of these indicators were newly created in fiscal 2018, results for that year are not yet available.

A Responsible Alcohol Producer

Responsible drinking / passing a culture of enjoying alcoholic beverages to the next generation

Number of participants in appropriate drinking education programs / viewers of drinking manner advertisements



Community Engagement

More sustainable production of raw materials

Contracted farming ratio of procured rice in Myanmar for brewing



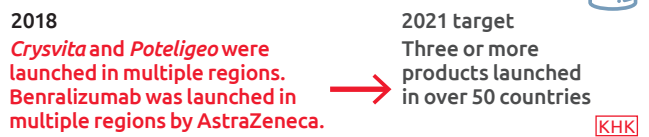
Ratio of materials from Myanmar



Health and Well-being

Evolution in medical treatment

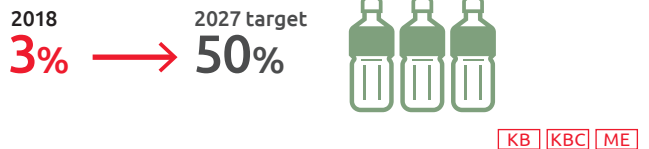
Number of new drugs discovered in-house and launched in multiple regions
Number of countries with markets for these new drugs



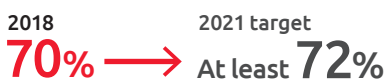
The Environment

Actions regarding containers and packaging

Conversion rate of PET bottle resin to recycled resin



Employee engagement score (%)



Corporate brand value



Source: Best Japan Brands 2018 published by Interbrand