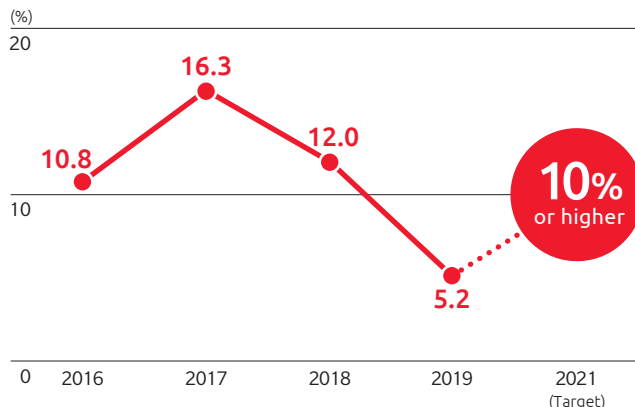


Financial and Non-financial Highlights

Key financial performance indicators of the medium-term business plan

Capital efficiency indicator

Return on invested capital (ROIC)

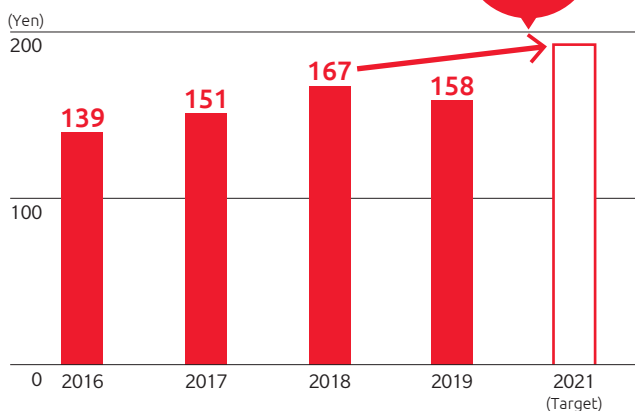


Notes

- FY2018 ROIC is 9.4% if calculated excluding transient impacts such as income from sale of assets, etc.
- Figures up until FY2018 have been retroactively adjusted to reflect changes to accounting policies in FY2019.

Profitability and growth indicator

Normalized EPS



* The target is averaged over a three-year period.

Key non-financial performance indicators of the medium-term business plan

CSV Commitment

The Kirin Group made steady progress in fulfilling the CSV Commitment laid out in the first fiscal year of its medium-term business plan. Results in main categories of the CSV Commitment are as follows.

- KB** Kirin Brewery Company, Limited
- KBC** Kirin Beverage Company, Limited
- ME** Mercian Corporation
- LN** Lion Pty Limited
- MBL** Myanmar Brewery Limited
- KH** Kirin Holdings Company, Limited

Scan here to visit the Kirin Group's CSV Commitment website



KB ME LN MBL

A Responsible Alcohol Producer

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

CSV Commitment indicator

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

2021 target

Deploy new programs and advertisements to promote responsible drinking

2019 result
1.007 million people → Target*
1 million people

* The target will be revised by the end of 2020.

Reason for setting the target

To educate consumers on risks associated with the harmful use of alcohol

SDG indicator

Harmful use of alcohol, defined according to the national context as alcohol per capita consumption (aged 15 years and older) within a calendar year in litres of pure alcohol



3.5.2

Health and Well-being

KBC

1.1 Supporting self-care for healthy people and people with pre-disease

CSV Commitment indicator

Development and expansion of sales of no- and low-sugar, low-calorie products and products with positive health effects

2021 target

Increase the sales of products with healthy additives and products with either reduced or no sugar in order to expand the percentage of products in the Health & Well-being domain among the entire product portfolio

2019 result **9%** increase compared with 2018 → Target **15%** increase compared with 2018

Reason for setting the target

To help customers lower the risk of developing obesity or other lifestyle diseases

SDG indicator

Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease



3.4.1

Community Engagement

ME

2.2b More sustainable production of raw materials

CSV Commitment indicator

Volume of grapes produced at our own vineyards

2021 target

Increase the volume of high-quality grapes grown by Kirin Group-operated vineyards in order to expand sales volume of Japanese wine

2019 result **152 tons** → 2027 target **200 tons**

Reason for setting the target

To help increase high-quality grapes grown for Japanese wine

SDG indicator

Volume of production per labour unit by classes of farming / pastoral / forestry enterprise size



2.3.1

The Environment

KB KBC ME KH

3.3 Actions regarding biological resources

CSV Commitment indicator

Use of Forest Stewardship Council (FSC) certified paper for paper containers and packaging

2021 target

Switch all paper used for container packaging of products sold by KB, KBC, and ME to FSC-certified paper (and also switch from plastic cups to paper cups made with FSC-certified paper)

2019 results		2020 target
Six-can packs	Gift boxes	→ 100%
100%	100%	
Drink boxes	Cardboard cartons	
99.6%	100%	

Reason for setting the target

To contribute to raising the sustainability of forest resources that could otherwise be destroyed by deforestation

SDG indicator

Progress toward sustainable forest management



15.2.1

Corporate brand value

2019 **\$2,007 million** → 2021 target **\$2,200 million**

Source: Best Japan Brands 2019 published by Interbrand

Employee engagement score

2019 **70%** → 2021 target **72% or higher**