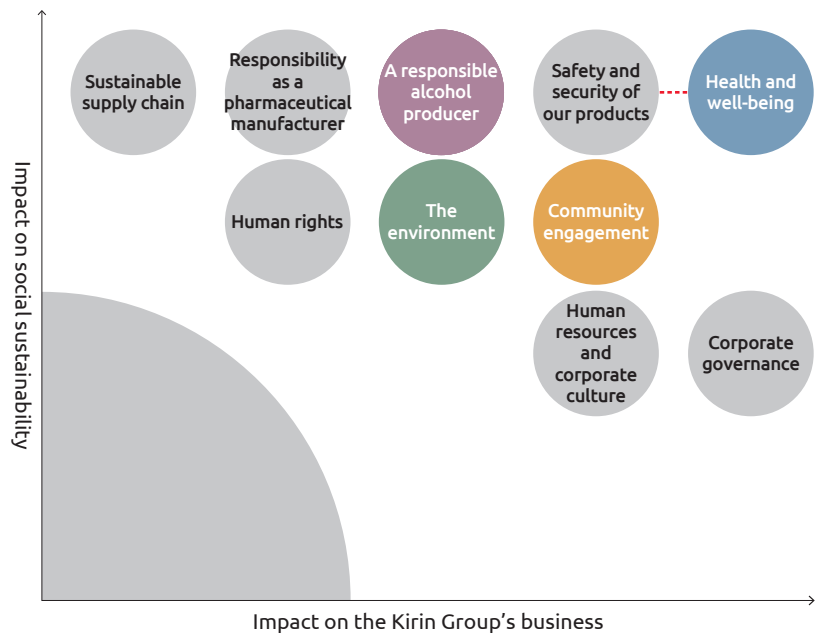


Framework for promoting CSV to create value with society

Kirin Group Materiality Matrix

The Kirin Group has organized its "Management Issues for Sustainable Growth" in the Kirin Group Materiality Matrix with a view to continue developing sustainably with society in the future. Based on social issues related to its businesses, the Group designated the fulfillment of its role as a responsible alcohol producer along with health and well-being, community engagement, and the environment as four CSV key issues.

Kirin Group Materiality Matrix



WEB Management Issues for Sustainable Growth (Group Materiality Matrix)
<https://www.kirinholdings.co.jp/english/csv/materiality/>

CSV Purpose

To create value and grow sustainably with society, the Kirin Group established a CSV Purpose corresponding to each of its four CSV key issues as its Long-Term Management Vision, Kirin Group Vision 2027. Together with the revision of its Environmental Vision in February 2020, the Group changed the environmental goal from "realize a society based on 100% resource circulation by 2050" to "enrich the sustainable Earth for future generations through positive impact." Having set this higher hurdle, the Kirin Group has begun working to accomplish its goals going forward (see page 40 for details).

WEB Our CSV Purpose
<https://www.kirinholdings.co.jp/english/csv/purpose/>

Joy brings us together

KIRIN

Health and Well-being	Community Engagement	The Environment
<p>Raise the number of healthy people, lower the number of sick people, and contribute to the people who are involved in the healthcare</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> </div>	<p>Create more opportunities for customers to spend time with their families and friends, and develop the communities within our supply chain</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> </div>	<p>Enrich the sustainable Earth for future generations through positive impact</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> </div>
<p>A Responsible Alcohol Producer</p> <p>Make steady progress toward eradicating the harmful use of alcohol in all countries of operation (Zero Harmful Drinking)</p> <div style="display: flex; justify-content: center; margin-top: 10px;"> </div>		

CSV Commitment

To work toward solving its key CSV issues, the Kirin Group established 19 CSV Commitments as a medium-term action plan for its CSV Purpose. Each commitment was created with the non-financial targets of the Group's medium-term business plan.

By linking its business strategies with the CSV Commitments, the entire Kirin Group can share goals for creating social value while further entrenching CSV management geared toward the economic value of bolstering its competitiveness and growing its businesses.

In fiscal 2019, the Group implemented measures based on each approach and made steady progress toward accomplishing its goals.



Performance indicators for the CVS Commitments

<https://www.kirinholdings.co.jp/english/csv/commitment/>



KB Kirin Brewery
 KBC Kirin Beverage
 ME Mercian
 KIW Koiwai Dairy Products
LN Lion
 MBL Myanmar Brewery
KKC Kyowa Kirin
KH Kirin Holdings

	CSV Commitment	Approach and goals
A Responsible Alcohol Producer	Responsible drinking / passing a culture of enjoying alcoholic beverages to the next generation	1. Do an education program of appropriate drinking 2. Label products with its alcohol to support responsible drinking habits KB ME LN MBL
Health and Well-being	Supporting self-care for healthy people and people with pre-disease	1. Develop and expand sales of low and no-sugar products, calorie-reduced products, and products with scientifically proven health benefits KBC KIW 2. Continue to create new value in ingredients with health benefits (e.g. <i>Lactococcus lactis</i> strain Plasma) KH
	Evolution in medical treatment	Strengthen our drug discovery foundation to develop and provide new drugs globally based on the strengths of R&D and production capability acquired through developing and providing biologics KKC
Community Engagement	Contributing to community vitalization	Create and increase opportunities that bring people together at dining tables, recreational activities, seasonal events, and sports and music events with Kirin Group's products KB ME KBC MBL
	More sustainable production of raw materials	Take a long-term perspective to enhance the value of raw materials and support production area and contracted farming toward achieving sustainable procurement and revitalization of production areas 1. Amount of Japanese hops procured KB 2. Volume of grapes produced for Japan wine ME 3. Contracted farming ratio of procured rice for brewing MBL 4. Number of small-scale farmers supported for acquisition of Rain Forest Alliance certification KH KBC
The Environment	Actions regarding climate change	Introduce renewable energy and promote energy conservation Kirin Group
	Actions regarding containers and packaging	Strive to maintain the 3Rs and resource circulation for containers and packaging KB KBC ME LN

Group CSV Committee activity report

The Group CSV Committee meets once per year, in principle, to proactively and independently promote CSV throughout the Kirin Group. Chaired by the president of Kirin Holdings and comprised of presidents of the Group's main operating companies, the committee deliberates on long-term CSV strategies.

Tasks in 2019

- Addressed progress made in 2018 and future issues
- Aimed to be a global leader in creating shared value and worked toward strengthening the resilience of management
 - Complied with environmental, social and governance (ESG) criteria
 - Exchanged views based on proposals from the Task Force on Climate-related Financial Disclosures
- Attended a lecture by an expert from outside the Group

