

# ESG Data

Kirin Group profile ▾ | Environmental ▾ | Social ▾ | Governance ▾

## Kirin Group profile

	Group companies	Geographical classification	2018	2019	2020	2021
Revenue (¥ billion)	Total consolidated		1,930.5	1,941.3	1,849.5	1,821.6
	Kirin Brewery	Japan	668.1	665.0	632.2	638.3
	Kirin Beverage	Japan	284.8	288.8	254.2	246.6
	Mercian	Japan	64.8	63.9	62.1	57.9

	Group companies	Geographical classification	2018	2019	2020	2021
	Lion	Overseas / Oceania	329.5	299.8	292.2	216.3
	Brasil Kirin	Overseas / Brazil	—	—	—	—
	Myanmar Brewery	Overseas / Southeast Asia	26.2	32.6	31.8	19.3
	Kyowa Kirin <sup>*2</sup>	Japan	347.3	305.8	318.4	352.2
	Kyowa Hakko Bio	Japan/Overseas	—	74.9	57.3	53.0
	Other and elimination	—	209.8	210.5	201.3	238.0
Number of employees <sup>*1</sup>	Total consolidated		30,464	31,020	31,151	29,515
	Kirin Holdings	Japan	1,073	1,070	1,117	1,156
	Kirin Brewery	Japan	3,330	3,750	3,665	3,604
	Kirin Beverage	Japan	3,615	3,660	3,629	3,568
	Mercian	Japan	649	649	664	666
	Lion	Overseas / Oceania	5,239	5,181	5,534	3,502
	Brasil Kirin	Overseas / Brazil	—	—	—	—

	Group companies	Geographical classification	2018	2019	2020	2021
	Myanmar Brewery	Overseas / Southeast Asia	1,226	1,269	1,299	1,292
	Kyowa Kirin <sup>*2</sup>	Japan	7,242	5,267	5,423	5,752
	Kyowa Hakko Bio	Japan/Overseas	—	2,050	2,065	2,050
	Other	—	8,090	8,124	7,755	7,921

\*1:Figures are as of the end of each period.

\*2:The figure of Kyowa Kirin has excluded Kyowa Hakko Bio since 2019

## Environmental

Indicator	Boundary	2018	2019	2020	2021	GRI Reference	Reference Page
Biological resources							

Indicator	Boundary	2018	2019	2020	2021	GRI Reference	Reference Page
Number of small-scale farmers supported for acquisition of Rainforest Alliance certification (farmers)		120	120	2120	2120	304-2(2016)	<u>Sustainable use of biological resources</u>
Percentage of cases of certification acquired for palm oil in primary and secondary raw materialsonmental audits <sup>*c</sup>	*1	100	100	100	100	304-2(2016)	
Water resources							
Freshwater consumption (thousand m³)		73,675	65,853	55,702	50,278	303-1(2018)	<u>Sustainable use of water resources</u>
Japan		58,120	50.333	40,187	35,485	303-1(2018)	
Oceania		2,733	2,658	2,689	2,483	303-1(2018)	
Southeast Asia		2,811	3,654	3,449	2,945	303-1(2018)	

Indicator	Boundary	2018	2019	2020	2021	GRI Reference	Reference Page	
	Other		10,011	9,208	9,377	9,365	303-1(2018)	
Recycled water consumption at plants and offices (thousand m³)			105,010	105,433	89,788	88,805	303-3(2018)	
Reused water consumption at plants and offices (thousand m³)			18,993	15,901	3,864	1,978	303-3(2018)	
Drainage volume (thousand m³)			69,491	65,214	52,340	48,323	303-4(2018)	
Containers and packaging								
Use of resources for containers and packaging (thousand tons)			626	542	524	480	301-1(2016)	<a href="#">Sustainable recycling of containers and packaging</a>
Climate change								
Greenhouse gas emissions (thousand tons of CO2e)			5,012	5,045	4,739	4,411	—	<a href="#">Overcoming climate change</a>

Indicator		Boundary	2018	2019	2020	2021	GRI Reference	Reference Page
	Scope 1 <sup>*b</sup>	*2	377	393	372	368	305-1(2016)	
	Scope 2 <sup>*b</sup>	*2	472	441	384	354	305-2(2016)	
	Scope 3 <sup>*c</sup>	*3	4,163	4,211	3,983	3,689	305-3(2016)	
Greenhouse gas emission intensity per unit of net sales (tons of CO2e/¥million)			0.44	0.43	0.41	0.40	305-4(2016)	
Energy use (TJ)			11,843	11,421	11,182	10,922	302-1(2016)	
Reducing industrial wastes and preventing pollution								
Waste generation (thousand tons)			417	431	272	312	306-3(2020)	<a href="#">Environmetal Report (Environmetal Data)</a> .
Recycling rate (%)			99.7	99.8	99.8	99.7	306-4(2020)	
NOx emissions (tons)			397	380	403	356	305-7(2016)	

Indicator	Boundary	2018	2019	2020	2021	GRI Reference	Reference Page
SOx emissions (tons)		19	13	10	12	305-7(2016)	
VOC emissions (tons)	*4	481	314	242	393	305-7(2016)	
Emissions of Class I designated chemical substances under PRTR Act (tons)	*4	56.9	48.6	35.4	47.4	—	
Environmental management							
Number of companies reviewed in environmental audits* <sup>d</sup>	*5	13	10	16	21	—	<a href="#">Environmetal Report (Governance and Risk Management)</a>
Number of participants in environmental training* <sup>e</sup>	*1	320	290	567	735	—	
Serious accidents and violations affecting environmental pollution		0	0	0	0	307-1(2016)	

- \*a:Method of purchasing (Book & Claim method) sustainable palm oil approved by the Roundtable on Sustainable Palm Oil (RSPO).Excluding palm kernel oil
- \*b:Fuel:
- Australia - National Greenhouse Accounts Factors
  - New Zealand - Guidance for Voluntary, Corporate Greenhouse Gas Reporting
  - Other than the above: "Greenhouse Gas Emissions Calculation and Reporting Manual (Ministry of the Environment/Ministry of Economy, Trade and Industry) factors"
- Electricity:
- Emission factors published by individual power companies
- If none published: Emission factors by country from IEA's CO2 Emissions from Fuel Combustion for the year in question
- \*c:For Scope 3 emissions, the Lion beverage company is excluded after 2019 and the emissions intensity is changed to the LCA database (IDEA) provided by AIST.
- \*d:Environmental audits planned and conducted (excluding internal audits of business offices) by the Environment Management System Secretariat of the Head Office (Kirin Holdings CSV Strategy Department)
- \*e:Participants in training provided by the Technical Talent Development Center and Kirin Holdings CSV Strategy Department
- Conducted with virtual from 2020

## Boundary

Figures without boundary notes are the totals for the following entities

Kirin Brewery, Kirin Distillery, SPRING VALLEY BREWERY, Eishogen, Kirin Brewery (Zhuhai), Kirin Beverage, Shinshu Beverage, Hokkaido Kirin Beverage, Kirin Maintenance Service, KIRIN Tropicana, each site of Kirin Beverage Service (Hokkaido, Sendai, Tokyo, Chubu, Kansai), Hakodate Daiichi Vending, KIRINVIVAX, Tokai Beverage Service, Lion, New Belgium Brewing Company, Kyowa Kirin, Kyowa Kirin Frontier, Kyowa Medical Promotion, Kyowa Kirin plus, Kyowa Hakko Kirin China Pharmaceutical, Kyowa Kirin Pharmaceutical Research, Mercian, NIPPON LIQUOR, Daiichi Alcohol, Wine Curation, Myanmar Brewery, Interfood, Vietnam Kirin Beverage, AZUMA KIRIN, Four Roses Distillery, Kyowa Hakko Bio, KYOWA PHARMA CHEMICAL, KYOWA Engineering, BioKyowa Inc., Shanghai Kyowa Amino Acid, Thai Kyowa Biotechnologies, Kirin Holdings, Kirin Business Expert, KIRIN BUSINESS SYSTEM, KOIWA DAIRY PRODUCTS, Kirin Echo, Kirin and Communications, Kirin Engineering, Kirin City, Kirin Techno-System, KIRIN GROUP LOGISTICS

\*1:Operating companies in Japan

\*2:Kirin Brewery, Kirin Distillery, SPRING VALLEY BREWERY, Eishogen, Kirin Beverage, Shinshu Beverage, Hokkaido Kirin Beverage, Kirin Maintenance Service, KIRIN Tropicana, each site of Kirin Beverage Service (Hokkaido, Sendai, Tokyo, Chubu, Kansai), Hakodate Daiichi Vending, KIRINVIVAX, Tokai Beverage Service, Lion, New Belgium Brewing Company, Kyowa Kirin, Kyowa Kirin Frontier, Kyowa Medical Promotion, Kyowa Kirin plus, Kyowa Hakko Kirin China Pharmaceutical, Kyowa Kirin Pharmaceutical Research, Mercian, NIPPON LIQUOR, Daiichi Alcohol, Wine Curation, Kyowa Hakko Bio, KYOWA PHARMA CHEMICAL, KYOWA Engineering, BioKyowa Inc., Shanghai Kyowa Amino Acid, Thai Kyowa Biotechnologies, Kirin Holdings, Kirin



Business Expert, KIRIN BUSINESS SYSTEM, KOIWAI DAIRY PRODUCTS, Kirin Echo, Kirin and Communications, Kirin Engineering, Kirin City, Kirin Techno-System, KIRIN GROUP LOGISTICS

\*3: Kirin Brewery, Kirin Distillery, Kirin Beverage, Shinshu Beverage, Lion, Kyowa Kirin, Kyowa Hakko Kirin China Pharmaceutical, Kyowa Kirin Pharmaceutical Research, Mercian, Daiichi Alcohol, Kyowa Hakko Bio, KYOWA PHARMA CHEMICAL, BioKyowa Inc., Shanghai Kyowa Amino Acid, Thai Kyowa Biotechnologies, Kirin Holdings, KOIWAI DAIRY PRODUCTS, KIRIN GROUP LOGISTICS

\*4: Kyowa Kirin, Kyowa Hakko Bio, KYOWA PHARMA CHEMICAL

\*5: Kirin Holdings Company, Limited, Kirin and Communications Company, Limited, Kirin Business Expert, Kirin Echo Company, Limited, Kyowa Hakko Bio Co., Ltd., Koiwai Dairy Products Company, Limited, Kirin City, Kirin Brewery Company, Limited, Heineken Kirin, Eishogen, Brooklyn Brewery Corporation, KLS Higashinihon, Kirin Beverage Company, Limited, Hokkaido Kirin Beverage, Hokkaido Kirin Beverage Service, Tokyo Kirin Beverage Service, Tokai Kirin Beverage Service, Chubu Kirin Beverage Service, Kansai Kirin Beverage Service, Mercian Corporation, NIPPON LIQUOR

## Social

Indicator	Boundary	2018	2019	2020	2021	GRI Reference	Reference Page
Customer							
Total number of incidents of non-compliance with regulations and recall <sup>*a</sup>		13	8	5	4	416-2(2016)	<u>Ensuring food safety and security</u>
Percentage of production sites certified under a GFSI-recognized food safety management system (%) <sup>*b</sup>	*1	30.4	65.2	91.3	95.8	—	

Indicator	Boundary	2018	2019	2020	2021	GRI Reference	Reference Page
Number of responsible drinking programs <sup>*c</sup>	*2	21	28	25	22	—	<a href="#">Commitments and Performance Indicators(A Responsible Alcohol Producer)</a>
Percentage of marketing departments staff trained in responsible alcohol marketing policies and codes (%) <sup>*d</sup>	*3	96.0	98.1	98.5	97.5	—	<a href="#">A Responsible Alcohol Producer</a>
Number of incidents of non-compliance with alcohol marketing and advertising codes <sup>*e</sup>	*4	3	1	2	2	417-3(2016)	
Sales revenue from low-energy products (¥ billion) <sup>*f, g, h</sup>	*5	156.0	158.2	143.9	142.5	—	<a href="#">Commitments and Performance Indicators(Support for the prevention of non-communicable diseases)</a>
Sales revenue from low-sugar products (¥ billion) <sup>*f, g, h</sup>	*5	147.5	149.6	136.6	136.8	—	
Sales revenue from low-fat products (¥ billion) <sup>*f, g, h</sup>	*6	20.5	19.8	1.0	1.2	—	

Indicator	Boundary	2018	2019	2020	2021	GRI Reference	Reference Page
Sales revenue from products enhanced / fortified to address nutrient deficiencies (¥ billion) <sup>*f, g, i</sup>	*5	133.8	114.2	33.7	33.1	—	
Sales revenue from reduced-portion-size products (¥ billion) <sup>*f, g, j</sup>	*5	27.4	27.6	20.0	20.0	—	
Community							
Amount of community investments (¥ million) <sup>*g, k</sup>		1,193	1,223	1,009	1,085	201-1(2016)	<u>Social contribution activities of the Kirin Group</u>
Supplier							
Percentage of suppliers to which risk assessment has been applied (%) <sup>*l</sup>	*7	49.3	56.4	68.6	89.6	308-2(2016)/414-2(2016)	<u>Activities to Promote Sustainable Procurement</u>
Percentage of Procurement Department staff trained in supply chain policy (%)	*7	94.9	100.0	100.0	100.0	—	<u>Policy on Sustainable Procurement</u>

Indicator	Boundary	2018	2019	2020	2021	GRI Reference	Reference Page	
Percentage of self-assessed suppliers <sup>*m</sup>	*7	35.6	45.0	53.9	62.2	308-2(2016)/414-2(2016)	<a href="#">Activities to Promote Sustainable Procurement</a>	
Reported number of incidents of child labor on supply chain	*7	0	0	0	0	408-1(2016)	<a href="#">Impact</a>	
Reported number of incidents of forced labor on supply chain	*7	0	0	0	0	409-1(2016)		
Employee								
Employee engagement score (%) <sup>*n</sup>	*8	68	64	69	70	—	<a href="#">Diversity and inclusion, culture for innovation</a>	
Average number of actual hours worked per year (hours/employee)	*7, 9, 10	1,810	1,843	1,888	1,879	—	<a href="#">Occupational Safety and Health</a>	
	Japan	*9, 10	1,915	1,926	1,960	1,954		—
	Overseas	*7, 9	1,684	1,727	1,724	1,668		—
Percentage of employees to whom health and safety policy has been applied (%) <sup>*o</sup>	*10, 11	100.0	100.0	100.0	100.0	—		

Indicator	Boundary	2018	2019	2020	2021	GRI Reference	Reference Page
Employee fatalities due to accidents at work	*19	1	0	0	0	403-9(2018)	
Lost time injury rate (LTIR) (number/million hours)* <sup>p</sup>	*20	1.04	1.36	1.59	0.93	403-9(2018)	
Japan	*20	0.50	0.61	0.70	0.55	403-9(2018)	
Overseas	*20	3.30	4.19	4.93	2.45	403-9(2018)	
Percentage of employees covered by collective bargaining agreements (%)	*10, 14	49.0	57.0	62.0	55.4	102-41(2016)	<u>Respecting Human Rights</u>
Percentage of employees to whom human rights policy has been applied (%) <sup>q</sup>	*10, 13	100.0	100.0	93.2	93.1	—	
Percentage of employees trained in human rights policy (%) <sup>r</sup>	*10, 13, 15	79.9	99.5	81.9	83.1	412-2(2016)	
Number of grievances about labor practices or human rights impacts filed, addressed, and resolved through formal grievance mechanisms	*7	79	58	45	44	103-2(2016)	<u>Compliance</u>  <u>Respecting Human Rights</u>

Indicator	Boundary	2018	2019	2020	2021	GRI Reference	Reference Page	
Percentage of directors who are women (%) <sup>*s</sup>	*16	11.3	7.0	13.0	16.3	102-18(2016)	<a href="#">Diversity</a>	
Percentage of managers who are women (%)	*14	14.5	14.9	14.1	14.0	405-1(2016)		
	Japan	*14	6.5	6.8	7.8	8.9		405-1(2016)
	Overseas		32.8	34.2	36.3	36.0		405-1(2016)
Percentage of employees who are women (%)	*10, 14	29.7	29.9	31.0	30.4	405-1(2016)		
Percentage of new hires who are women (%) <sup>*t</sup>		42.6	43.7	37.5	36.6	401-1(2016)		
Average length of service (years/employee)		13.6	14.2	14.9	15.3	—	<a href="#">Diversity and inclusion, culture for innovation</a> <a href="#">Diversity</a>	
	Men		14.6	15.0	15.7	16.1		—
	Women		11.0	12.2	12.8	13.3		—
Percentage of employees by age group (%)	Under 30	*10, 14	17.6	17.6	16.9	15.8	405-1(2016)	<a href="#">Diversity</a>

Indicator		Boundary	2018	2019	2020	2021	GRI Reference	Reference Page
	30-49	*10, 14	57.3	56.0	55.8	55.3	405-1(2016)	
	50 and over	*10, 14	25.2	26.4	27.4	29.3	405-1(2016)	
Percentage of disabled employees (%)	Japan <sup>*u</sup>	*10	2.30	2.35	2.38	2.51	405-1(2016)	
Full-time staff turnover rate (%) <sup>*v</sup>		*17	13.1	16.0	11.0	13.3	401-1(2016)	<u>Diversity and inclusion, culture for innovation</u>
	Japan	*17	3.7	6.0	4.7	3.4	401-1(2016)	
	Overseas		24.7	26.4	21.5	34.0	401-1(2016)	
Return to work rates after parental leave (%)		*7, 18	96.6	95.5	99.1	98.4	401-3(2016)	<u>Diversity</u>
	Men	*7, 18	100.0	99.0	100.0	100.0	401-3(2016)	
	Women	*7, 18	94.8	92.5	98.6	97.6	401-3(2016)	

Indicator	Boundary	2018	2019	2020	2021	GRI Reference	Reference Page
Percentage of employees receiving regular performance and career development reviews (%) <sup>*w</sup>	*10, 14	74.5	77.8	80.5	78.3	404-3(2016)	<u>Diversity and inclusion, culture for innovation</u>
Men	*10, 14	75.8	78.8	82.6	82.6	404-3(2016)	
Women	*10, 14	71.6	75.5	75.8	69.4	404-3(2016)	

\*a:Recalls by either regulations or voluntary quality standards.

\*b:GFSI: Global Food Safety Initiative, a non-profit foundation with industry-driven global collaboration to provide continuous improvement in food safety management systems. The foundation is powered by the Consumer Goods Forum and recognizes nine certification schemes including FSSC 22000 as of 2017. Exclude production sites under 50 employees

\*c:Includes external programs and internal programs

\*d:A fiscal-year-end percentage of marketing departments staff of the companies included, who were trained in responsible alcohol advertising and promotion policies and/or voluntary industry codes at least once in the past. Most of the companies included conduct the training for all newcomers to their marketing departments. In 2019, the training was set for only employees who were involved in advertisement production in May and November. Online training was set for whole Kirin Brewery and Mercian marketing department staffs due to first trial.

\*e:The most relevant alcohol industry codes applied in the Group's major operating countries are as follows: Japan: Voluntary Code for the Advertising and Marketing of Alcohol Beverages and the Labeling of Alcohol Beverage Containers; Australia: ABAC Responsible Alcohol Marketing Code; and New Zealand: Code for Advertising and Promotion of Alcohol.

In addition, alcohol marketing and advertising in Myanmar is subject to regulation by the censorship board "Press Security and Registration Board" of the Ministry of Information. Within the number of reported incidents, the portion of past incidents for incidents that occurred in Japan has been updated in accordance with voluntary standards for Japanese industries.

\*f:Sales/revenue figures for FY2017 and later are presented on an IFRS basis.

\*g:Overseas figures are converted into yen by the following exchange rates. Lion: AUD1 = JPY86.33(2017), JPY81.80(2018), JPY75.95(2019), JPY75.09(2020), JPY82.67 (2021); Myanmar Brewery: MMK('000) = JPY82.33(2017), JPY76.88(2018), JPY72.07(2019), JPY77.87(2020), JPY68.36 (2021)



- \*h: These are the group total sales revenue from products which contain energy/sugars/fat not more than the upper reference limit of 'low-content' claim, provided in Japanese Nutrition Labeling Standards and the Australia New Zealand Food Standards Code. Zero-calorie products are also classified as 'low-energy products,' zero-sugar products as 'low-sugar products,' and zero-fat products as 'low-fat products.'
- \*i: The group total sales revenue from products which contain any of the following nutrient components not less than the lower reference limit of 'source' claim, provided in Japanese Nutrition Labeling Standards and the Australia New Zealand Food Standards Code. The nutrient components covered here are; protein, calcium, iron\*, vitamin A\*, vitamin B<sub>1</sub>\*, vitamin B<sub>6</sub>\*, vitamin C\*, and dietary fiber\*.
- \*j: The group total sales revenue from products whose portion size is not more than 300ml (e.g., soft drinks and liquid dairy products) and 140g (e.g., solid dairy products). They exclude zero-calorie and zero-sugar products. In addition, they only include products whose contained energy per portion size is not more than 60kcal\*.
- \*k: Excludes temporary investments including support for disaster-stricken areas
- \*l: Measure of risk assessment: Kirin Holdings, Kirin Brewery, Kirin Beverage, Mercian, Lion, and the Kyowa Kirin Group conduct surveys of suppliers. Myanmar Brewery conducts an audit on key suppliers and gives them feedback for improvement when necessary.
- \*m: Since 2015, the Kyowa Kirin Group has been conducting a supplier survey every other year, rather than issuing one on an annual basis. As such, for the years in which the survey is not conducted, the survey results announced will be from the previous year's survey.
- \*n: Each Group company conducts its own employee engagement surveys. The figures here are average scores weighted by the number of respondents for each.
- \*o: Each Group company has its own health and safety policy in place (e.g., Kirin Holdings, Kirin Brewery, Kirin Beverage, Mercian: Health and Safety Rules; Lion: The Safety & Well-being Policy Statement; Myanmar Brewery: MBL Human Resource Policy; Kyowa Kirin Group: Basic Policy on the Environment, Safety, and Product Safety). These policies apply to all Group employees, who are informed of such through any one of the following means: induction programs, notification via the intranet, or health and safety training.
- \*p: The number of accidents at work per one million hours worked, which can be converted into per approximately 500 employees. The figure only includes accidents which result in an at least one full day away from work duties.
- \*q: The overarching human rights policy across the Group is provided for in the Kirin Group Human Rights Policy. Please see the following page [The Kirin Group's human rights policy](#).  
Each Group company has its own human rights policy in place (e.g., Kirin Holdings, Kirin Brewery, Kirin Beverage, Mercian: Kirin Group Compliance Guidelines ("The RULE"); Lion: "Respect at Work" Policy and "Personal Behaviour Standards" Policy; Kyowa Kirin Group: Kyowa Kirin Group Compliance Policy). These policies apply to all Group employees, who are informed of such through any one of the following means: induction programs, booklets, notification via the intranet, or training that includes e-learning programs.
- \*r: Each Group company conducts its own training programs, including online education and group seminars.
- \*s: The fiscal-year-end combined number of directors of the companies included. Regarding Japanese Group companies, the number of Audit & Supervisory Board Members is also included.
- \*t: Includes mid-career hires
- \*u: A percentage of regular employees, calculated based on the Employment Rate System for Persons with Disabilities enacted by the Ministry of Health, Labour and Welfare.

\*v:The number of employees who left the organization during this reporting period / the total number of full-time employees at the end of the reporting period (including employees who leave the organization voluntarily or due to dismissal, retirement, or death in service.) Casual staff and contractors are partly included in the overseas figures.

\*w:A percentage of all employees including non-full-time staff.

## Boundary

The figures without boundary notes represent combined totals for Kirin Holdings, Japan Integrated Beverages Business (Kirin, Kirin Brewery, Kirin Beverage, and Mercian), Lion(excluded the number of Lion-Dairy&Drinks from2020, due to this, the numbers of \*7,8,10,11,13,14,16,17 in 2020 decline), Myanmar Brewery, Kyowa Kirin and Kyowa Hakko Bio. Brasil Kirin is retrospectively excluded in 2015 and 2016 due to the transfer of its shares in 2017. This applies to the following coverage percentages as well.

\*1:Production sites at Kirin Brewery, Kirin Distillery, Mercian, Kirin Beverage, Shinshu Beverage, KOIWAI DAIRY PRODUCTS, Lion, and Myanmar Brewery are covered. Excludes small plants

\*2:The total number of programs implemented at Kirin Brewery, Lion, and Myanmar Brewery

\*3:Alcohol Marketing Department staff at Kirin Holdings, Kirin Brewery, Mercian, Lion, and Myanmar Brewery are covered.

\*4:Alcohol advertisements and promotions conducted by Kirin Brewery, Mercian, Lion, and Myanmar Brewery are covered.

\*5:Soft drinks and dairy products (solid & liquid) sold by Kirin Beverage, KOIWAI DAIRY PRODUCTS, and Lion are covered. Alcoholic beverages are excluded.

\*6:Dairy products (solid & liquid) sold by KOIWAI DAIRY PRODUCTS and Lion are covered. Soft drinks and alcoholic beverages are excluded.

\*7:Kyowa Hakko Bio in 2019 means Kyowa Hakko Bio single company. The figures account for, 78.1% (2017), 78.5% (2018), 72.9%(2019), and 67.4% (2020) of the Kirin Group total.

\*8:The Japan Integrated Beverages Business and the Kyowa Kirin Group are partly included. The figures account for 58.0% (2017), 56.4% (2018) 57.1% (2019), 48.2% (2020) of the Kirin Group total.

\*9:Kirin Brewery Marketing was merged into Kirin Brewery in 2017.

\*10:The Kyowa Kirin Group is partly included. The figures account for 61.7% (2017), 60.9% (2018), 69.8% (2019), 59.8% (2020) of the Kirin Group total.

\*11:The Japan Integrated Beverages Business and the Kyowa Kirin Group are partly included. The figures account for 50.6% (2017), 47.8% (2018), 58.9% (2019), 49.0% (2020) of the Kirin Group total.

\*12:Excludes Myanmar Brewery

\*13:For the Kyowa Kirin Group, only the parent company is included. The figures account for 65.4% (2017), 66.6% (2018), 64.1% (2019), 56.1% (2020) of the Kirin Group total.

\*14:For the Kyowa Kirin Group, only Japanese Group companies are included. The figures account for 70.2% (2017), 65.9% (2018), 57.2% (2019), 56.3% (2020) of the Kirin Group total.

\*15:Includes Kirin Holdings, Kirin, Lion, Myanmar Brewery, and Kyowa Kirin. Kirin subsidiaries (Kirin Brewery, Kirin Beverage, and Mercian) are not included.

- \*16:The Japan Integrated Beverages Business is partly included. For the Kyowa Kirin Group, only the parent company is included. The figures account for 58.3% (2017), 59.9% (2018), 66.7% (2019), 54.3% (2020) of the Kirin Group total.
- \*17:For the Kyowa Kirin Group, only the parent company is included. The figures account for 65.4% (2017), 66.6% (2018), 64.1% (2019), 56.1% (2020) of the Kirin Group total.
- \*18:The number of Lion excluded Lion-Dairy&Drinks from 2020 due to selling.
- \*19:All group companies (except for some) in the Kirin Holdings are covered.
- \*20:Manufacturing and logistics sites of major group companies in the Kirin Holdings are covered.

## Governance

Indicator	2021
Board of Directors, Audit & Supervisory Board, and Advisory Committee	
Organization structure	Company with Audit & Supervisory Board
Chairperson of the Board	Masakatsu Mori (Independent Outside Director)
Separation of the Chairperson of the Board and the CEO	Separate
Number of directors	12
Number of independent outside directors	7
Number of female directors	2
Term of office of directors	1year

Indicator	2021
Attendance rate at meetings of the Board of Directors	99%
Number of Audit & Supervisory Board Members	5
Number of independent outside Audit & Supervisory Board Members	3
Number of female Audit & Supervisory Board Members	2
Term of office of Audit & Supervisory Board Members	4years
Attendance rate at meetings of the Audit & Supervisory Board	100%
Chairperson of the Nomination and Remuneration Advisory Committee	Chieko Matsuda (Independent Outside Director)
Number of members of the Nomination and Remuneration Advisory Committee	5 (Outside: Chieko Matsuda, Hiroyuki Yanagi, Noriko Shiono; Inside: Yoshinori Isozaki, Toshiya Miyoshi)
Attendance rate at meetings of the Nomination and Remuneration Advisory Committee	99%
Remuneration of Officers	
Basic Policy, Incentive Compensation, Officer Remuneration, etc.	Please see the following page <a href="#"><u>Remuneration of Officers</u></a>

Indicator	2021
Shareholders' rights	
Golden share	None
Limits on shareholders' rights	None
Introduction of anti-takeover measures	None
Introduction of poison pill	None
Accounting	
Independent Accounting Auditor	KPMG AZSA LLC
Notes regarding unqualified opinion or going concern assumption in accounting audit	None

\* Governance data is current as of March 31, 2022. However, attendance rate at meetings of the Board of Directors, Audit & Supervisory Board, and Nomination and Remuneration Advisory Committee represent the results from the period covering January 1st, 2021 to December 31st, 2021.

### Boundary

Applies to Kirin Holdings Company, Limited