

OUTPUT

The Group is leveraging its foundation for driving innovation that enable its businesses to help society around the world settle the issues

The Kirin Group is achieving various results through our business. We use the following key financial and non-financial performance indicators as major benchmarks to compare these results over time.

Financial targets

FY		December 31, 2021	December 31, 2022	December 31, 2023	December 31, 2024
ROIC	Forecast	—	10%+		
	Actual	4.2%	8.5%	8.0%	—
Normalized EPS CAGR	Forecast (compared to 2021)	—	CAGR 11%+		
	Actual (compared to 2021)	—	9.6%	13.5%	—

*1 ROIC = Profit after tax before interest / (Average total interest-bearing liabilities at beginning and end of the period + Average total equity at beginning and end of the period)

*2 Normalized EPS = Normalized profit / Average number of shares outstanding during period
Normalized profit = Profit attributable to Owners of the Company ± Other operating income and expenses and other items after income taxes

Non-financial targets

Items	Themes	Non-financial Indicators	Links to Economic Value	Actual results for December 31, 2022	Actual results for December 31, 2023	Target Level in 2024
Environment	Climate Change	Reduction rate of GHG emissions	Reduction of cost increases when introducing carbon tax with energy saving effect	18%	31%	23% (50% in 2030)
	Containers and Packaging	Percentage of recycled resin used in PET bottles	Profit generation through value creation and stable procurement of PET raw materials	8%	28%	38% (50% in 2027)
	Water resources	Water use intensity at manufacturing sites with high water stress*3	Reduction of production cost and production risk due to drought	3.7kl/kl	3.4kl/kl	3.0kl/kL (Under 2.4kl/kL in 2025)
Health	Progress of mid-term health science strategy	Achievement level in supporting the maintenance of immune function 1. Recognition rate of Lactococcus lactis strain Plasma function in Japan 2. Number of people continuing to take Lactococcus lactis strain Plasma	Increase in revenue and operating profit	1. 32% 2. 640,000 people	1. 31% 2. 780,000 people	1. 45% (1. 50% in 2027) 2. 1,900,000 people
		Achievement level of new value creation in the immunity, brain function, and intestinal environment domains and Achievement level of promotion of collaboration with pharmaceuticals domain	Profit generation by satisfying unmet needs and creating new health value	Not disclosed**4	Not disclosed**4	Not disclosed**4
Employees	Organizational Culture	Employee engagement score	Profit generation through value creation and productivity improvement	70%	70%	75%
	Diversity	Achievement level in "Increasing diversity"*5 1. Ratio of female managers in Japan 2. Ratio of career hires in Japan	Profit generation through value creation and productivity improvement	1. 10.6% 2. 27.3%	1. 13.6% 2. 45.4%	1. 15% 2. 30%
	Occupational health and safety	Lost time injury frequency rate*6	Raise motivation and productivity by improving working environment	1.00	1.36	0.95 (0.40 in Japan)

*3 Tooheys Brewery, Castlemaine Perkins, James Boag Brewery (LION).

*4 Specific indicators and target levels are not disclosed for strategic reasons, as they include content related to intellectual property.

*5 The target group is employees of Kirin Holdings.

*6 Major group companies that have production and logistics functions within the group will be included. Partner companies within the plant premises are also included.