Asahi Group

Sustainability Report 2026

September 2026

Contents

Editorial Policy and Information Disclosure System

The Asahi Group positions its integrated report as its primary report for corporate value reporting, aiming to provide an overview to help readers understand its corporate value. In addition to the integrated report, we publish secondary reports that comprehensively cover various themes and provide supplementary information.

Voluntary Disclosure

Secondary / Details

Sustainability Report

This sustainability report serves as a tool for communicating information about the sustainability initiatives of the Asahi Group. The report covers both the social and environmental aspects of our business activities, including governance, risk management, strategies, metrics and targets.

Publication in September 2026
(Issued annually. Updated as necessary if changes occur to content.)

Primary / Overview

Integrated Report

This report provides a strategic narrative on medium- to long-term corporate value enhancement, disclosing financial and non-financial information in an integrated manner.

Secondary / Details

Human Capital Report
(People & Culture Report)

This report describes both qualitative and quantitative perspectives on human capital, who are the driving force behind our value creation.

Secondary / Details

Corporate Governance Report

This report provides comprehensive disclosure of the status of our corporate governance supporting value creation.

Statutory Disclosure

Securities Report

Convocation Notice of General Meeting of Shareholders

Corporate Governance Report*

* Submitted to the Tokyo Stock Exchange disclosing information related to the Company's corporate governance.

Report Period Covered
January 01, 2025–December 31, 2025
Note: Includes some information outside this period

Scope of Reports
Asahi Group Holdings, Ltd. and Group companies

Related Information

Scope of Reports

Web Integrated Report

Note: This report is disclosed under the previous regional headquarters structure in 2025.

Referenced Guidelines
Standards (IFRS S1 and IFRS S2) developed by the International Sustainability Standards Board, which was established by the International Financial Reporting Standards Foundation
GRI Standards
SASB Standards (Alcoholic Beverages standards and Non-Alcoholic Beverages standards)

Third-Party Assurance
A portion of our environmental performance data has been assured by a third party.

Related Information

Third-Party Assurance

About Stated Amounts
For all amounts and percentages stated in this publication, the figures are rounded to the nearest unit.

Forward-Looking Statements
The current plans, forecasts, strategies, and performance presented in this report include forward-looking statements based on assumptions and opinions arrived at from currently available information. We caution readers that actual future results could differ materially from these forward-looking statements depending on the outcome of certain factors. All such forward-looking statements are subject to certain risks and uncertainties including, but not limited to, economic conditions, market competition, foreign exchange rates, taxes, and other systems and factors influencing the Company's business areas.

Some images contained within this report have been created through generative AI. Prior to use, we verify that the contents contain no discriminatory or unfair expressions, no biases related to race, gender, or other attributes, and that they do not rely on materials that are protected by copyright.

Message from the Group CCAO

Collaboration as a Driver of Integrating Sustainability into Management

Through shared action across people, partners, and regions, Asahi Group is advancing meaningful progress in line with its Group Philosophy, strengthening long-term business value and social impact.

Drahomira Mandikova
Executive Officer and
Group Chief Corporate Affairs Officer

Message from the Group CCAO

Mobilizing our Efforts Toward 2030

Across Asahi, we are incorporating sustainability considerations in business decisions from the boardroom down, informed by initiatives driven locally in our regions. The global sharing of tailored best practices, and lessons learned, helps us define effective solutions, gain a better grasp of costs, address identified gaps, and foster constructive stakeholder cooperation.

Having broadly achieved our ambition of sourcing 100% renewable electricity across global operations, our decarbonization efforts are now accelerating into a more complex phase that requires collaborative breakthroughs. We are working closely with existing suppliers through AGPRO, our global procurement organization, and with start-ups, peer businesses, and our own R&D teams to explore and scale solutions including heat pumps, electrification, renewable and waste heat recovery, solar thermal, biomass, and longer-term hydrogen and alternative fuel pathways.

Today, Asahi Group has made it a priority to drive company- and industry-wide initiatives for 2030 and beyond by combining clear annual roadmaps, investments, and change management decisions, guided by our initiatives for impact visualization.

Togetherness as a Driver of People-centric Impact and Innovation

Asahi is determined to leverage its growing global presence and brand power to promote shared action and people-centric initiatives across regions, partners, and supply chains that generate broader sustainability outcomes.

In 2025, we elevated human rights due diligence across our organization and supply chain by sharpening our cross-functional approach, conducting multiple employee surveys, and taking swift action on identified risks. AGPRO's engagement across Tier 1 suppliers emphasizes the value of continuous, tangible improvement, while we took the initial steps to extend engagement into Tier 2 suppliers in higher-risk areas. External recognition of Asahi's wide-reaching commitment has increased our ranking in the Corporate Human Rights Benchmark (CHRB) to 15th globally and 2nd among Japanese companies.

Asahi is in a unique position because, as a well-known beer and beverage producer, we can help to create joyful occasions that bring people together, and our brand positions us to engage with sensitive issues related to responsible drinking and well-being, particularly among younger generations.

In Japan, our "Sumadori" (smart drinking) initiatives illustrate how respecting and expanding people's drinking choices can inspire thoughtful product innovation. Our newest "CARE and CHEERS" board game, developed together with university students in Japan, aims to foster understanding and non-judgmental peer support. These initiatives are helping to address alcohol misuse and progress toward our 20% no- or low-alcohol beverage target.

Make the World Shine Through Genuine Connections

The Asahi Group Philosophy (AGP), refreshed in June 2026, clarifies our purpose and vision, guiding how we create shared moments full of life through our products while nurturing genuine connections that generate meaningful impact. Grounded in enduring Japanese values while operating globally, Asahi incorporates diverse perspectives into collaborative solutions and continues to develop and refine capabilities, balancing short-term performance with long-term strategic thinking and investment horizons.

We are driving collaboration, rather than competition, to advance a sustainable world. As sustainability challenges grow more complex, working together by combining strengths and leveraging expertise is essential.

By bringing our AGP to life through everyday actions, I am confident we can have a positive impact, build lasting competitiveness, and make the world shine.

September 2026

Mandikova

Drahomira Mandikova
Executive Officer and
Group Chief Corporate Affairs Officer

Key Figures

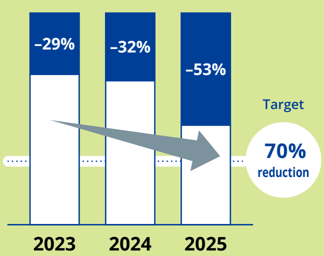
The Asahi Group places sustainability at the center of its management and aims to integrate it into management.
We are actively working to create business and social impacts, setting ambitious group goals to address social issues while pursuing long-term business growth.

Environment

Respond to Climate Change*1
(compared with 2019)

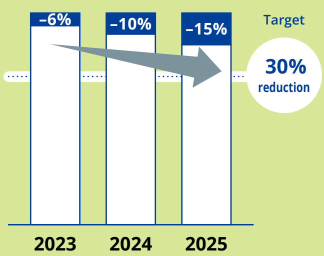
53% reduction

Reduce GHG emissions by 40% in Scope 1 and 2 by 2025
Achieved
Reduce GHG emissions by 70% in Scope 1 and 2 by 2030



15% reduction

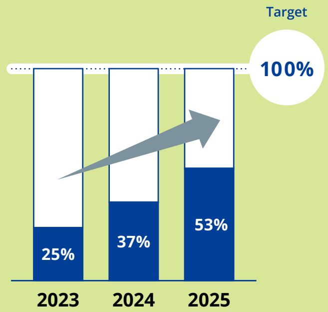
Reduce GHG emissions by 30% in Scope 3 by 2030



Sustainable Packaging

53%

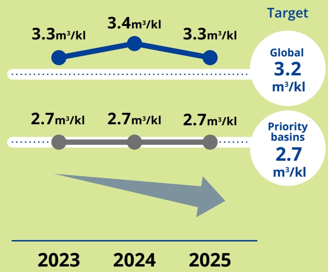
Achieve a 100% conversion to recycled materials, bio-based materials, etc. for PET bottles by 2030



Sustainable Water Resources

Global 3.3 m³/kl
Priority basins 2.7 m³/kl

By 2030, **reduce average water intensity to 3.2 m³/kl or less** globally and **to 2.7 m³/kl or less** in key manufacturing sites located at our priority basins.*2

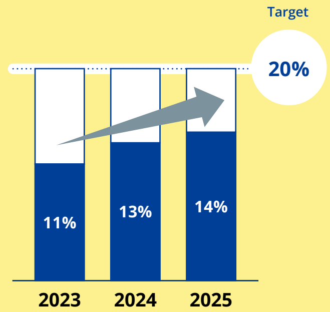


Responsible Drinking

Solutions of Alcohol-Related Issues Through Creation of New Drinking Opportunities

14%

Achieve 20% sales composition ratio of non- and low-alcohol adult beverages (NABLAB)*3 to major alcohol beverage products*4 by 2030



*1 The organizational target boundary follows SBTi net zero criteria and covers organizations with primary GHG emissions (i.e. including organizations with more than 95% of the total Scope 1, 2 emissions and 90% of Scope 3 emissions). Note that covered companies are not the same between Scope 1, 2 and Scope 3 due to different coverage requirement according to SBTi.
*2 Priority basins are selected based on water risk assessment tools (Aqueduct, Water Risk Filter and Integrated Biodiversity Assessment Tool (IBAT)) and site-level localized water risk assessment. (Targeted sites: 9 manufacturing sites)
*3 Non-alcohol adult beverages are defined in accordance with the laws and regulations in each country. Low-alcohol beverages have an alcohol content of no more than 3.5%
*4 Beer-type beverages, ready-to-drinks (RTDs), non-alcohol adult beverages

Progress in 2025

* Figures are from fiscal 2025 results.
* Stated targets are group targets

Section 1

Sustainability Management

ASAHI GROUP PHILOSOPHY

The Asahi Group has refreshed the Asahi Group Philosophy (AGP), which serves as a common foundation guiding the Group's businesses worldwide. In response to an increasingly complex and uncertain environment, the refreshed AGP strengthens coherence across businesses and regions, provides a clearer articulation of the Group's purpose, vision, and distinctive strengths, and serves as a shared compass to drive medium- to long-term corporate value. The AGP will serve as the Group's overarching guiding philosophy for how it leads and operates its businesses. Guided by the slogan, "Make the world shine," which embodies the refreshed AGP, the Asahi Group will move forward as One Asahi toward new value creation, sustained growth, and corporate value enhancement.

OUR PURPOSE

Make the world shine

through genuine connections

OUR VISION

Be the leader in creating shared moments full of life with great taste

OUR VALUES

Passion

Ownership

People-Centricity

Togetherness

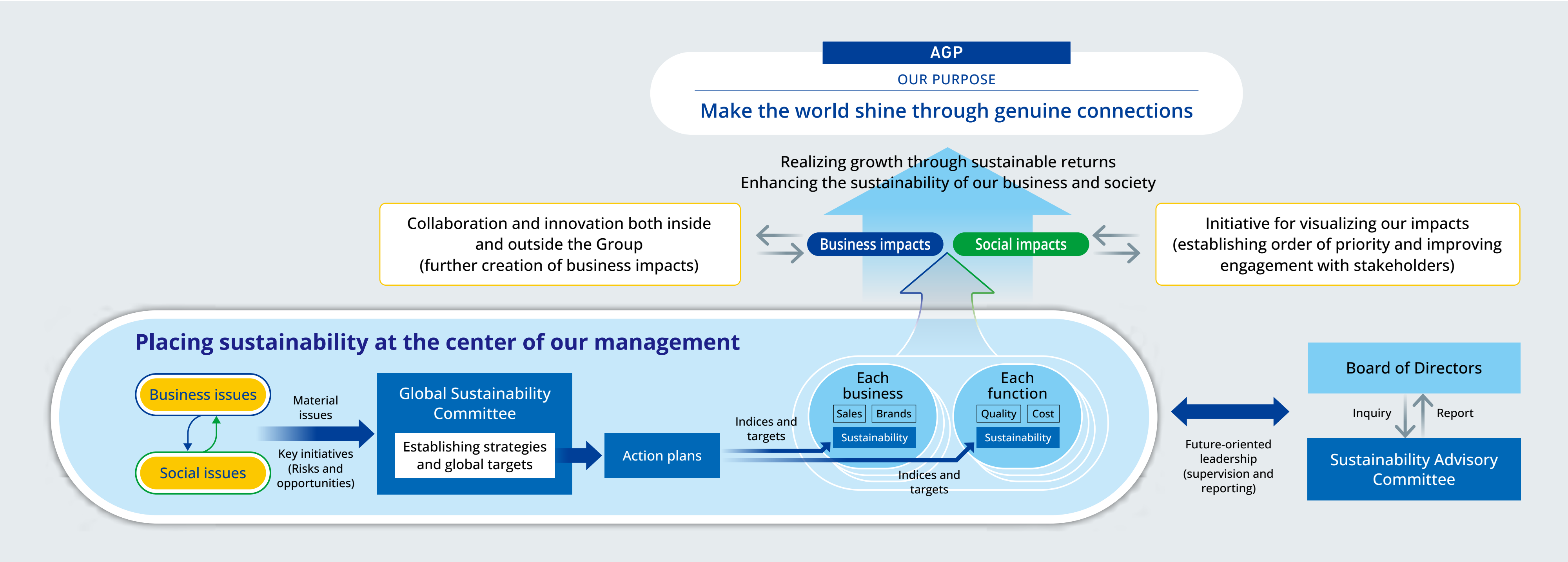
The Asahi Group's Ideal Sustainability

Guided by the Asahi Group Philosophy (AGP), the Asahi Group places sustainability at the core of its management and strives to achieve the integration of sustainability into management.

Climate change and other social issues are critical business challenges that can fundamentally affect the way companies operate and create value. The Asahi Group strives to contribute to the sustainability of society, which is essential for the sustainability of its businesses, and aims to achieve growth by reducing risks and seizing business opportunities while generating sustainable returns. By further embedding social issues into our management and addressing them in tandem with business issues, we believe that we will not only create social impact but also generate new business synergies that lead to collaboration and innovation both inside and outside the Company, thereby unlocking our potential to create greater business impact. To this end, we have set integrated financial and non-financial indicators and targets for all of our businesses and functions, incorporated them into our management, and are strengthening our corporate governance system to enforce and supervise them globally across the Group.

To realize Our Purpose of "Make the world shine through genuine connections," the Group will continue to work as one to advance the integration of sustainability into management while strengthening engagement with all internal and external stakeholders.

The Asahi Group's Integration of Sustainability into Management



Sustainability Strategies

Over the years, the Asahi Group has fostered connections among people around the world through a diverse range of products and services crafted from nature's gifts. We believe that our brands bring people together and create connections that make everyday life shine brighter.

To maximize business growth and positive social impact, the Group has identified key material issues and initiatives. We also prioritize helping people lead sustainable lifestyles through our products and services.

Objective

Realizing sustainability across the value chain

As a group, we aim to manage risks and create opportunities while aspiring to make a positive impact for business and society with our products and services.

Themes for material issues and initiatives

- Key initiatives
- Initiatives

Environment
- Respond to Climate Change (key initiative)
- Sustainable Packaging (key initiative)
- Sustainable Agricultural Raw Materials
- Sustainable Water Resources

Communities
- Realize Sustainable Communities through the Creation of People-to-People Connections (key initiative)

Responsible Drinking
- Reduction in Inappropriate Drinking (key initiative)
- Solution of Alcohol-related Issues through Creation of New Drinking Opportunities (key initiative)

Health
- Create Value of Health

Human Rights
- Respect for Human Rights

Result

Creation of business and social impacts through integration of sustainability into projects and functions

Engagement

- Communication, such as stakeholder dialogue
- Information disclosure in reports and on our website

Asahi Group's Material Issues

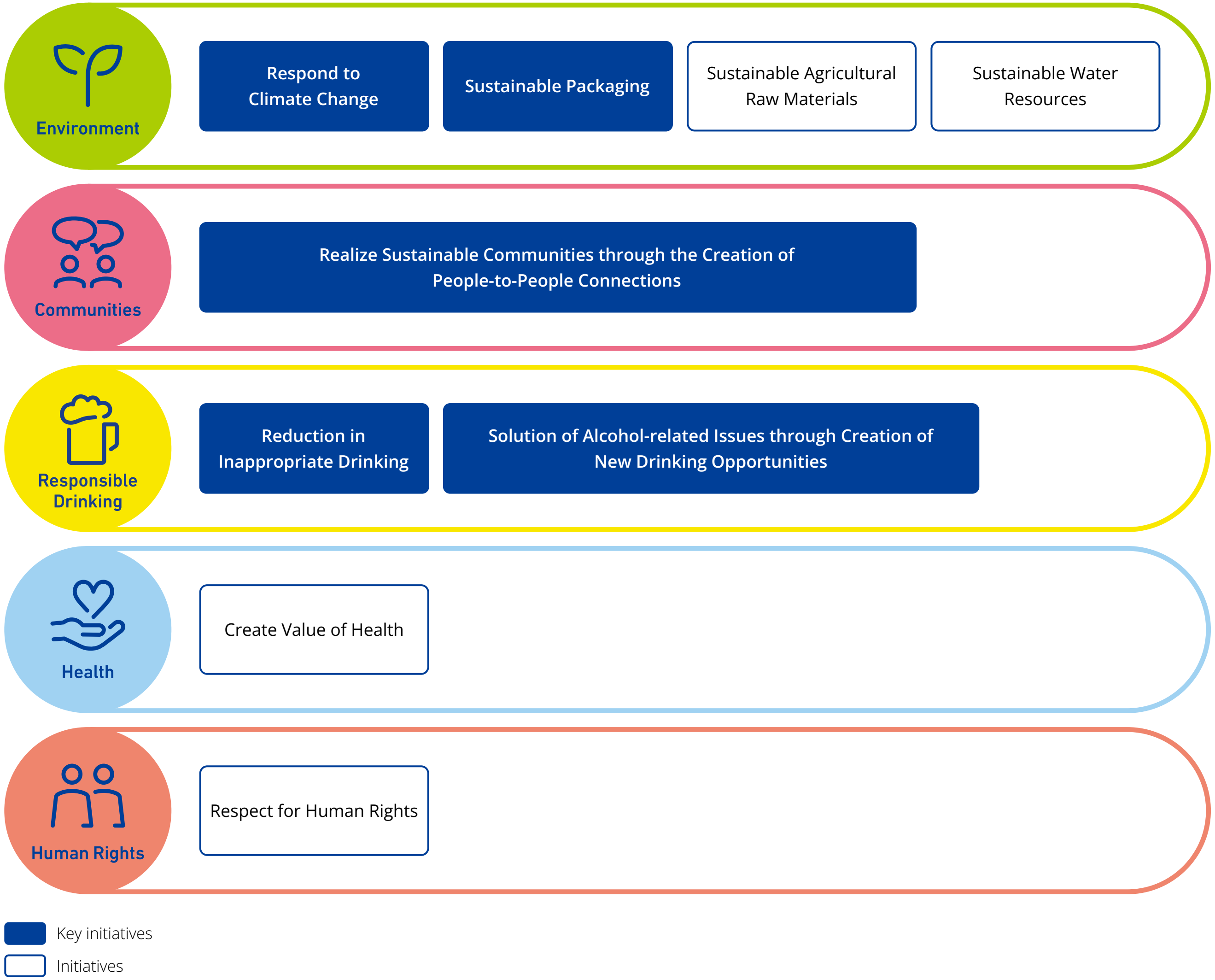
The Asahi Group conducts an annual evaluation and review of material issues in order to integrate sustainability into management. Our five material issues are systematically organized into two types: key initiatives that require focused allocation of management resources and other important initiatives. Key initiatives are determined not only by their importance, but also by their potential to create unique value for the Group.

Additionally, we are advancing a double materiality assessment while taking into account international regulatory and disclosure requirements, including the CSRD and ISSB standards. Through this process, we identify and assess the impacts of our business activities on society and the environment, as well as the risks and opportunities they create for our business, and review our material issues accordingly.

Background for Identifying Material Issues

The Asahi Group recognizes the impacts that its business has on the environment and society as a whole, as well as the challenges arising from those impacts. By addressing these challenges head-on and working toward solutions, we aim to create positive value for society and contribute to the sustainable growth of our business.

In updating our new Medium- to Long-Term Management Policy, including the 2022 long-term strategy, we identified several megatrends that are expected to shape society by 2050, such as climate change and resource scarcity, demographic shifts and changes in economic power, technological advances, and the accompanying changes to conceptions of human well-being. Based on this assessment, we established material issues as areas to address as management issues.



Asahi Group's Material Issues

Processes for Identifying Material Issues

In identifying material issues, we looked at future trends using methods such as backcasting from megatrends and future projections and selected the issues most relevant in terms of sustainability.

1. Analyzing Megatrends and Identifying Social Issues

A broad range of social issues were identified for consideration based on the following perspectives

- Global megatrends and future predictions
- Sustainability report guidelines (GRI Standards/SASB Standards)
- ESG assessments (FTSE/MSCI/Sustainalytics/CDP)
- SDGs
- World Economic Forum (WEF) Global Risks Report
- Other social issues unique to the businesses of the Asahi Group

2. Mapping of the Identified Social Issues

The Asahi Group mapped the identified social issues according to their importance to society, stakeholders, and the Group. Similar issues were grouped into broader categories and identified as candidates for materiality.

3. Evaluating Adequacy

After discussions with each RHQ, top management at Asahi Group Holdings evaluated the adequacy of the material issues through deliberations by the Corporate Strategy Board and Board of Directors.

Megatrend Analysis

2050 Megatrends

Changing conceptions of human well-being

- **Climate change and depletion of natural resources**
- **Changing demographics and shifts in economic power**
- **Technological advancements**

2030

Key Megatrends	Challenges for Asahi Group Businesses
Health consciousness and headwinds from alcohol-related issues	• Expanding beyond the framework of existing businesses into areas of physical and mental health • New product propositions fusing our technology in alcohol beverages and non-alcohol beverages; Researching, developing, and cultivating alternatives to alcohol products
Growing diversification of definitions of well-being; Progressive decentralization	• Responding to demand for further personalization and premiumization • Giving tangible shape to potential value in anticipation of changes in behavior
Heightened awareness of sustainability related issues	• Enhancing initiatives relating to the environment, communities, etc. • Generating various forms of new value to meet ethical consumption needs
Geopolitical changes, such as shifts in economic growth regions	• Worldwide expansion of global brands • Further strengthening our financial position before investing in expansion into new regions
Co-existence with evolving technologies	• Building new business models through the acceleration of digital transformation • Creating new value involving unique offline experiences

Significance for stakeholders (Extremely high)

Significance for Asahi Group: High		Significance for Asahi Group: Extremely high	
• Malnutrition • Reduced access to water • Flood damage • Expansion of infectious diseases • Soil pollution • Food shortage • Air pollution • Disruption of ecological system • Unemployment • Society with economic disparity • Acceptance of foreign workers/ immigrants	• Poverty • Social isolation • Issues in work style (Japan) • Abuse • Labor shortage • Aging population • Harassment	• Depopulation, urbanization, falling birthrate • Responsible drinking • Child labor, forced labor • Business management in consideration of SC's environment • Climate change • Plastics issues • Workforce safety and health • GHG emissions • Stable procurement • Water	• Food safety and reliability (agricultural raw materials) • Food safety and reliability (appropriate marketing) • Natural resources/recycling/waste • Energy • Health problems (obesity, lifestyle diseases, etc.) • Decrease in courier service drivers • Reducing food loss • Human resources development, diversity, equity, and inclusion

Significance for stakeholders — Extremely high
High — Significance for Asahi Group — Extremely high

Stakeholder Engagement

Engagement Approach

The Asahi Group is working to improve engagement with stakeholders through appropriate information disclosure and communication. We aim to have stakeholders understand our initiatives and incorporate their feedback into our efforts. We also aim to promote collaboration with partners to accelerate our initiatives.

Additionally, the Asahi Group Code of Conduct summarizes the actions that Asahi Group employees should take with respect to the above stakeholders and ensures thorough compliance.

Communication with Major Stakeholders

Major Stakeholders	Content of the Asahi Group Code of Conduct	Main Contact Opportunities
Customers and Consumers	• We focus on the safety and quality of our products and services • We strive to innovate our products and services • We are transparent with our customers and consumers • We engage responsibly with our customers and consumers	• Customer counseling office (for handling inquiries) • Surveys related to product development, etc. • Sales activities • Website and social media • Plant tours • Events and seminars
Employees	• We promote a safe, healthy, and positive work environment • We do not tolerate bullying, discrimination, or harassment • We seek opportunities to grow and develop	• Interviews with superiors and subordinates • Union management consultations • “Speak Up” whistleblowing system • Engagement surveys, etc. • Training programs • Internal newsletter (intranet and video news)
Society	• We respect human rights • We work towards reducing our environmental impact and creating environmental value to society • We promote responsible drinking • We do not tolerate bribery, corruption, or inappropriate political contributions • We require corporate social responsibility across our supply chain	• Activities for contributing to local communities • Plant tours • Community support activities in regions of operation • Sales activities • Purchasing • News releases • Websites
Partners	• We build healthy business relationships with our partners • We comply with policies concerning gifts and entertainment • We prevent money laundering and relationships with organised crime elements • We support fair competition in the market • We comply with sanction, trade, and export control laws	• Purchasing • “Speak Up” system for consultation and reporting from suppliers • Websites
Shareholders	• We protect our brand and our assets • We avoid conflicts of interest • We securely manage our information • We make timely, appropriate, and fair disclosures • We complete proper financial reporting and keep appropriate records • We do not engage in insider trading	• General Meeting of Shareholders • Financial results briefings • ESG Strategy Briefing • Briefings for individual investors • Integrated report • Dialogues with ESG rating agencies • Websites

Stakeholder Engagement

Customers and Consumers

Communication with Customers

The Asahi Group conducts responsible marketing with regard to product package labeling and advertising activities, striving for labeling and expressions that are trusted by customers.

To this end, we pay great attention to the use of appropriate labeling and expressions, not only complying with the relevant laws and regulations in each country and region but also paying heed to alcohol-related issues such as underage drinking, safety, human rights issues, environmental issues, and social ethics.

In addition, the Group offers training and education to employees engaged in related operations to pursue responsible marketing.

Examination of Labeling and Expressions

The Asahi Group complies with all relevant laws and regulations when providing explanations, labeling, and advertising for its products and services, and conducts thorough preliminary checks to ensure that customers receive accurate information that is not misleading.

We have established a body for the screening and examination of labeling and expressions used on sales promotional materials for products and giveaways and on advertising material from multiple perspectives.

There are global rules defined for screening, which involves examining the appropriateness of labeling and expressions from diverse viewpoints, including individual laws and regulations, safety, social responsibility, environmental issues, and discrimination. Potential risks and problems are identified, and advice is given in the form of proposals for improvement. Only products and advertising materials that have been screened are released into the market.

Employees involved in the screening and examination of labeling and expressions also attend training sessions to communicate the important information that all staff involved in these processes should be aware of, including information on recent legal revisions related to product labeling and advertising.

Examples of Legally Required and Voluntary Labeling and Expressions of Product Packaging (Asahi Breweries, Ltd.)

Category	Details
Net alcohol content (grams)	To make it easier for customers to choose the right alcohol product, Asahi Breweries, Ltd. discloses the net alcohol content (grams) contained in its main products on the can body and its website.
Warning against drinking while pregnant, breastfeeding, or underage (less than 20 years of age in Japan)	The following warning is displayed on the containers of alcohol beverages: "Drinking alcohol during pregnancy or breastfeeding may adversely affect the development of the fetus or infant. You are not permitted to drink alcohol beverages if you are underage (less than 20 years of age in Japan)," and the "Alcohol Beverage" mark is printed on the container to prevent misidentification as a soft drink.
Braille	To assist visually impaired customers so that they do not unintentionally drink alcohol beverages, Asahi Breweries, Ltd. has put the braille for "alcohol" and other words on the top of all canned alcohol products.

Related Information

Web Asahi Breweries, Ltd. (Japanese only)
Web Asahi Soft Drinks Co., Ltd. (Japanese only)
Web Asahi Group Foods, Ltd. (Japanese only)

Stakeholder Engagement

Support for External Initiatives

The Asahi Group works with its stakeholders through participation in various organizations such as industry forums, international organizations, NPOs, and NGOs.

Support for the UN Global Compact

The Asahi Group expresses support for the United Nations Global Compact, participates in the sectional meetings organized by Global Compact Network Japan, and is committed to the achievement of the Ten Principles in cooperation with leading companies in Japan.

In addition, the Asahi Group signed the CEO Water Mandate, a global initiative established by the United Nations Global Compact that supports corporate development, implementation, and information disclosure regarding water sustainability and water resource issues.

WE SUPPORT

UN GLOBAL COMPACT

WE SUPPORT CEO WATER MANDATE

Major Participating and Collaborating Organizations

General Sustainability

- Council for Better Corporate Citizenship (CBCC)
- The Consumer Goods Forum (CGF)
- UN Global Compact Network Japan (GCNJ)
- Global Compact Network UK (GCN UK)
- World Federation of Advertisers (WFA)

Environment

- Beverage Industry Environmental Roundtable (BIER)
- Business Ambition for 1.5°C
- CDP Worldwide-Japan
- CEO Water Mandate
- GX Future Consortium
- Japan Clean Ocean Material Alliance (CLOMA)
- Japan Climate Leaders' Partnership (JCLP)
- Japan Climate Initiative (JCI)
- Keidanren Committee on Nature Conservation
- RE100
- Science Based Targets initiative (SBTi)
- TNFD Forum

Human Rights

- BSR
- Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI)

Communities

- Central Community Chest of Japan
- Japan Committee, Vaccines for the World's Children (JCV)
- Japan Platform (JPF)
- Keidanren 1% Club
- Second Harvest Japan (2HJ)

Responsible Drinking

- International Alliance for Responsible Drinking (IARD)

Secure Food Safety and Reliability

- Japan Food Safety Management Association (JFSM)

Governance

Sustainability Governance

The Asahi Group regards promoting sustainability as an important issue in business management and has created a corporate governance structure that incorporates the promotion of sustainability by establishing the Global Sustainability Committee, which is chaired by the Group CEO of Asahi Group Holdings, Ltd.

Decisions made by this committee are incorporated into strategies for the Group as a whole via the Sustainability Leaders Meeting and the Sustainability Task Force. In addition, the Sustainability Advisory Committee was established to strengthen the Board of Directors' monitoring systems. This whole structure feeds into the structural framework that drives the Group's united efforts to achieve sustainability.

Organization	Role	Composition	Frequency of Meetings
Sustainability Advisory Committee	• From a professional perspective, make recommendations to the Board of Directors regarding further integration of sustainability into management and important sustainability-related themes	**Chairperson:** Group CEO of Asahi Group Holdings, Ltd. **Members:** • One internal director of Asahi Group Holdings, Ltd. • Two outside directors of Asahi Group Holdings, Ltd.	Twice a year
Global Sustainability Committee	**Decide strategy:** • Determine sustainability strategy for the Group • Approve strategies, policy, and Group targets • Conduct performance management • Identify and mitigate risks	**Chairperson:** Group CEO of Asahi Group Holdings, Ltd. **Members:** • Group CPO*1, Group CFO*2, Corporate Secretary, Group CGO*3, Group CR&DO*4, Group CCAO*5, and Group CSCO*6 of Asahi Group Holdings, Ltd. • CEO of Asahi Global Procurement Pte. Ltd. • Regional Headquarters: Regional CEOs and the respective executive officers in charge of sustainability*7	Annually
Sustainability Leaders Meeting	**Execute strategy:** • Implement strategies and policies determined by the Global Sustainability Committee • Share best practices and innovation cases • Integrate sustainability into all aspects of the business in collaboration with relevant departments	**Chairperson:** Group CCAO of Asahi Group Holdings, Ltd. **Members:** • Heads of sustainability-related divisions at Asahi Group Holdings, Ltd. • CEO and executive officer in charge of sustainability at Asahi Global Procurement Pte. Ltd. • Regional Headquarters: Executive officers in charge of sustainability for each RHQ and division heads of relevant departments	Twice a year
Sustainability Task Force (for each material issue)	**Address specific topics:** • Work on specific topics and projects • Address high-impact environmental and social issues • Bring together experts from different sectors and disciplines	**Leader:** People in charge of material issues in the sustainability-related divisions and functional departments of Asahi Group Holdings, Ltd. **Members:** • People in charge of material issues and related departments at Asahi Group Holdings, Ltd. • Person in charge of material issues at Asahi Global Procurement Pte. Ltd. • People in charge of material issues at each RHQ	As necessary

*1 Group Chief People Officer
*2 Group Chief Financial Officer
*3 Group Chief Growth Officer
*4 Group Chief R&D Officer
*5 Group Chief Corporate Affairs Officer
*6 Group Chief Supply Chain Officer
*7 Other people designated by the chairperson

Governance

Achievements in 2025

Organization		Month	Main Topics
Sustainability Advisory Committee		July and December	• Discussion on entrenching and utilizing sustainability as the driving force behind business transformation • Discussion on realizing sustainable business growth through dialogue with future generations
Global Sustainability Committee		November	• Discussion of Group targets for climate change and responsible drinking
Sustainability Leaders Meeting		May	• Sharing outlines for each project, including the visualization of our impacts • Discussion on initiatives related to climate change, etc.
		October	• Sharing the Asahi Group's three-year sustainability plan • Discussion on Group targets for climate change
Sustainability Task Force	Environment	January, April, June, and September	• Discussion on initiatives aimed at achieving Group sustainability targets • Sharing best practices of RHQs • Sharing progress on the 2025 plan, etc.
	Communities	February and November	• Discussion on promoting the Group's community strategy • Sharing best practices of RHQs • Sharing progress on the 2025 plan, etc.
	Responsible Drinking	February, April, June, August, October, and December	• Discussion on Group targets • Sharing information on international policies regarding alcohol • Sharing best practices of RHQs
	Human Rights	January, June, and October	• Sharing information on targets for 2025 and action plans • Sharing progress toward 2030 targets and remediation efforts related to human rights due diligence • Sharing progress on efforts to comply with the Corporate Sustainability Due Diligence Directive (CSDDD), as well as on human rights due diligence in the supply chain and sharing information on standards for employee human rights due diligence

Board of Directors' Sustainability Discussions

The Asahi Group's Board of Directors also focuses discussion on the Group's sustainability strategy, one of the core strategies within the Medium- to Long-Term Management Policy. The Executive Committee and the Corporate Management Board deliberate on strategies and progress towards the targets discussed by the Global Sustainability Committee, and reports to the Board of Directors, which ultimately monitors progress. Furthermore, the CEO from each Regional Headquarters (RHQ) reports to the Board of Directors regarding specific sustainability initiatives and progress in each region.

Sustainability Topics from the Most Recent Board of Directors' Report

	Topics	Content
September 2025	Sustainability initiatives	Response to climate change and initiatives to achieve the main group targets
March 2026	TCFD/TNFD analysis report	TCFD/TNFD integrated scenario analysis results

Governance

Board of Directors’ Sustainability Skills and Abilities

Asahi Group Holdings, Ltd. ensures that its Board consists of people who have a wealth of experience, excellent insight, and expertise, in accordance with the Asahi Group Holdings, Ltd. Board of Directors Skill Matrix.

The Board of Directors Skill Matrix clarifies the personal requirements of corporate officers based on the Asahi Group Philosophy (AGP) and management strategies and is part of our efforts to ensure balance and diversity across the entire Board of Directors in terms of knowledge, experience, and ability. The Company sees these qualities as necessary to realizing sustainable growth and increasing corporate value over the medium to long term. Within this matrix, “sustainability” is included as a decision-making skill, which is defined as the “ability to provide leadership for the creation of social impact through the business” and the “ability to provide direction for management rooted in knowledge and insight on ESG.” Specifically, “sustainability” includes experience overseeing key sustainability initiatives such as responding to climate change, adopting sustainable packaging, and realizing sustainable communities through the creation of people-to-people connections, as well as experience in the Alcohol Beverages Business necessary to address challenges that include reducing inappropriate drinking and solving alcohol-related issues through the creation of new drinking opportunities.

Board of Directors Skill Matrix

As of September 1, 2026

	Long-Term Strategy	Global Affairs	Sustainability	Innovation and DX	Senior Leadership	Finance and Accounting	Legal Affairs and Compliance	Risk Management, Crisis Management, and Internal Controls	Information and Security Management	Human Resources and Culture	Operational Processes
Shigeo Ohyagi	○	○			○			○	○	○	○
Kenichiro Sasae	○	○			○			○	○	○	
Sanae Tanaka			○				○	○	○	○	
Tetsuji Ohashi	○	○		○	○				○		○
Atsushi Katsuki	○	○	○	○	○	○	○	○	○	○	○
Keizo Tanimura		○	○				○	○		○	○
Kaoru Sakita	○	○		○		○		○	○		○
Yukitaka Fukuda					○	○		○	○		○
Akiko Oshima		○					○	○	○		○
Mari Matsunaga			○	○	○					○	
Chika Sato		○		○	○					○	
Melanie Brock		○	○		○					○	
Akiko Miyakawa		○				○		○			○

Note: The Board of Directors Skill Matrix lists the skills that directors are expected to exhibit for their roles and does not represent all the knowledge and experience possessed by each director.

Governance

Definitions of Skills Within the Board of Directors Skill Matrix

Skill	Definition
Long-Term Strategy	• Ability to assess societal changes over the long term and the ultra-long term • Ability to guide according to strategy informed by backcasting from an envisioned future
Global Affairs	• Ability to supervise strategies from a global perspective and frame of reference • Ability to optimize a blend of local and global approaches
Sustainability	• Ability to provide leadership for the creation of social impact through the business • Ability to provide direction of management rooted in knowledge and insight on ESG
Innovation and DX	• Ability to facilitate the development of new business areas and exploration of opportunities for further growth through innovation • Ability to facilitate the transformation of business structure and revenue models through innovation and digital transformation (DX)
Senior Leadership	• Ability to accurately assess the status of business execution and raise related issues • Ability to evaluate business execution by leadership team
Finance and Accounting	• Ability to grasp the state of management and resource allocation from performance and management indices and to raise related issues • Supervisory ability based on expert knowledge and insight in finance and accounting
Legal Affairs and Compliance	• Ability to supervise based on expert knowledge and insight in legal matters • Ability to supervise the establishment and operating status of compliance systems
Risk Management, Crisis Management, and Internal Controls	• Ability to grasp the state of risk control and governance in place for business execution and to raise related issues • Ability to evaluate crisis management capabilities relating to cyberattacks, natural disasters, and geopolitical risk • Ability to supervise the establishment and operation of internal control frameworks
Information and Security Management	• Ability to oversee and raise the effectiveness of business execution concerning information and security management • Ability to evaluate crisis management capabilities relating to data exposure and system disruptions
Human Resources and Culture	• Ability to evaluate the status of diverse human resources being able to demonstrate their capabilities • Ability to grasp the state of corporate culture and raise related issues
Operational Processes	• Ability to supervise the appropriateness of operational processes based on corporate management experience and on management and executive experience at the Company

Integration of Social Value Indicators into Director and Executive Officer Remuneration

Asahi Group Holdings, Ltd. positions its Director and Executive Officer compensation framework as a key lever to achieve the Asahi Group Philosophy (AGP), the Company's sustainable growth and medium- to long-term enhancement of corporate value, and to integrate sustainability into management.

Compensation for Directors who concurrently serve as Executive Officers, as well as for Executive Officers, comprises base salary, annual bonus, and stock compensation. Compensation for Outside Directors and Internal Directors serving as Audit Committee members consists solely of base salary.

To ensure transparency and fairness, compensation for Directors and Executive Officers is determined by a resolution of the Compensation Committee, the majority of whose members are independent Outside Directors. Furthermore, to maintain objectivity in deliberations, compensation benchmarks and leading practices from third-party organizations are referenced as appropriate.

Stock compensation is designed to promote a balance between economic and social value by encouraging executives to fulfill their managerial and social responsibilities over the medium to long term, while sharing the benefits and risks of stock price fluctuations with shareholders. Accordingly, the Company has introduced a performance-linked share unit system under which Company shares are granted based on performance over a three-fiscal-year evaluation period.

With the aim of integrating sustainability into management, the Company has set a weighting of 20% for social value indicators within the performance evaluation for stock compensation. For fiscal year 2025, the reduction rate of greenhouse gas (GHG) emissions (Scopes 1 and 2) has been selected as a group-wide key performance indicator, reflecting its impact on both the Company's business and society. This compensation framework is designed to strengthen executives' incentives to enhance medium- to long-term corporate value from both financial and non-financial perspectives. Under this framework, 100% of the target level is delivered when targets are met, while the actual delivery level may range from 0% to 200% depending on performance outcomes.

Risk Management

Risk Management

The Asahi Group has identified material issues that are to be addressed as management issues, alongside risks and opportunities associated with each issue.

Under our group-wide enterprise risk management (ERM) system, some risks are classified as key risks to be managed by the Risk Management Committee, which is chaired by the president and Group CEO, while other risks are classified among those to be managed by each division of Asahi Group Holdings, Ltd. and each RHQ. These risks are continuously assessed and plans to address these risks are developed, implemented, and monitored on an ongoing basis.

Related Information

Web Risk Management System

Risk Classification

	Initiatives	
Key risks to be managed by the Risk Management Committee	• Environment	• Respond to climate change • Sustainable packaging
	• Responsible Drinking	• Reduction in inappropriate drinking • Solution of alcohol-related issues through creation of new drinking opportunities
	• Human Rights	• Respect for human rights
	• Enhancement of Human Capital	• Fostering the ideal corporate culture: Diversity, equity, and inclusion • Continuously fostering leadership • Securing essential capabilities
Risks classified among those to be managed by each division of Asahi Group Holdings, Ltd. and each RHQ	• Environment	• Sustainable agricultural raw materials • Sustainable water resources • Natural capital and biodiversity
	• Health	• Create value of health
	• Enhancement of Human Capital	• Fostering the ideal corporate culture: Safety and well-being • Fostering the ideal corporate culture: Growth through learning/Better together
Others	• Environment	• Reduction of waste and prevention of pollution
	• Communities	• Realize sustainable communities through the creation of people-to-people connections

Metrics and Targets

Metrics and Targets

Theme		Organizations	Metrics and Targets
Environment	Respond to climate change	Entire Group (Common)*1	Achieve Scope 1, 2, and 3 GHG Net Zero by 2040 (at least 90% emissions reductions and maximum 10% carbon removals*2)
		Consolidated Group (Average)*1	Reduce GHG emissions by 70% in Scope 1 and 2 by 2030 (compared with 2019)
		Consolidated Group (Average)*1	Reduce GHG emissions by 30% in Scope 3 by 2030 (compared with 2019)
	Sustainable packaging	Entire Group (Common) (ASD, AEI, ABev, and AHSEA)	Achieve a 100% conversion to recycled materials, bio-based materials, etc. for PET bottles by 2030
		Entire Group (Common)	Promote the development of new sustainable materials, which are not plastic, and sales methods that do not make use of plastic containers/packaging
	Sustainable agricultural raw materials	Entire Group (Common)	By 2030, aim to realize procurement of sustainably produced raw materials 100% for barley and coffee using certification
		Entire Group (Common)	By 2030, strive to source sustainable raw materials by implementing a risk-based due diligence process*3 to effectively identify, assess, mitigate and remediate human rights risks in our supply chains. This approach will prioritize areas with the highest risk of violations within the supply chains of our five key raw materials: coffee, sugarcane, palm oil, cocoa, and tea.
	Sustainable water resources	Consolidated Group (Average) (AB, ASD, AEI, ABev, and AHSEA) Priority basins (Average) (AEI, ABev, and AHSEA)	By 2030, reduce average water intensity to 3.2 m^3/kl or less globally and to 2.7 m^3/kl or less in key manufacturing sites located at our priority basins*4
		Consolidated Group (Average)	By 2030, 100% of manufacturing sites identified to be located in water risk areas*5 implement initiatives at basins to address identified risks*6
	Other environmental initiatives	Entire Group (Common) (AGJ, AEI, ABev, and AHSEA)	Achieve zero landfill waste at our manufacturing sites by 2030

Note: Abbreviations stand for the following operating companies.
AGH: Asahi Group Holdings, Ltd. AB: Asahi Breweries, Ltd. AGS: Asahi Group Foods, Ltd. ABev: Asahi Beverages (Australia)
AGJ: Asahi Group Japan, Ltd. ASD: Asahi Soft Drinks Co., Ltd. AEI: Asahi Europe and International Ltd. AHSEA: Asahi Holdings Southeast Asia Sdn. Bhd.

Metrics and Targets

Theme		Organizations	Metrics and Targets
Communities	Realize sustainable communities through the creation of people-to-people connections	Entire Group (Common)	Under the basic activity of community support activities, all RHQ participate in implementing our global initiative of RE: CONNECTION
Responsible Drinking	Solution of alcohol-related issues through creation of new drinking opportunities	Consolidated Group (Average)	Achieve 20% sales composition ratio of non- and low-alcohol adult beverages*[7] to major alcohol beverage products*[8] by 2030
Human Rights	Respect for human rights	Entire Group (Common)	By 2030, implement human rights due diligence for 100%*[9] of own employees and 100%*[10] of Tier 1 direct suppliers, and ensure that each operating company and functional department continuously monitors the PDCA cycle
Enhancement of Human Capital	Engagement	Entire Group (Common)	By 2030, achieve the target employee engagement scores for “sustainable engagement” in the Global Engagement Survey that is on par with that of global high-performing companies
	Fostering the ideal corporate culture: Diversity, equity and inclusion	Entire Group (Common) (AGH, AGJ, AB, ASD, AGS, AEI, ABev, AHSEA)	Increase the percentage of female representation of Leadership positions*[11] to 40% or more by 2030

*1 The organizational target boundary follows SBTi net zero criteria and covers organizations with primary GHG emissions (i.e. including organizations with more than 95% of the total Scope 1, 2 emissions and 90% of Scope 3 emissions). Note that covered companies are not the same between Scope 1, 2 and Scope 3 due to different coverage requirements according to SBTi.
*2 Carbon removal: In line with the SBTi, remaining emissions at the net zero target point and all GHG emissions released into the atmosphere after that point will be removed from the atmosphere and neutralized through permanent storage.
*3 Engaging with suppliers, utilizing data-driven tools to identify and monitor risks, and conducting on-site audits where highest risks are recognized. We will work collaboratively with suppliers and stakeholders to ensure transparency, traceability, and continuous improvement in farming practices.
*4 Priority basins are selected based on water risk assessment tools (Aqueduct, Water Risk Filter, and Integrated Biodiversity Assessment Tool (IBAT)) and site-level localized water risk assessment. (Targeted sites: 9 manufacturing sites)
*5 Water risk areas include, but are not limited to, ones with water availability, water quality and/or water sanitation and hygiene (WASH) risks and/or basins globally recognized (e.g. CEO Water Mandate priority basins), etc. (Targeted sites: 7 manufacturing sites)
*6 Identified risks include, but not limited to either water availability, water quality and/or water sanitation and hygiene (WASH) risks, etc.
*7 Non-alcohol adult beverages are defined in accordance with the laws and regulations in each country. Low-alcohol beverages have an alcohol content of no more than 3.5%.
*8 Beer-type beverages, ready-to-drinks (RTDs), non-alcohol adult beverages
*9 Exporting countries excluding export business through distributors
*10 Existing Tier 1 direct suppliers (raw materials and packaging) with annual spend exceeding USD 100,000
*11 Leadership positions: Asahi Group’s internal grade 21 or above, executives or leaders who are in charge of leading each functional department.

Metrics and Targets

Progress in 2025

Theme		Organizations	2025 Metrics and Targets	Performance
Environment	Respond to climate change	Entire Group (Common)*[1]	Achieve Scope 1, 2, and 3 GHG*[2] Net Zero by 2040 (at least 90% emissions reductions and maximum 10% carbon removals*[3])	Scope 1, 2: 53% reduction compared with 2019 Scope 3: 15% reduction compared with 2019
		Consolidated Group (Average)*[1]	Reduce GHG emissions*[2] by 70% in Scope 1 and 2 by 2030 (compared with 2019)	Scope 1, 2: 53% reduction compared with 2019
		Consolidated Group (Average)*[1]	Reduce GHG emissions*[2] by 40% in Scope 1 and 2 by 2025 (compared with 2019)	Scope 1, 2: 53% reduction compared with 2019
		Consolidated Group (Average)*[1]	Reduce GHG emissions*[2] by 30% in Scope 3 by 2030 (compared with 2019)	Scope 3: 15% reduction compared with 2019
	Sustainable packaging	Entire Group (Common) (AB, ASD, ABev, AHSEA, and AEI)	Realize 100% utilization of materials for plastic containers*[4] that can be utilized effectively by 2025*[5]	Actual rate of use: 100% (The approach to effective utilization differs by country)
		Entire Group (Common) (ASD, AEI, ABev, and AHSEA)	Achieve a 100% conversion to recycled materials, bio-based materials, etc., for PET bottles by 2030	Actual rate of use: 53%
		Entire Group (Common)	Promote the development of new sustainable materials, which are not plastic, and sales methods that do not make use of plastic containers/packaging	• Continued expanding reusable service models in Japan through the use of carbonated beverage servers. • Continued transitioning secondary beer packaging from plastic-based shrink wrap to recyclable cardboard cartons across Oceania and Europe.
	Sustainable agricultural raw materials	Entire Group (Common)	By 2030, aim to realize procurement of sustainably produced raw materials 100% for barley and coffee using certification	We reviewed certification schemes and assurance approaches, engaged with suppliers, and conducted supply chain analysis. Through these activities, we advanced the foundational work for roadmap development and implementation planning, and clarified priority areas and approaches for phased implementation.
		Entire Group (Common)	By 2030, strive to source sustainable raw materials by implementing a risk-based due diligence process*[6] to effectively identify, assess, mitigate, and remediate human rights risks in our supply chains. This approach will prioritize areas with the highest risk of violations within the supply chains of our five key raw materials: coffee, sugarcane, palm oil, cocoa, and tea.	We strengthened our understanding of human rights risks in higher-risk supply chains through enhanced reviews of audit and certification reports, on-the-ground visits (including to coffee farms in Indonesia), and supplier engagement, with a focus on labor conditions and occupational health and safety. These insights are being reflected in baseline requirements and Supplier Management Plans.
	Sustainable water resources	Consolidated Group (Average) (AB, ASD, AEI, ABev, and AHSEA) Priority basins (Average) (AEI, ABev, and AHSEA)	By 2030, reduce average water intensity to 3.2 m³/kl or less globally and to 2.7 m³/kl or less in key manufacturing sites located at our priority basins*[7]	Global: 3.3 m³/kl Priority basins: 2.7m³/kl
		Consolidated Group (Average)	By 2030, 100% of manufacturing sites identified to be located in water risk areas*[8] implement initiatives at basins to address identified risks*[9]	Targeted initiatives were implemented at Koninklijke Grolsch N.V. in Europe, alongside broader progress on basin stewardship through assessments and stakeholder engagement in the other high water-risk sites (7 in total).
	Other environmental initiatives	Entire Group (Common) (AGJ, AEI, ABev, and AHSEA)	Achieve zero landfill waste at our manufacturing sites by 2030	Landfill disposal rate: 1%

Note: Abbreviations stand for the following operating companies.
AGH: Asahi Group Holdings, Ltd.
AGJ: Asahi Group Japan, Ltd.
AB: Asahi Breweries, Ltd.
ASD: Asahi Soft Drinks Co., Ltd.
AGS: Asahi Group Foods, Ltd.
AEI: Asahi Europe and International Ltd.
ABev: Asahi Beverages (Australia)
AHSEA: Asahi Holdings Southeast Asia Sdn. Bhd.

Metrics and Targets

Theme		Organizations	2025 Metrics and Targets	Performance
Communities	Realize sustainable communities through the creation of people-to-people connections	Entire Group (Common)	Under the basic activity of community support activities, all RHQ participate in implementing our global initiative of RE:CONNECTION	All RHQ participated and implemented our global initiative of RE:CONNECTION
Responsible Drinking	Solution of alcohol-related issues through creation of new drinking opportunities	Consolidated Group (Average)	Achieve 20% sales composition ratio of non- and low-alcohol adult beverages*10 to major alcohol beverage products*11 by 2030	Sales composition ratio: 14%
Human Rights	Respect for human rights	Entire Group (Common)	By 2030, implement human rights due diligence for 100%*12 of own employees and 100%*13 of Tier 1 direct suppliers, and ensure that each operating company and functional department continuously monitors the PDCA cycle	Own employees: Restructured the 2030 roadmap into two primary workstreams; Establishment of a group-wide continuous due diligence system and execution of targeted due diligence on high-risk issues. Conducted a Group-level Human Rights Impact Assessment and implemented follow-up actions for high-priority issues. Suppliers: Human rights due diligence implemented for 30% of Tier 1 direct suppliers
Enhancement of Human Capital	Engagement	Entire Group (Common)	By 2030, achieve the target employee engagement score for "sustainable engagement" in the Global Engagement Survey that is on par with that of global, high-performing companies	Sustainable engagement score: 81 * In 2025, the sustainable engagement score for global high-performing companies was 88
	Fostering the ideal corporate culture: diversity, equity, and inclusion	Entire Group (Common) (AGH, AGJ, AB, ASD, AGS, AEI, ABev, AHSEA)	Increase the percentage of female representation of Leadership positions*14 to 40% or more by 2030	Percentage of female representation of leadership positions: 25%

*1 The organizational target boundary follows SBTi net zero criteria and covers organizations with primary GHG emissions (i.e. including organizations with more than 95% of the total Scope 1, 2 emissions and 90% of Scope 3 emissions). Note that covered companies are not the same between Scope 1, 2 and Scope 3 due to different coverage requirements according to SBTi.
*2 From 2025, we have changed the term "CO_2 emissions" to "GHG emissions," given that our group-level emissions includes non-CO_2 GHG emissions partially.
*3 Carbon removal: In line with the SBTi, remaining emissions at the net zero target point and all GHG emissions released into the atmosphere after that point will be removed from the atmosphere and neutralized through permanent storage.
*4 Targeted plastic containers: PET and other plastic bottles including certain caps and single use plastic cups (used for sales), etc.
*5 Effective use: Reusable, recyclable (including technical recyclability), compostable, thermal recyclable, etc.
*6 Engaging with suppliers, utilizing data-driven tools to identify and monitor risks, and conducting on-site audits where highest risks are recognized. We will work collaboratively with suppliers and stakeholders to ensure transparency, traceability, and continuous improvement in farming practices.
*7 Priority basins are selected based on water risk assessment tools (Aqueduct, Water Risk Filter, and Integrated Biodiversity Assessment Tool [IBAT]) and site-level localized water risk assessment. (Targeted sites: 9 manufacturing sites)
*8 Water risk areas include, but are not limited to, ones with water availability, water quality and/or water sanitation and hygiene (WASH) risks and/or basins globally recognized (e.g. CEO Water Mandate priority basins), etc. (Targeted sites: 7 manufacturing sites)
*9 Identified risks include, but not limited to either water availability, water quality and/or Water Sanitation and Hygiene (WASH) risks, etc.
*10 Non-alcohol adult beverages are defined in accordance with the laws and regulations in each country. Low-alcohol beverages have an alcohol content of no more than 3.5%.
*11 Beer-type beverages, ready-to-drinks (RTDs), non-alcohol adult beverages
*12 Exporting countries excluding export business through distributors
*13 Existing Tier 1 direct suppliers (raw materials and packaging) with annual spend exceeding USD 100,000
*14 Leadership positions: Asahi Group's internal grade 21 or above, executives or leaders who are in charge of leading each functional department.

Section 2

Material Issues

Environment

Environment

For more than a century, the Asahi Group has been engaged in business around the world using nature's gifts, such as water and agricultural products. However, to continue pursuing the highest quality and delivering on our great taste promise, the further degradation of the environment in recent years should be seen as a major business risk. At the same time, we cannot overlook the fact that the Asahi Group's continued business activities have an impact on the global environment.

Policies

Environmental Principles

The Asahi Group Environmental Principles are defined by the Asahi Group based on the Asahi Group Philosophy. The principles define our attitude toward the environment as a corporate group that creates most of its products with nature's gifts. These principles are aimed at addressing environmental issues proactively, as all the employees in the Asahi Group follow them.

The Asahi Group Environmental Principles

We, the Asahi Group, will comply with this policy as a guideline for all employees to proactively address environmental issues, and will work together with our stakeholders in alignment with Asahi Group Environmental Vision 2050.

1. Create Environmental Management System

We will create a management system for regularly monitoring environmental activities, and take actions toward continuous improvements.

2. Proactively Promote Environmental Activities by Employees

We will support and develop our people to proactively promote environmental activities on their own, and engage in efforts to foster the corporate culture and raise the environmental awareness of society as a whole.

3. Strengthen Efforts for the Global Environment

We will endeavor to preserve the global environment through efforts such as the prevention of pollution, sustainable use of resources, mitigation of and adaptation to climate change, and protection of biodiversity.

4. Collaboration with Stakeholders

We will collaborate with stakeholders from diverse backgrounds, including local communities, and endeavor to create environmental value based on innovation and generate synergies.

5. Promote Engagement

We will disclose information in a way that is transparent and reliable, and proactively engage in communication with stakeholders.

6. Compliance

We will comply with environmental laws and regulations of each country/region, international rules, and the standards of the industry and our own Company.

Governance

Environmental Management System

The Asahi Group has created a management system for tackling sustainability issues, including environmental issues throughout the Group, via the Global Sustainability Committee, which is chaired by the president and Group CEO, director and representative executive officer of Asahi Group Holdings, Ltd.

Related Information

Governance

Status of the Acquisition of Certification for the Environmental Management System

The Asahi Group is working to obtain the ISO 14001 environmental management system (EMS) and EcoAction 21 certifications. We have obtained group-wide integrated ISO 14001 certification in some regions and are continuously striving to raise the level of environmental management throughout the Asahi Group and to strengthen our environmental preservation activities. As of December 31, 2025, 81% of our manufacturing sites worldwide have received ISO 14001 certification. By sharing environmental best practices and noncompliances, the Asahi Group is aligning its efforts to build a PDCA management system that will lead to the realization of Asahi Group Environmental Vision 2050.

Environment

Compliance with Environment-Related Laws and Regulations

Each factory of the Asahi Group not only supports and complies with environment-related laws and regulations (such as the Act on Promotion of Global Warming Countermeasures and the Act on Rationalizing Energy Use in Japan) but also strives for environmental management by setting up voluntary standards that are more stringent than the legal standards, even for wastewater processing and boiler equipment.

Occurrence of Major Accidents and Violations

At the Asahi Group, in 2025 there were no major accidents or violations affecting the environment concerning water quality, hazardous chemical substances, etc. None of our operating companies in Japan were subject to environment-related fines or penalties in 2025.

Risk Management

Related Information

Risk Management

Metrics and Targets

Related Information

Metrics and Targets / Progress in 2025

Third-Party Assurance

The Asahi Group considers it necessary to centralize environment-related information and disclose data and information throughout the Asahi Group in a very transparent and reliable way, while being assured by a third party. The Asahi Group receives third-party verification of the amounts of GHG emissions (Scope 1, 2, and 3), energy consumption, water consumption, and wastewater discharge, which are especially important. It acquires assurance statements from Lloyd's Register Quality Assurance Limited (LRQA), a verifying organization.

Acquisition of Third-Party Assurance

Item	Applicable Standards	Organization Receiving Verification	First Year of Verification
GHG emissions (Scope 1, 2)	ISAE 3000 ISO 14064-3	Operating companies in Japan	2014
		Asahi Group companies in Oceania	2015
		Asahi Group companies in Europe	2018
		Asahi Group companies in Southeast Asia	2019
GHG emissions (Scope 3)	ISAE 3000 ISO 14064-3	Asahi Breweries, Ltd. and Asahi Soft Drinks Co., Ltd.	2015
		Asahi Group companies in Europe and Oceania	2020
		Asahi Group companies in Southeast Asia	2021
		Asahi Group Foods, Ltd.	2023
Energy consumption	ISAE 3000	Asahi Group companies in Japan, Europe, and Oceania	2018
		Asahi Group companies in Southeast Asia	2019
Water consumption and wastewater discharge	ISAE 3000	Asahi Group companies in Japan, Europe, and Oceania	2018
		Asahi Group companies in Southeast Asia	2019

Click here for details of the organizations

Web Assurance statement
(Environmental Data for the Calendar Year 2025)

Web Assurance statement
(Greenhouse Gas Emissions Data for the Calendar Year 2019-2024)

Environment

Strategies

Asahi Group Environmental Vision 2050

The Asahi Group formulated Asahi Group Environmental Vision 2050, under which we aim to hand down nature's gifts to future generations.

Roadmap for Asahi Group Environmental Vision 2050

With the aim of realizing Asahi Group Environmental Vision 2050, we formulated four roadmaps for climate change, packaging, agricultural raw materials, and water resources, including 2030 targets and 2040 net zero targets for each of these pillars. By addressing these four interrelated pillars, we will create business and social impacts, avoid or mitigate the decline of ecosystem services closely related to our business, and ultimately contribute to the conservation and restoration of biodiversity.

We are committed to working with many stakeholders, especially our customers, to learn and share best practices while continuing to work toward achieving our ambitious goals.

We recognize that, to achieve our environmental targets, it is important to pursue efforts to design a systematic framework for collaboration with stakeholders such as start-ups to drive innovation and to actively engage in such collaborations. As part of these efforts, from 2024 to 2025 we launched the Sustainability Innovation Program, under which teams across all regional headquarters of the Group participated to jointly implement projects with nine start-ups selected from 263 companies.

Asahi Group Environmental Vision 2050

We, the Asahi Group, have been enjoying the nature's gifts to create our products and services for over 100 years. We are concerned that the worsening global environmental issues threaten not only the sustainability of our business but also the survival of humanity if we do not act accordingly.

As we would be unable to continue our business without the nature's gifts, which will reduce the burden on the environment from our business, and maximize value to the global environment through circularity.

What We Would Like the World to Be Like in 2050

Climate Change	Packaging	Agricultural Raw Materials	Water Resources
Beyond Carbon Neutral	A Society Free of Packaging Waste	Sustainable Agricultural Raw Materials	Healthy Watersheds for People and Nature
A world towards a carbon-free society, where carbon emissions are reduced in society as a whole, beyond the boundaries of business, and biodiversity is preserved	A world where the use of resources to make packaging is minimized, used packaging is recycled, and especially, marine biodiversity is preserved	A world where farming is carried out while considering the environment, respecting human rights and realizing regional revitalization, and there is a balance between stable production and preservation of the ecosystem	A world where the appropriate quality and quantity of water and the function of the soil are preserved for maintaining health, living environments, and biodiversity, and resilience against natural disasters is enhanced

Asahi Group's Efforts to Realize Its Vision

At the Asahi Group, we carry out efforts to minimize the resources used and maximize circularity through the value chain, and generate synergy by creating strategic partnerships with stakeholders, with the aim of realizing what we would like the world to be like in 2050.

Climate Change	Packaging	Agricultural Raw Materials	Water Resources
Complete an early transition to renewable energy	Minimize use of resources	Procure farm products with consideration for the environment and human rights	Promote water recycling through optimizing water usage
Promote decarbonization of fuel	Use of recycled and bio-derived materials	Use of microorganisms and use of recycled by-products	Build a system of collaboration through river basin cooperation
Realize both the reduction of GHG emissions across the value chain and preservation of the ecosystem	Develop products that do not generate waste	Preserve ecosystem through soil improvement	Preserve ecosystem by maintaining appropriate water quality and quantity
Develop and deploy technologies for GHG reduction, absorption, and collection	Preserve marine ecosystem through the build-out of a closed loop	Revitalize farming communities through support for farmers / growers	Improve water access in water-stressed regions

Environment

Risks and Opportunities

Risks

- Claims of greenwashing by external parties as a result of exaggerated environmental initiatives or delays in meeting targets
- Decline in the Group's brand image due to delays in environmental initiatives in the Company's business and supply chain

Opportunities

- Appeal to consumers by developing products that solve environmental issues

Identification and Assessment of Risks and Opportunities (Climate and Nature)

The Asahi Group analyzed risks and opportunities related to climate and nature when formulating strategies and a roadmap for each of the four pillars of Asahi Group Environmental Vision 2050. To anticipate the future impacts of climate change, we identified climate change-related risks and opportunities using scenario analysis. At the same time, leveraging the LEAP approach of the Taskforce on Nature-related Financial Disclosures (TNFD), we identified and systematically assessed the Group's dependencies and impacts on nature and the resulting risks and opportunities.

Note: This page explains the TCFD/TNFD-based analyses that have been published up to 2025.

Scenarios

During the process for identifying and assessing risks and opportunities related to climate and nature, the Group set two scenarios, referencing the RCP scenario, the SSP scenario, and the scenario proposed by the TNFD.

(Scenario 1) World where measures against climate change and degradation of nature are taken
(Scenario 2) World where no measures are taken against climate change and degradation of nature

		Scenarios	
		A world where measures against climate change and degradation of nature are taken (Scenario 1)	**A world where no measures are taken against climate change and degradation of nature (Scenario 2)**
RCP scenario		1.5–2°C Progress is made in taking measures to address climate change, including the conservation of nature	4°C Measures to address climate change, including the conservation of nature, are slow to be implemented
SSP scenario		A balance is achieved between measures to address climate change and degradation of nature with the economy Tighter regulations in place to protect climate and nature and rising consumer awareness	Priority is given to the economy over measures to address climate change and degradation of nature Looser regulations on protecting climate change and nature and a lack of consumer awareness
TNFD scenario		Climate change is under control and nature is being preserved	Climate change intensifies and natural environments continue to degrade
Scenarios used to estimate the financial impacts of each risk	Suspension of operations due to intensified extreme weather	Optimistic (RCP4.5, SSP2) Carbon emissions peaking and declining by 2040, Stable economic development	Business as Usual (RCP8.5, SSP2) Steadily rising carbon emissions, Stable economic development
	Chronic variability in agricultural raw material production and price increase	1.5ºC Societal Transformation Scenario Strong, coordinated, and prompt global policy action alongside market responses to enable decarbonization and limited physical impacts of climate change	>3ºC Historic Trends Scenario Climate action remains stable at current levels, World fails to limit global warming to manageable levels, resulting in substantial future physical risks

Environment

Identification and Assessment of Risks and Opportunities

In identifying and assessing risks, we revised the target year for analysis from 2030 to 2040 and calculated the financial impacts. To reduce the risks identified, we will advance measures over the medium to long term. In addition, we identified business opportunities for the Asahi Group. The respective financial impacts calculated for each of the four pillars of climate change, packaging, agricultural raw materials, and water resources are shown on each topic page.

To reduce these risks and seize opportunities, we have developed strategies for each of the four pillars of climate change, packaging, agricultural raw materials, and water resources.

Environment

Risks

Environmental Vision	Category	Risks	Process	Climate/Nature	Dependencies/ Impacts	Probability of Occurrence			Financial Impacts (JPY Billion)*2	
						Scenario 1	Scenario 2	Time frame*1	Scenario 1	Scenario 2
Climate change	Transition: Policies and regulations	Increase in cost of fossil-based energy due to introduction of carbon tax	Overall	Climate	Impacts	High	–	Short to long time	158.4	–
	Transition: Policies and regulation	Compliance with equipment regulations	In-house manufacturing		Impacts	Low	–	Short to long time	Qualitative: Medium	–
	Physical: Acute	Suspension of operations due to intensified extreme weather			Impacts	Medium	Medium	Short to long time	0.01–10.7	0.01–10.7
Packaging	Transition: Policies and regulations	Increase in cost due to strengthened taxation on plastic containers	Raw material processing	Climate and seawater	Impacts	Medium	–	Short to long time	3.1	–
	Transition: Markets	Increase in cost of procuring recycled materials		Seawater	Impacts	High	–	Short to long time	Qualitative: Medium	–
Agricultural raw materials	Physical: Chronic	Chronic variability in agricultural raw material production and price increase*3	Agricultural raw materials production and processing	Climate, forests, fresh water, and soil	Dependencies	Low	Medium	Medium to long term	10.3	49.4
	Physical: Acute	Price increase in agricultural raw material due to natural disasters*4			Dependencies	High	High	Short to long time	3.9–38.8	3.9–38.8
	Transition: Policies and liabilities	Due diligence obligations for human rights violations and natural resources			Impacts	Low	–	Medium to long term	88.2	–
Water resources	Transition: Policies and regulations	Taxation on water consumption	In-house manufacturing	Fresh water	Impacts	Low	–	Short to long time	0.7–2.0	–
Overall	Transition: Reputation	Damage to brand image	Consumption	Common to all nature	Impacts	Medium	–	Short to long time	Qualitative: High	–
	Transition: Policies and regulations	Greenwashing	Overall		Impacts	High	–	Short to long time	Qualitative: High	–
	Systemic	Increased destabilization of ecosystem			Impacts	–	High	Medium to long term	–	Qualitative: High

*1 Timing of occurrence; short term: 3 years; medium term: up to 2030; long term: up to 2040
*2 Qualitative assessment was conducted based on the following criteria.
High: Impacts the entire Group or is expected to impact the Group's Core Operating Profit by 5% or more.
Medium: Impacts certain businesses or regions or is expected to impact the Group's Core Operating Profit by 1% or more but less than 5%.
Low: Impacts are limited or are expected to impact the Group's Core Operating Profit by less than 1%.
*3 Scope of analysis covered barley, corn, and sugar cane.
*4 Scope of analysis covered barley, corn, sugar cane, and coffee.

Environment

Opportunities

Environmental Vision	Category	Opportunities	Climate/Nature	Dependencies/ Impacts	Time frame*
Climate change	Resource efficiency	Cost reduction through more efficient resource utilization	Climate	Impacts	Short to long time
	Energy resources	Creation of new business through the provision of low-carbon energy		Impacts	Short to long time
Packaging	Resource efficiency	Increase in sales opportunities for non-plastic containers that contribute to reducing marine plastic pollution and GHG emissions	Climate and seawater	Impacts	Short to long time
Agricultural raw materials	Products and services	Value addition of by-products from food production processes, and increase in sales opportunities of those by-products	Soil	Impacts	Short to long time
	Resilience	Increase in sales opportunities of environmentally friendly agricultural materials derived from food waste	Forests and soil	Impacts	Short to long time
	Resilience	Achieving sustainable procurement of agricultural raw materials through yields increase and quality improvement	Fresh water	Dependencies	Short to long time
Water resources	Resilience	Reduction of climate and nature impacts, ensuring sustainable water procurement through water management		Impacts	Short to long time
	Resilience	Reduction of pollutant emissions and impacts on climate and nature through improved wastewater management		Impacts	Short to long time
Overall	Resilience	Protection of human rights of indigenous peoples and local communities	Common to all nature	Impacts	Short to long time

* Timing of occurrence; short term: 3 years; medium term: up to 2030; long term: up to 2040

Respond to Climate Change Key Initiatives

Climate change poses a serious threat to our business operations, which rely on nature's gifts, and heightens business continuity risks by making raw material procurement more difficult and regulations more stringent. Furthermore, the negative impact of climate change on ecosystems increases in severity year by year. To address this, we need to decarbonize society as a whole. The Asahi Group has a responsibility to protect nature's valuable gifts from the impact of climate change and pass them on to future generations. Decarbonizing our business operations is essential not only to ensure business continuity but also to create new value through low-carbon products and contribute to climate change mitigation across society. Moving forward, the Asahi Group will continue to focus its efforts on climate change mitigation with the aim of realizing a sustainable future.

Governance

Related Information

Governance

Risk Management

Related Information

Risk Management

Metrics and Targets

Group Targets

- Achieve Scope 1, 2, and 3 GHG Net Zero by 2040 (at least 90% emissions reductions and maximum 10% removals*1)
- Reduce GHG emissions by 70% in Scope 1 and 2 by 2030 (compared with 2019)
- Reduce GHG emissions by 30% in Scope 3 by 2030 (compared with 2019)

Note: The organizational target boundary follows SBTi net zero criteria and covers organizations with primary GHG emissions (i.e., including organizations with more than 95% of the total Scope 1, 2 emissions and 90% of Scope 3 emissions). Note that covered companies are not the same between Scope 1, 2 and Scope 3 due to different coverage requirement according to SBTi.

*1 Carbon removal: In line with the SBTi, remaining emissions at the net zero target point and all GHG emissions released into the atmosphere after that point will be removed from the atmosphere and neutralized through permanent storage.

Related Information

Metrics and Targets / Progress in 2025

Strategies

Risks and Opportunities

Risks

- Additional costs due to introduction of carbon tax
- Suspension of operations at sites damaged by the intensification of extreme weather

Opportunities

- Cost reductions through enhanced resource-use efficiency
- Creation of new businesses through provision of low-carbon energy

Identification and Assessment of Risks and Opportunities (Climate and Nature)

To anticipate the future impacts of climate change, we identified climate change-related risks and opportunities using scenario analysis. From a medium- to long-term perspective, we changed the target year for estimating the financial impacts of these risks on Group operations to 2040, which is our target year to achieve net zero emissions.

Transition Risk

Introduction of a Carbon Tax on GHG Emissions Originating from the Group (Scope 1 and 2)

We calculated the financial impact of production-related GHG emissions (Scope 1 and 2) in 2040 for the alcohol beverages category (Japan, Europe, and Oceania), non-alcohol beverages category (Japan, Oceania, and Southeast Asia), and food category (Japan) in the event of a carbon tax being introduced. Our analysis indicates that, should current levels of GHG emissions persist through 2040, the Group could face carbon tax liabilities of approximately JPY16.4 billion in 2040. In 2024, as a result of greater reductions in GHG emissions compared with 2023, the estimated financial impact of a carbon tax decreased by approximately JPY0.8 billion year on year.

Respond to Climate Change

Transition Risk

▶ Increased Procurement Costs Resulting from the Introduction of a Carbon Tax on GHG Emissions Across the Supply Chain Outside the Group (Scope 3)

For Scope 3 impacts, we estimated the effects of introducing carbon tax pricing on emissions in categories with high GHG emissions volumes: Category 1 (packaging), Category 4 (upstream transportation and distribution), and Category 9 (downstream transportation and distribution). In 2024, as a result of greater reductions in GHG emissions compared with 2023, the estimated financial impact of a carbon tax decreased by approximately JPY5.6 billion year on year. Also, in 2024, we reviewed and updated the methodology for calculating Scope 3 GHG emissions. Data from 2019 through 2024 was also recalculated using the same updated methodology.

Scope 3 Category 1 (Packaging)*

Packaging accounts for more than 30% of the Group's Scope 3 GHG emissions. Based on our estimates, if current GHG emissions levels persist through 2040, the carbon tax projected to be imposed on all packaging in 2040 is estimated at JPY76.5 billion. Among packaging types, those with particularly high GHG emissions and the largest financial impacts are aluminum cans (approximately 55% of the total financial impact; JPY41.7 billion), plastic bottles (approximately 16%; JPY12.5 billion), and glass bottles (approximately 15%; JPY11.8 billion).

* Packaging was assessed based on six major packaging types, including PET bottles, aluminum cans, steel cans, glass bottles, plastic bottles, and paper cartons.

Scope 3 Category 4 (Upstream Transportation and Distribution) and Category 9 (Downstream Transportation and Distribution)

Based on our estimates, the financial impact of a carbon tax in 2040 is projected at JPY21.5 billion for Category 4 (upstream transportation and distribution) and JPY44.0 billion for Category 9 (downstream transportation and distribution).

Financial Impact of Carbon Tax Introduction in 2040

		2023 estimate (based on FY2022)		2024 estimate (based on FY2023)		2025 estimate (based on FY2024)	
		GHG emission ($t\text{-}CO_2e$)	Financial impact (JPY Billion)	GHG emission ($t\text{-}CO_2e$)	Financial impact (JPY Billion)	GHG emission ($t\text{-}CO_2e$)	Financial impact (JPY Billion)
Scope 1, 2		685,616	18.1	660,313	17.3	632,829	16.4
Scope 3	Category 1 (Packaging)	3,252,952	88.7	2,998,238	82.1	2,810,769	76.5
	Category 4	701,291	20.2	714,395	20.6	748,291	21.5
	Category 9	1,668,964	46.0	1,629,738	44.9	1,603,834	44.0
Total		6,308,824	173.0	6,002,684	164.9	5,795,722	158.4

Respond to Climate Change

Calculation Method

The estimated financial impacts were calculated based on the assumption that 2024 levels of GHG emissions persist through 2040 and that a carbon tax is applied to 100% of GHG emissions. The estimates use the 2040 carbon price assumptions (per tonne) from the IEA World Energy Outlook 2023, adjusted by subtracting current carbon tax levels. (Carbon tax prices in 2040 are expected to be USD205/t in developed countries and USD160/t in emerging countries).*

To understand the upper bound of risk, our analysis estimates financial exposure under the assumption that the 2040 net zero target is not achieved. However, if the Group achieves the 2040 net zero target as planned, the projected carbon tax impact is expected to be reduced to JPY15.8 billion.

* Calculated using an exchange rate of USD1 = JPY151.45 (2025 average)

Physical Risk: Acute

▶ Suspension of Operations at Sites Damaged by the Intensification of Extreme Weather (Such as Heavy Rainfall and Flooding)

Under both Scenario 1 and Scenario 2, the occurrence of heavy rainfall or flooding that results in the suspension of operations could lead to opportunity losses totaling up to JPY10.7 billion.

Opportunity Loss Due to Suspension

(JPY Billion)

Japan	Europe	Oceania
5.1	2.5	10.7

Calculation Method

Using Aqueduct Floods Hazard Maps (ver. 2), a tool of the World Resources Institute (WRI), we determined sites at risk of flooding (with inundation depths exceeding 0 cm) in 2040 under Scenario 1 and Scenario 2 in the event of a once-in-100-year flood. The risk of flooding in 2040 was calculated using the tool's datasets for 2030 and 2050. Referencing the Ministry of Land, Infrastructure, Transport and Tourism's Manual for Economic Evaluation of Flood Control Investment, we estimated the financial impacts of potential opportunity losses using assumptions for the number of days of suspended operations, the number of days of disrupted operations, and the amount of revenue contributions for each site.

We have set the Asahi Carbon Zero target, which aims to achieve net zero GHG emissions across the entire value chain by 2040. To reach this target, we are focusing on the establishment of science-based targets, the disclosure of progress using third-party assurance, and the formulation and implementation of highly effective transition plans that take cost-effectiveness into account. In these ways, we are promoting the decarbonization of our business operations. Furthermore, through the identification and assessment of climate-related risks and opportunities, we regularly evaluate and monitor their impacts on our business and society. Based on these assessments, we carry out the necessary measures to realize a sustainable society and continuous corporate growth.

Respond to Climate Change

Establishment of the Asahi Group's Science-Based 1.5°C Target

The Asahi Group has obtained certification from the SBTi to ensure that its Asahi Carbon Zero target is consistent with the 1.5°C target set out in the Paris Agreement. In addition, we are the first Japanese company to obtain SBTi certification for both short-term and long-term targets, including forest, land, and agriculture (FLAG) emissions, which target GHG emissions generated by land use, such as through the production of agricultural raw materials.

Looking ahead, we will focus more on how to achieve our science-based decarbonization goals in an economically rational way while working on our decarbonization strategy.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Decarbonization Transition Plans

Strengthening Our Decarbonization Transition Plans

The Group has formulated decarbonization transition plans for Scope 1 and 2, as well as Scope 3, with the aim of achieving net-zero emissions across the entire value chain by 2040. In addition, to strengthen implementation and support the achievement of our 2030 targets, these transition plans are reviewed and updated annually in alignment with our medium- to long-term investment plans, subject to approval by the Group CEO of Asahi Group Holdings, Ltd.

GHG Emissions in the Value Chain

Ingredient Material	Transportation (Upstream)	Manufacturing	Transportation (Downstream)	Sales
54%	9%	12%	19%	6%

Respond to Climate Change

Roadmap

Strategies

Scope 1, 2:
Complete an early transition to renewable energy / Promote decarbonization of fuel

Scope 3:
Realize both the reduction of GHG emissions across the value chain and preservation of the ecosystem

Outside the Asahi Group value chain:
Develop and apply technologies to reduce, absorb, and collect GHG

Initiatives (toward 2030)

Scope 1, 2:
- Install energy-saving equipment + Expand electrification + Promote renewable energy
- Verify and promote decarbonization of non-electricity areas

Scope 3:
- Promote carbon reductions in priority areas (raw materials and transportation)
- Visualize suppliers' decarbonization efforts and refine data

Outside the Asahi Group value chain:
- Develop technology solutions to capture and absorb GHG

2030 Target

Scope 1 and 2
GHG reduction by **70%**
(compared with 2019)
(SBTi-certified)

Scope 3
GHG reduction by **30%**
(compared with 2019)
(SBTi-certified)

Initiatives (toward 2040)

Scope 1, 2:
- Leverage new technologies to drive decarbonization in non-electricity areas that remain unresolved

Scope 3:
- Promote carbon reductions in all areas
- Visualize suppliers' decarbonization efforts

Outside the Asahi Group value chain:
- Apply technology solutions to capture and absorb GHG
- Promote GHG reduction projects with partners

2040 Target

Net Zero for Scope 1, 2, and 3
(compared with 2019)
(SBTi-certified in 2024)

2050 Goal

Beyond Carbon Neutral

Aiming to reduce GHG emissions in the Asahi Group's value chain and in society (outside the value chain) to achieve Beyond Carbon Neutral

Respond to Climate Change

Scope 1, 2 Decarbonization Transition Plan: Complete an early transition to renewable energy and promote decarbonization of fuel

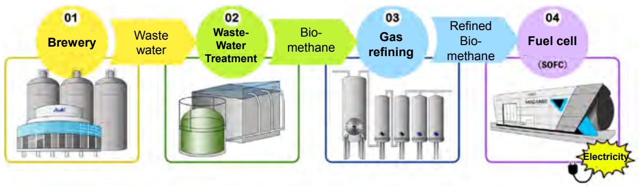
Scope 1 and 2 GHG emissions in 2019, the base year for Asahi Carbon Zero, were 1,070 kt-CO_2e. By 2025, this figure had been reduced to 500 kt-CO_2e, representing a decrease of approximately 53%. As a result, we have achieved the Group's 2025 target of a 40% reduction in Scope 1 and 2 GHG emissions.

▶ Measures to Reduce Scope 1 Emissions

Scope 1 GHG emissions in 2019, the base year of Asahi Carbon Zero, were 559 kt-CO_2e. By 2025, this figure had been reduced to 477 kt-CO_2e, representing a decrease of approximately 15%.

To reduce Scope 1 GHG emissions, the Group is promoting energy conservation activities within its manufacturing sites and transitioning to renewable energy sources across the Group.

As a specific initiative to promote renewable energy, Birra Peroni s.r.l. has been operating solar panels at its Bari Brewery since 2023 and is making use of hot water heated with solar power in its manufacturing processes on a trial basis. Through this initiative, we are able to cover a portion of the brewery's annual thermal energy demand with solar heat. Furthermore, Koninklijke Grolsch N.V., in collaboration with its partner companies, has installed heat pipelines and other equipment to supply high-temperature hot water generated from biomass to its brewery. In a similar manner, Asahi Breweries, Ltd. in Japan has established and is conducting trial operations of a power generation process using biogas obtained from the anaerobic wastewater treatment facility at its brewery.



System to Generate Power from Biomethane-Gas-powered Fuel Cells

▶ Measures to Reduce Scope 2-Related Emissions

Scope 2 GHG emissions in 2019, the base year of Asahi Carbon Zero, were 511 kt-CO_2e. By 2025, this figure had been reduced to 22 kt-CO_2e, representing a decrease of approximately 96%.

The Asahi Group will continue to promote the reduction of Scope 2 GHG emissions by introducing electricity derived from renewable energy sources. Specifically, Asahi Group Japan, Ltd. switched all of its breweries to renewable electricity in 2023 and, in 2025, further switched most of its purchased electricity, including that of its sales offices, to renewable energy sources. Furthermore, Asahi Europe and International Ltd. switched to renewable energy at all its breweries in 2025. Similarly, in 2025, Asahi Beverages (Australia) switched 100% of the purchased electricity used at all breweries and sales offices in Australia and New Zealand to renewable energy sources.

Sourced from Victoria Bitter

Respond to Climate Change

Scope 3 Decarbonization Transition Plan: Reducing GHG Emissions Across the Value Chain

Scope 3 GHG emissions in 2019, the base year of Asahi Carbon Zero, were 8,272 kt-CO_2e. By 2025, this figure had been reduced to 7,035 kt-CO_2e, representing a decrease of approximately 15%.

▶ Measures to Reduce Scope 3 Emissions

The Asahi Group will continue to focus on reducing Scope 3 emissions, prioritizing reductions from key GHG emission sources in 2019, including packaging at approximately 30% of Scope 3 emissions, cooling of vending machines and beer servers at 20%, and transportation at 15%. Specifically, in order to reduce its GHG emissions resulting from packaging, the Asahi Group is promoting the use of lighter-weight packaging and recycled materials and is taking ongoing measures on both quantitative and qualitative fronts. With regard to emissions originating from cooling vending machines and beer servers, Asahi Soft Drinks Co., Ltd. is promoting the introduction of super-efficient heat-pump vending machines in support of the Japan Softdrink Vending Machine Council's goal to achieve a 60% reduction in the total electricity consumption of soft drink vending machines compared with 2005 by 2050. Regarding transportation-related emissions, Asahi Group Japan, Ltd. is pursuing modal shifts, carrying out the joint collection of beer pallets, and implementing demonstration trials of large fuel cell-powered trucks. Furthermore, Asahi Group Japan, Ltd. and Asahi UK Ltd. are rolling out demonstration tests of large fuel cell-powered trucks and are implementing deliveries using fully electric trucks. In addition, Asahi Global Procurement Pte. Ltd., which oversees the Group's procurement, is spearheading efforts to strengthen collaboration with approximately 80 suppliers through Asahi Michi, a climate change-focused collaborative program aimed at promoting decarbonization.

Related Information

Sustainable Packaging

▶ Support for Public Policies

Reducing our Scope 3 emissions requires the cooperation of a large number of our stakeholders, and there is only so much that the Asahi Group can do on our own. To that end, with the aim of realizing a decarbonized society, we have joined industry organizations such as the Japan Climate Initiative (JCI) and the Beverage Industry Environmental Roundtable (BIER) and continue to advocate for and support initiatives toward global decarbonization.

Specifically, in November 2025, as a JCI member company, we endorsed the Japan Climate Action Summit 2025 Declaration, which commits signatories to pursuing ongoing efforts to address the climate crisis in order to achieve the 1.5°C target and carry that commitment forward beyond 2030.

Outside the Asahi Group Value Chain: Develop and Apply Technologies to Absorb and Collect GHG Emissions

The Asahi Group has established Beyond Carbon Neutral as its vision for contributing to the reduction of all of society's carbon emissions beyond its value chain. Guided by this vision, we will continue to work with our stakeholders to go beyond our value chain and contribute to reducing GHG emissions throughout society at large.

Specifically, Asahi Soft Drinks Co., Ltd. has developed CO_2-absorbing vending machines that remove CO_2 from the atmosphere. As of the end of 2025, approximately 5,000 units had been installed. We are aiming to install 50,000 of these machines across Japan by 2030. These vending machines incorporate a CO_2-absorbing material derived from by-products within the unit, enabling the absorption of atmospheric CO_2 in line with vending machine operations. In collaboration with local governments and companies, the absorbed CO_2 is used in a variety of ways, such as adding to concrete, asphalt, and raw materials for non-fired tiles and using it to conserve coral reefs and create seaweed beds (blue carbon) in the ocean.

Respond to Climate Change

Performance

Progress with Decarbonization Targets

The Asahi Group is working to reduce GHG emissions based on its 2040 net zero target. To be more specific, we calculate the annual GHG emissions of each company included within the scope of aggregation using methodologies aligned with the GHG Protocol and the SBTi and use these calculations to monitor progress.*1

*1 Scope of calculation: Scope 1 and 2 targets apply to Asahi Group Japan, Ltd., Asahi Europe and International Ltd., Asahi Holdings (Australia) Pty Ltd, and Asahi Holdings Southeast Asia Sdn. Bhd. Scope 3 reduction targets apply to Asahi Breweries, Ltd., Asahi Soft Drinks Co., Ltd., Asahi Group Foods, Ltd., Asahi Europe and International Ltd., Asahi Holdings (Australia) Pty Ltd, and Asahi Holdings Southeast Asia Sdn. Bhd.

GHG Emissions Reductions in Scope 1 and 2*2 *3 *4

For Scope 1 and 2 emissions, the main contributor to reductions was switching most of the electricity used at the Group's manufacturing sites to renewable energy, helping us achieve a reduction of 53% compared with 2019, as of 2025. As a result, we achieved our 2025 target of a 40% reduction in Scope 1 and 2 emissions compared with 2019.

*2 Scope of calculation: From 2021, the scope was expanded to include Carlton & United Breweries Pty. Ltd., in Australia.
*3 Scope 2 emissions are calculated using the market-based method.
*4 In some RHQs, historical data have been recalculated retrospectively back to 2019 in response to regulatory requirements. As a result, recalculated performance data for fiscal years between 2020 to 2024 for the affected RHQs are not included within the scope of third-party assurance obtained in the past.

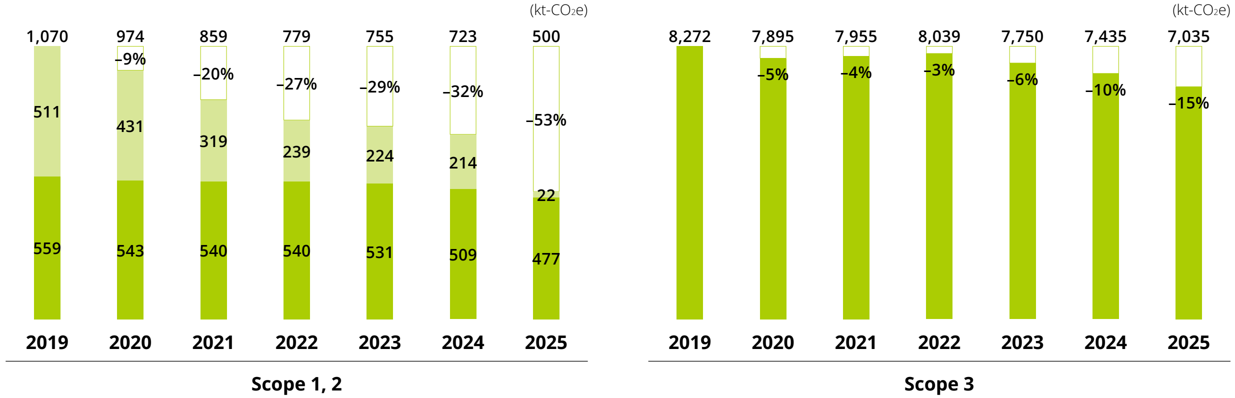
GHG Emissions Reductions in Scope 3*5

Turning to Scope 3 emissions, the main contributor to reductions was our effort to reduce the volume of raw materials used in our packaging and increase the volume of recycled materials, enabling us to achieve a reduction of 15% compared with 2019.

*5 The coverage of calculation has been expanded to include Asahi Europe and International Ltd. and Asahi Holdings (Australia) Pty Ltd from 2020, Asahi Holdings Southeast Asia Sdn. Bhd. from 2021 and Asahi Group Foods, Ltd from 2023, in addition to Asahi Breweries, Ltd. and Asahi Soft Drinks Co., Ltd. Also, Scope 3 GHG emissions figures for past years dating back to 2019 have been updated due to updates to supplier primary data and revisions, refinements, and standardization of calculation methods.

Thanks to these efforts, we are on track to steadily achieve the Asahi Carbon Zero target and our SBTi targets for all Scope 1, 2, and 3 GHG emissions (a 70% reduction in Scope 1 and 2 emissions and a 30% reduction in Scope 3 emissions by 2030 compared with 2019).

Progress with Decarbonization Targets



Scope 1 Scope 2

Click here for more information on the scope of aggregation

Respond to Climate Change

GHG Emissions

(kt-CO_2e)

Item	2019	2020	2021	2022	2023	2024	2025
Scope 1	559	543	540	540	531	509	477
Scope 2	511	431	319	239	224	214	22
Scope 1 and 2	1,070	974	859	779	755	723	500
Scope 3	8,272	7,895	7,955	8,039	7,750	7,435	7,035

Click here for more information on the scope of aggregation

GHG Emissions by Region

(kt-CO_2e)

Regions	Scope	2019	2020	2021	2022	2023	2024	2025
Japan	Scope 1	325	304	299	300	288	278	257
	Scope 2	144	144	103	41	18	14	6
Europe	Scope 1	158	154	155	156	155	144	139
	Scope 2	220	160	92	89	100	96	14
Oceania	Scope 1	53	53	54	55	57	55	52
	Scope 2	116	105	101	100	97	95	0
Southeast Asia	Scope 1	23	32	32	29	32	32	29
	Scope 2	31	23	24	10	9	9	3

Click here for more information on the scope of aggregation

Respond to Climate Change

Breakdown of Scope 3 Emissions

(kt-CO_2e)

Category	2019	2020	2021	2022	2023	2024	2025
1 Purchased goods and services	4,900	4,737	4,608	4,851	4,656	4,312	4,103
2 Capital goods	89	80	102	78	80	108	126
3 Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	210	200	243	232	225	219	213
4 Upstream transportation and distribution	682	660	692	679	675	710	669
5 Waste generated in operations	13	18	18	19	15	10	11
6 Business travel	14	7	5	9	14	15	12
7 Employee commuting	12	20	8	11	11	12	11
8 Upstream leased assets	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
9 Downstream transportation and distribution	1,711	1,569	1,700	1,669	1,627	1,564	1,450
10 Processing of sold products	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
11 Use of sold products	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
12 End-of-life treatment of sold products	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
13 Downstream leased assets	640	604	578	492	447	485	441
14 Franchises	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
15 Investments	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Total GHG emissions	8,272	7,895	7,955	8,039	7,750	7,435	7,035

Notes: 1. The coverage of Scope 3 calculations has been expanded to include Asahi Europe and International Ltd. and Asahi Holdings (Australia) Pty Ltd from 2020, Asahi Holdings Southeast Asia Sdn. Bhd. from 2021 and Asahi Group Foods, Ltd from 2023, in addition to Asahi Breweries, Ltd. and Asahi Soft Drinks Co., Ltd. Also, Scope 3 GHG emissions figures for past years dating back to 2019 have been updated due to updates to supplier primary data and revisions, refinements, and standardization of calculation methods.
2. Category 11 is no longer subject to calculation, and the emissions that were previously included in Category 11 are now divided and recorded in Categories 9 and 13.
3. Category 12 is included in Category 1.

Click here for more information on the scope of aggregation

Respond to Climate Change

Intensity by Scope

Item		2019	2020	2021	2022	2023	2024	2025
Scope 1 and 2 intensity	($kg\text{-}CO_2e$/ JPY million)*1	441	409	358	273	238	215	173
	($kg\text{-}CO_2e/kl$)*2	78	72	65	55	54	52	43
Scope 3 intensity	($kg\text{-}CO_2e$/ JPY million)*1	4,184	4,102	4,019	3,678	3,104	2,829	2,430

Note: The intensity for each fiscal year was calculated based on the GHG emissions, revenue, and production volumes of the companies that were part of the Group during the respective reporting period.
*1 GHG emissions per unit revenue
*2 GHG emissions per kiloliter produced

Click here for more information on the scope of aggregation

GHG Emissions from Transportation

Item		2019	2020	2021	2022	2023	2024	2025
GHG emissions volume	($kt\text{-}CO_2e$)	227	210	211	219	236	238	225
GHG emissions intensity (per distributed quantity)	($t\text{-}CO_2e/kt×km$)	0.119	0.132	0.122	0.121	0.126	0.128	0.123

* The GHG emissions and the intensity for each fiscal year were calculated based on the GHG emissions and transportation distances of the companies that were part of the Group during the respective reporting period.

Click here for more information on the scope of aggregation

Respond to Climate Change

Details on Energy Use

Renewable Electricity Consumption

	2021	2022	2023	2024	2025
Total renewable electricity consumption (GWh)	305	464	404	402	761
Percentage of renewable electricity consumption	30%	46%	41%	41%	78%

Click here for more information on the scope of aggregation

Energy Consumption and Intensity

Item		2019	2020	2021	2022	2023	2024	2025
Energy consumption	GWh	3,484	3,332	3,568	3,545	3,448	3,371	3,346
Energy consumption intensity	kWh/JPY million	1,668	1,643	1,596	1,412	1,245	1,147	1,156

Click here for more information on the scope of aggregation

Third-Party Assurance

Related Information

Third-Party Assurance

Sustainable Packaging Key Initiatives

Packaging is integral to delivering valuable products to customers by ensuring quality, protecting products during transport, and serving as a means of communication through design and information display. As packaging is our most visible resource, more than ever, the expectations for packaging extend beyond functionality; consumers and stakeholders now expect convenience, sustainability, and responsible use of resources. At the same time, improper disposal of plastic packaging continues to drive critical global issues, including ocean pollution and the ingestion of microplastics by marine life. Additionally, GHG emissions from fossil-fuel-based and virgin materials (materials manufactured with only new materials) remain a significant contributor to Scope 3 emissions, making packaging a focal point in tackling climate change.

Policies

The Asahi Group has established the Guidelines on Plastics to enable its employees to take specific actions in cooperation with stakeholders. In addition, we have defined the policy Approach to Sustainable Containers/Packaging, which also encompasses plastic packaging, as we promote the use of packaging that is sustainable and friendly to both the environment and society.

Guidelines on Plastics

The Asahi Group contributes to resource circulation by delivering its products to consumers utilizing the beneficial features of plastic containers/packaging and adhering to the following guidelines in response to environmental issues brought about by plastics.

1. We actively promote a switchover to eco-friendly materials,*1 without using fossil raw materials.
2. We reduce the usage of single-use plastics*2 and consider developing alternative new materials and new ways of selling, leading to waste reduction.
3. We drive the establishment of recycling systems in cooperation with governments and trade associations and actively lead educational programs, the sorting of waste collections, and clean-up activities.

*1 Eco-friendly materials: Recycled materials, biomass materials, and others
*2 Single-use plastics: Plastics that are disposed of after use and not reused

Approach to Sustainable Containers/Packaging

We assess the impact that each material has on the environment throughout its life cycle in order to create lighter and more recyclable containers and packaging and use more recycled or other environmentally responsible materials, including biobased materials, thereby reducing our environmental burden.

Guidelines on Containers/Packaging Design

1. Ensure that each container/packaging is designed to preserve the quality of the product delivered to a customer as well as to guarantee product safety and hygiene. Also, ensure that the container/packaging shows the correct information.
2. Consider when customers buy and consume the product and design each container/packaging to ensure it is safe and easy to handle.
3. Consider the ease of sorting and collection, disposability, and recyclability of each container/packaging after the product is consumed.
4. Work to create sustainable containers/packaging toward a circular economy.
5. Design each container/packaging to reduce environmental burden through resource conservation, energy conservation, and reductions in greenhouse gases, among others, throughout the life cycle from selling to recycling, while considering the economic efficiency, production suitability, and transport efficiency throughout the process from procurement and production to shipping.

Efforts to Create Sustainable Containers/Packaging

1. Reducing
   - Promote weight reduction of containers and packaging to reduce the amount of materials used
   - Simplify packaging and use appropriate packaging
2. Reusing
   - Make containers/packaging that can be reused as many times as possible
   - Design containers/packaging to reduce environmental burden, including water and energy usage connected to reuse
3. Recycling
   - Adoption of recyclable materials for effective use
   - Use recycled and eco-friendly wherever possible
   - Aim to make the sorting, separation, disposal, collection, and selection of each container/packaging easier after use

Sustainable Packaging

The “Reduce” of packaging involves using less packaging through initiatives such as lightweighting, which aims to make packaging lighter in weight to preserve resources, thus conserving resources and energy and reducing GHG emissions. Reuse refers to repeatedly using returnable bottles, kegs, and similar items. Recycle entails reusing resources recovered from used containers such as aluminum cans and glass bottles to create other containers or products.

Governance

Related Information

Governance

Risk Management

Related Information

Risk Management

Metrics and Targets

With regard to the urgent problem of plastic packaging in particular, the entire Asahi Group adopted the 3R + Innovation target.

Group Targets

- Achieve a 100% conversion to recycled materials, bio-based materials, etc., for PET bottles by 2030*
- Promote the development of new sustainable materials, which are not plastic, and sales methods that do not make use of plastic containers/packaging

* Target companies:
Asahi Soft Drinks Co., Ltd.,
Asahi Europe and International Ltd.,
Asahi Beverages (Australia) and Asahi Holdings Southeast Asia Sdn. Bhd.

Related Information

Metrics and Targets / Progress in 2025

Strategies

Risks and Opportunities

Risks

- Increase in costs due to rising demand for recycled materials and bio-based materials
- Impact on procurement due to delays in responding to material shortages
- Decline in sales of products that use plastic containers due to consumer aversion to plastic
- Implementation of measures in response to mandatory recycling regulations
- Increased burden of compliance due to the introduction of more stringent environmental regulations

Opportunities

- Increase in sales due to response to demand for products that reduce environmental burden
- Contribution to a resource recycling-oriented society due to reduction in packaging waste with development of products that reduce environmental burden

Sustainable Packaging

At Asahi Group, we are committed to continuing efforts under our 3R (Reduce, Reuse, Recycle) + Innovation initiative, with the goal of transitioning to 100%-recycled or bio-based materials for PET bottles by 2030. Additionally, we are focused on reducing material usage and developing innovative packaging that minimizes environmental burden. From a 3R perspective, we are also working to conserve resources and reduce the weight of and enhance recyclability across cans, bottles, kegs, paper, and other packaging materials.

In response to the growing global demand for recycling and the establishment of regulations aimed at creating a recycling-oriented society, we see new material and packaging needs as opportunities for proactive technical innovation. The Asahi Group actively collaborates with industry organizations and engages in joint technology development with suppliers to deliver value through sustainable packaging. Furthermore, we are implementing initiatives to influence consumer behavior around single-use containers.

Identification and Assessment of Risks and Opportunities (Climate and Nature)

Transition Risk

Increase in Cost Due to Strengthened Taxation on Plastic Containers

The plastic packaging tax was introduced in the United Kingdom with the aim of encouraging resource recycling. The tax is applicable to packaging with less than a certain percentage of recycled plastic content. In our FY2025 analysis, we analyzed the potential financial impact if such regulations were introduced in the Group's operating regions. Although the results are based on assumptions informed by the United Kingdom's plastic packaging tax, the financial impact could amount to JPY3.1 billion if current measures do not progress further. This indicates that it could represent a significant risk for the Asahi Group.

Calculation Method

We assumed a scenario in which regulations with the same content as the plastic packaging tax introduced in the United Kingdom were introduced in Japan, Europe, Oceania, and Southeast Asia, four regions where the Asahi Group engages in business (at the time of calculation). In the United Kingdom, packaging that contains less than 30% recycled plastic is subject to taxation. However, in this calculation, virgin PET bottles were considered as the taxable packaging. The financial impact in 2040 was estimated by applying the plastic packaging tax rate in the United Kingdom (GBP223.69 per ton) to the weight of virgin PET bottles used by the Group in 2024.

Sustainable Packaging

Roadmap

Strategies	Initiatives	2030 Target	Initiatives	2050 Goal
Expand use of new materials such as recycled materials and bio-based materials	Collaborate with stakeholders to switch to new materials and build a closed loop	Achieve 100% conversion to recycled materials, bio-based materials, etc. for PET bottles		
	Expand use of new materials			
Propose new sales methods	Develop and propose new technologies and business models			
Contribution to conservation of marine ecosystems	Reduce waste and pollution in nature by building a closed loop			
	Implement environmental conservation activities			
	Implement projects and collaborate with stakeholders for conservation of marine ecosystems in conjunction with water resources initiatives, etc.			

2050 Goal

A Society Free of Packaging Waste

A world where the resources for all the Asahi Group's packaging (including tertiary packaging) are recycled,* and no packaging waste is produced

* Containers used are either of the following two types
- Returnable containers (reused)
- One-way containers (using recycled materials)

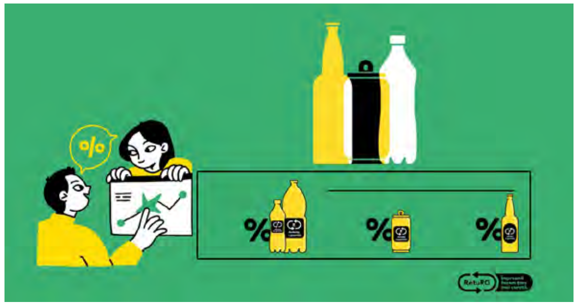
Sustainable Packaging

Expand use of new materials such as recycled materials and bio-based materials

▶ Ursus Breweries Help to Improve Container Deposit Scheme

For effective collection and recycling of beverage packaging at a national level, Asahi Group's Romanian subsidiary, Ursus Breweries SA, has successfully integrated its packaging recycling into Romania's Deposit-Return System (DRS) since the scheme's launch at the end of 2023. Ursus Breweries was among the initiators of the system and participates through the Romanian Brewers Association for the Environment, one of the four shareholders of the system administrator, RetuRO.

Since implementation, the DRS has demonstrated rapid progress in collection performance. In 2024, approximately 3.36 billion containers were collected out of 6.1 billion placed on the market. By year-end 2025, returns increased to 5.2 billion containers, reflecting a significant increase in collection volumes as the system matured. 83% of total containers sold were returned through the scheme and 387,000 tonnes of packaging were sent to recyclers. Recycling rate reached 75% for PET and aluminum and 74% for glass. The system has also delivered strong social engagement outcomes, with high levels of public awareness and participation. Approximately 98% of households in Romania are aware of the DRS, and six out of ten consumers regularly return beverage packaging through designated collection points. In total, around 200,000 tonnes of packaging were recycled within one year of operation.



▶ Transition from PVC to rPET Packaging in Australia

In Australia, Asahi Beverages transitioned the iconic Cottee's cordial bottle from a polyvinyl chloride (PVC) handle design to recycled polyethylene terephthalate (rPET) packaging. Transitioning away from PVC supports improved material recovery, as PVC is less compatible with mainstream beverage recycling systems and can contaminate recycling streams if not effectively separated. As part of the transition, a quantity of legacy PVC bottles remained within the value chain. Rather than disposing of this material, the business identified an opportunity to reuse it through an internal circular application. During the redesign of Asahi's Melbourne office, sustainability considerations were incorporated into material selection for the fit-out. The remaining Cottee's PVC bottles were repurposed by compressing the material for use in the manufacture of planter boxes for the new office space.

By phasing out PVC in favor of rPET and finding alternative uses for existing PVC stock, Asahi Beverages (Australia) supports design-for-recycling principles and reduces the risk of non-recyclable materials entering waste streams.

▶ Reducing Our Carbon Footprint Through Can Lightweighting in Australia, Southeast Asia and Japan

In Australia, Asahi Beverages implemented an aluminum lightweighting initiative across its 375 ml can format as part of its packaging optimization activities. The initiative focused on reducing material use while increasing recycled content in the can body. As a result, the average recycled content of 375 ml cans increased from 50% to 65%. By reducing reliance on virgin aluminum and improving material efficiency, the initiative supports circular economy outcomes and reduces overall material intensity within the packaging system.

In Southeast Asia, Asahi Group implemented a regionally-driven value engineering project to lightweight 1 kg sweetened condensed milk steel cans. The initiative focused on downgauging the can body to improve material efficiency while maintaining required product performance and safety standards. As a result, steel consumption for the 1 kg can format was reduced by approximately 5.5% via thickness reduction by 0.01mm, resulting in weight reduction from 50 to 47 grams per steel can.

In Japan, Asahi Breweries, Ltd. adopted lightweight aluminum can designs for select 350 ml and 500 ml beverage products. By modifying the can base to enhance pressure resistance, thinner aluminum sheet stock was able to be used while maintaining required performance characteristics. This design optimization resulted in the adoption of the lightest domestically produced aluminum cans for these size formats, based on internal research conducted as of March 2024.

Sustainable Packaging

Propose new sales methods

▶ Label-Free Bottle: Reducing the Use of Sticker-Type Labels to Achieve Completely Label-Free Bottles

PET 600ml PET 2L PET 600ml PET 2L

In May 2018, Asahi Soft Drinks Co., Ltd. launched label-free products, available for sale by the box only. Currently, four categories and 16 items are sold in this way. Eliminating the use of labels on PET bottles has successfully reduced the amount of plastic used for labels. This not only reduces the effort necessary to peel off labels when disposing of bottles but also reflects convenience considerations.

Also, in April 2021, *Asahi OISHI MIZU*, which features a simple ecolabel, went on sale in stores and via certain vending machines. A small tack sticker (simple ecolabel) indicating the necessary information is now affixed to one side of the bottle, instead of a roll label that was conventionally used for *Asahi OISHI MIZU*. This makes it possible to reduce the GHG emissions from labels by nearly 63% and to sell the bottled products individually.*1

In November 2021, we launched a completely label-free *Asahi JUROKUCHA* in limited quantities, utilizing laser-marking technology that employs a laser to create minute dot patterns on the surface of PET bottles. This technology eliminates the need for small tack stickers and neck ringers to indicate the required information. Furthermore, from May 2022, we began selling *Asahi JUROKUCHA* Simple Eco-Label PET 630 ml with a tack sticker (simple ecolabel) instead of the usual label. The simple eco stickers reduce GHG emissions per bottle by approximately 53% compared with the usual labels.*2

*1 Compared with *Asahi OISHI MIZU PET* 600ml
*2 Compared with *Asahi JUROKUCHA PET* 630ml

▶ Developing the EXTRA BURST Super Carbonation Server

Asahi Soft Drinks Co., Ltd. has begun rolling out the super carbonation server "EXTRA BURST" in 2024 to reduce the environmental burden of containers and solve distribution issues. The EXTRA BURST uses a nozzle that utilizes the proprietary technology of Asahi Quality and Innovations, Ltd. To achieve super-strong carbonation with high gas pressure and coldness that is difficult to achieve in carbonated beverages in PET bottles, cans, and bottles.

The EXTRA BURST not only reduces plastic use by providing the ability to reuse packaging but also offers new experiences to customers and aims to revitalize the market for sugar-free sparkling water.

▶ Close-Loop model: ECOPOD – the world's thinnest reverse vending machine

To support circular economy outcomes for beverage packaging, a subsidiary of Asahi Holdings South East Asia Sdn. Bhd. launched the ECOPOD reverse vending machine initiative in Malaysia in 2025 with endorsement from the Ministry of Natural Resources and Environmental Sustainability. The initiative is designed to enable the collection of PET bottles and aluminum cans and encourage consumer participation in recycling through an incentive-based reward system.

The ECOPOD reverse vending machine incorporates a mechanical compaction system to efficiently collect and store recyclable containers while maintaining a slim footprint suitable for space-constrained locations. The system includes sensors to support safe operation and converts returned containers into reward points redeemable at the group's vending machines nationwide. The ECOPOD has been officially recognized by Guinness World Records as the world's thinnest reverse vending machine with a compaction system.

In 2025, the ECOPOD network collected a total of 1,534 recyclable containers, comprising 719 PET bottles and 815 aluminum cans.

Sustainable Packaging

Performance

Usage Rate of Recycled Materials and Bio-based Materials, etc. for PET Bottles

	2021	2022	2023	2024	2025
Group-wide	11%	21%	25%	37%	53%

Glass Bottle Collection Rate

	2021	2022	2023	2024	2025
Asahi Breweries, Ltd.: Returnable bottles	98.8%	98.0%	98.1%	99.0%	–*1
Asahi Soft Drinks Co., Ltd.: Returnable bottles	94.1%	94.0%	97.6%	98.3%	98.5%

Note: Collection rate = Volume of returnable bottles collected (kg) / Amount of products sold (kg) × 100

*1 Performance data for fiscal year 2025 are currently unavailable due to the impact of a system failure caused by a cyberattack.

Related Information

SASB Content Index

Packaging Materials

(kt)

	2021	2022	2023	2024	2025
Beer and beer-like beverages	162	198	220	207	190
Soft drinks	132	124	136	134	122

Notes: 1. Scope of aggregation: Companies in Japan
2. Period of aggregation: January to December

Sustainable Agricultural Raw Materials Initiatives

Given that our corporate operations depend on nature's gifts, the sustainable sourcing of agricultural raw materials is essential for Asahi Group businesses. On the other hand, a variety of issues can arise within the supply chains of agricultural raw materials in terms of environment, communities, and human rights. Recognizing these challenges, together with the importance of safeguarding natural resources over the long term and exploring opportunities related to ecosystem restoration, we seek to promote more sustainable sourcing of agricultural raw materials while avoiding undue pressure on natural resources in each region. Through co-creation with stakeholders, we strive to strengthen the resilience of our agricultural raw material sourcing and to pass on nature's gifts to future generations.

Policies

In order to promote respect for the human rights of workers and local communities in the supply chain and to protect the natural environment, the Group has established the Asahi Group Responsible Procurement Policy, in addition to the Asahi Group Global Supplier Code of Conduct. Additionally, we have developed the Asahi Group Responsible Procurement – Supplier Guidelines to ensure that suppliers understand and comply with these policies.

Furthermore, we introduced the Sustainable Agriculture Framework in 2024 with the aim of addressing environmental and human rights impacts in the supply chains of agricultural raw materials while lowering procurement risks and building resilience.

Governance

Related Information

Governance

Risk Management

Related Information

Risk Management

Metrics and Targets

Group Targets

- By 2030, aim to realize procurement of sustainably produced raw materials 100% for barley and coffee using certification
- By 2030, strive to source sustainable raw materials by implementing a risk-based due diligence process* to effectively identify, assess, mitigate and remediate human rights risks in our supply chains. This approach will prioritize areas with the highest risk of violations within the supply chains of our five key raw materials: coffee, sugarcane, palm oil, cocoa, and tea

* Engaging with suppliers, utilizing data-driven tools to identify and monitor risks, and conducting on-site audits where highest risks are recognized. We will work collaboratively with suppliers and stakeholders to ensure transparency, traceability, and continuous improvement in farming practices.

Related Information

Metrics and Targets / Progress in 2025

Strategies

Risks and Opportunities

Risks

- Declining yields and deterioration in the quality of agricultural raw materials due to climate change and environmental degradation
- Increased procurement risks, including the need to change suppliers or secure alternative sources, driven by fluctuations in the yield and quality of agricultural raw materials
- Increased costs associated with obtaining certifications and ensuring compliance with sustainability-related requirements and regulations

Opportunities

- Enhanced stability of yields and quality of agricultural raw materials through support for agricultural producers and the promotion of sustainable agricultural practices
- Improved stability and resilience of procurement through diversified sourcing and strengthened relationships with suppliers
- Management of potential cost impacts through the proactive and phased implementation of sustainability-related requirements and regulations

Sustainable Agricultural Raw Materials

In order to realize its vision for the world in 2050, as defined in Asahi Group Environmental Vision 2050, the Group established a roadmap addressing the material issues of "Environment," "Communities," and "Human Rights." Under this roadmap, the Group established its first agricultural raw materials-related target for 2030 to be implemented globally.

In addition, improving the well-being of agricultural producers by 2030 is positioned as one of our key pillars. We will work to give shape to this initiative, which will be key to ensuring the carrying out of responsible procurement.

Prior to formulating the strategy, we conducted a comprehensive risk analysis on both environmental and human rights risks. We also assess human rights risks in local communities and farms where raw materials are produced to verify the current risk status of our suppliers and take measures to address any risks that are identified. At the same time, we will provide support to resolve issues in the communities of growing regions, giving particular regard to initiatives that support agriculture.

Collaboration with suppliers and upstream agricultural producers will be indispensable in achieving our targets for 2030. We will implement our strategy with an emphasis on Asahi Global Procurement Pte. Ltd., which has global procurement strategy functions. Furthermore, we will continue to update our strategies and targets in order to realize Asahi Group Environmental Vision 2050.

Identification and Assessment of Risks and Opportunities (Climate and Nature)

Physical Risk: Chronic

Chronic Variability in Agricultural Raw Material Production and Price Increases

In the 2025 analysis, we projected production volumes in 2040 by crop type and production region under each scenario for barley, corn, and sugarcane, which are major raw materials with high procurement costs. In addition, we assessed the financial impact in 2040 using projected price data. This analysis considers not only the impacts of climate change but also the introduction of policies aimed at decarbonization and nature conservation, as well as changes in supply and demand structures driven by shifts in consumer behavior. Coffee was excluded from this analysis due to data constraints, as comparable data under the same conditions was not available.

Projected Production Volumes by Scenario in 2040 (Compared with 2025)

Under Scenario 1, many regions and agricultural commodities are projected to experience declines in production by 2040. According to the WBCSD (World Business Council for Sustainable Development) data referenced, the relatively lower production levels under Scenario 1 are attributed to factors such as stricter land-use constraints for nature conservation, reduced demand for livestock products driven by changes in consumer dietary patterns, the resulting decline in demand for feed crops, and a decrease in overall food demand due to reductions in food loss. In contrast, under Scenario 2, production volumes are projected to increase across most regions and commodities.

Projected Rate of Change in Production Volume in 2040 (Compared with 2025)

Raw material	Production region	Scenario 1	Scenario 2
Temperate Cereals (including Barley)	Global	2.9%	18.3%
	EU · UK	−18.9%	−9.0%
	Canada	−4.7%	12.0%
	Australia · New Zealand	7.5%	22.4%
	Japan · Korea	−0.3%	3.9%
Corn	Global	−3.4%	22.0%
	United States	−31.3%	5.2%
	China	−2.9%	19.0%
	EU · UK	−27.0%	−1.1%
	Other Europe, excluding EU · UK	−10.8%	7.3%
Sugarcane	Global	12.3%	24.9%
	Brazil	−14.0%	20.3%
	South East Asia	21.0%	17.5%
	Australia · New Zealand	42.4%	46.5%

Related Information

Scenarios

Sustainable Agricultural Raw Materials

▶ **Financial Impact in 2040**

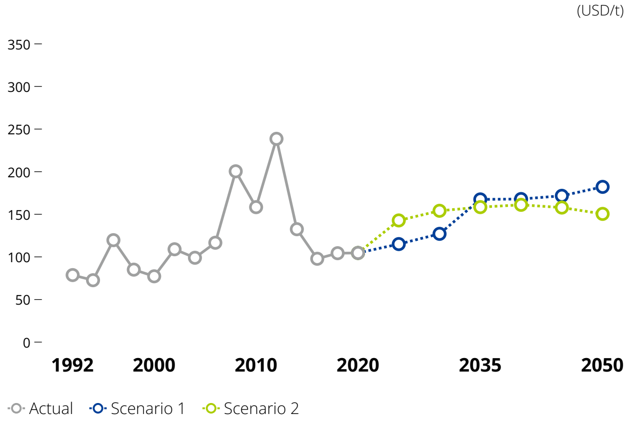
In this analysis, Scenario 2 assumes higher production volumes in 2040 than Scenario 1. However, food demand is expected to remain elevated due to limited changes in consumer behavior in Scenario 2. As a result, the analysis indicates that price increases under Scenario 2 would exceed those under Scenario 1. The procurement costs of barley, corn, and sugarcane are projected to increase more significantly under Scenario 2, whereas under Scenario 1 the cost of sugarcane is expected to decrease. This is attributed to the relatively larger increase in production volumes compared with other crops, as well as the fact that demand for sugar is more sensitive to taxation and changes in consumer behavior.

Financial Impact in 2040

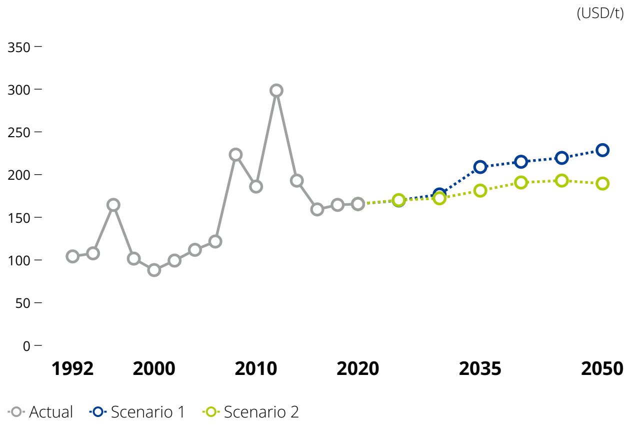
(JPY Billion)

Raw material	Scenario 1	Scenario 2
Barley	7.4	26.5
Corn	3.2	7.0
Sugarcane	–0.3	15.9

Forecast for Price of Barley



Forecast for Price of Corn



Calculation Method

Using data provided by the WBCSD, we calculated the projected percentage changes in production volumes and prices for each agricultural raw material from 2025 to 2040. The financial impact in 2040 was estimated based on current raw material procurement costs. Projected prices for barley and corn were derived by combining historical market price data provided by the IMF (International Monetary Fund) with future price indices published by the WBCSD.

Physical Risk: Acute

▶ **Price Increases in Agricultural Raw Materials Due to Natural Disasters**

Assuming an increase in the frequency and severity of natural disasters, such as heatwaves, droughts, and cyclones, we estimated the financial impact of price increases in agricultural raw materials attributable to natural disasters. This estimation focused on barley, corn, sugarcane, and coffee, which are major raw materials with high procurement costs. For context, large-scale cyclone damage is rare in the main barley-producing regions, and no specific cases have been identified where cyclones affected barley production.

Sustainable Agricultural Raw Materials

Calculation Method

We identified years within the past two decades in which the damage from each type of disaster was significant. The cost increase rate was assumed to be the maximum annual raw material price increase compared with the average of the preceding three years. The financial impact was calculated by multiplying the estimated increase rate by the procurement cost for each raw material. It is assumed that, in the event of extreme weather events that lead to price increases in agricultural raw materials, the magnitude of such events would not differ significantly between Scenario 1 and Scenario 2. Accordingly, the financial impact was calculated using the same assumptions for both scenarios.

Financial Impact in 2040

(JPY Billion)

	Raw material	Financial Impact (Scenario 1 and 2)
Heatwave	Barley	38.8
	Corn	10.3
	Sugarcane	3.9
	Coffee	9.5
Drought	Barley	15.9
	Corn	15.9
	Sugarcane	13.5
	Coffee	5.0
Cyclone	Barley	–
	Corn	14.6
	Sugarcane	15.4
	Coffee	9.5

Transition Risks

We have estimated transition risks assuming that regulations similar to the European Union's Corporate Sustainability Due Diligence Directive (CSDDD), a typical example of current due diligence regulations, are introduced worldwide. In this estimation, the maximum CSDDD fine was assumed to be 3% of the Group's total sales, which was used as the reference value for calculating financial impact.

Based on this, we estimated that in Scenario 1 the fines imposed due to mandatory due diligence related to environmental impacts would amount to JPY88.2 billion. Similarly, the estimated fines imposed due to mandatory due diligence for human rights violations are JPY88.2 billion. In Scenario 2, it is assumed that no regulations will be introduced and therefore no procurement costs or fines will be incurred.

Assessment of Risks for Agricultural Raw Materials (Human Rights Risks)

In terms of identifying and determining the scope of agricultural raw material risks, with its commitment to comply with the United Kingdom's Modern Slavery Act 2015 as a starting point, the Asahi Group conducted a theoretical analysis and assessment of risks focusing on modern slavery from two perspectives: the 17 countries in which Asahi Group production bases are located and the 11 major items procured by the Asahi Group. The analysis showed that the highest risk of modern slavery in the Group's supply chain occurs during the "growing crops" stage. We also confirmed that among the main direct materials procured by the Asahi Group, those deemed to carry a very high value chain risk of modern slavery were coffee beans, sugar, tea, palm oil, and cocoa.

From among these raw materials, we focused on Ethiopian and Tanzanian coffee beans in 2021 and on Brazilian sugarcane in 2022. In 2023, we conducted investigative visits to production locations for Brazilian sugarcane and coffee beans in order to ascertain the actual status of latent risks that had been identified in previous surveys. The Global Alliance for Sustainable Supply Chain (ASSC), a general incorporated association, agreed to collaborate with us to identify specific risks to human rights. In 2024, members of the Sustainability Department of Asahi Group Holdings, Ltd. and Asahi Global Procurement Pte. Ltd. visited production areas to learn about the local supply chain for palm oil. In 2025, the same teams also visited coffee farms and related supply chain facilities in Indonesia to deepen their understanding of local production practices, working conditions, and supply chain structures.

Sustainable Agricultural Raw Materials

Roadmap

Strategies	Initiatives	2030 Target	Initiatives	2050 Goal
Procurement of raw materials produced sustainably and ensure procurement mindful of human rights	Understand environmental risk → Select priority raw material → Utilize certified raw material	Realize procurement of sustainably produced raw materials 100% for barley and coffee using certification	Expanded utilization of certified raw material	**Sustainable Agricultural Raw Materials** Ensure traceability of all agricultural raw materials used by the Asahi Group*2 Utilize the Asahi Group's technologies to contribute to the improvement of society's food system and the restoration of ecosystems
	Actions to increase traceability Working environmental risk assessment • Review working conditions via site visits and interviews	Strive to source sustainable raw materials by implementing a risk-based due diligence process*1 to effectively identify, assess, mitigate, and remediate human rights risks in our supply chains. This approach will prioritize areas with the highest risk of violations within the supply chains of our five key raw materials: coffee, sugarcane, palm oil, cocoa, and tea.	Expand actions for increasing traceability	
Improve Well-being of agricultural producers	Understand issues of agricultural producers and implement programs accordingly → Expand regional revitalization program		Achieve improved Well-being of agricultural producers	
Mitigate impacts on supply chain	Promote low impact farming methods and develop new technologies		Procure low impact agricultural products	
Contribute to ecosystem restoration	Practice by-product utilization technology and trial of newly developed technology	Contribute to beyond carbon neutral and ecosystem restoration through agricultural production		

*1 Engaging with suppliers, utilizing data-driven tools to identify and monitor risks, and conducting on-site audits where the highest risks are recognized. We will work collaboratively with suppliers and stakeholders to ensure transparency, traceability, and continuous improvement in farming practices.
*2 Excluding certain processed raw material

Sustainable Agricultural Raw Materials

Procurement of raw materials produced sustainably and ensure procurement mindful of human rights

Coffee farm visit in Indonesia

In 2025, members of the Sustainability Department of Asahi Group Holdings, Ltd. and Asahi Global Procurement Pte. Ltd. visited coffee farms and related supply chain facilities in Indonesia. This visit was conducted as part of our efforts to strengthen responsible procurement and to deepen our understanding of on-the-ground production conditions.

During the visit, the team observed each stage of the process, from cultivation and harvesting to collection and processing, and engaged in dialogue with local partners, suppliers, and other stakeholders. Through these interactions, we gained insight into working conditions, production practices, and the structure of the supply chain. The knowledge gained from the visit is being used to inform our ongoing efforts to promote sustainable procurement.

Third-Party Certification of Raw Materials

Commitment to Sustainable Palm Oil

Asahi Group Holdings, Ltd. joined the Roundtable on Sustainable Palm Oil (RSPO) in December 2016 and became a full member in July 2019, with the aim of taking environmental, human rights, and other issues into account when procuring palm oil. Since 2019, we have also been purchasing certified credits under the Book and Claim certification method for some of the palm oil procured by the Group. Asahi Group Foods, Ltd. worked under a plan to purchase certified credits for 75% of its total palm oil procurement in 2025, achieving this target. We will continue our efforts to procure sustainable palm oil.

Sustainable Procurement of Paper

In January 2021, Asahi Group Holdings, Ltd. acquired a forest certification (FSC® CoC, currently held under Asahi Group Japan, Ltd.) for its use of paper and packaging containers. This is a certification of sustainable forest management. There are two categories of forest certification: FM (forest management) and CoC (chain of custody). The former certifies forest management while the latter certifies the processing and distribution of products produced by a certified forest. Currently, the certification applies to cardboard and multipacks. However, more paper-based products will be certified in the future. In January 2022, Asahi Group Holdings, Ltd. completed the transition to the new FSC® CoC certification, the FSC-STD-40-004 V3-1 standard. In the future, in addition to striving to protect forests, we will expand our sustainable activities to include consideration of the human rights of people engaged in the production and distribution processes. Asahi Group Japan, Ltd., Asahi Breweries, Asahi Soft Drinks Co., Ltd., and Asahi Group Foods, Ltd. have partnered together in order to obtain collective certification.

FSC
www.fsc.org
FSC® C163498
The mark of responsible forestry

Supplier Training

In pursuing activities with our suppliers to fulfil our environmental and social responsibilities, we conduct appropriate supplier training aimed at enhancing understanding of the Group's policies on the environment and society, as well as the current social climate concerning environmental, social, and governance (ESG) factors.

Supplier Evaluations

We conduct annual surveys of our major raw material suppliers in Japan. The surveys are used to assess suppliers' abilities and risks on eight points: management, ESG, quality, cost, delivery times, technical capabilities, supply stability, and responsiveness. The assessment results are provided to each supplier and regular communication with specific suppliers about needed improvements is undertaken when necessary. In 2025, 48 raw material suppliers and 49 other material suppliers were evaluated*.

* Companies subject to evaluation: Asahi Breweries, Ltd. and Asahi Soft Drinks Co., Ltd.

Sustainable Agricultural Raw Materials

Approach for Suppliers

The Group selects new suppliers by comprehensively assessing the opportunities and risks of items, such as quality, price, delivery dates, and supply stability, as well as each supplier's technology, stance on compliance and the environment, and respect for human rights. Upon the initiation of dealings, the Group explains the Asahi Group Global Supplier Code of Conduct to the suppliers, asks them to comply with it, and then concludes a trade contract agreement clearly prescribing compliance with the relevant laws.

Improve well-being of agricultural producers

Barley Program

Asahi Beverages (Australia) sources around 75,000 tons of barley from growers across Victoria and New South Wales annually.

The company supports barley growers by strengthening engagement and knowledge-sharing across its grower community. Through its Barley Program, the company provides growers with stability and predictability of consistent demand from its key breweries and creates a direct connection between the barley they grow and the beers the company brews, enhancing shared value across the supply chain.

In 2025, the company continued to collaborate with growers by participating in the Boolah Group Field Day at Pure Grain's 435-hectare trial farm, where more than 300 participants attended, including growers, maltsters, and supply chain partners. During the event, Asahi Beverages (Australia) and Boolah Group Pty Ltd announced the launch of the Regen4Real partnership, a collaborative platform for growers to share insights on sustainability metrics. These insights help guide initiatives that address on-farm GHG emission reduction while further strengthening the resilience and prosperity of growers and their communities.

The company also convened 45 growers in Horsham for discussions on the beer and barley market in Australia, as well as Asahi Group's sustainability goals and what this may mean for its barley program in the future. In addition, the company is participating in a pilot program with the Cool Soil Initiative and 9 growers to explore best-in-class approaches to sustainable barley production. These activities enhance learning opportunities, strengthen networks among growers, and support their long-term well-being.

Mitigate impacts on supply chain

Hops Grower Events

In September 2025, Asahi Global Procurement Pte. Ltd., with the collaboration of strong regional teams, brought together hop growers, scientists, and brewers from three continents at events in Zatec (Czech Republic) and Hallertau (Germany). Across two gatherings, 86 participants—including 42 growers—shared insights on soil health, regenerative farming, plant protection, pest management, and decarbonization in drying. These discussions sparked new collaborations and practical solutions that will support the future of sustainable hops.

Key outcomes of the events included strong engagement (over 90% of participants rated the events positively and more than 70% reported learning something new), the sharing of practical innovations such as trial plots and predatory mites for pest control, and recognition from key suppliers acknowledging the Asahi Group as a "global sustainability leader." Insights from the field highlighted emerging priorities such as biodiversity, soil health, and data-driven decision-making.

To achieve the quality, consistency, and sustainability of hops, growers are essential partners. By connecting growers across regions and helping them adopt regenerative agriculture, the Group contributes to restoring soil health, water conservation, GHG emissions reduction, and long-term yields and consistent quality—reinforcing the Group's role as a trusted partner in sustainable hop production. The grower event series will continue in 2026 to further strengthen global collaboration and accelerate regenerative farming.

Sustainable Agricultural Raw Materials

Contribute to ecosystem restoration

▶ Utilization of Brewing Yeast Cell Walls

The Group conducts research and business initiatives on a wide range of potential applications for brewing yeast, a by-product of beer production. In the agricultural field, Asahi Biocycle Co., Ltd. is promoting initiatives that contribute to crop growth and soil improvement through its business utilizing agricultural materials made from yeast cell walls derived from brewing yeast. These initiatives are being implemented not only in Japan but also internationally.

In 2025, as part of an overseas agricultural technology demonstration program led by Japan's Ministry of Agriculture, Forestry and Fisheries, the Group supported rice cultivation in the Republic of Kenya using water-saving dry direct-seeding methods. In addition, the Group participates in the Green and Decarbonized Overseas Expansion Consortium*[1], through which it is advancing demonstration projects on soil improvement using the same materials to restore degraded pastureland in the Federative Republic of Brazil. This initiative was reported at the 30th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP30).

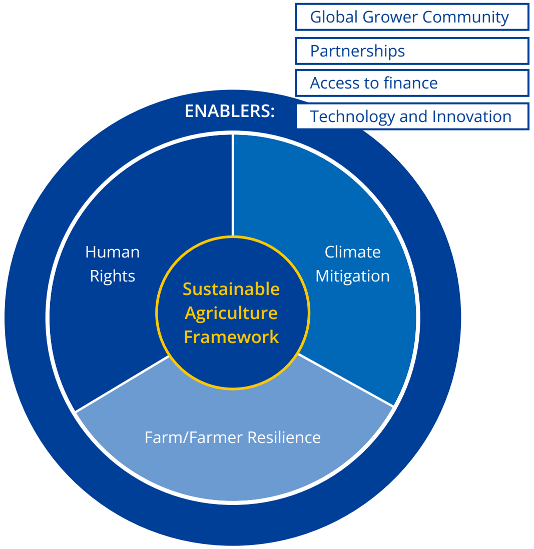
Support for rice cultivation in the Republic of Kenya using water-saving dry direct-seeding methods

Furthermore, in Japan, a comparative evaluation using a life cycle assessment (LCA) methodology*[2] showed that life cycle greenhouse gas (LC-GHG) emissions per unit of production could be reduced by approximately 65% compared with conventional paddy rice cultivation.

*1 A framework comprising companies and organizations that possess greenhouse gas (GHG) reduction technologies in the agriculture, forestry and fisheries sectors and are considering overseas deployment. With the cooperation of relevant ministries and organizations, Japanese companies collaborate with domestic and international partners to contribute to GHG emission reductions and to promote the formation of decarbonization projects that may lead to the Joint Crediting Mechanism (JCM).
*2 A methodology for evaluating the environmental impacts of products and services.

Sustainable Agriculture Framework

The Group established the Sustainable Agriculture Framework to guide the implementation of sustainable agriculture initiatives in collaboration with our partners and global grower community.



The framework aims to reduce environmental burden and adverse human rights impacts across agricultural raw material supply chains while strengthening procurement resilience. It is built on three pillars—human rights, climate mitigation, and farm/farmer resilience—and supported by four strategic enablers: global grower community, partnerships, access to finance, and technology and innovation.

Through this framework, we are accelerating the sourcing of sustainable raw materials and aim to contribute to improved outcomes across our supply chains.

Commitment to Zero Deforestation

The Group recognizes deforestation and land-use change as significant environmental and social risks. In alignment with international initiatives such as the Science Based Targets initiative (SBTi) and the Accountability Framework initiative (AFi), we are working to strengthen the identification, assessment, and management of deforestation-related risks across our supply chains through supplier engagement, collaboration with stakeholders, and risk-based approaches.

Performance

Amount of Ingredients Used

(kt)

	2021	2022	2023	2024	2025
Beer and beer-like beverages	220	227	236	222	225
Soft drinks	260	260	264	259	236

Notes: 1. Scope of aggregation: Operating companies in Japan
2. Period of aggregation: January to December

Sustainable Water Resources Initiatives

Water is an indispensable and valuable resource for the Asahi Group, as it enjoys nature's gifts in its business operations. Water is also essential to the planet's ecosystems and human well-being. The Group is committed to the sustainable use and responsible management of water resources and safeguarding them for future generations.

Although we cannot solve water issues on our own, we believe that we can contribute to solving water resource challenges in each region by collaborating on water stewardship through collective action.

Governance

Related Information

Governance

Risk Management

Related Information

Risk Management

Metrics and Targets

Group Targets

- By 2030, reduce average water intensity to 3.2 m^3/kl*1 or less globally and to 2.7 m^3/kl or less in key manufacturing sites located at our priority basins*2
- By 2030, 100% of manufacturing sites identified to be located in water risk areas*3 implement initiatives at basins*4 to address identified risks

*1 Target companies: Asahi Breweries, Ltd., Asahi Soft Drinks Co., Ltd., Asahi Europe and International Ltd., Asahi Beverages (Australia), and Asahi Holdings Southeast Asia Sdn. Bhd.
*2 Priority basins are selected based on water risk assessment tools (Aqueduct, Water Risk Filter, and Integrated Biodiversity Assessment Tool (IBAT)) and site-level localized water risk assessment (Targeted sites: 9 manufacturing sites). Target companies: Asahi Europe and International Ltd., Asahi Beverages (Australia), and Asahi Holdings Southeast Asia Sdn. Bhd.
*3 Water risk areas include, but not limited to, ones with water availability, water quality and/or water sanitation and hygiene (WASH) risks and/or basins globally recognized (e.g., CEO Water Mandate priority basins, etc.). (Target sites: 7 manufacturing sites)
*4 Identified risks include, but not limited to water availability, water quality and/or water sanitation and hygiene (WASH) risks, etc.

Related Information

Metrics and Targets / Progress in 2025

Strategies

Risks and Opportunities

Risks

- Shutdown of operations at manufacturing sites due to flood damage
- Adverse effects on local residents and the deterioration of ecosystems due to excessive use of water
- Restrictions on water withdrawal or increase in costs due to water shortages
- Increase in operational burden and taxation as well as decline in reputation due to improper wastewater treatment

Opportunities

- Stable operation of manufacturing sites due to reliable implementation of business continuity plans
- Resolution of water access problems for local residents and contribution to a world where biodiversity is preserved following the resolution of water issues

In order to create healthy watersheds for people and nature, the Group has set group targets of reducing water use and contributing to the improvement of issues at manufacturing site basins facing water risks.

All our sites with water-related processes are committed to enhancing water use efficiency. Methods employed include rationing water use in the cleaning process of manufacturing facilities and cascading recycling systems to allow water to be reused at different stages and for multiple purposes. We are also committed to appropriate response and control measures to minimize the environmental burden of water intake and wastewater output processes. At the 46 manufacturing sites of the target operating companies, we have formulated water management plans and are working to reduce water consumption.

Sustainable Water Resources

To help conserve ecosystems, we are striving to appropriately respond to and manage wastewater so that the burden on the environment can be minimized as much as possible, and we will consider drainage methods that can further reduce our environmental burden.

We carry out risk surveys to identify priority manufacturing sites located in basins facing significant water challenges. By implementing targeted measures, we contribute to the improvement of conditions in those basins and mitigate water-related risks. Also, since our products are made using a wide variety of agricultural raw materials grown at sites around the world, we consider it imperative to identify the water risks associated with these agricultural raw materials and strive to assess and reduce them. Looking ahead, we will contribute to the improvement of basin issues by expanding our current water resource conservation initiatives and collaborating with diverse stakeholders.

Identification and Assessment of Risks and Opportunities (Climate and Nature)

Transition Risks

Taxation on Water Consumption

The groundwater conservation tax introduced in Germany for the purpose of conserving limited groundwater is a system that taxes businesses according to the amount of groundwater they use. This tax will limit water use, which may pose a transition risk in Scenario 1, in which climate change and biodiversity measures are taken. Therefore, in the analysis conducted in 2025, we positioned water withdrawal taxes, such as the groundwater conservation tax, as a transition risk in the context of climate change and biodiversity and analyzed the financial impact of the introduction of regulations in each region where the Group operates. This analysis is based on assumptions informed by the groundwater conservation tax in Germany. It indicates that if similar taxes were introduced in other regions, the financial impact in 2040 could amount to JPY0.7 billion.

In addition, there are cases in other regions where water use, including tap water, is subject to taxation to promote water quality improvement and reductions in water consumption. If taxation on water withdrawal was to be further increased in the future and the taxes were applied not only to groundwater but also to other water sources, the financial impact in 2040 could reach JPY2.0 billion.

Calculation Method

In the four regions of Japan, Europe, Oceania, and Southeast Asia, where the Group operates at the time of calculation, we estimated the amount of tax on current water withdrawals assuming that regulations identical to the groundwater conservation tax in Germany were introduced. The financial impact was estimated by multiplying the water withdrawal volume in 2024 by the tax rate, EUR0.31/m^3.

Sustainable Water Resources

Roadmap

2030 Target

Strategies	Initiatives	2030 Target	Initiatives
Reduction of water use (Asahi Group)	Streamline water use in the manufacturing process	Intensity of water consumption Global average: 3.2m³/kl Priority basins average: 2.7m³/kl	
Improve basins collaboration and access to water	Understand water risks in basins and the supply chain Launch new collaboration in basins near manufacturing sites facing water risks Visualize the effects of activities in basins near manufacturing sites	100% of manufacturing sites identified to be located in water risk areas implement initiatives at basins to address identified risks (implemented in cooperation with local governments and communities)	Continuous review of risks and opportunities at all sites to inform and evolve our response strategy Expand activities targeting high risk basins in the value chain
Eco-system conservation	Promote watershed ecosystem conservation at manufacturing sites Initiatives outside of the supply chain Set and achieve targets for wastewater in the manufacturing process		

2050 Goal

Healthy Watersheds for People and Nature

Positively impact the planet beyond the total amount of water used in the Asahi Group's supply chain (especially the production of agricultural raw materials), which faces large water risk.

Sustainable Water Resources

Reduction of Water Use (Asahi Group)

▶ Activities in Japan

Asahi Breweries, Ltd. is raising the efficiency and reducing the volume of its water use by reducing the amount of water it uses to clean and sterilize tanks and pipes at its breweries and by effectively using recovered and membrane-filtered water from production processes.

Water treatment facility (Nagoya Brewery)

At each of the manufacturing sites of Asahi Soft Drinks Co., Ltd., various water-saving initiatives are being implemented to make effective use of this valuable water resource.

On can production lines, water used in sterilization processes is treated and recovered for reuse. In addition, on PET bottle production lines, changes to sterilization methods associated with line upgrades have reduced water use in these processes by more than 50% compared with previous levels. Through these initiatives, we continue to promote water conservation on an ongoing basis.

Water recovery and sterilization facilities (Akashi Plant in Japan)

▶ Activities in the Czech Republic

At Velké Popovice Brewery of Plzeňský Prazdroj, a.s. in the Czech Republic, the Water Savings in Filtration project focused on optimizing CIP (Clean-in-Place) processes. By refining process logic and water volumes, the brewery achieved annual water savings of up to 87,000 hectoliters, reducing water use per CIP cycle from 79 to 33–42 hectoliters for selected CIP processes through phased improvements and shortening sanitation times by up to 10%. These improvements were accomplished without compromising hygiene or product quality. The project resulted in significant cost and energy savings, enhanced environmental performance, and set a benchmark for sustainable brewing operations. Ongoing monitoring ensures long-term sustainability and provides a model for further optimization across other processes.

Šariš Brewery in Slovakia implemented the Water Savings in the Malthouse project to reduce water consumption during malt production. Innovations included automatic cycling of air spraying in irrigation chambers and the optimization of the barley steeping process. These changes led to a monthly reduction of approximately 5,720 hectolitres of water use in 2025 and a 25% decrease in draining process duration, improving both efficiency and operator safety. The project also reduced wastewater and the overall environmental footprint of the malthouse, all while maintaining malt quality and production capacity.

Sustainable Water Resources

Activities in Australia

The water recycling facility at Asahi Beverages (Australia)'s Yatala Brewery produces high-quality recycled water. The recycled water is used in various stages of the manufacturing process, excluding any processes that come in contact with products, such as cleaning steam generators and production tanks, and creating steam used for heat sterilization. In addition, we are taking steps to reduce the volume of water used by optimizing key processes such as cleaning within the changeover process between manufactured products and optimizing the washing cycle for production lines and plumbing.

Activities in Indonesia

At an Indonesian production site clean-in-place (CIP) processes have been optimized to reduce water and chemical usage. By identifying overprocessing issues, such as excessive hot water flushes and high chemical concentrations, the team implemented several improvements. These included reducing intermediate rinsing water volume, which saved approximately 3% of total annual water consumption. The site also switched from using hot water to ambient water for rinsing, thus cutting natural gas use, and lowered the chemical concentrations for both acid and chlorine. All changes were verified through quality checks, ensuring cleaning effectiveness and hygiene standards were maintained.

Improve Basin Collaboration and Access to Water

Water Risk Surveys at Manufacturing Sites and Basins

The Asahi Group conducts water risk assessments of its manufacturing sites and basins using the World Resources Institute (WRI) Aqueduct and the World Wide Fund for Nature (WWF) Water Risk Filter, which offer information covering water risks, as well as the Integrated Biodiversity Assessment Tool (IBAT), which assesses biodiversity risks and detailed water risk surveys at each relevant production facility.

We first identify basins with risks related to water availability, water quality, and water access, sanitation, and hygiene (WASH) and conduct detailed water risk surveys at each manufacturing site to assess these metrics while taking into account globally recognized basins such as CEO Water Mandate priority basins.

As a result, we have identified seven locations in areas with high water risk. At the seven identified sites, we will promote water stewardship, collaboration with other organizations, and activities to help to improve issues affecting each basin by 2030.

Going forward, we will periodically conduct water risk surveys of our manufacturing sites and raw material suppliers using water risk assessment tools and detailed risk surveys for each site. If any of our other manufacturing sites are found to have a high water risk, we will act appropriately in accordance with specific details of the risk and social circumstances in the area.

Regional Collaboration in the Netherlands

Dutch company Koninklijke Grolsch N.V. (Grolsch), part of Asahi Europe and International Ltd., is located in an area sensitive to water scarcity. As such, it is actively working to protect its water sources, use resources efficiently in brewery processes, and investigate opportunities for the reuse of treated wastewater.

Grolsch continued its leading role in the regional initiative De Twentse Golf in 2025. The aim of "De Twentse Golf" is to solve water scarcity in the Twente region by 2030. This growing community, with over 700 members in 2025, has again made significant steps to move towards its ambition. The company played a leading role by facilitating knowledge-sharing with regional industries, hosting a national dialogue with the directors of all 23 Waterboards in the Netherlands, raising awareness through external events.

Throughout 2025, De Twentse Golf strengthened its innovation agenda through practical field experiments. For example, wastewater treatment and reuse technologies were tested at a motor festival, and through a co-creation event, 150 students and experts participated to generate new ideas for drought resilience. The initiative also progressed key technology pilots, including decentralized wastewater treatment (BluElephant) and the exploration of treated wastewater for drip irrigation, both aligned with Grolsch's interest in future water-reuse opportunities.

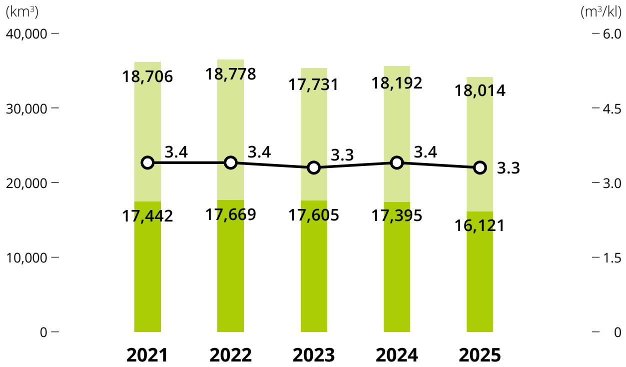
Sustainable Water Resources

Performance

Water Consumption and Intensity

The water consumption of the Group in 2025 was calculated from the Group's operating companies in Japan, Europe, Oceania, and Southeast Asia, with water intensity calculated for alcohol beverage and soft drink businesses in those companies. Furthermore, since 2018, the Group has been disclosing third-party-verified water consumption and wastewater data.

Water Consumption and Intensity Used in Alcohol Beverages Business and Soft Drinks Business



(Left) Japan: Water consumption Overseas: Water consumption
(Right) Intensity of water consumption: Water consumption per unit of production volume (kl)

Note: Carlton & United Breweries Pty. Ltd.'s performance has been added to the performance of Oceania since 2021.
Note: The 2024 results have been updated to final figures based on the results of recalculation.

Click here for more information on the scope of aggregation

Water Consumption by Country

(km³)

Country	2021	2022	2023	2024	2025
Japan	20,227	20,521	20,437	19,995	18,421
Australia	4,315	4,527	4,601	4,536	4,667
New Zealand	273	309	291	239	198
UK	152	157	167	139	126
Italy	2,062	2,070	2,058	1,999	1,877
The Netherlands	923	932	958	909	815
Poland	3,560	3,550	3,386	3,303	2,857
Czech Republic	2,961	3,081	3,007	3,046	2,921
Slovakia	374	412	387	394	378
Hungary	685	653	626	664	656
Romania	1,977	1,853	1,863	1,881	1,814
US	–	–	–	–	431
Malaysia	1,886	1,716	1,872	1,670	1,817
Indonesia	206	193	159	133	147
Vietnam	–	–	–	–	–
Myanmar	–	–	–	–	–
Total	39,602	39,975	39,813	38,907	37,125

Note: Octopi Brewing, LLC's performance has been added to the performance of the US since 2025.

Click here for more information on the scope of aggregation

Water Intake by Water Source

(km³)

Country/ Region	Water intake source	2021	2022	2023	2024	2025
Japan	Clean water, tap water, and industrial water	10,327	10,521	10,196	10,149	9,389
	River water	2,413	2,426	2,477	2,475	2,109
	Groundwater	7,486	7,572	7,762	7,370	6,923
Oceania	Clean water, tap water, and industrial water	4,056	4,281	4,385	4,246	4,334
	River water	88	109	108	0	0
	Groundwater	443	446	399	519	516
Europe	Clean water, tap water, and industrial water	6,882	7,020	6,754	6,850	6,571
	River water	0	0	0	0	0
	Groundwater	5,813	5,689	5,694	5,475	5,297
Southeast Asia	Clean water, tap water, and industrial water	1,156	951	1,086	852	999
	River water	0	0	0	0	0
	Groundwater	936	947	945	939	956
Total by water intake source	Clean water, tap water, and industrial water	22,422	22,773	22,429	22,098	21,293
	River water	2,501	2,535	2,585	2,475	2,109
	Groundwater	14,679	14,654	14,779	14,303	13,692
Grand total		39,602	39,975	39,813	38,907	37,125

Click here for more information on the scope of aggregation

Sustainable Water Resources

Wastewater

Wastewater by Country

(km³)

Country	2021	2022	2023	2024	2025
Japan	14,873	15,059	14,946	14,647	13,517
Australia	2,106	2,240	2,282	2,344	2,321
New Zealand	151	148	202	157	132
UK	128	109	126	99	83
Italy	1,198	1,185	1,245	1,173	1,110
The Netherlands	639	632	687	659	568
Poland	2,085	2,144	2,106	1,958	1,691
Czech Republic	1,775	1,741	1,678	1,726	1,681
Slovakia	188	243	258	241	234
Hungary	443	424	405	420	377
Romania	1,239	1,076	1,064	1,140	1,134
US	–	–	–	–	416
Malaysia	539	384	337	413	337
Indonesia	172	175	122	101	109
Vietnam	–	–	–	–	–
Myanmar	–	–	–	–	–
Total	25,536	25,560	25,459	25,077	23,708

Note: Octopi Brewing, LLC's performance has been added to the performance of the US since 2025.

Click here for more information on the scope of aggregation

Wastewater Amount by Destination of Wastewater

(km³)

Country/ Region	Destination of wastewater	2021	2022	2023	2024	2025
Japan	Sewage	6,582	6,683	6,418	6,413	6,151
	Ocean	381	378	139	131	98
	River	7,910	7,998	8,390	8,103	7,267
	Other (Irrigation, etc.)	0	0	0	0	0
Oceania	Sewage	2,233	2,388	2,062	2,305	2,231
	Ocean	0	0	0	0	0
	River	0	0	0	0	0
	Other (Irrigation, etc.)	24	0	422	195	221
Europe	Sewage	7,355	7,260	7,123	7,026	6,917
	Ocean	0	0	18	0	0
	River	339	294	429	389	376
	Other (Irrigation, etc.)	0	0	0	0	0
Southeast Asia	Sewage	539	189	157	133	99
	Ocean	0	0	0	0	0
	River	156	366	296	374	341
	Other (Irrigation, etc.)	16	4	7	8	6
Total water discharge	Sewage	16,709	16,520	15,760	15,878	15,399
	Ocean	381	378	156	131	98
	River	8,405	8,658	9,114	8,865	7,984
	Other (Irrigation, etc.)	41	4	428	203	227
Total		25,536	25,560	25,459	25,077	23,708

Click here for more information on the scope of aggregation

Drainage Water Quality

(t)

	2021	2022	2023	2024	2025
BOD	354.3	369.7	330.1	226.0	224.2
COD	132.2	138.5	114.6	97.2*	94.9

* The 2024 results have been updated to final figures based on the results of recalculation.
Notes: 1. Scope of aggregation: Companies in Japan
2. Period of aggregation: January to December

Third-Party Assurance

Related Information

Third-Party Assurance

Natural Capital and Biodiversity

The Asahi Group's business operations depend on the benefits of a healthy natural environment, including ecosystem services. Further degradation of nature and biodiversity could have a significant impact on the sustainable procurement of agricultural raw materials and the securing of water resources.

At the same time, we recognize that our business activities also have an impact on nature and biodiversity, among others, through agricultural production within our value chain, as well as GHG emissions, water use and wastewater discharge, and plastic waste generated in our production and manufacturing.

To continue enjoying the benefits of biodiversity into the future, we must work together to protect nature and biodiversity and to use these benefits in a sustainable manner. As a part of society, businesses also have an important role to play.

Policies

The Group has established philosophies and principles that are the foundation of its biodiversity conservation initiatives. In March 2010, the Group formulated and announced its Declaration on Biodiversity, the first of its kind in the alcohol industry in Japan.

Asahi Group's "Declaration on Biodiversity" Protect the Blessings of Nature

Each of Earth's diverse living things has its own role—and all live together in balance, depending on one another. Each of the things we need for our daily lives—including clean air and water, or delicious food and drink—are the gifts of nature, provided to us by the diversity of life.

Because the business activities of the Asahi Group make use of the blessings of nature, such as water and grain, we respect the diversity of life and work to preserve nature's bounty, nurturing it and passing it on to future generations.

Main Policies and Nine Action Guidelines under the Declaration on Biodiversity

1. Protect nature, which serves as the home of living things
   1. Protect the rich rivers and seas where species live
   2. Protect and nurture the rich forests where species live
   3. Create rich environments around our factories for living things to flourish
2. Use the blessings of nature with care
   1. Properly use the blessings of nature
   2. Use the blessings of nature more effectively
   3. Study the relationships within nature, and undertake research and development to make use of them well
3. Take action with people around the world
   1. Share this Declaration throughout the Asahi Group and put in efforts with our employees
   2. Make use of our products and services to clearly convey the importance of the blessings of nature
   3. Take action globally and in cooperation with our business partners

Note: The "Declaration on Biodiversity" of the Asahi Group was formulated with reference to the Declaration on Biodiversity of the Keidanren (Japan Business Federation).

Natural Capital and Biodiversity

Governance

Related Information

Governance

Risk Management

Related Information

Risk Management

Metrics and Targets

The Group is making progress on TNFD framework-based analyses and formulating measures in even more concrete detail, and will work to conserve and restore nature through initiatives on climate change, packaging, agricultural raw materials, and water resources, which are the four key issues in the Asahi Group Environmental Vision 2050.

Related Information

Metrics and Targets (Respond to Climate Change)
Metrics and Targets (Sustainable Packaging)
Metrics and Targets (Sustainable Agricultural Raw Materials)
Metrics and Targets (Sustainable Water Resources)

Strategies

Risks and Opportunities

Risks

- Destabilization of agricultural raw materials and water resource availability due to the degradation of ecosystems
- Ecosystem degradation resulting from business activities
- Increased burden of compliance due to the introduction of more stringent environmental regulations

Opportunities

- Contribution to nature conservation through the sustainable sourcing of agricultural raw materials and water resources
- Contribution to ecosystem conservation through the development of low-impact agricultural techniques leveraging the Group's technologies

We continuously identify risks and opportunities and establish strategies by evaluating the current situation with regard to how our business activities rely on and impact nature using the TNFD framework. We have been using the results of this analysis to strengthen and prioritize our initiatives on climate change, packaging, agricultural raw materials, and water resources with the aim of achieving our vision in each area. By doing this, we will avoid and reduce the degradation of the ecosystem services that are deeply connected to our business operations and beyond, thereby contributing to conserving and restoring biodiversity. To realize our vision, co-creation with a wide range of stakeholders rather than within the Group alone, is essential.

Moreover, we are part of the 30by30 Alliance for Biodiversity* in Japan, a biodiversity conservation initiative led by the Japanese government. With our efforts to conserve and restore nature and biodiversity within and beyond our value chain, including efforts certified by the Japanese Ministry of the Environment, we are committed to contributing to the achievement of Japan's 30by30 target.

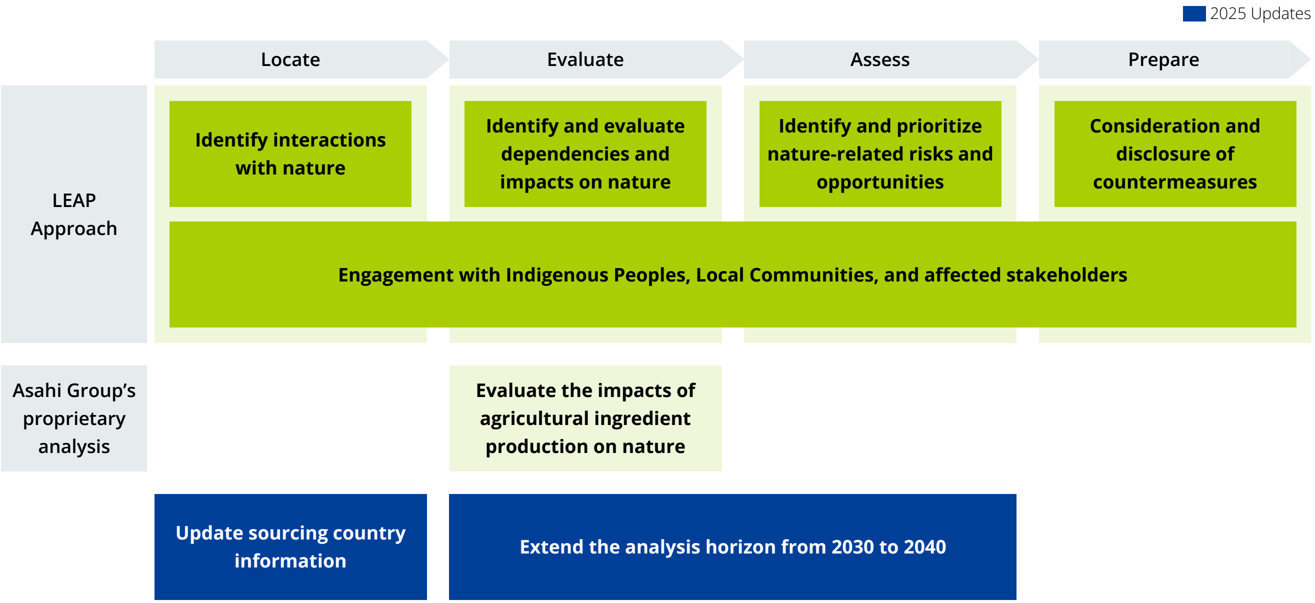
* A collaborative platform led by the Japanese government to achieve the global goal of conserving 30% of land and sea areas by 2030.

Natural Capital and Biodiversity

Identification and Assessment of Risks and Opportunities (Nature)

Asahi Group Holdings, Ltd. is registered as a TNFD early adopter* and we apply the LEAP approach (Locate, Evaluate, Assess, and Prepare) recommended by the TNFD. In addition to the LEAP approach, we also conducted our own proprietary analysis of the impacts that the production of agricultural raw materials has on nature. After identifying the interfaces between our business activities and nature, we evaluate the Group's dependencies and impacts on nature and examine nature-related risks and opportunities. Based on the concept of double materiality, we assess not only the financial risks and opportunities that nature presents to the Group, but also the impacts that the Group's activities have on nature and society. In the 2025 analysis, we updated sourcing country information for agricultural raw materials and, in order to capture nature-related risks from a longer-term perspective, extended the analysis horizon from 2030 to 2040.

* A company that discloses early in accordance with the TNFD guidance released by the TNFD on January 16, 2024.



Identification and Evaluation of Dependencies and Impacts

Using external tools such as ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure), which helps screen potential business dependencies on ecosystem services and potential impacts on natural capital assets, we identified and organized key natural assets and ecosystem services on which the Asahi Group depends, as well as the impacts we have on nature. For the identified dependencies and impacts, we set indicators representing the condition of the relevant nature and evaluated their future states. This analysis ideally required globally consistent data, but there were limitations in obtaining such data. Therefore, in accordance with the TNFD guidelines, the analysis was conducted using currently available indirect indicators, data, and alternative metrics.

Analysis of the Impact of Agricultural Production on Nature

Following on from 2024, we identified agricultural raw materials with significant impacts on nature. We estimated the pressures on nature (freshwater, soil, and forests) per unit area in the production of each raw material and evaluated these impacts by overlaying them with areas where nature may be degraded in the future. Going forward, we will set priorities and develop specific actions, based on a comprehensive assessment that takes into account factors such as the group's sourcing conditions and the effectiveness of our measures.

Natural Capital and Biodiversity

Analysis Method

- Evaluation of extent of impacts on nature: We identified areas with high water use per hectare for each agricultural raw material, areas with high nitrogen use per hectare for each agricultural raw material, and areas where farmland used to produce each agricultural raw material is highly concentrated.
- Identification of areas with a high impact on nature and high nature degradation: We identified areas that are evaluated as having a high impact on nature in the abovementioned evaluation of the extent of impacts on nature and that are also likely to experience nature degradation by 2040.

Heat Map: Share of Farmland with High Natural Pressure × High Nature Degradation

	High Natural Pressure × High Nature Degradation		
	Freshwater	Soil	Forests
Barley	A relatively low proportion	A relatively low proportion	A relatively low proportion
Hops	A relatively low proportion	A relatively low proportion	A relatively low proportion
Corn	A relatively high proportion	A relatively low proportion	A relatively low proportion
Coffee	A relatively low proportion	A relatively low proportion	A relatively high proportion
Sugarcane	A relatively low proportion	A relatively low proportion	A relatively medium proportion
Cocoa	A relatively low proportion	A relatively low proportion	A relatively low proportion
Tea	A relatively high proportion	A relatively medium proportion	A relatively medium proportion
Palm	A relatively low proportion	A relatively low proportion	A relatively high proportion
Raw milk	Insufficient analysis due to data limitations		

A relatively high proportion
A relatively medium proportion
A relatively low proportion

Analysis of the Impact on Indigenous Peoples, Local Communities and Affected Stakeholders

As in 2024, we analyzed potential impacts on the nature-related rights of Indigenous Peoples, local communities, and affected stakeholders that may arise where our operations interface with nature. As a result of updating the reference data, a total of six of our manufacturing sites in Oceania, including newly identified sites, were located near Indigenous peoples' land. For these sites, the potential impacts on nature-related rights were evaluated as limited, as legal frameworks to protect Indigenous Peoples' access to nature are well established in Australia and New Zealand. Meanwhile, the results of the evaluation of the Group's manufacturing sites where our business activities may be contributing to the degradation of nature were consistent with those of 2024. For these sites, we will continue not only to reduce the impacts of the Group's manufacturing activities on nature but also to further strengthen engagement with stakeholders in order to contribute to addressing local issues in the surrounding areas.

Analysis Method

- We used the LandMark database recommended by the TNFD to confirm whether Indigenous Peoples or Local Communities are present in the vicinity of the Group's manufacturing sites.
- In cases where there are Indigenous Peoples or Local Communities living in the vicinity of the Group's manufacturing sites, we checked the existence and status of regulations that guarantee the rights of Indigenous Peoples and Local Communities to have access to nature. We also evaluated the impacts on nature-related rights of Indigenous Peoples and Local Communities based on the degree of nature degradation where the manufacturing sites are located.
- In cases where Indigenous Peoples or Local Communities do not live in the vicinity of the Group's manufacturing sites, we evaluated the impacts on the nature-related rights of affected stakeholders based on the degree of nature degradation where the manufacturing sites are located.

Trade-Off Analysis

In 2024, we conducted a trade-off analysis and confirmed that implementing measures addressing both climate change and nature degradation poses limited risk that one would negatively affect the other.

Analysis Method

- We compared the impact of the Group's new initiatives with its activities before the new initiatives were implemented and assessed the increase or decrease in the negative impacts of climate change measures on nature conservation, as well as the increase or decrease in the negative impacts of nature conservation measures on climate change measures, in accordance with the TNFD guidelines.
- As a premise, we did not consider regional differences in the circumstances under which each initiative is implemented and used data that evaluated the impact of general nature conservation measures. Specifically, we analyzed the results of life cycle assessments for each raw material used, as well as the ENCORE database, which summarizes the impact of business activities on nature.

Natural Capital and Biodiversity

Response to TNFD Core Global Disclosure Metrics and Beverage Sector Disclosure Metrics

	Category	Metric	Results
C1.0	Land/freshwater/ ocean-use change	Total surface area controlled/managed by the organization, where the organization has control (km^2)	28.6 km^2 Note: 28.6 km^2 includes "Asahi Forest" 25.8 km^2
C1.1	Land/freshwater/ ocean-use change	Extent of land/fresh water/ocean ecosystem use change (km^2) • Type of ecosystem • Type of business activity Extent of land/freshwater/ocean ecosystem conserved or restored (km^2)	Land: No change (no change by business) "Asahi Forest": 25.8 km^2 (Designated as a "Water Source Conservation Forest" in Hiroshima Prefecture)
C2.0	Pollution/ pollution removal	Pollutants released to soil (t) (by type)	Not applicable, since no pollutants are released into the soil through wastewater from domestic factories in Japan and headquarters because they are discharged into sewage or rivers
C2.1	Pollution/ pollution removal	• Volume of water discharged (m^3) (total/freshwater/other) • Concentrations of key pollutants in discharged wastewater (by type of pollutant)	• Total/freshwater • Pollutant concentration (BOD · COD) Performance (Sustainable Water Resources)
C2.2	Pollution/ pollution removal	• Weight of hazardous and nonhazardous waste generated by type (t) • Weight of hazardous and nonhazardous waste (t) disposed of (waste incinerated (with and without energy recovery)/waste sent to landfill) • Weight of hazardous and nonhazardous waste (t) diverted from landfill (reused/recycled/other recovery operations)	• Total amount of by-products and waste generated • Incineration and recycling Performance (Other Environmental Initiatives)
C2.3	Pollution/ pollution removal	Plastic footprint as measured by total weight (t) of plastics (polymers, durable goods and packaging) used or sold broken down into the raw material content (Details: Re-usable/compostable/technically recyclable/recyclable in practice and at scale)	• Total footprint: 14 t • Ratio of reusable and compostable materials used: Performance (Sustainable Packaging)
C2.4	Pollution/ pollution removal	Non-GHG air pollutants (t) by type (Particulate matter (PM2.5 and/or PM10)/nitrogen oxides (NO_2, NO and NO_3)/volatile organic compounds (VOC or NMVOC)/sulfur oxides (SO_2, SO, SO_3, SOx)/ammonia (NH_3))	NOx/SOx: Performance (Other Environmental Initiatives)
C3.0	Resource use/ replenishment	Water withdrawal and consumption (m^3) from areas of water scarcity	SASB Content Index (Water Management) SASB Content Index (Water Management)
B.C3.1	Resource use/ replenishment	Volume of water consumed (m^3), split by source	Water withdrawal by source Performance (Sustainable Water Resources)
C7.0	Risk	Value of assets, liabilities, revenue, and expenses that are assessed as vulnerable to nature-related transition risks (total and proportion of total)	List of Risks
C7.1	Risk	Value of assets, liabilities, revenue, and expenses that are assessed as vulnerable to nature-related physical risks (total and proportion of total)	List of Risks
C7.2	Risk	Description and value of significant fines, penalties received / litigation action in the year in question due to negative nature-related impacts	None
C7.4	Opportunity	Increase and proportion of revenue from products and services producing demonstrable positive impacts on nature with a description of impacts	Total brewing yeast agricultural materials: 39% increase compared with 2025 Note: In water-saving dry direct-seeding cultivation using agricultural materials derived from beer yeast cell walls, it was shown that life cycle GHG emissions (LC-GHG emissions) per unit of produce can be reduced by approximately 65%, confirming a significant environmental improvement effect.

Note: Reporting based on the achievements that can currently be disclosed. We plan to gradually expand the scope of disclosure in the future.
Reporting Scope for Each Disclosure Metric
C1.0/1.1/2.0: Japanese factories, headquarters and Asahi Forest;
C2.1/2.2/2.3/2.4/3.0: factories company-wide;
B.C3.1: factories company-wide;
C7.0/7.1/7.2: company-wide; C7.4: Asahi Biocycle Co., Ltd.

Natural Capital and Biodiversity

Activities

Asahi Forest: Advancing Nature and Biodiversity and Sustaining Water Resources

The Asahi Forest is a 2,173-hectare forest in Hiroshima Prefecture, owned and managed by the Asahi Group in Japan. It has been managed in accordance with FSC® certification standards since 2001, reflecting the group's commitment to responsible forest management. Mount Kounomura within the forest has been designated as a Nature Coexistence Site by Japan's Ministry of the Environment and registered as another effective area-based conservation measure (OECM)*[1], contributing to Japan's 30by30 biodiversity target.

The Asahi Forest is managed in collaboration with local governments, experts, and other local stakeholders. The forest provides various ecosystem services, including responsible wood supply, water conservation, GHG absorption, and environmental education.

Since 2025, the Group has been working in cooperation with the NTT Group, including Nippon Telegraph and Telephone Corporation, and Biome Inc. on a pilot project utilizing remote sensing technology. Through this project, the partners are working to map vegetation across the entire forest and estimate the distributions of flora and fauna, including rare and endangered species.

Based on expert evaluation and scientific verification, the water recharge volume of the Asahi Forest*[2] amounts to 11.01 million m^3 per year. This is more than all the water used at our beer breweries in Japan in 2025 (9.08 million m^3). In addition, in 2025, the Group signed a forest conservation management agreement with Niimi City in Okayama Prefecture, expanding management to municipal forests in the watershed of the Asahi Soft Drinks Co., Ltd. Okayama Factory. The Group positions this agreement as an initiative to enhance groundwater recharge functions through appropriate forest management, secure sustainable water resources, and thereby contribute to the conservation of biodiversity across the watershed.

*1 A geographically defined area other than a protected area that contributes to the conservation of biodiversity. An area where private corporations undertake initiatives to conserve biodiversity, or where management not aimed at conservation has the additional effect of contributing to the protection of the natural environment.
*2 The Asahi Group defines groundwater recharge as "the amount of water that can be consistently supplied as groundwater and can be used by local people, animals, and plants," reflecting the multifaceted functions of the forest.

Other Environmental Initiatives

Resource consumption is accelerating due to the economic structure of mass production and mass consumption associated with an increased global population and economic growth. If the current situation continues, matters such as natural resource depletion and environmental pollution caused by an increase in waste will plunge the world into a critical state. Thus, effective resource use and waste emissions reductions are pressing issues for all industries.

The Asahi Group generates various types of waste and by-products in its product manufacturing processes and recognizes that the efficient use of resources, the reduction of waste, and the prevention of pollution should be given priority.

We aim to reduce the environmental burden of our business and maximize value for the global environment through recycling. By promoting initiatives such as the effective use of resources and the reduction of waste emissions, we will reduce waste treatment costs, contribute to the reduction of pollution and other environmental burdens, and reduce food loss.

Governance

Related Information

Governance

Risk Management

Related Information

Risk Management

Metrics and Targets

The Group leverages its accumulated technologies and knowledge to study new uses for by-products. Commercially expanding activities for the creation of environmental value will maximize our unique strengths. The Group also encourages the 3R approach for waste to facilitate activities preventing pollution and achieve zero landfill waste at its manufacturing sites by 2030. In Japan and Malaysia,* we already recycle 100% of our by-products and waste and will maintain this level going forward.

* Manufacturing sites in Japan, Malaysia, and the Asahi Group Head Office building

Group Targets

- Achieve zero landfill waste at our manufacturing sites by 2030

* Target companies: Asahi Group Japan, Ltd., Asahi Europe and International Ltd., Asahi Beverages (Australia), Asahi Holdings Southeast Asia Sdn. Bhd.

Related Information

Metrics and Targets / Progress in 2025

Strategies

Risks and Opportunities

Risks

- Pollution from improper disposal of waste generated from business activities

Opportunities

- Reduction of environmental burden by utilizing the Group's proprietary materials and technologies
- Reduction of food loss by utilizing the Group's proprietary materials and technologies
- Expansion of sales with products using the Group's proprietary materials and technologies

The Group promotes the recycling of waste and by-products in order to reduce the amount of waste generated. Utilizing powerful microbe and fermentation technology cultivated over numerous years of research, we also promote various initiatives in cooperation with a wide range of stakeholders, including joint development with research institutes of high-value-added by-products and working with agricultural producers to encourage the use of these by-products. Additionally, our employees actively participate in waste reduction initiatives at manufacturing sites and offices, and we also work with local governments to reduce waste.

Other Environmental Initiatives

Activities

Effective Utilization of Biomass and Coffee By-Products Through Asahi You. Us, Ltd.'s Initiatives

The Group is working toward its goal of achieving zero landfill waste and will continue to generate innovations that lead to the recycling of waste that is difficult to reuse within conventional circular recycling systems.

Asahi You. Us, Ltd.'s *Tumbler in the Forest* initiative uses locally sourced surplus biomass materials, including felled timber, sawdust, tea waste, bamboo, and bagasse, which are processed into biomass plastics to manufacture reusable tumblers. These efforts help reduce waste and promote the replacement of single-use containers with reusable alternatives.

The Coffeeloop Project promotes the recovery and reuse of spent coffee grounds collected from commercial locations such as hotels, offices, and food service outlets. Coffee by-products are combined with thinned timber and recycled polypropylene using biomass plastic technology to produce reusable cups and related products. This approach diverts organic waste from disposal and reduces reliance on petroleum-based materials.

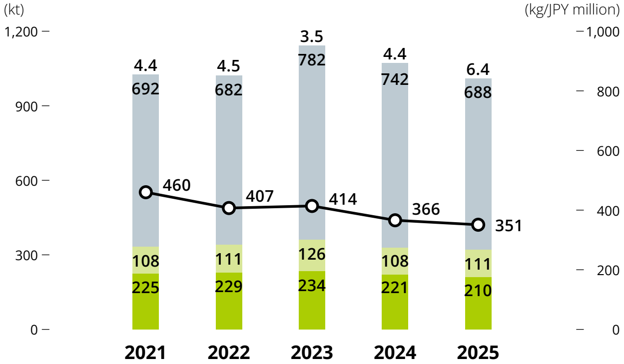
Performance

Waste Reduction

The Volume of By-products and Waste Generated

The amount of by-products and waste generated by the Group in 2025 was calculated from the Group's operating companies in Japan, Europe, Oceania, and Southeast Asia.

Changes by Region in the Volume of By-Products and Waste Generated (Intensity)



(Left) By-products and waste generated:
Japan Oceania Europe Southeast Asia
(Right) Intensity of by-products and waste generated

Notes: 1. Per unit of net sales
2. Disclosure of overseas by-products and waste generated by region covers only Oceania, Europe, and Southeast Asia from 2021.
3. Carlton & United Breweries Pty. Ltd.'s performance has been added to the performance of Oceania since 2021.
4. The 2024 results have been updated to final figures based on the results of recalculation.

Click here for more information on the scope of aggregation

By-Products and Waste Generated and Recycled by Region

(kt)

Region	Content	2021	2022	2023	2024	2025
Japan	Waste generated	225	229	234	221*	210
	Recycled	225	229	234	221*	210
	Recycling rate (%)	100	100	100	100	100
	Landfill waste rate (%)		0	0	0	0
Oceania	Waste generated	108	111	126	108	111
	Recycled	106	109	118	105	107
	Recycling rate (%)	98	98	94	97	96
	Landfill waste rate (%)		2	6	3	4
Europe	Waste generated	692	682	782	742	688
	Recycled	679	674	777	734	684
	Recycling rate (%)	98	99	99	99	99
	Landfill waste rate (%)		1	1	1	1
Southeast Asia	Waste generated	4.4	4.5	3.5	4.4	6.4
	Recycled	1.4	2.4	3.2	4.4	6.4
	Recycling rate (%)	32	53	91	100	99
	Landfill waste rate (%)		47	9	0	1
Total for all regions	Waste generated	1,030	1,026	1,145	1,073	1,016
	Recycled	1,012	1,014	1,133	1,062	1,007
	Recycling rate (%)	98	98	99	99	99
	Landfill waste rate (%)		2	1	1	1

* The 2024 results have been updated to final figures based on the results of recalculation.

Click here for more information on the scope of aggregation

Other Environmental Initiatives

Prevention of Environmental Pollution

Reduction of Air Pollutants

The Group is working to reduce the air pollutants of NOx (nitrogen oxides) and SOx (sulfur oxides).

Emissions of NOx and SOx

(t)

	2021	2022	2023	2024	2025
NOx	177	177	245	228	145
SOx	8	8	5	1	1

Click here for more information on the scope of aggregation

Communities

Realize Sustainable Communities Through the Creation of People-to-People Connections Key Initiatives

Rapid urbanization and social change have weakened ties between people and their local communities, reducing social cohesion and community vitality. Strong communities are essential for social well-being and sustaining the environments and traditions the Asahi Group relies on, such as local agriculture and cultural heritage.

By fostering employee participation and supporting local initiatives, the Group helps revitalize communities and build mutual trust, ensuring both community resilience and the long-term sustainability of its own value chain.

Governance

Related Information

Governance

Risk Management

Related Information

Risk Management

Metrics and Targets

Group Targets

- Under the basic activity of community support activities, all RHQ participate in implementing our global initiative of RE: CONNECTION.

Related Information

Metrics and Targets / Progress in 2025

Strategies

Risks and Opportunities

Risks

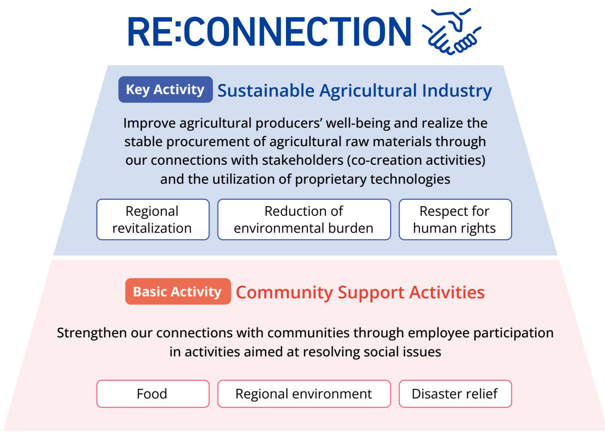
- Negative impact on the stability of our operations and procurement resulting from growing vulnerability among local communities in the regions where we operate and from which we procure raw materials

Opportunities

- Realization of enhancement of agricultural producers' well-being and stable procurement for the Group by undertaking initiatives to foster the development of a sustainable agricultural sector
- Invigoration of local communities and winning of people's trust in the Group by undertaking community support activities with employee participation, which is classed as a basic activity

RE:CONNECTION

The Group promotes RE:CONNECTION as a global initiative aimed at rebuilding ties with local communities and contributing to the realization of a sustainable society through co-creation. As part of this initiative, we promote community support activities involving employee participation as a basic activity, while also advancing initiatives related to sustainable agriculture in close connection with local communities.



Realize Sustainable Communities Through the Creation of People-to-People Connections

Key Activity: Sustainable Agricultural Industry

Because the Asahi Group uses farm produce, a gift of nature, to create its products and services, it has close relationships with the agricultural industry. The agricultural industry has long played a vital role in creating jobs, handing down local specialties and traditions, and connecting communities. Recognizing members of the agricultural industry as a community with a major impact on our business and society, we resolved to increase our initiatives dedicated to agricultural raw materials, which form the core of our business. Moving forward, we will work with the recently established Asahi Global Procurement Pte. Ltd. to enable the sustainable procurement of agricultural raw materials while striving for sustainable business growth by ensuring that procurement is also stable. At the same time, we will leverage our unique technology to move forward with initiatives in areas such as regional revitalization, the reduction of environmental impact, and respect for human rights, thereby helping improve the well-being of agricultural producers through connection (co-creation) with stakeholders.

Basic Activity: Community Support Activities

In order to reevaluate and enhance community connections, we believe it is important for our employees to play an active role in considering the issues facing different regions and acting to resolve those issues. We have defined “community support activities” as our basic activity, and we aim to strengthen our connections to communities through employee participation in proactive activities in three focus areas that are highly relevant to our business: food, regional environment, and disaster relief.

Food: The Asahi Group’s main business areas are alcohol beverages, non-alcohol beverages, and foods, and “food” encompasses these areas.
Regional Environment: The Asahi Group develops its business operations with products that result from nature’s gifts with consideration for the regional environment, which is a key element of business continuity.
Disaster Relief: The Asahi Group believes that in the event of a disaster, disaster relief is a natural course of action for companies operating in the area.

Internal Systems

The Asahi Group is encouraging all Group employees to keep taking part in community support activities. For this purpose, the Group has prepared systems, including leave and other systems, for supporting their community support activities, as well as an intranet and an in-house magazine offering information about such activities.

Major Systems and Programs for Community Support Activities of Employees

Support Activities of Employees

System/Program	Details
Donation system for community support activities	Converts the time Asahi Group employees spend participating in community support activities into points which are calculated as currency and then donated to local community involvement initiatives

Support Systems and Programs in Japan

System/Program	Details
Asahi Nice Life Leave System (volunteer leave system)*	Provides 12 days of annual paid leave for employees participating in voluntary activities that meet the criteria
Guru-Guru Asahi (portal site)	Provides information on community support activities, recruitment, and participation feedback
Volunteers who collect and donate various items	Volunteers collect and donate prepaid cards, used stamps, unused postcards, and other items

* Scope of aggregation: Asahi Group Japan, Ltd., Asahi Breweries, Ltd.

Realize Sustainable Communities Through the Creation of People-to-People Connections

Activities

The Asahi Group has formulated a community strategy that defines "sustainable agricultural industry" as our key activity and "community support activities" as our basic activity. In terms of creating a sustainable agricultural industry, our objective is to improve agricultural producers' well-being through connection (co-creation) with stakeholders. As such, we strive to contribute to the well-being of the agricultural producers with whom we work. We also promote community support activities for employees by establishing various systems that encourage employee participation while simultaneously advancing initiatives that create connections. These activities are based on the belief that it is important for employees to recognize local issues and take action to resolve them.

Key Activity: Sustainable Agricultural Industry

Supporting Hop Farmers Through the FOR HOPS Project (Czech Republic)

Plzeňský Prazdroj, a.s., an operating company in the Czech Republic, launched the FOR HOPS project in 2021 to support hop farmers. The Czech Republic is one of the world's leading hop-producing countries and has a history of hop production stretching back more than 1,000 years, but climate change has led to increased volatility in yield and quality in recent years. To help address this challenge, experts from various industries, including Plzeňský Prazdroj, a.s., software companies, agritech firms, and other specialists from diverse fields, have joined forces to help producers adapt to climate change and stabilize hop production through efficient irrigation.

Through the project, over 50 weather stations have been installed strategically in hop gardens across the Czech Republic, and a farmer app with a decision support system on hop irrigation was developed. Driven by a prediction model powered by AI, the app was developed after four years of thorough scientific research focused on the needs and behavior of hop plants. It provides advice to farmers on when and how much to irrigate their hop plants, all the way to the level of individual hop yards. This solution was made available to all hop growers in the Czech Republic from 2025 to maintain the quality and yield of hop production, and so far, it is used in about 50 hop gardens, reaching more than one third of all hop growers in the country.

- **Key activities:** Support for hop farmers through installation of weather monitoring equipment and provision of irrigation support tools
- **Participation:** More than 50 hop gardens covered, reaching over one third of all hop growers in the Czech Republic
- **Impact:** Improved resilience of hop farming communities and strengthened collaboration between growers and industry partners

Supporting Sustainable Agriculture Through the Campus Peroni Project (Italy)

In 2018, Birra Peroni s.r.l., an Italian company, together with CREA, the Italian Council for Agricultural Research and Economics, co-founded Campus Peroni, a center of excellence dedicated to the promotion and dissemination of a culture of quality, innovation, and sustainability in the agricultural and grain sector. This initiative aims to enhance two great pillars of Italian beer: 100% Italian malt and the value of the people who are part of the raw materials supply chain for the creation of a product that is a symbol of Italian excellence. Along with Birra Peroni s.r.l.'s malting factory, participants in Campus Peroni include Italian universities, local producers who are part of Birra Peroni s.r.l.'s supply chain, consultancy firms, and start-ups, resulting in a multidisciplinary partnership.

In 2025, more than 750 growers joined the program through farm management information systems (FMIS) and decision support systems (DSS) provided by the company in collaboration with agritech partners to lower environmental impact and improve climate adaptation capacities.

Organized around the three pillars of quality, innovation, and sustainability, thanks to Campus Peroni, producers, researchers, educators, students, and barley producers can work together, generating innovation and promoting more sustainable agricultural methods.

Realize Sustainable Communities Through the Creation of People-to-People Connections

- **Key activities:** Promotion of sustainable barley cultivation through education, research, and support programs under Campus Peroni
- **Participation:** More than 750 growers participating in 2025, together with universities, local producers, and research partners
- **Impact:** Strengthened sustainability of Italian barley production and closer connections across the agricultural supply chain

CAMPUS PERONI

Agricultural Volunteer Program with Local Communities (Japan)

In Japan, Asahi Breweries, Ltd. and The Nikka Whisky Distilling Co., Ltd., in collaboration with Hirosaki City, Aomori Prefecture, launched the Hirosaki Agrivolunteer Project, an agricultural volunteer program to support local apple farmers facing challenges such as a declining agricultural workforce and climate-related impacts. The initiative provides opportunities for participants to assist with harvesting activities and engage directly with farmers, fostering mutual understanding of local agricultural issues. In recent years, participation has expanded beyond employees to include members of the general public, contributing to stronger connections between local communities and wider society.

- **Key activities:** Support for harvesting work and direct dialogue with local apple farmers
- **Participation:** 606 participants (cumulative: 2023–2025)
- **Impact:** Strengthening connections between local agricultural communities and wider society

Basic Activity: Community Support Activities

[Food] Ibu Juara (Champion Mum) Program Supporting Local Communities (Indonesia)

In Indonesia, we operate the Ibu Juara (Champion Mum) program to support local communities by promoting women's economic empowerment in and around community-based local markets. The program targets households facing income instability by providing business training, initial business support, and ongoing follow-up assistance to mothers engaged in small-scale food-related sales activities. By supporting livelihoods linked to community-based local markets, the initiative contributes indirectly to the sustainability of local food distribution and access within communities.

- **Key activities:** Business training and continuous support for women in collaboration with local communities
- **Participation:** Approximately 550 mothers (cumulative: 2023–2025), indirectly benefiting more than 4,800 family members
- **Impact:** Supporting women's income generation in community-based local markets and contributing to local food distribution

Realize Sustainable Communities Through the Creation of People-to-People Connections

[Food] Cooking for a Cause: Volunteering with OzHarvest (Australia)

Asahi Beverages (Australia) launched community partnerships in 2025, partnering with two leading Australian charities to strengthen connections with local communities through employee volunteering, sustainability initiatives, and disaster relief. As part of this program, the company participates in the "Cooking for a Cause" volunteering activity with OzHarvest, in which employees prepare nutritious meals for Australians facing food insecurity using surplus ingredients that would otherwise go to waste. Through this initiative, employees work alongside professional chefs, develop zero-waste cooking skills, and contribute to the distribution of meals to local charities supporting people in need.

- **Key activities:** Employees volunteering to prepare and provide meals using surplus food alongside OzHarvest chefs
- **Participation:** 270 employees (2025)
- **Impact:** Asahi Beverages (Australia)'s partnership contribution to community meal provision and food waste reduction, including employee volunteering, will help OzHarvest deliver up to 400,000 meals and divert 200,000 kilograms of food from landfills annually.

[Food] Community Food Support (Romania)

Ursus Breweries SA, an Asahi Group company, carried out a community food support initiative through employee volunteering in Bucharest. Employees prepared and served hot meals at a community canteen, directly supporting people in vulnerable situations within the local community. This activity represents one example of the Group's ongoing commitment to inclusion and community support.

- **Key activities:** Preparation and serving of hot meals at a community canteen by volunteer employees
- **Participation:** 23 employees (2025)
- **Impact:** Provision of 750 hot meals to people in vulnerable situations within the local community

[Regional Environment] School Farming Project (Malaysia)

Etika Sdn. Bhd, an Asahi Group company, supported a school-based farming project aimed at improving the local environment and promoting sustainability education within the community. Implemented in collaboration with government bodies and NGOs, the initiative transformed an underutilized area on school grounds into a productive farm, introducing composting systems and hands-on learning for students and teachers.

- **Key activities:** Development of a school-based farm, introduction of composting systems, and delivery of practical sustainability education
- **Participation:** More than 50 students and 10 teachers
- **Impact:** Capacity building for ongoing garden management and increased awareness of resource circulation and sustainability

Realize Sustainable Communities Through the Creation of People-to-People Connections

[Regional Environment] Community Cleanup Activities (Japan)

Employees of the Group participate in cleanup activities organized by the local municipality around our headquarters. These activities are held twice a year, and in collaboration with local authorities and neighboring companies, we continuously work to improve and preserve the surrounding environment. Through these initiatives, we not only contribute to the local environment and strengthen relationships with the community but also foster awareness among employees of their role as members of the local community. By engaging directly with local social issues, employees are encouraged to develop a stronger sense of responsibility toward society.

- **Key activities:** Participation in community cleanup activities in collaboration with local stakeholders
- **Participation:** 56 employees (2025)
- **Impact:** Support for local environmental conservation through community cleanup activities and strengthened collaboration with surrounding communities

[Regional Environment] Employee Volunteering for Botanical Garden Maintenance (Hungary)

In Hungary, employees of Dreher Sörgyárak Zrt. participate twice a year in a volunteering activity at the Vácrátót Botanical Garden in collaboration with a local volunteer organization. Through hands-on support for seasonal gardening and maintenance work, participants contribute to the upkeep of a regional environmental and educational asset. Dreher Sörgyárak Zrt. participated in spring work on the Vácrátót Botanical Garden as part of the Global Volunteer Month international initiative. The activity also included autumn gardening work, coinciding with World Mental Health Day, which provided an opportunity to support employee well-being through engagement with nature.

- **Key activities:** Provision of support for seasonal gardening and maintenance work by employee volunteers
- **Participation:** 58 employees (2025)
- **Impact:** Maintenance of a regional botanical garden through hands-on employee engagement

[Regional Environment] Employee Volunteering for Residential Garden Maintenance (Netherlands)

In the Netherlands, employees of an Asahi Group company participated in a community-based environmental volunteering activity in collaboration with a local partner organization. The initiative supported residential garden maintenance for a local resident requiring assistance, contributing to the upkeep of local living environments.

- **Key activities:** Provision of support for residential garden maintenance by employee volunteers in collaboration with a local partner organization
- **Participation:** 11 employees (2025)
- **Impact:** Support for the maintenance of local living environments through hands-on employee engagement

Realize Sustainable Communities Through the Creation of People-to-People Connections

[Disaster Relief] Disaster Relief Support for the Noto Peninsula Earthquake and Oku-Noto Heavy Rains (Japan)

In response to the Noto Peninsula Earthquake in January 2024 and the subsequent Oku-Noto heavy rains in September 2024, the Asahi Group provided disaster relief support to affected communities in Ishikawa Prefecture. In April 2025, the Group supplied in-kind food assistance as part of longer-term livelihood recovery support, focusing on addressing daily living needs in collaboration with a non-profit organization engaged in food assistance.

- **Type of support:** In-kind food assistance
- **Contents of support:** Asahi Group Foods, Ltd. provided 30,000 servings of freeze-dried miso soup to households affected by disasters.
- **Purpose / Impact:** Support for daily living needs as part of longer-term livelihood recovery in communities affected by the earthquake and heavy rains

[Disaster Relief] Disaster Relief Support for Flood-Affected Communities in Queensland (Australia)

In partnership with Rural Aid and in response to severe flooding in Queensland, Asahi Beverages (Australia) helped provide disaster relief to affected communities. The "Great Shout" flood appeal combined corporate donations with public fundraising initiatives to contribute to flood recovery efforts for impacted farmers and rural communities.

- **Type of support:** Financial support for disaster relief and recovery
- **Contents of support:** Corporate and public donations totaling AUD 340,000 delivered to Rural Aid, in addition to Asahi Beverages' partnership contribution (2025)
- **Purpose / Impact:** Flood recovery in affected farming communities, including hay, water, counseling, and financial relief

Performance

Social Contribution Expenditures

(million yen)

	2020	2021	2022	2023	2024	2025
Total	1,207	1,104	1,621	1,828	1,666	1,283

Scope of aggregation: Asahi Group Holdings, Ltd., Asahi Group Japan, Ltd., Asahi Breweries, Ltd., Asahi Soft Drinks Co., Ltd., and Asahi Group Foods, Ltd.

Breakdown of Expenditures in 2025

Items	Details
Number of employees participating in community support activities*1	7,732 people (Total participant count)
Donations for community support activities*1	Approximately JPY27.92 million
Product donations to food banks*2	Approximately JPY54.48 million

*1 Scope of aggregation: Entire Asahi Group
*2 Scope of aggregation: In 2025, only Asahi Group Foods, Ltd. was included due to the impact of a cyberattack.

Responsible Drinking

Responsible Drinking

Throughout human history, alcohol beverages have played an important role in celebrations and commemorative moments, bringing delight and pleasure into daily life. However, inappropriate drinking habits can lead to a range of problems for individuals, their families, and society at large.

The Asahi Group regards responsible drinking as a core priority in its operations, recognizing that inappropriate consumption of alcohol beverages can pose risks to any consumer, including those for whom drinking is inadvisable.

Policies

Asahi Group Responsible Drinking Principles

At the Group, we have established the Asahi Group Responsible Drinking Principles (Group alcohol policy) as our basic principles to manage the material impacts, opportunities, and risks related to responsible drinking, and we are committed to promoting responsible drinking while contributing to the reduction of harmful alcohol use and related social issues. The Asahi Group Responsible Drinking Principles are adopted as a global, Group-wide policy and aim to reduce inappropriate drinking for all consumers and their communities. The document is made available on our website for all consumers and on our intranet for our employees. Risks and impacts identified under these principles are managed through the Group-wide Enterprise Risk Management process, which is reviewed on a quarterly basis.

Overview of the Asahi Group Responsible Drinking Principles

1. Awareness and Actions of Employees:
   As members of a corporate group that manufactures and sells alcohol beverages, all employees will recognize that we have responsibilities and act accordingly.
2. Reduction and Prevention of Issues Caused by Inappropriate Drinking Habits:
   We will work to reduce drink-driving, underage drinking, drinking during pregnancy and breastfeeding, binge drinking, and other issues.
3. Responsible Marketing Activities:
   We will comply with relevant regulations, industry standards, and internal policies of Asahi Group companies.
4. Appropriate Information Disclosure:
   We will disclose appropriate information to external parties; we will provide advice and messaging to consumers regarding responsible alcohol consumption; and we will work to disseminate correct knowledge.
5. Collaboration with Stakeholders:
   We will work in conjunction with a variety of stakeholders to reduce the harmful use of alcohol.
6. Development of Innovative Products:
   We will work to develop innovative products that contribute to the sound development of the alcohol beverage culture by mobilizing the knowledge and technology of the Asahi Group while utilizing the gifts of nature.

Related Information
Web Asahi Group Responsible Drinking Principles

Governance

Related Information
Governance

Risk Management

Related Information
Risk Management

Responsible Drinking

Metrics and Targets

In its activities, the Asahi Group aims to reduce the harmful use of alcohol. One such activity is promoting moderate drinking with non- and low-alcohol adult beverages. We believe that providing our consumers with and promoting new drinking opportunities allows us to shape a culture of moderation, which in turn reduces inappropriate drinking. Therefore, the Group has set a target to achieve 20% sales composition ratio of non- and low-alcohol adult beverages (NABLAB) to major alcohol beverage products by 2030. Furthermore, in order to promote responsible drinking, we need to provide consumers with a wide range of high-quality NABLAB.

Through an appropriate combination of NABLAB and regular alcohol beverages, we will provide support for appropriate alcohol consumption in accordance with the lifestyles of individual consumers and drinking settings. At the same time, we will help popularize new drinking styles that meet diverse consumer needs.

Group Targets

- Achieve 20% sales composition ratio of non- and low-alcohol adult beverages*1 to major alcohol beverage products*2 by 2030

*1 Non-alcohol adult beverages are defined in accordance with the laws and regulations in each country. Low-alcohol beverages have an alcohol content of no more than 3.5%.
*2 Beer-type beverages, ready-to-drinks (RTDs), non-alcohol adult beverages.

In 2025, the Group achieved a 14% NABLAB sales composition ratio. The Group will continue to aim to achieve its 20% sales composition ratio target by 2030.

Related Information

Metrics and Targets / Progress in 2025

Strategies

The Group promotes responsible drinking by recognizing both the social risks associated with alcohol and the new possibilities inherent in drinking culture as important management issues. While excessive and inappropriate drinking increases health and societal risks, changes in values and lifestyles are creating new opportunities in how people engage with alcohol beverages. Based on this recognition, the Group has identified two core pillars for its initiatives: Reduction in Inappropriate Drinking and Solutions for Alcohol-Related Issues Through Creation of New Drinking Opportunities. By addressing challenges that vary by region and culture and engaging in dialogue with diverse stakeholders, we aim to mitigate the negative impacts associated with harmful alcohol consumption while expanding drinking experiences that enable moderate and informed choices. Through these efforts, the Group seeks to achieve both the resolution of social issues and sustainable business growth.

The Global Slogan “Responsible Drinking Ambassador”

To embody the Group Responsible Drinking Principles in our daily lives, we created the global slogan “Responsible Drinking Ambassador” in 2020. This slogan was created to remind our employees of our shared commitment and our respective missions. It includes the word “ambassador” to communicate the idea that the first step toward realizing the Asahi Group Responsible Drinking Principles starts with each employee individually taking responsibility for their behavior, including their drinking behavior, in pursuit of the principles.

To instill in each employee the awareness and knowledge that they must be an ambassador, each RHQ has been conducting internal training for employees on responsible drinking.

Reduction in Inappropriate Drinking Key Initiatives

As a company that handles alcohol beverages, we regard the reduction of inappropriate drinking as a critical responsibility. We recognize that there are various harmful uses of alcohol, including but not limited to: heavy episodic drinking, drinking and driving, underage drinking, drinking by those who should not drink (pregnant and breastfeeding women, people with certain health conditions, etc.), mental and physical health impacts due to heavy drinking, and social and community harm and misconduct. To address such issues, we are conducting initiatives to deepen our understanding of the diverse points of view held by consumers (end users) as well as underage individuals, those who should abstain from drinking for health reasons, and other demographics to whom special consideration is due. The insights gained from these efforts are incorporated into our decision-making and initiatives in product development, responsible marketing, awareness-raising activities, and other areas.

Strategies

Risks and Opportunities

Risks

- Negative impacts on individual health and society as a whole due to inappropriate drinking, such as drinking and driving, binge drinking, underage drinking, and health and community harm
- Tighter global and local regulations on alcohol marketing and sales and reputational harm to the Group's brand value due to inappropriate drinking

Opportunities

- Sound development of drinking culture through addressing inappropriate drinking issues

Guided by the Asahi Group Responsible Drinking Principles, the Group has been aiming to reduce the harmful use of alcohol through engaging in a variety of initiatives, while taking into account regional and local issues. In 2022, based on and in support of the Global alcohol action plan 2022-2030 adopted by the World Health Organization, we established a policy to strengthen our efforts to contribute to the reduction of heavy episodic drinking and pure alcohol consumption per capita, which are indicators of the global targets set forth in the plan, by 2030.

Alcohol-related challenges vary over time and across countries and regions. In reviewing strategies and initiatives, our business units engage with government agencies, non-governmental organizations, and healthcare professionals to better understand the trends among heavy drinkers and the specific drinking-related issues in each market. These insights are then reflected in local activities. For example, in Japan, Asahi Breweries, Ltd. provides a voluntary app-based drinking record service that allows adult users to record their alcohol consumption and reflect on their own drinking habits. Based on self-reported information, questionnaires are used solely to support users' awareness and understanding of their drinking patterns and associated risks and to inform local responsible drinking initiatives rather than to promote alcohol consumption.

We seek to demonstrate the ability to resolve the issue of inappropriate drinking through collective multi-stakeholder joint actions. By promoting these measures, which are also endorsed by the recently adopted political declaration to combat noncommunicable diseases of the United Nations General Assembly in 2025, we strive for sound growth in the alcohol industry. This work requires constant dialogue with various stakeholders as we work together to reduce the harmful use of alcohol throughout society and contribute to the resolution of specific issues.

Activities

In order to realize the Asahi Group Responsible Drinking Principles, we continue activities to increase all employees' awareness to ensure they stay up to date with the correct knowledge and information surrounding alcohol and health. We have also been taking part in a number of initiatives and awareness-raising activities to reduce inappropriate drinking. Through these initiatives, we cooperate not only with other companies in the alcohol beverage industry and trade associations but also with other industries and sectors while making efforts to resolve alcohol-related problems in societies around the world.

Educational and Awareness-Raising Efforts to Encourage Appropriate Drinking Among Consumers and Society

To encourage moderate and responsible drinking among consumers and in society, the Group is working on education and public awareness activities to remind people about responsible drinking and to help prevent and reduce alcohol misuse-related issues such as drink-driving, underage drinking, drinking during pregnancy and breastfeeding, and binge drinking.

Each Group company works to develop these activities and initiatives effectively in conformity with the legal systems, culture, and customs of each country and region.

Reduction in Inappropriate Drinking

Initiatives to Tackle Drinking During Pregnancy

Kompania Piwowarska S.A., a Polish brewery, has spent more than 10 years reminding people, in various forms, that alcohol is not for everyone, and there are many situations in which it should absolutely not be consumed. One of these situations is alcohol consumption during pregnancy. In Poland alone, an estimated 9,000 children are born with fetal alcohol syndrome (FAS) every year. Although the rule of abstaining from alcohol during pregnancy is widely known, awareness of the real consequences is still too low. This is why, for the past several years, Kompania Piwowarska S.A. has been collaborating with "Dom w Łodzi" Foundation to spread the message of not drinking during pregnancy more widely and attract the attention of a much larger audience. The seventh edition of this FASOFF campaign tried to promote 100% alcohol-free pregnancy as a fashionable trend and bust persistent myths, such as "A little alcohol won't hurt," "The placenta protects the baby," or "FAS can be treated." A fashionable photo shoot was held at the Museum of Modern Art in Warsaw, featuring pregnant women as the campaign ambassadors. These women include those who work with children affected by genetic disorders and FAS and Poland's Olympic medalist fencers.

The DrinkWise Schoolies Campaign

Asahi Beverages (Australia) is a founding member and the largest industry contributor of DrinkWise, an Australian social change organization, supporting their work to promote generational change in the way Australians approach and consume alcohol. Through DrinkWise, various initiatives and campaigns have been undertaken to drive positive changes in and curtail the harmful use of alcohol.

In 2025, DrinkWise launched its Schoolies campaign in partnership with the Australian government to help school-leavers celebrate safely and mindfully. The initiative provides practical, evidence-based advice through educational videos for both teens and parents, featuring medical guidance and real-life stories highlighting the risks of unsafe drinking, including methanol poisoning overseas. By promoting conversations between parents and young people and offering tips on moderating alcohol consumption and looking after friends, DrinkWise aims to reduce harm and encourage responsible choices during this milestone celebration.

Promoting Responsible Drinking Through Sumadori Seminars

Asahi Breweries, Ltd. advocates "smart drinking" ("Sumadori" for short in Japanese) to consumers, promoting enjoyable shared drinking experiences regardless of individual preferences. Since 2020, it has conducted multifaceted awareness campaigns under the Sumadori Seminar initiative to broaden understanding and promote responsible drinking. In 2025, over 300 seminars were held, attracting participation from more than 30,000 people.

Furthermore, to enhance the permeation of Sumadori culture, in February 2025, the company established the internal Sumadori Ambassador qualification system for participants to take on the roles of creating a diverse drinking culture and promoting responsible drinking. Through lectures and other learning activities, participants study appropriate drinking and the environment surrounding the alcohol beverage industry. Upon passing an exam, they are certified as Sumadori Ambassadors. After obtaining the qualification, they promote awareness activities such as seminars introducing the concepts of Sumadori and responsible drinking to external parties, including business partners like restaurants, retailers, companies, and universities. As of the end of September 2025, approximately 2,800 people, representing about 90% of Sumadori Seminar parcitipants, had obtained the Sumadori Ambassador qualification.

Reduction in Inappropriate Drinking

Responsible Marketing Activities

Development of Voluntary Standards and Policies

The Asahi Group has directed its marketing activities to encourage moderate and responsible drinking and to reduce inappropriate drinking. Based on the Asahi Group Responsible Drinking Principles, each operating company develops voluntary standards and policies in conformity with the legal systems, culture, and customs in each country and region, and develops responsible marketing activities.

In 2025, the Group adopted its Group-wide Global Responsible Alcohol Marketing Principles. While each Group business unit has been complying with its local codes and regulations, we consider our marketing activities as one of the critical tools for communicating with our consumers. This requires the utmost respect for our consumers beyond complying with regulations. Therefore, the newly adopted principles ask all business units to ensure all of their marketing communications align with the Asahi Group Philosophy and foster respect for consumers.

Related Information

Web Global Responsible Alcohol Marketing Principles

Web Asahi Breweries, Ltd.
Voluntary Advertising Standards (Japanese only)

Web Asahi Europe and International Ltd.
Policy on Commercial Communication

Web Asahi Beverages (Australia)
Regulatory compliance & ethical business practices

Initiatives in the Field of Digital Marketing

The Group works with other affiliate companies of the International Alliance for Responsible Drinking (IARD) to prevent underage people from viewing alcohol-related websites and social media content in the increasingly visible digital field based on the alliance's Digital Guiding Principles (DGPs).

Specifically, on websites and social media platforms, our brands take action on the following five items.

Five Initiatives Based on the IARD Digital Guiding Principles

1. Age-affirmation mechanism
(age gate, confirming that a visitor is of legal purchase age before viewing information related to alcohol beverages)
2. Transparent statement by the brand owner of the site
(explicitly stating that the site is an official site)
3. Warning that inappropriate user posts will be deleted
(user-generated content; "UGC")
4. Descriptions prohibiting sharing with minors
(Forward Advice Notice; "FAN")
5. Message calling for moderate and responsible drinking
(responsible drinking message; "RDM")

The Group achieved 100% compliance with the DGPs in 2024 and will further strengthen its efforts to prevent underage drinking.

Third-Party Monitoring

Based on third-party monitoring, the Group ensures that it is responsible for its marketing activities. For example, in Japan, a third-party organization, the Review Committee of Alcohol Advertising, regularly monitors alcohol advertising.

In Europe, Asahi Europe and International Ltd. subsidiaries are connected with third-party independent bodies who assess compliance with industry ethical codes in case of any complaints.

Cooperation with Other Companies in the Alcohol Beverage Industry and Alcohol Trade Associations

Cooperation with the International Alliance for Responsible Drinking (IARD)

The Group has recognized the necessity of taking initiatives from a global perspective instead of the viewpoint of one country alone since before its global expansion. The Group has been a member of IARD since its establishment in January 2015, following Asahi Breweries, Ltd.'s participation in the International Center for Alcohol Policies (ICAP)—an international nonprofit organization that later integrated with the Global Alcohol Producers Group to form IARD—since 2001. IARD is involved in projects mainly concerned with responsible drinking awareness-raising activities, alcohol research in different countries, setting best-in-class standards for responsible alcohol marketing and sales, and the organization of forums.

The Group, along with 15 other global alcohol beverage producers, is a board member of IARD and dedicated to expanding the IARD Global Standards Coalition.

Reduction in Inappropriate Drinking

IARD's Primary Activities

IARD actively supports international goals to reduce the harmful use of alcohol through various activities, such as setting a high standard of self-regulation, sharing good practices for accelerating responsible drinking, and engaging in multi-stakeholder dialogue.

In addition to complying with respective local regulatory standards, IARD members put further safeguards in place.

- Age-restriction reminders on product labels, including alcohol-free brand extensions
- Digital Guiding Principles to safeguard minors from accessing online alcohol marketing and commercial communications
- Influencer Guiding Principles to properly manage alcohol beverage marketing with influencers

IARD also collaborates with alcohol industry partners, such as retailers, the hospitality industry, and e-commerce platforms, to effectively address alcohol-related issues.

- Forming a global alliance with e-commerce platforms and delivery companies to promote responsible online sale and delivery of alcohol beverages
- Establishing a Global Standards Coalition with various stakeholders, including alcohol producers beyond IARD's membership, retailers, online platforms, social media companies, and delivery companies, to commit to reduce the harmful use of alcohol. As of 2025, more than 100 organizations had joined the Coalition.

Related Information
Web Global Standards Coalition
Web International Alliance for Responsible Drinking (IARD)
Web IARD's report: **"Producers' Commitments"**
Web IARD's press release: "Actions to accelerate reductions in underage drinking"
Web IARD's press release: "New global alliance formed to promote the responsible sale and delivery of alcohol online"
Web IARD's "Global standards for online alcohol sales and delivery"
Web IARD's "Global standards for influencer marketing"

Cooperation with the Brewers Association of Japan

In collaboration with the Brewers Association of Japan, which includes five Japanese beer producers, Asahi Breweries, Ltd. advances various efforts such as amplifying the culture of appropriate drinking.

Since its launch in 2005, the Brewers Association of Japan has been spreading a clear message to discourage people under the age of 20 from drinking alcohol, including through the "STOP! Under 20 Drinking" logo, which has an over 94% recognition rate from those under 20.

ビール酒造組合

Cooperation with the Brewers of Europe

Asahi Europe and International Ltd. (AEI) is part of the Brewers of Europe, a nonprofit which brings together the national brewers' associations from 29 European countries. As such, AEI teams up with other members in brewing and marketing beer responsibly. European beer brewers are implementing the revolutionary #ProudToBeClear initiative with the goal of enhancing the transparency of ingredient and calorie labeling to enable consumers to make fact-based choices when purchasing products. AEI has also signed on to this initiative.

The Brewers of Europe

Reduction in Inappropriate Drinking

Cooperation with Alcohol Trade Associations of Australia

Asahi Beverages (Australia) is a member of the Brewers Association of Australia, the peak body representing Australia's leading brewers and, more broadly, beer drinkers across Australia. It is a leading voice for sensible, responsible, and workable policy solutions on alcohol use and promotion in Australia.

The company also continues its voluntary contributions to independent nonprofit organization DrinkWise. Over the past 20 years, DrinkWise has been at the forefront of developing alcohol education campaigns that seek to help Australians make safer and healthier decisions around alcohol in order to reduce alcohol-related harm. To underscore its commitment to the evidence-based work of DrinkWise, in June 2023 company CEO Amanda Sellers was appointed to the DrinkWise board of directors.

Choose to Drink Wise.

BREWERS ASSOCIATION OF AUSTRALIA

Disclosure of Research Findings on Alcohol

The Asahi Group conducts research on alcohol metabolism and its physiological impacts, aiming to prevent social and health problems caused by inappropriate drinking and build a better drinking culture. We are proactive in disclosing these research findings externally to make our efforts widely known among our stakeholders and receive the understanding and opinions of researchers specializing in physiological and medical research on alcohol.

We will continue to analyze in detail how individual constitutions and the conditions of alcohol intake affect alcohol metabolism and the change in physiology, and remind our customers on moderate and responsible drinking based on those findings.

Joint Research with University of Tsukuba to Reduce Inappropriate Drinking

Asahi Breweries, Ltd. began a joint research project with the University of Tsukuba in January 2022 with the aim of solving social issues related to inappropriate drinking. The 2022 study, based at the university's Research and Development Center for Lifestyle Innovation, examined how providing non-alcohol adult beverages would affect excessive drinking. From the results, researchers found that providing non-alcohol adult beverages reduces pure alcohol consumption and is highly useful in forming more appropriate drinking habits. Since 2024, Asahi Breweries, Ltd. has utilized this research outcome to help reduce alcohol consumption for those who have a tendency of heavy drinking.

Moving forward, we plan to continue working toward issue resolution by understanding the entire behavioral process of inappropriate drinking and implementing activities to encourage positive behavioral change, with the goal of creating a society in which daily alcohol consumption can be controlled through the use of non-alcohol adult beverages.

Solutions for Alcohol-Related Issues Through Creation of New Drinking Opportunities Key Initiatives

In compliance with the Asahi Group Responsible Drinking Principles, the Asahi Group assembles its knowledge and skills to develop novel, innovative products and create new opportunities for responsible drinking. We bring innovation to the relationship people have with drinks and contribute to the sound development of an alcohol culture that contributes to enrichment, while we tackle issues of inappropriate drinking.

Strategies

Risks and Opportunities

Risks

- Trend of alcohol abstention due to change in consumer lifestyles and values
- Harmful patterns of alcohol consumption, including heavy episodic drinking, may be associated with adverse impacts on health, well-being, and broader social issues.

Opportunities

- Expansion of markets and sales through the creation of new drinking opportunities using non- and low-alcohol adult beverages

The Group is committed to promoting drinking in moderation and reducing harmful drinking, guided by the Asahi Group Responsible Drinking Principles. We aim to innovate not only beverages themselves but also how people engage with drinks.

Reducing heavy drinking is essential for addressing misuse-related issues. Therefore, we see moderation as a growth driver, supported by the global rise in demand for non- and low-alcohol adult beverages (NABLAB). By meeting these consumer needs, we can lower pure alcohol intake without compromising enjoyment. Our 20% NABLAB sales composition ratio will be a key KPI as we pursue both social impact and business growth.

To promote responsible drinking, we are expanding our NABLAB portfolio and creating new drinking occasions. While traditionally seen as alternatives for preventing drink-driving or during pregnancy, NABLAB are now popular among those moderating their consumption or choosing not to drink alcohol. Leveraging our expertise and technology, we will continue to develop products that meet this demand, helping reduce harmful drinking and offering practical solutions to related issues.

Activities

The Group will continue to recommend new options to provide solutions to social problems related to inappropriate drinking.

Development and Marketing of Non- and Low-Alcohol Adult Beverages

The Group works to ensure the diversity of its alcohol operations in accordance with its policy of expanding the development and marketing of non- and low-alcohol adult beverages in the regions where the Group has alcohol businesses.

Transforming Perceptions Toward Non-Alcohol Adult Products and Low-Alcohol Products in Japan

Asahi Breweries, Ltd. is committed to “smart drinking,” aiming for a society where both drinkers and non-drinkers can enjoy themselves together. For 0.00% alcohol content products, we focus on non-alcohol beer-flavored beverages such as *Asahi Dry Zero* and *Asahi ZERO*, as well as non-alcohol cocktail-flavored beverages including the *Asahi Style Balance* series. Additionally, in 2025, Asahi Breweries, Ltd. launched *Wilkinson Tansan #sober*, a series of nighttime-exclusive, sparkling non-alcohol cocktails that offers complex flavors despite having 0.00% alcohol content, as a new value proposition.

Solutions for Alcohol-Related Issues Through Creation of New Drinking Opportunities

Meanwhile, in the low-alcohol beverage segment, Asahi Breweries, Ltd. will continue to expand the *Asahi Super Dry* brand, beginning with *Asahi Super Dry Dry Crystal*, which has an alcohol content of 3.5%. In 2026, Asahi Breweries, Ltd. aims to continue launching new non-alcohol adult beverages, providing consumers with diverse choices and deliciousness that exceeds expectations.

Expansion of Global Brands with 0.0% Alcohol Variants in Europe

Peroni Nastro Azzurro 0.0%, a non-alcohol beer-flavored beverage from the *Peroni Nastro Azzurro* global brand, was launched in 2022. In 2025, *Peroni Nastro Azzurro 0.0%* partnered with the U.K. Department for Transport's THINK! 0% initiative, which encourages drivers to always opt for a non-alcohol drink over an alcohol drink when driving. Separately, *Peroni Nastro Azzurro 0.0%* was present at the Royal Ascot, an event known for high alcohol consumption, where alcohol-free options were made available to participants. This initiative aimed to provide consumers with premium alcohol-free choices in a setting where alcohol is traditionally consumed. In Romania, *Peroni Nastro Azzurro* launched two new flavored 0.0% variants, *Peroni Nastro Azzurro 0.0% Limone di Sicilia* and *Peroni Nastro Azzurro 0.0% Arancia Rossa*, for which Ursus Breweries SA was honored with the Best New Product award at Romania's prestigious industry event, the Piata Awards Gala 2025. In Italy, *Peroni Nastro Azzurro 0.0%* took center stage in the brand's communication campaign "Zer0% Alcohol, Zer0% Compromises," conceived to positively affirm that choosing an alcohol-free beer is not a compromise, but a confident and rewarding lifestyle choice.

Expanding the Range of Non- and Low-Alcohol Beers in Australia

Asahi Beverages (Australia) has Australia's leading range of zero-, low-, and mid-strength beers for beer lovers wishing to moderate their alcohol consumption. This range includes *Great Northern Zero*, Australia's most popular non-alcohol beer-flavored beverage in liquor stores in 2025, and *Carlton Zero*, which has played a leading role in helping drive the trend toward moderation since launching in 2018.

The market for mid-strength beers with around 3.5% alcohol content in Australia is growing. To meet that demand, a company released *Asahi Super Dry 3.5%* and *Peroni Nastro Azzurro 3.5%* in 2022, and *Carlton Dry 3.5%* in March 2024.

In 2025, *Great Northern Light* was launched as Great Northern's first-ever light beer with 2% ABV. To celebrate the release, a lunch event was hosted at Royal Botanic Garden Sydney, right by the Sydney Opera House. Participants enjoyed a woodfire BBQ that perfectly matched with *Great Northern Light*.

Solutions for Alcohol-Related Issues Through Creation of New Drinking Opportunities

Advocating for Diversity in Drinking

“Embrace the Mid” Campaign

Asahi Beverages (Australia) has initiated an innovative promotion of *Carlton Dry 3.5%* through the “Embrace the Mid” campaign to turn mid-strength beer into a cultural phenomenon in Australia. Since its launch in 2024, *Carlton Dry 3.5%* has been the fastest growing low-alcohol beer in Australia. Utilizing this momentum to further expand the culture of choosing lower alcohol options, Asahi Beverages has initiated its “Embrace the Mid” promotion of *Carlton Dry 3.5%* to turn moderation into a confident choice rather than a compromise.

“Smart Drinking” (Sumadori) Initiatives

Asahi Breweries, Ltd. advocates “smart drinking” (“Sumadori” for short in Japanese) to promote responsible drinking and to bring about a society where people who drink and people who do not drink can have mutual respect. Sumadori involves the development of products, services, and environments for enjoying drinks in ways that help offer drinking choices appropriate for more diverse groups of adults and situations, including people who drink, do not drink, can drink, and cannot drink alcohol, and including times when people choose to drink, choose not to drink, or are unable to drink alcohol. Sumadori is meant to build a society that embraces diversity. In February 2026, the Sumadori initiative has been awarded the Commissioner’s Award in the FY2025 Award for Good Practices of Consumer-Oriented Management by the Consumer Affairs Agency of Japan for its contribution to promoting the Sumadori initiative, including the promotion of non- and low-alcohol beverages and reduction in inappropriate drinking.

Related Information

Web FY2025 Award for Good Practices of Consumer-Oriented Management (Japanese only)

Promoting Non-Alcohol Beer for Beer Lovers

In April 2025, Asahi Breweries, Ltd. launched the “Asahi Zero Project for Working People” with the goal of positioning non-alcohol beer-flavored beverages not merely as beer substitutes, but as products customers actively choose based on their lifestyles. By December 2025, over 30,000 people from 44 companies had experienced *Asahi ZERO*, which achieves a real beer-like taste using our proprietary alcohol-removal technology. The project targets working people who say, “I like beer, but I want to cut back on alcohol for various reasons.” Its goal is to achieve a “Work–Beer Balance”—a better relationship between work and non-alcohol adult beverages (beer-taste). Project survey results showed that about 80% found *Asahi ZERO* delicious, and about 80% said they would drink *Asahi ZERO* when wanting to reduce their alcohol intake. Starting in March 2025, a small 334 milliliter bottle was launched as a product for restaurants and bars. It is not a beer substitute chosen out of necessity when beer is unavailable, but rather a non-alcohol adult beverage (beer-taste) actively chosen because people want to drink it, contributing to expanding choices in restaurants.

Health

Create Value of Health Initiatives

Health is an essential theme for the Asahi Group as a company engaged in food and beverages.

As consumers become more health conscious, they are becoming more selective about their product choices. Moreover, unhealthy diets due to the excessive consumption of specific ingredients, such as sugar, have become a major social issue. For this reason, the World Health Organization (WHO) and governments around the world have begun to introduce taxes and marketing regulations on products that use these ingredients. In consideration of these social trends, the Group is taking necessary measures to address any risks and opportunities related to product development and marketing.

Policies

With regard to breast-milk substitutes (BMS), we have created a BMS marketing policy in accordance with the WHO's International Code of Marketing of Breast-milk Substitutes. Based on this policy, we promote appropriate marketing activities and aim to realize a society that guarantees the health and safety of infants and young children.

Related Information
Web BMS Marketing Policy

Governance

Related Information
Governance

Risk Management

Related Information
Risk Management

Strategies

Risks and Opportunities

Risks

- Negatively impact the health of consumers due to products with high sugar or salt content
- Cause harm to the Asahi Group's reputation due to launching new products with high sugar or salt content

Opportunities

- Expand sales by developing products that effectively utilize the Asahi Group's innovative materials and technologies
- Contribute to addressing health issues by selling more products with reduced sugar or salt content

The Group aims to contribute to people's health through its products and services by leveraging the diverse technologies and expertise it has cultivated over the years. More specifically, we enhance added value by utilizing our expert knowledge of yeast, lactic acid bacteria, and microorganisms, alongside many other areas. We are also advancing the development of health-conscious products and services, such as by reducing the negative health impacts associated with excessive sugar and salt consumption.

Initiatives

Products with Reduced Sugar Content

In regions such as Southeast Asia and Oceania, where excessive consumption of sugar is becoming a significant problem, the Group's soft drinks businesses are moving forward with the development of non-sugar and low-sugar product lineups. They have also expanded the proportion of products containing five grams of sugar or less per 100 milliliters. By doing so, these businesses have been offering a wider range of healthier product options.

Activities in Australia

As a member of the Australian Beverages Council, Asahi Beverages (Australia) is a signatory to the industry's sugar reduction pledge. The major manufacturers of the beverages industry initially set a goal in 2018 of reducing sugar across their non-alcohol beverage portfolio by 20% from 2015 to 2025. Asahi Beverages (Australia) has already achieved this goal within its portfolio. Moving forward, it will continue to further strengthen the Group's industry-leading sugar reduction efforts and provide consumers with more choices by offering a wide range of affordable non- and low-sugar non-alcohol beverages.

Create Value of Health

Activities in Southeast Asia

In Southeast Asia, initiatives to reduce the sugar content of beverages are underway, with the aim of providing consumers with healthier choices. As part of this commitment, a target has been adopted to maintain the quantity of added sugar contained in 70% of ready-to-drink (RTD) products to meet the Healthier Choice Logo (HCL) nutritional criteria. Accordingly, Etika Beverages Sdn. Bhd. and Etika Dairies Sdn. Bhd. have been working to expand their lineup of non-sugar and lower-sugar beverages. In addition, non-sugar and lower-sugar products are being progressively rolled out across Southeast Asia through new formulations developed by R&D laboratories and through collaboration with PepsiCo, Inc. In 2025, 90% of RTD products in Southeast Asia met the HCL criteria, enabling the target to be achieved once again, following its achievement in 2024.

Development of Products That Contribute to the Reduction of Salt Content

Salt is another ingredient for which excessive consumption has become an issue. Accordingly, Asahi Group Foods, Ltd., which oversees the Food Business, has been working to develop low-sodium products that make use of the Group's yeast technologies.

Activities in Japan

Asahi Group Foods, Ltd. has been offering a lineup of low-sodium products under the Amano Foods brand of freeze-dried products. Furthermore, some of the yeast extracts sold by Asahi Group Foods, Ltd. are designed to enhance the original flavor of ingredients and increase umami when added, thereby contributing to salt reduction, and are used across a wide range of fields, including food and health food products.

Contribution to Improving Issues Through the Utilization of Unique Ingredients, Technologies, and Insights

By developing products that leverage the health benefits of proprietary ingredients, including yeast and lactic acid bacteria, the Group aims to expand its portfolio of products that deliver new health value.

Products That Offer Health Value by Utilizing Research Findings on Yeast, Lactic Acid Bacteria, and Other Ingredients

The Group's various operating companies have accumulated extensive resources and knowledge since their founding. Drawing on yeast and fermentation technologies necessary for brewing beer, Asahi Group Foods, Ltd. has developed products such as *EBIOS Tablets*, derived from dried yeast (brewing yeast).

Furthermore, in the Soft Drinks and Food businesses, we have been developing products that make use of our technical strengths, accumulated through efforts including more than 100 years of research into lactic acid bacteria for *CALPIS*®. Asahi Soft Drinks Co., Ltd. offers the *PLUS CALPIS*® series, a lineup of foods with functional claims that delivers a reliable sense of health and trusted great taste through the use of lactic acid bacteria. The company markets products such as *PLUS CALPIS® Meneki Support*, *PLUS CALPIS® Sleep and Gut Care* made with Lactobacillus gasseri CP2305, and *PLUS CALPIS® Body Fat Care* using 10-hydroxyoctadecanoic acid (10-HOA) derived from lactic acid bacteria strain CP1563. Asahi Group Foods, Ltd. also offers products such as *Watashi Prologue*, a food with a functional claim formulated with Lactobacillus gasseri CP2305, which is promoted for its menstruation-related functions, including the alleviation of temporary low mood experienced before menstruation in healthy women.

Create Value of Health

Furthermore, as a new application of yeast research, Asahi Group Japan, Ltd. has developed *LIKE MILK*, the world's first*[1] yeast-derived, non-animal milk alternative. Free from 28 specified allergenic ingredients, *LIKE MILK* is characterized by its natural sweetness and mild taste. Compared with cow's milk and soy milk,*[2] it contains higher levels of dietary fiber and zinc, while providing protein and calcium at levels comparable to cow's milk. At the same time, its fat content is reduced by 38% compared with cow's milk, making it suitable for a wide range of uses in cooking and beverages. Through *LIKE MILK*, we aim to help realize food diversity, enabling everyone to enjoy food freely.

*1 Based on an internal survey conducted using prior art research and analysis of the Mintel Global New Products Database (GNPD), regarding liquid milk products whose primary ingredient is yeast (as of September 2025).
*2 Compared with ordinary cow's milk and soy milk based on the Standard Tables of Food Composition in Japan (Eighth Revised Edition), Supplement 2023.

Development of Nursing Care Foods That Support Enjoyable Eating for Older Adults with Reduced Ability to Chew and Swallow

Asahi Group Foods, Ltd. drew on its proprietary expertise in ingredient selection and texture design cultivated through its baby food business to offer the *Manpuku Biyori* series of nursing care foods. The company provides a wide range of menu options that meet the criteria of all four categories of the Universal Design Foods standard established by the Japan Care Food Conference, from "Easy to chew" to "No need to chew." Through this lineup, Asahi Group Foods, Ltd. supports enjoyable and positive mealtime experiences, even as physical functions change.

Project to Improve Maternal and Child Health in Vietnam

Asahi Group Foods, Ltd. is implementing a project aimed at improving maternal and child health in Vietnam, where issues such as poor infant nutrition and the burden of childcare for women have become social challenges. This project has been selected under the Japan International Cooperation Agency (JICA)'s "SMEs and SDGs Business Support Project" as well as the "International Promotion of Medical Technology Projects" of the Japan Institute for Health Security (JIHS).

Under this project, the company is cooperating in the development and dissemination of the Complementary Feeding Guidelines for Children Aged 6–24 Months, which were formulated under the leadership of the Vietnamese Ministry of Health and the National Institute of Nutrition.

Human Rights

Respect for Human Rights Initiatives

The Asahi Group recognizes that activities across our value chain—from research and development, procurement, and our own operations to the provision of products and services—may cause, contribute to, or be directly linked to impacts on human rights. We also understand that climate change and environmental pressures threaten human rights.

As a global company, we are committed to respecting the human rights of all individuals who may be impacted by our activities, and we regard this commitment as a foundation of our business. We take proactive steps across our value chain to prevent and address potential impacts on human rights.

Our efforts are guided by the United Nations Guiding Principles on Business and Human Rights (UNGPs). They are also aligned with internationally recognized standards, including the International Bill of Human Rights, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and other global frameworks referenced in the Asahi Group Human Rights Principles.

To drive progress, we have set a Group target for 2030 to implement human rights due diligence together with continuous monitoring and improvement across our global operations.

Policies

Asahi Group Human Rights Principles

The Asahi Group Human Rights Principles (the "Principles") constitute our highest-level policy on human rights and form the foundation of all Asahi Group's business activities. Developed in alignment with the Asahi Group Philosophy, the Asahi Group Code of Conduct, and the Asahi Group Sustainability Principles, the Asahi Group Human Rights Principles articulate our commitment to respecting human rights across our business activities. The principles reflect the UNGPs and other internationally recognized standards, including the ILO Declaration on Fundamental Principles and Rights at Work, and references globally accepted standards such as the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, the Children's Rights and Business Principles, and the ISO 26000 guidance on social responsibility.

The principles apply to all officers and employees of Asahi Group companies and are available in 18 languages. To ensure understanding and compliance, employees are required to complete e-learning programs and receive ongoing guidance through internal communication channels.

Asahi Group Global Supplier Code of Conduct

Our responsible procurement framework is anchored by the Asahi Group Global Supplier Code of Conduct, the Asahi Group Responsible Procurement Policy, and the Asahi Group Responsible Procurement - Supplier Guidelines. These policies set expectations for human rights, labor, environmental, and ethical practices for suppliers and are incorporated into contracts as clauses requiring compliance throughout our business relationships. Suppliers are required to cascade these standards to their direct suppliers and promote application across their supply chains.

All policies and commitments are available online in multiple languages and through dedicated stakeholder communication, including public forums. This ensures that the information is available in an accessible format and appropriate intervals for its intended audience.

Respect for Human Rights

Asahi Group Responsible Procurement Policy

The Asahi Group Responsible Procurement Policy outlines specific programmatic requirements, mandating that all suppliers participate in the implementation of human rights due diligence. It also defines our consequence management process, which includes potential suspension or termination for severe noncompliance.

This policy also includes a specific commitment to adopting responsible purchasing practices, which have significant potential to enable or impede our suppliers' ability to meet our expectations.

The policies are referenced and integrated into purchasing contracts to contractually establish our expectations and ensure leverage for implementing due diligence.

We strive to use responsible purchasing practices to support our suppliers, including agreed-upon order quantities, fair payment terms, fair purchasing terms and conditions, and appropriate lead times and technical details for suppliers to create or deliver our purchased products or services.

Asahi Group Responsible Procurement - Supplier Guidelines

These guidelines provide a framework for suppliers to comply with our responsible procurement requirements and integrate human rights due diligence into their operations. They include practical examples to help suppliers enhance their management systems and address specific human rights issues.

Related Information
Web Asahi Group Human Rights Principles
Web Asahi Group Global Supplier Code of Conduct
Web Asahi Group Responsible Procurement Policy
Web Asahi Group Responsible Procurement - Supplier Guidelines

Respect for Human Rights

Governance

The Asahi Group maintains several layers of Board-level involvement concerning human rights to ensure robust oversight and governance:

- **Corporate Management Board:** Under the supervision of the Group Chief Corporate Affairs Officer (Group CCAO), the strategies, progress, and challenges of human rights initiatives are reported to the Corporate Management Board on a quarterly basis. These reports primarily cover the integration of the Asahi Group Human Rights Principles into our business activities, the promotion of human rights due diligence for our people and supply chain, and the operation of grievance mechanisms.
- **Global Sustainability Committee:** Chaired by the president and Group CEO, this committee discusses sustainability themes, including human rights. It provides strategic direction and ensures that these topics are addressed across the Group's global operations. Discussions have included setting targets for 2030 and revisions to the Asahi Group Human Rights Principles. Further structural details are available in the Sustainability Governance section.
- **Executive Meetings:** Key human rights issues requiring prompt input or executive decision-making are discussed at Executive Meetings, involving executive management, including Board members. In 2025, such topics included the on-site assessment in Myanmar and the retrospective recruitment fee reimbursement initiative in Malaysia. These discussions were informed by interviews with affected rights holders and opinions from external experts.
- **Value stream oversight and guidance:** Several global functions are responsible for implementing human rights initiatives within their respective value streams. The boards and senior executives overseeing these functions provide the necessary guidance and support to operational teams.

Related Information
Governance

Responsibility for implementing global human rights initiatives is allocated to the most relevant functions within Group-level entities. While functions share information and align as appropriate, each function is responsible for developing strategies and implementing initiatives globally within its allocated areas, collaborating with respective functions in each region. This ensures that human rights are embedded into respective workstreams throughout the value chain, enabling for robust and consistent day-to-day execution.

Group-level Responsibilities and Resources for Day-to-Day Human Rights Functions

Function	Key Responsibilities	Number of Senior Managers Involved in Human Rights-Related Work	Designated Board/ Executive
AGH Sustainability Department (Human Rights team)	• Group-level strategy planning and cross-functional alignment • Human rights due diligence in the value chain (excluding our people and supply chain)	3	Group CCAO
AGH HR Department (Safety and Well-being team)	• Strategy and planning for the human rights of our people • Implementation of human rights due diligence for our people, including assessments, development and execution of countermeasures, monitoring and tracking their effectiveness, and communication. • Architecting group-wide human rights governance through group minimum standards and assurance programs • Delivering human rights training across our global operations	1 (human rights) 3 (safety and well-being)	Group CPO
AGPRO (Human Rights team)	• Strategy and planning for human rights in the supply chain • Integration of human rights considerations into procurement policies, processes, and practices • Implementation of human rights due diligence in the supply chain, including supplier assessments and follow-up management • Internal capacity building initiatives for procurement teams and supplier training	2 (human rights) 1 (sustainable procurement)	Group CFO
AGH Legal Department (Compliance team)	• Centralized management of reports submitted through the "Speak Up" system, a reporting system that functions both as a global compliance framework and a grievance mechanism	2 (human rights)	Corporate Secretary

Note: AGH: Asahi Group Holdings

Goals and targets for dedicated senior managers are set in line with action plans to implement the Group's human rights commitments. Performance is assessed against progress on these human rights action plans and associated KPIs.

Human rights due diligence in the supply chain is implemented by Asahi Global Procurement Pte. Ltd. (AGPRO) and overseen through established executive routines within the procurement function.

Related Information
Human Rights in the Supply Chain

Respect for Human Rights

Risk Management

Related Information

Risk Management

Metrics and Targets

Group Targets

By 2030, implement human rights due diligence for 100%*1 of own employees and 100%*2 of Tier 1 direct suppliers, and ensure that each operating company and functional department continuously monitors the PDCA cycle

*1 Exporting countries, excluding export business through distributors
*2 Existing Tier 1 direct suppliers (raw materials and packaging) with annual spend exceeding USD 100,000

Progress

Employees: In 2025, we conducted a Group-level human rights impact assessment (HRIA) to prioritize salient human rights issues for our people. The outcomes of this assessment have informed our approach to achieving our 2030 target through two primary workstreams.

1. Establishment of a group-wide continuous due diligence system: Developing and implementing group minimum standards and an assurance program to build a consistent human rights management system across the Group.

2. Execution of targeted due diligence: We are conducting in-depth due diligence on high-priority issues to proactively mitigate and prevent adverse human rights impacts in a timely manner.

Supply chain progress: Human rights due diligence implemented for 30% of Tier 1 direct suppliers by the end of 2025.

Related Information

Metrics and Targets / Progress in 2025

Strategy

Risks and Opportunities

Risks

- **Impacts on people (primary)**

Failure to implement effective human rights due diligence can result in adverse human rights impacts across our value chain, including actual human rights violations.

- **Reputational and legal exposure**

Failure to implement appropriate human rights measures may lead to reputational damage (loss of trust among, but not limited to, consumers, business partners, and communities). It may also result in legal liabilities (lawsuits, regulatory findings, or fines) and financial consequences, including adverse impacts on share price, access to financing, and capital costs.

- **Operational and commercial disruption**

Insufficient human rights due diligence may increase the likelihood of forced withdrawal or relocation of business sites, resulting in increased costs and disruption in supply continuity.

Opportunities

- Enhancement of corporate value and supply stability of raw materials through robust human rights practices

Our strategy focuses on identifying and prioritizing salient issues, strengthening preventative systems, and embedding human rights due diligence across the value chain. Between 2019 and 2023, we engaged in repeated dialogue with external experts and senior management. These consultations helped map relevant stakeholders and human rights issues across our core businesses: Alcohol Beverages, Non-Alcohol Beverages, and Food. The insights shaped the foundation of our human rights due diligence program and informed the Global Sustainability Committee's 2023 decision to continue existing prioritized initiatives and establish new targets for 2030.

Respect for Human Rights

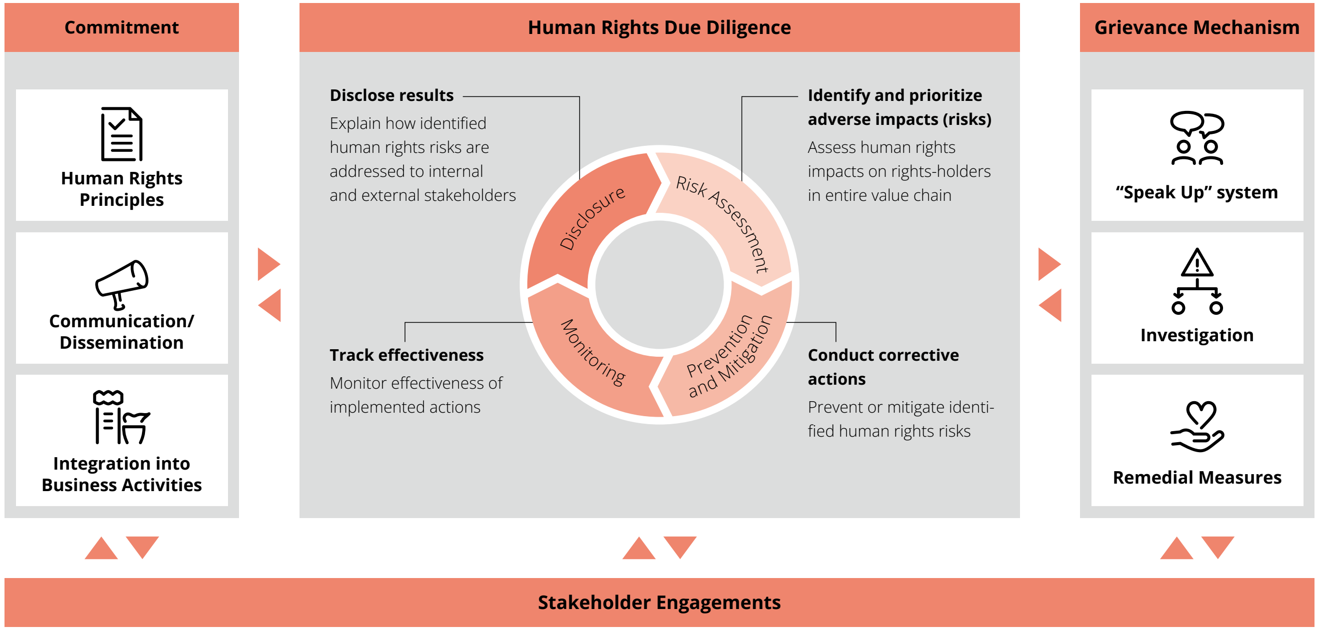
Human Rights Due Diligence

Since 2024, AGH's human rights-related functions have participated in collaborative events and dialogues with external stakeholders, including civil society organizations, and has incorporated the insights and recommendations gained into the formulation of plans and strategies. Furthermore, as part of its human rights due diligence, the company collaborates with external experts, conducts interviews with trade unions and employees, and carries out employee surveys, striving to ensure that the perspectives of rights holders are appropriately reflected in impact assessments and remedial measures. We continue to strengthen our knowledge and capacities while enhancing our human rights due diligence processes and overall strategy, with the support of expert advice and collaboration with external organizations.

Under the supervision of the Group CCAO, the strategies, progress, and challenges of related initiatives are discussed at the CMB and reported to the Corporate Management Board on a quarterly basis. These reports primarily cover the integration of the Principles into business activities, the promotion of human rights due diligence for employees and the supply chain, and the establishment and operation of grievance mechanisms.

To support the effectiveness of these efforts, the Group operates the global "Speak Up" system in accordance with the Asahi Group Code of Conduct. This system also functions as a grievance mechanism in line with the UNGPs.

Overview of the Asahi Group's Approach Based on the UN Guiding Principles



Respect for Human Rights

Building on our strategy, we assess where human rights risks are most salient across our value chain.

Main Potential Human Rights Risks in the Value Chain

	R&D	Procurement	Production	Logistics	Sales/Distribution / Consumption
Workers (employees/ business partners)		●Forced labor, human trafficking ●Child labor ●Occupational safety and health ●Working hours and wages ●Treatment of foreign workers	●Forced labor, human trafficking ●Occupational safety and health ●Working hours and wages ●Treatment of foreign workers	●Occupational safety and health ●Working hours	○Working hours and wages ○Freedom of association/collective bargaining rights
Consumers/ local communities	○Health and safety (quality of prototype products) ○Right to privacy	●Health and safety ●Land rights ●Residents' transfer, lifestyle, livelihood ●Access to water and sanitation ●Indigenous peoples' rights	●Health and safety ●Land rights ●Access to water and sanitation		●Health and safety (product quality, damage to health from excessive intake, etc.) ●Responsible advertising and marketing ●Children's rights (inappropriate information dissemination and marketing to children) ●Encouraging harassment, bad behavior, or human rights violations related to alcohol consumption

●High-risk ○Medium-risk

Respect for Human Rights

Human Rights Issues Linked to Our Business Operations

Through human rights due diligence, we recognize that the salient human rights issues linked to our business operations are as follows,

Discrimination

We are committed to encouraging diversity, equity & inclusion (DE&I) and to respect the human rights of individuals. We will not discriminate against or commit any act that damages the dignity of any individual based on nationality, race, ethnicity, religion, ideology, gender, age, disability, gender identity, sexual orientation, political or other opinion, employment status, or any other protected characteristics as defined by national/regional laws and regulations.

Harassment

We commit to abstain from any conduct, use of words, or engagement in any form of harassment that could result in harm, whether mental or physical, to others.

Forced Labor and Child Labor

We will not engage in forced labor, child labor, or any form of modern slavery including human trafficking. We recognize that children, women, and immigrant workers are among the most vulnerable and marginalized in society. In accordance with our commitment to the UN Global Compact's principles and other international human rights law sources, we pledge to respect the "Children's Rights and Business Principles", as well as the "Convention on the Elimination of All Forms of Discrimination against Women", and the "International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families".

Freedom of Association and the Right to Collective Bargaining

We will respect the freedom of association and the right to collective bargaining. Where the right to freedom of association and collective bargaining is restricted under national/regional laws and regulations of the countries and regions where we do business, or does not meet the contravention of international human rights standards, we will seek ways to honor these rights by establishing alternative means of dialogue with employees.

Occupational Health and Safety

We will keep updated on laws and regulations concerning health and safety in our workplace and the status of their implementation, and always work to maintain a safe and healthy work environment.

Working Hours and Wages

We will comply with the international standards on working hours and all applicable laws and regulations related to working hours in the countries and regions where we do business, and we will work to curb overwork by our employees. We will also comply with all applicable laws and regulations related to wages in the countries and regions where we do business. We will achieve fair wages that ensure the living wages, not only comply with minimum wages, in accordance with the laws and regulations of each country.

Impacts within the Supply Chain

We will work to understand our supply chain including our business partners and their subcontractors. We will confirm and assess the status of our suppliers' compliance with the standards consistent with these Principles and as required under applicable legislation and regulations. We will also engage with diverse stakeholders to promote respect for human rights in our entire supply chain.

Impacts within the Community

We acknowledge that our business operations can have impacts on human rights within the community, such as land rights, access to water, health, and the rights of indigenous peoples. We respect the United Nations Declaration on the Rights of Indigenous Peoples, and when we acquire land (including purchase, lease, or use), we will do so through fair and lawful negotiations, in a manner consistent with the relevant parts of the IFC Performance Standards and in accordance with the principle of Free, Prior and Informed Consent (FPIC). We are committed to upholding our human rights responsibility in the communities in which we do business, and aim to contribute to a sustainable society.

We conduct human rights due diligence when concluding new business contracts and making investment decisions. In line with the Asahi Group Human Rights Principles and Supplier Code of Conduct, we assess potential investments from a human rights perspective and promote understanding among business partners. We apply a risk-based approach, focusing on impacts on employees and the supply chain.

Respect for Human Rights

Human Rights Performance Dashboard

	Initiatives / Actions	Performance in 2025	Outlook for 2026 and Beyond
Human rights training (our people)	Workshops for leaders	Number of participants: 84 (participants from 7 AGH functions) Satisfaction rating: 4.8/5	Continue implementation at AGH and consider expansion to RHQs
	E-learning for computer-based employees	Developed in 18 languages and launched in Europe and APAC **Completion rates**: AEI: 76%*1 APAC (Oceania): 98% APAC (Southeast Asia): 100%*1	• Complete rollout in Japan, East Asia and across remaining operations in Europe, and Southeast Asia • Embed as mandatory global training
	Training video for frontline colleagues	Training needs identified	• Produce video and translate for accessibility • Coordinate launch with RHQs
High-priority issue identification and assessment (our people)	Group-wide HRIA	**Successful completion**: • Conducted by independent external experts • Review of up to 135 internal and external documents • 41 stakeholder interviews (including labor union representatives) • Salient issues prioritized with defined action plan	Establish regular HRIA and follow-up cycle
	Myanmar on-site assessment (risk-based deep-dives)	**Successful completion**: • Conducted by independent external experts • Review of key internal and external documents • 26 stakeholder interviews (including rights-holders such as factory workers and workers' representatives) • Employee survey (96% participation) • Site and context-specific salient issues prioritized with defined action plan	• Implement and monitor site-specific action plan • Learnings to inform group-wide standards and future HRIA cycles
	Privacy and responsible use of technology assessment (risk-based deep-dives)	**Planning initiated**: • Scope defined • Stakeholder communication initiated	• Conduct assessment to identify and assess associated human rights impacts • Utilize outcome to inform the development of group minimum standards

Respect for Human Rights

	Initiatives / Actions	Performance in 2025	Outlook for 2026 and Beyond
High-priority issue mitigation and prevention (our people)	Enhancement of harassment prevention measures and management of working hours (Japan)	Secured stakeholder consensus to conduct an in-depth employee survey to deepen understanding of risk status and evaluate the effectiveness of current measures	• Conduct employee survey • Utilize the survey outcome to inform and enhance countermeasures
	SMETA audit follow-up (Japan, Malaysia, and Indonesia)	• Implemented and monitored corrective actions to address audit findings • Closure rate: 87% (41/47 findings closed)*2 • Developed action plans for remaining cases	Achieve a closure rate of 95% or higher by the end of 2026
	Human rights integration for newly established entities	• Conducted high-level country risk assessments for two newly established entities • Integrated mitigation measures for identified risks into employee handbooks and procedural documents	Continue human rights integration support for new entities
Human rights due diligence system (our people)	Group minimum standards and assurance program embedment	• Defined the framework for group minimum standards and assurance program • Initiated global stakeholder alignment	• Develop and implement group minimum standards as well as an associated assurance program across global operations for continuous improvement by 2030
Access to remedy and grievance mechanisms (our people and supply chain)	Our people—review and enhancement of grievance handling process (Japan)	Initiated a review of existing processes and identified potential opportunities for further improvement	• Conduct a detailed analysis of current processes, including stakeholder interviews • Utilize insights to enhance the process • Strengthen grievance handling training to build internal capacity
	Our people—recruitment fee reimbursement (Malaysia)	• Completed fee investigation and developed an evidence-based reimbursement plan in collaboration with external experts • Conducted third party interviews with affected workers in their native languages to ensure rights holder engagement	• Execute reimbursement payments • Undergo third-party verification to confirm the appropriate payment
	Supply chain—“Speak Up” system access/awareness for suppliers integrated with human rights due diligence communications	Supplier-facing awareness campaign for “Speak Up” delivered to more than 370 suppliers (integration of grievance with human rights due diligence)	• Continue supplier-facing grievance communications (supply chain) • Design and integrate a remediation framework into the human rights due diligence process (supply chain) and explore additional grievance mechanism options (e.g., worker voice platform)

Respect for Human Rights

	Initiatives / Actions	Performance in 2025	Outlook for 2026 and Beyond
Human rights due diligence (supply chain)	• Rollout of systematic human rights due diligence program for Tier 1*3 suppliers • Pilot Tier 2*4 approach to gain visibility into the upstream supply chain	• Integration of human rights due diligence into procurement life cycle (precontract and management during contract period) • More than 370 suppliers onboarded into the human rights due diligence program with visibility over self-reported labor and human rights management practices across more than 500 suppliers' sites • Conducted human rights due diligence on over 30% of Tier 1 direct suppliers, progressing toward our 2030 target of 100% • Further due diligence was prioritized for 34 of the most at-risk sites, resulting in third-party audits allowing us to identify 270 nonconformances (66% of these have been successfully closed) • Onboarded more than 50 Tier 2 suppliers into the program	• Continuation of onboarding efforts to reach 610 suppliers by end of 2026 and 50% of Tier 1 suppliers to allow for ongoing management of human rights risks, identification of impacts and management systems gap across our suppliers, and engagement to support continuous improvement and remediation when needed • Conclusion of the Tier 2 pilot and continued efforts to gain visibility beyond Tier 1 in selected high-risk direct categories • Evaluation of the effectiveness of our human rights due diligence process to extract learnings and identify opportunities for improvement
Human rights capacity building (supply chain)	• Procurement team training (at least annually) to support the ongoing implementation of human rights due diligence • Supplier training (biannual)	• Conducted 8 workshops involving more than 30 procurement colleagues globally, followed by refresher training sessions later in the year with participation from over 80 colleagues to support consistent implementation of established requirements • Conducted additional ad hoc trainings tailored to local needs and specific categories	• Internal training to support human rights due diligence rollout (March) • Supplier-facing training sessions (March-April) • Internal workshops with leadership and category teams across regions

*1 Program completion rates in launched business units
*2 As of December 31, 2025
*3 Existing Tier 1 direct suppliers (raw materials and packaging) with annual spend exceeding USD 100,000
*4 Suppliers in direct contractual relationship or purchase order with Tier 1 suppliers but do not have a direct relationship with the Asahi Group

Related Information

Human Rights Due Diligence for Our People
Human Rights Due Diligence in the Supply Chain

Respect for Human Rights

Human Rights of Our People

Respect for the human rights of our people is fundamental as it provides the foundation to protect their health, safety and well-being, all of which remain our biggest priority.

When people's human rights are not adequately protected, their safety and well-being are compromised. For instance, excessive work hours may lead to workplace injuries and harassment can severely impair people's well-being.

We respect and protect our people's human rights because we want "Everyone Safe and Well to Enjoy Life. Everywhere, every day," as stated in our Global Safety and Well-being vision.

We take this responsibility seriously and implement our initiatives in line with the UNGPs. Our human rights initiatives for our people are grounded in an impact-based approach and emphasize meaningful rights holder engagement throughout every stage of our due diligence process.

Our Strategic Pillars and Key Initiatives

Our human rights approach for our people is grounded in the three strategic pillars of our Safety and Well-Being framework. Under each pillar, we implement a set of focused actions to strengthen human rights protections across the Group.

1. Leadership and Culture

▶ **Key Initiatives**

Human Rights Training: We aim to provide comprehensive training to all employees to ensure the Asahi Group Human Rights Principles are embedded across the organization. By customizing our methods for different roles and responsibilities, we will support our people in deepening their understanding of human rights and how they can actively respect and uphold them within their specific roles.

2. Critical Risk Control

▶ **Key Initiatives**

Addressing High-Priority Issues: We conduct enhanced due diligence on our most salient issues, enabling timely mitigation and prevention.

Enhancing Remedies: We are progressively strengthening our remedy processes to ensure an effective remedy is delivered when an actual impact occurs.

3. Continuous Improvement

▶ **Key Initiatives**

Establishing a Group-wide continuous human rights due diligence system by developing group minimum standards and an assurance program to ensure consistent implementation across all regions.

Related Information

Fostering the Ideal Corporate Culture — Safety and Well-being

Human Rights Due Diligence for Our People

Our human rights due diligence process entails the following steps:

1. Identifying and assessing actual and potential impacts on our people
2. Mitigating and preventing those impacts
3. Tracking the effectiveness of our actions
4. Communicating how these impacts are addressed and the lessons learned

Identifying and Assessing Adverse Impacts

▶ **Group Level**

In 2025, we conducted a Group-level Human Rights Impact Assessment (HRIA) to identify and prioritize salient human rights impacts for our people.

Scope: Our people employed directly across group-wide operations, including consideration of vulnerable groups (e.g., migrant workers, women, LGBTQ+ persons, people with disabilities, and human rights defenders) where relevant to specific issues.

Methodology: A comprehensive review of up to 135 documents (120 internal, 15 external) alongside stakeholder interviews (41 internal stakeholders and labor union representatives) to identify potential and actual human rights impacts associated with our business and industry.

Assessment of Saliency: Evaluation of potential impacts (contextual risks) and actual impacts (current issues) based on severity (scale, scope, and irremediability) and likelihood.

Prioritization: Priority levels determined by balancing impact saliency against management preparedness for prevention and mitigation.

Respect for Human Rights

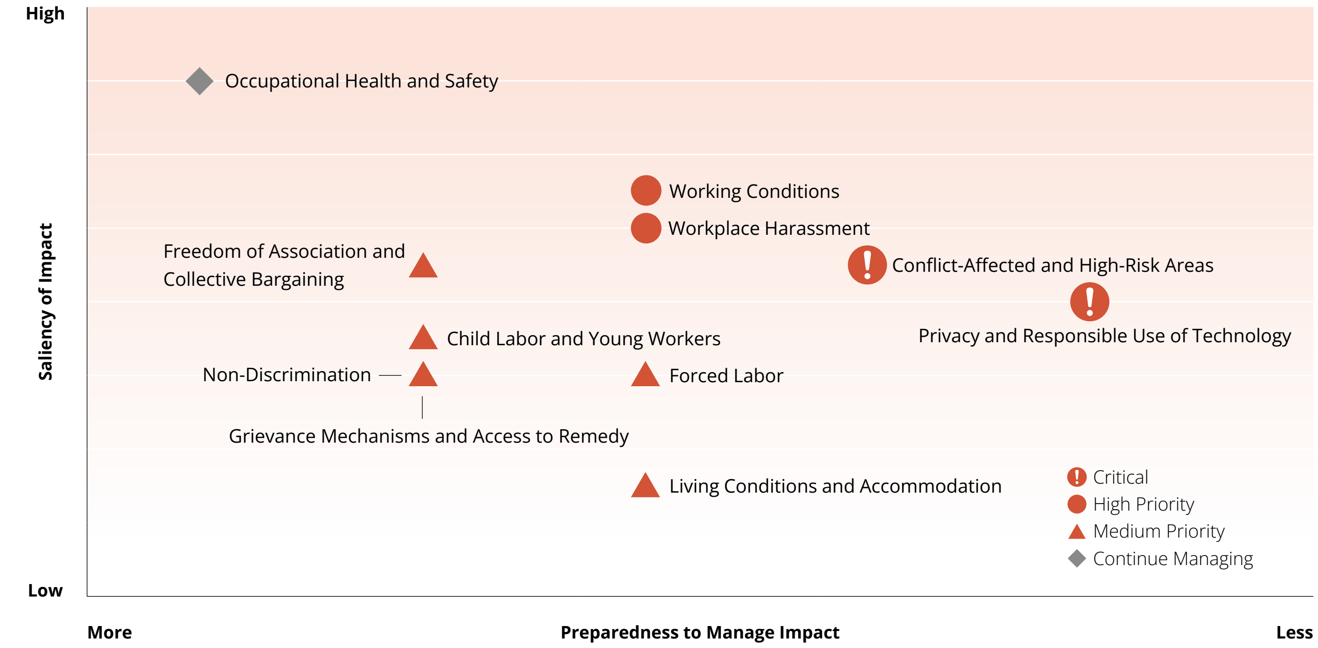
Stakeholder Engagement:

- **External Experts:** Partnered with Business for Social Responsibility (BSR), a nonprofit sustainable business network, for an independent, expert-led assessment.
- **Rights Holders:** Incorporated perspectives through private interviews conducted by BSR with Japanese labor union representatives.

Outcomes

Priority human rights issues were identified as Conflict-Affected and High-Risk Areas, Privacy and Responsible Use of Technology, Workplace Harassment, and Working Conditions (see chart below).

Human Rights Impact Assessment (Our People) Results Overview



▶ Follow-Up Actions for High-Priority Issues and Mitigation Plans

Conflict-Affected and High-Risk Areas: We partnered with an expert organization with a strong local presence to conduct a dedicated on-site assessment in Myanmar in the second half of 2025. Details of this assessment are provided in the following section.

Privacy and Responsible Use of Technology: We have scheduled an in-depth assessment for 2026 to identify and analyze specific technology use cases and their associated impacts on our people.

Workplace Harassment and Working Conditions: We developed plans to enhance prevention and mitigation measures, alongside initiatives to track the effectiveness of existing controls through employee surveys, with scheduled rollout in Japan for 2026.

Respect for Human Rights

Site Level

Sedex SAQ and SMETA Audit

In 2024, we conducted Sedex Self-Assessment Questionnaires (SAQs) and the Sedex Members Ethical Trade Audit (SMETA) at our sites in Japan, Malaysia, and Indonesia. These locations were identified as high-risk countries through a country-risk assessment conducted in 2023. Details of the findings are disclosed in the *Asahi Group Sustainability Report 2025*, and progress on corrective actions is provided in the Mitigating and Preventing Adverse Impacts section.

Stakeholder Engagement

- **External Experts:** The SMETA audits were conducted by independent, Sedex-approved auditors.
- **Rights holders:** The SMETA audits involved private interviews with a diverse range of workers, along with site and dormitory visits by the auditors.

Related Information
Human Rights Due Diligence for Our People, Mitigating and Preventing Adverse Impacts
Web Asahi Group Sustainability Report 2025

Myanmar On-Site Assessment

In 2025, we conducted a dedicated on-site assessment to gain deeper insights into on-the-ground conditions concerning our Myanmar operations, building on the outcomes of the HRIA.
Scope: Limited to our own operations in Myanmar, excluding the upstream and downstream value chain.
Methodology: Comprehensive review of internal and external documentation, 26 stakeholder interviews (including factory workers and workers' representatives), an on-site visit, and a confidential employee survey with a 96% participation rate.
Assessment of Saliency: The saliency of potential impacts was assessed based on severity (scale, scope, and irremediability) and likelihood of occurrence, as well as our relationship to the impacts (cause, contribute, or directly linked).

Stakeholder Engagement

- **External Experts:** Partnered with Yever, a Yangon-based consultancy specializing in responsible business conduct in Myanmar, for independent, expert, and local insights.
- **Rights holders:** Incorporated perspectives through interviews and a confidential survey conducted by Yever to understand our people's perceptions of our treatment.

Outcomes

Management Systems: We have confirmed that our management systems and mitigation measures are effective and largely aligned with the Asahi Group Human Rights Principles.
Positive Impact: The direct employment of approximately 260 colleagues contributes to supporting the livelihoods of up to 1,260 people, including employees' family members.
Areas for Enhancement: Identified opportunities for further enhancement include safety culture, remuneration, and access to remedy.

Next Steps

In collaboration with our Myanmar operations, plans are in place to implement a comprehensive response plan, while leveraging support from Group headquarters.

Mitigating and Preventing Adverse Impacts

Group Level

To ensure consistent implementation and continuous improvement of our core human rights commitments across all regions, we are establishing a group-wide due diligence system. Anchored by the development of group minimum standards and an associated assurance program, this framework constitutes our primary approach to reaching our 2030 target. In 2025, we initiated engagement with internal stakeholders to build alignment and developed an action plan:
2026–2027 Standards and Assurance Development Develop group minimum standards and an assurance framework while ensuring alignment across all internal stakeholders.
2027–2028 Implementation and Integration Conduct gap assessments and build capability to help local entities integrate the set standards into existing systems.
2029–2030 Pilot Program Launch sample assurance activities to test the approach and refine the methodology based on actual application.
2030 Onward Continuous Improvement Operate assurance activities to drive ongoing human rights improvements across the Group.

We will support proactive execution in each region while continually optimizing our plans.

Respect for Human Rights

▶ Site Level

SMETA Audit Follow-Up

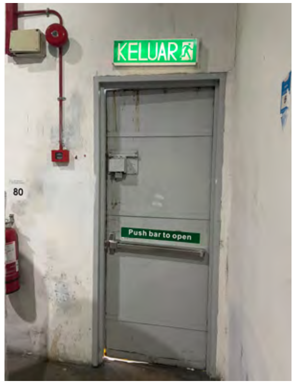
The Group has implemented corrective measures to address the findings from the SMETA audit conducted in 2024 across Japan, Malaysia, and Indonesia. By December 31, 2025, we closed 87% of findings, with corrective plans in place for remaining items. We continue follow-up monitoring, including reverification where appropriate.

Audit Findings and Corrective Actions (As of December 31, 2025)

		Findings	Case Closed	Closure Ratio	Remaining Findings
Emergency Settings	Japan	8	8	100%	–
	Malaysia	9	9	100%	–
	Indonesia	2	2	100%	–
Other Safety Issues	Japan	6	6	100%	–
	Malaysia	5	5	100%	–
	Indonesia	1	1	100%	–
Labor	Japan	8	6	75%	Wage deduction as a disciplinary measure (2)
	Malaysia	8	4	50%	Recruitment fee (2) Communication on working conditions to workers and human rights training (2)
	Indonesia	0	0	–	–
Total		47	41	87%	

Examples of Corrective Actions

Proper placement of safety data sheet



Push-locks installed on 14 emergency doors for a production site

Safe work procedures developed for identified hazards

Addressing Remaining Findings

We continue to address the remaining findings through targeted corrective and remedial actions as outlined below.

Wage Deduction as a Disciplinary Measure:
Although there were no recent instances of wage deductions in practice, SMETA audits at two sites in Japan noted that the relevant employment regulations include provisions for wage deductions as a disciplinary measure.

While these regulations comply with Japanese labor laws and there is no explicit prohibition of wage deductions as a disciplinary measure under the ILO Core Labour Standards, we are reviewing these provisions considering international best practices.

Retrospective Reimbursement of Recruitment Fees:
Background: In 2022, we implemented the Zero Fee Recruitment Policy (ZFRP) for our Malaysian operations. While SMETA audits confirmed the successful implementation of the ZFRP for our people arriving after 2022, they identified that some individuals who arrived prior to 2022 may have paid recruitment fees.
Approach: Our executive leadership has committed to retrospectively reimbursing these fees. To ensure a comprehensive and objective fee investigation to determine reimbursement amounts, we partnered with an external expert organization and worked in strict adherence to their standards.
Rights holder Engagement: The investigation by the experts included third-party interviews with affected workers in their native languages. To ensure the collection of all necessary information, a specific sample size was determined for each migration corridor. As a result, 47% of existing affected colleagues were interviewed.

Respect for Human Rights

Reimbursement Plan: With expert guidance, we have developed a reimbursement plan scheduled for implementation in 2026. Upon completion, we plan to undergo verification by experts.
Ensuring Non-Repetition: In parallel with the reimbursement process, we will continue to verify the effectiveness of the ZFRP to prevent any future fee payments.
Communication to Workers: To address findings regarding worker communication on labor conditions in Malaysia, we are taking the following actions:

- Following the conclusion of a new collective bargaining agreement, we held a series of briefing sessions for all union members to explain its provisions. These sessions were completed in January 2026.
- We are in the planning stages of developing a dedicated training video to enhance our human rights and labor rights capabilities.

Country Risk Assessment for Newly Established Entities

In 2025, we conducted high-level country labor risk research and analysis prior to entering new markets and establishing their associated entities. Based on the general risks identified, we strengthened relevant employment rules and internal procedures and manuals to support prevention.

Tracking Effectiveness and Communication

We track effectiveness through data monitoring and ongoing evaluations, and communicate findings across the Group.

▶ Group Level

In 2024, our analysis of past due diligence activities highlighted the need to strengthen how we track the effectiveness of our human rights initiatives and communicate findings to relevant stakeholders.

In 2025, we reviewed existing initiatives to better utilize their data in informing our due diligence activities:
People-Related Surveys: We have begun looking at survey results concerning people's experience to identify potential human rights impacts and assess the effectiveness of our mitigation measures.
Union Exchange (Japan): We enhanced direct engagement with union representatives in Japan to inform our human rights initiatives. Their perspectives—including union surveys—were incorporated in our assessment of current practices and planning of mitigation measures.

In the near future, we plan to establish a group-wide mechanism to conduct continuous due diligence. As part of this mechanism, we also plan to introduce an assurance program to review the status of human rights management across the Group.

Tracking Effectiveness for Health and Safety Measures

We utilize analytical tools to incorporate findings from our employee surveys into safety initiatives. These tools allow us to evaluate and monitor our safety leadership, culture, systems, and performance, based on survey outcomes, which inform both our areas of strength and opportunities for improvements.

Related Information
Fostering the Ideal Corporate Culture—Safety and Well-Being

▶ Site Level

Corrective Measures for SMETA Audits

We monitor the implementation of corrective measures for SMETA audit findings through ongoing engagement with the respective regions. Successful closure of findings is confirmed through evidence submitted by each site, including photographic documentation and supporting records.

To ensure long-term compliance, we also conducted a follow-up visit to Malaysia in 2025 to verify the effective closure of findings on-site.

Myanmar: Assessing Management Effectiveness Through an Employee Survey

As referenced in the Myanmar On-Site Assessment section, we drew on insights obtained from the confidential survey conducted by external experts to evaluate the effectiveness of our management measures.

Key Learnings from Tracking and Communication

We continuously learn from tracking our human rights activities and stakeholder engagement. The following are key insights gained through our recent activities.
Addressing Recurrent Issues: During a 2025 verification visit, we noted a recurring finding: a cooling fan blocking a fire extinguisher. Although previously cleared, the fan was returned to its position to provide necessary ventilation for a nearby worker. We resolved this by permanently relocating the extinguisher to a more accessible nearby location. This serves as a key lesson: corrective measures must account for the local operational context to remain effective and sustainable.
Rights Education to Strengthen Access to Grievance Mechanisms: During a 2024 human rights workshop with our team in Indonesia, factory managers shared a valuable insight that for workers to effectively report potential impacts, they must first understand their rights. To address this, we plan to develop a training video for our frontline colleagues on human rights in multiple languages in 2026.

Respect for Human Rights

Initiatives and Practices Concerning Salient Human Rights Issues

Salient Issues	Topics	Initiatives / Practices	Reference / Source / Monitoring
Discrimination and Harassment	Coverage in the Asahi Group Human Rights Principles	**Harassment**: "We commit to abstain from any conduct, use of words, or engagement in any form of harassment that could result in harm, whether mental or physical, to others." **Discrimination**: "We will not discriminate against or commit any act that damages the dignity of any individual based on nationality, race, ethnicity, religion, ideology, gender, age, disability, gender identity, sexual orientation, political or other opinion, employment status, or any other protected characteristics as defined by national/regional laws and regulations."	Asahi Group Human Rights Principles
	Related policies	**Group**: Asahi Group Human Rights Principles, Asahi Group Code of Conduct **Japan**: Rules of Employment, Harassment Prevention Manual, Customer Harassment Guideline **Europe**: Asahi Europe and International Anti-Harassment & Anti-Discrimination (AHAD) Policy **APAC (Oceania)**: Respect in the Workplace Policy	Asahi Group Human Rights Principles Asahi Group Code of Conduct Annual RHQ Review
	Training / key initiatives	**Group**: • Asahi Group Code of Conduct Training (regular and mandatory for all employees) **Japan**: • Annual e-learning programs: Training for internal whistleblowing system handlers, company-wide harassment training, and power harassment training. **Europe**: • AHAD Policy Training: Mandatory e-learning and/or in-person training every 3 years; 86% participation rate in 2025 • Bystander principles (new for 2026): Target: 25% participation rate by the end of 2026 and 75% by the end of 2027 • Additional local AHAD Policy training tailored to market and local regulatory requirements (e.g. microaggressions in leadership [RHQs], "duty to prevent" [UK], etc.) • Let's Make It Right campaign, including: "10 Commitments" to inclusive behavior, a region-wide, ongoing communication campaign to promote awareness and reporting. **APAC (Oceania)**: • Respect in the Workplace Training: Mandatory training every 3 years, annual online refresher training (95% participation in 2025), and ad hoc training as required **APAC (Southeast Asia)**: • Annual Code of Conduct Acknowledgement and Declaration: 100%	Annual RHQ Review

Respect for Human Rights

Salient Issues	Topics	Initiatives / Practices	Reference / Source / Monitoring
Discrimination and Harassment	Remediation	Throughout our global operations, confirmed acts of harassment or discrimination may incur disciplinary measures, including but not limited to warnings, suspension of work, demotion, or dismissal, within the limitations of local regulatory frameworks. Non-punitive actions such as transfer or compulsory training may also be applied.	Annual RHQ Review
	Women's rights	**Group target**: Increase the percentage of female representation of Leadership positions to 40% or more by 2030 **Gender pay gap disclosure**: Due to local legislative differences, the gender pay gap is calculated using various methodologies across our operations. Disclosure is the responsibility of each region. **Japan** : Annual Securities Report **Europe** : Aligned with local regulations **APAC** : Gender Equality Reporting in line with the requirements of the Workplace Gender Equality Agency (Australia) **Gender pay gap initiatives**: **Japan** : Gender pay gap analysis (annual) **Europe** : Internal gender pay gap analysis across all markets (annual); Implementation of EU Equal Pay and Transparency Directive **APAC (Oceania)** : Regular review and benchmark on remunerations structure; annual remuneration review to ensure compensation decisions are based on objective factors such as role, responsibilities, skills, and experience, and not influenced by gender; and annual gender pay gap analysis **APAC (Southeast Asia)** : Monthly monitoring of gender pay gap for management teams at regional management meetings **Protection of Reproductive Health and Rights**: Provision of extra leave for pregnancy-related absences throughout our global operations to support the health and well-being of our female employees.	Fostering the Ideal Corporate Culture— Diversity, Equity, and Inclusion, *Asahi Group Sustainability Report* Annual RHQ Review
Forced labor	Coverage in the Asahi Group Human Rights Principles	"We will not engage in forced labor, child labor, or any form of modern slavery including human trafficking."	Asahi Group Human Rights Principles
	Retention of migrant workers' documents	We do not retain migrant workers' documents across our operations. Our operations in Malaysia has policies clearly prohibiting the retention of migrant workers' original passports or ID documents.	Annual RHQ Review
	Fair payment practices	We have documented procedures to ensure regular, full, and on-time payment of salaries throughout our global operations. In all locations, workers receive pay slips with their wages explaining any legitimate deductions.	Annual RHQ Review
	Enhanced efforts in a high-risk country (concerning recruitment fees in Malaysia)	In Malaysia, where a generally high risk of forced labor is observed, we have enhanced initiatives to address this risk. **Policy**: The Zero Fee Recruitment Policy (ZFRP) has been in effect since 2022. It operationalizes our commitment that workers pay no recruitment fees, requiring strict adherence from recruitment agencies, with business relationships terminated upon non-compliance. **Assurance**: The effective implementation of the ZFRP was confirmed in 2024 by on-site third-party audits, which included private worker interviews. Furthermore, we conducted site and dormitory visits in both 2024 and 2025 to verify the workers' situation.	Human Rights of Our People, *Asahi Group Sustainability Report*

Respect for Human Rights

Salient Issues	Topics	Initiatives / Practices	Reference / Source / Monitoring
Forced labor	Management of recruitment agencies	**The Asahi Group Global Supplier Code of Conduct explicitly requires our suppliers, including recruitment agencies, to ensure the following**: • No collection of recruitment fees and reimbursement in case of payment • No retention of personal documents • No undue restriction of freedom of movement • Regular, full, and on-time payment of salaries among other key principles	Asahi Group Global Supplier Code of Conduct Asahi Group Responsible Procurement Policy Asahi Group Responsible Procurement - Supplier Guidelines
Child labor	Coverage in the Asahi Group Human Rights Principles	"We will not engage in forced labor, child labor, or any form of modern slavery including human trafficking."	Asahi Group Human Rights Principles
	Age verification	All regions verify the age of workers upon recruitment through publicly issued documents.	Annual RHQ Review
	General practice, support and protection of young workers	As a general principle, we do not employ workers under 18 years of age throughout our operations. In Europe, we offer a small number of practical training placements for young people aged 16 and 17 as part of secondary education apprenticeships in manufacturing to support their career development. These work placements are not permanent contracts and are fully compliant with local regulations that meet ILO standards for the protection of young workers. All apprentices are consistently supervised by shift leaders and undergo mandatory health checks specific to their work areas.	Annual RHQ Review
	Enhanced efforts in high-risk country (Myanmar)	In Myanmar, where a generally high risk of child labor is observed, we have an internal employment rule setting the minimum recruitment age at 18.	*Asahi Group Sustainability Report 2025*
Freedom of association and right to collective bargaining	Coverage in the Asahi Group Human Rights Principles	"We will respect the freedom of association and the right to collective bargaining."	Asahi Group Human Rights Principles
	Prohibition of discrimination	All regions have documented procedures to prohibit discrimination, intimidation, harassment, retaliation, or violence against workers based on exercising their freedom of association and right to collective bargaining.	Annual RHQ Review
	Percentage of employees covered by collective bargaining agreements	**Japan** 63%*1 **Europe** 71%*2 **APAC** 31% (Oceania*3), 32% (Southeast Asia*4)	Annual RHQ Review
	Engagement between management and unions (Japan)	The Group CEO and CPO regularly engage with Asahi Group Labor Union Council for its operations in Japan through biannual in-person meetings. Management explains the corporate strategy and business status directly to the representatives and carefully considers the voices of union members, which are collected by the council (e.g., through a union member survey).	2025 Event History: March 6 and September 9, 2025

Respect for Human Rights

Salient Issues	Topics	Initiatives / Practices	Reference / Source / Monitoring
Occupational health and safety	Coverage in the Asahi Group Human Rights Principles	“We will keep updated on laws and regulations concerning health and safety in our workplace and the status of their implementation and always work to maintain a safe and healthy work environment.”	Asahi Group Human Rights Principles
	Practices and data	See the Fostering the Ideal Corporate Culture — Safety and Well-being section	*Asahi Group Sustainability Report*
Working hours	Coverage in the Asahi Group Human Rights Principles	“We will comply with international standards on working hours and all applicable laws and regulations related to working hours in the countries and regions where we do business.” “We will work to curb overwork by our employees.”	Asahi Group Human Rights Principles
	Efforts to manage excessive working hours	**Japan** : • Sedex SAQ (completed for all production sites in 2024) • Third-party SMETA audit (five sites, 2024) • Monitoring of working hours through PC log-on/log-off system*5 **Europe** : • All overtime monitored and authorized by line managers • Regular reporting to ensure no excessive overtime for individual workers **APAC (Oceania)** : • Sedex SAQ (completed annually for manufacturing sites) • Additional hiring during peak operational season • Third-party SMETA audit (upon customer request) **APAC (Southeast Asia)** : • Sedex SAQ (all production sites, 2024) • Third-party SMETA audit (all production sites, 2024) • Special approval procedure for overtime exceeding a designated threshold to enhance protection against excessive working hours (Malaysia)	Sustainability reports Annual RHQ Review
Wages	Coverage in the Asahi Group Human Rights Principles	“We will comply with all applicable laws and regulations related to wages in the countries and regions where we do business. We will achieve fair wages to ensure the living wages, not only comply with minimum wages, in accordance with the laws and regulations of each country.”	Asahi Group Human Rights Principles
	Efforts concerning living wage	**Europe** : • Conducted an analysis of our salary levels against the cost of living for various family configurations with support from external specialists. **Allpress Espresso**: • Commitment to pay a living wage to 100% of employees globally. Benchmarked against the independent WageIndicator Foundation database.	Annual RHQ Review

*1 Asahi Group Japan, Ltd., Asahi Breweries, Ltd., Asahi Soft Drinks Co., Ltd., Asahi Group Foods, Ltd., Asahi Logi, Ltd., The Nikka Whisky Distilling Co., Ltd., Asahi Orion Inryo Co., Ltd., and Asahi Draft Marketing, Ltd.
*2 All entities in Asahi Europe and International Ltd., excluding employees in USA, Canada, Switzerland, Sweden, Finland, Norway, Colombia, and Spain
*3 All employees in Australia and New Zealand
*4 The Etika Group (Malaysia and Singapore)
*5 Temporarily suspended as a result of the impact of a cyberattack

Respect for Human Rights

Human Rights Training for Our People—Progress and Outlook (2026 and Beyond)

Human rights training is a key priority for the Asahi Group. We aim to give our people a greater understanding of human rights and clarify their responsibilities, thereby furthering the integration of the Asahi Group Human Rights Principles across our business. We provide training in multiple formats and languages to ensure meaningful learning for all of our people across our global operations.

Progress (2025)

Leadership Training (Workshops)

- Delivered a new series of interactive human rights workshops for leaders across the Group headquarters.
- Workshops strengthened practical understanding of the Asahi Group Human Rights Principles and how to apply them in daily decision-making through discussion, case studies, and scenario-based exercises.
- A total of 84 leaders across seven functions completed the program, contributing to the strengthening of our internal capacity in human rights frameworks.

Computer-Based Employees (e-learning)

- Developed a global 20-minute human rights e-learning course available in 18 languages to support broad accessibility.
- Successfully rolled out in Europe and the Asia-Pacific region, achieving high completion rates: 76% in Europe*, 98% in Oceania and 100% in Southeast Asia*.

* Program completion rates in launched business units.

Outlook (2026 and Beyond)

Leadership Training Expansion

- The leadership program will be extended to additional functions across the Group, strengthening group-wide alignment on human rights responsibilities.
- Content will continue to evolve in response to emerging risks and learnings from human rights due diligence activities.

Completion of Global E-Learning Rollout

- The Asahi Group Human Rights Principles e-learning program is scheduled to be rolled out throughout 2026 in Japan, East Asia, and the remaining business units in Europe and Southeast Asia, for the completion of global implementation.

Launch of Learning Video for Frontline Colleagues

- A new human rights training video for frontline colleagues will be developed in 2026, designed for colleagues without regular access to computers.
- Deployment will be supported through multilingual versions for effective implementation across regions.
- The video is designed to strengthen awareness of individual rights and help internalize our human rights commitments, as well as to encourage colleagues to raise concerns or report issues when they arise.

Respect for Human Rights

Human Rights in the Supply Chain

The Asahi Group sources products and services from around the world. Sourcing activities can give rise to human rights risks.

To address risks in our supply chain, we integrate human rights considerations into our procurement practices and expect our suppliers to meet strong social and environmental standards to manage and mitigate potential adverse human rights impacts that we may cause, contribute to, or be directly linked to through our supplier relationships.

As described in the Human Rights of Our People section, our approach to implementing human rights due diligence in the supply chain is aligned with the UNGPs. By fostering a transparent, ethical, and responsible procurement process, we aim to create a sustainable supply chain that not only meets our business needs but also contributes to the well-being and empowerment of all stakeholders involved.

In 2024, we further strengthened this approach through the launch of our updated responsible procurement policies to form the foundation of the Group's human rights due diligence process. The Asahi Group Global Supplier Code of Conduct, the Asahi Group Responsible Procurement Policy, and the Asahi Group Responsible Procurement - Supplier Guidelines are based on leading standards, setting the expectations for our suppliers and outlining the terms of engagement and the integration of human rights into our procurement activities and decision-making. They are also supported by the Asahi Speak Up Policy and the Asahi Group Human Rights Principles, reinforcing our broader human rights due diligence mechanism. The policies are referenced and integrated into purchasing contracts to contractually establish our expectations and ensure leverage for implementing due diligence.

Related Information
Web Asahi Group Global Supplier Code of Conduct
Web Asahi Group Responsible Procurement Policy
Web Asahi Group Responsible Procurement - Supplier Guidelines

Leadership and Accountability for Human Rights Due Diligence in the Supply Chain

Asahi Global Procurement Pte. Ltd. (AGPRO) was established in 2024 as the Asahi Group's first global procurement function and is responsible for implementing human rights due diligence in the supply chain. AGPRO's CEO reports to the Group CFO and oversees responsible procurement performance across the Group.

Progress and key findings from human rights due diligence in the supply chain are reviewed quarterly with the AGPRO CEO and a leadership team composed of category, functional, and regional directors. These reviews cover progress in the implementation of human rights due diligence, critical nonconformances, follow-up actions and closures, and implications for purchasing decisions, with escalation as needed.

A dedicated human rights team, led by AGPRO's global director of procurement sustainability and innovation, designs strategies and action plans and supports day-to-day implementation in collaboration with sustainability teams and procurement category teams across Japan, Southeast Asia, APAC (Oceania), and Europe.

Annual human rights implementation targets are set for both responsible team members and AGPRO leadership to reinforce accountability and ownership.

Since its establishment, AGPRO has been the driving force behind the Group's revamped human rights strategy for the supply chain.

This approach is grounded in the global risk assessment conducted in 2024, which helped set a baseline understanding of potential adverse impacts on workers and communities in our most critical supply chains. The assessment involved supply chain mapping and the identification of inherent human rights risks by sourcing geography and category profiles. This allowed us to identify the most salient human rights risks in our supply chain, define relevant internal and external targets and goals, pinpoint focus areas for targeted intervention, and develop a structured and coordinated approach for conducting ongoing human rights due diligence integrated across the procurement life cycle. This work also helped define risk-based entry points for prioritizing due diligence efforts toward our most at-risk suppliers based on location and category risk.

While this risk mapping provided a snapshot in time, we aim to enhance our approach by leveraging tools such as IQ Plus* to assess the inherent risk profile of suppliers based on real-time information.

Building on this foundation, we are operationalizing our strategy through the human rights due diligence activities described below, as well as a series of additional projects aimed at maturing the program, reviewing its effectiveness, deepening its reach, and strengthening our ability to prevent, mitigate, and remedy human rights risks and impacts in our supply chain.

* EcoVadis IQ Plus is a real-time ESG risk intelligence tool that allows mapping ESG risks in the supply chain on an ongoing basis.

Related Information
Metrics and Targets / Progress in 2025

Respect for Human Rights

Human Rights Due Diligence in the Supply Chain

A key focus of our human rights strategy for the supply chain has been establishing a group-wide mechanism for conducting ongoing human rights due diligence. In 2024, we incorporated existing regional due diligence efforts into a global, standardized Group human rights due diligence mechanism coordinated by AGPRO.

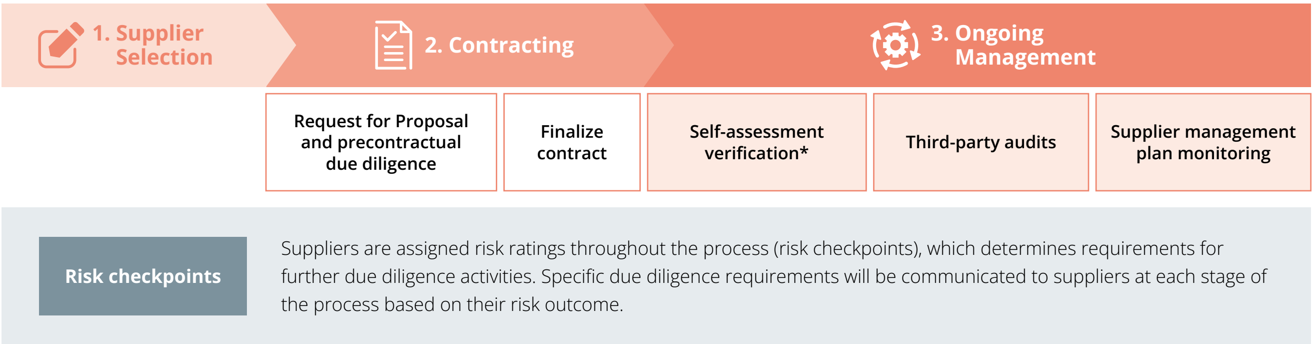
Integration of Human Rights Due Diligence into Procurement

The foundation of this mechanism is enacting a principled approach to purchasing decisions that reflect the Asahi Group Human Rights Principles. Human rights due diligence checkpoints are integrated across the procurement life cycle, as shown in the figure below. Our approach informs purchasing practices by assessing human rights risks in prospective supplier relationships and integrating these evaluations into precontractual strategies and updated contracts. Contracted suppliers are then followed up with further enhanced due diligence through self-assessment questionnaires and third-party audits where risk profile is high.

We take a risk-based approach for engaging suppliers in the program, prioritizing due diligence in our most at risk procurement categories. Consequence management is enforced for adverse human rights impacts, with provisions for suspending or blacklisting noncooperative suppliers.

Related Information

Web Asahi Group Responsible Procurement - Supplier Guidelines



* Active management suppliers will be required to complete an ongoing management SAQ within 12 months of signing their contract. AGPRO will notify relevant suppliers when SAQs require completion.

Tools and Systems to Support Assessments of Human Rights Risks and Impacts

We leverage industry tools and platforms to assess the human rights performance of suppliers and identify gaps for improvement. To ensure integration into day-to-day procurement activities, human rights considerations are embedded into our main supplier platform (SAP Ariba), including supplier registration and tendering processes.

For assessing supplier performance and identifying gaps and areas for improvement, we use third-party tools for self-assessment evaluation (EcoVadis rating system and Sedex SAQ) and third-party social audit schemes (e.g., Sedex SMETA audits, amfori BSCI, and SA8000). We leverage these tools to recognize existing supplier due diligence, reduce redundancy, and enhance compliance with our requirements.

Other due diligence entry points include media reports and grievances from rights holders that may be captured via formal (e.g., "Speak Up") and informal channels. Worker engagement activities are typically conducted as part of social audits at the supplier level. In the future we will test and incorporate direct rights holder engagement platforms, such as worker voice tools, into our due diligence approach.

Based on assessment results and the severity of findings, suppliers are engaged through ad hoc Supplier Management Plans (SMPs) to support resolving nonconformances and addressing identified impacts.

Respect for Human Rights

Empowering Asahi Group's Procurement Teams and Suppliers

Procurement teams are our main point of engagement with suppliers and play a critical role in implementing human rights due diligence. To support this, we provide regular training to build awareness of human rights risks and strengthen capability to integrate due diligence into day-to-day procurement activities.

Internally, we conduct ad hoc training for category managers aimed at raising awareness of human rights risks in the supply chain and our commitment to respecting human rights through purchasing decisions, while also supporting the practical delivery of due diligence activities requiring engagement and communication with suppliers.

Procurement teams are trained on a regular basis, at least annually, to support delivery of the annual human rights due diligence plan and refresh understanding of due diligence processes. In 2025, we conducted eight workshops involving more than 30 procurement colleagues globally, followed by refresher training sessions later in the year with participation from over 80 colleagues to support consistent implementation of established requirements.

In addition, each region conducts targeted training initiatives tailored to local needs and specific categories. For example, the Procurement Sustainability and Procurement Excellence teams in Europe co-delivered a 90-minute training session tailored specifically for the information technologies and services procurement teams, focusing on integrating human rights due diligence into supplier onboarding and procurement practices. In Southeast Asia, targeted training was conducted in November 2025 for indirect procurement teams to support human rights due diligence implementation on indirect suppliers.

Supplier training is conducted on a biannual basis to communicate our commitments and requirements and to inform them of expectations related to due diligence and assessments. While supplier training was not conducted in 2025, global supplier training sessions have been performed in early 2026 to support our suppliers' understanding of human rights risks in the Group's supply chain and procurement requirements.

Human Rights Implementation in the Supply Chain—Progress and Outlook (2026 and Beyond)

Progress in 2025

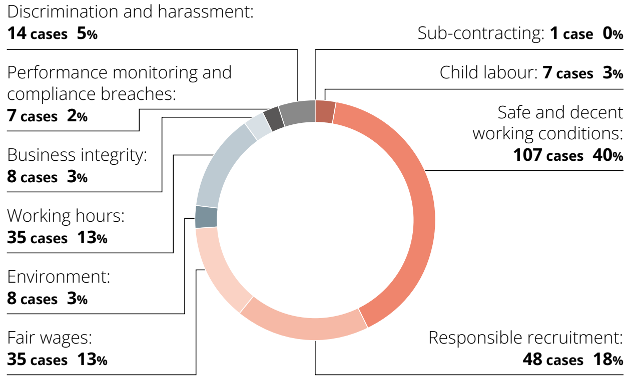
In 2025, we made significant strides in implementing our human rights due diligence program for the supply chain through the onboarding into the program of more than 370 Tier 1 suppliers across 18 procurement categories across all of the Asahi Group's operating regions. The procurement categories covered both direct—raw materials (e.g., sugar, palm oil, cocoa, juices, tea, and flavors) and packaging (e.g., cans, glass, and paper containers)—and indirect, including a wide range of goods and services (e.g., labor providers, security services, and spare parts). These efforts enabled us to conduct human rights due diligence on over 30% of Tier 1 direct suppliers, progressing toward our 2030 target of 100%.

We also piloted an approach to extend visibility beyond Tier 1, onboarding more than 50 Tier 2*1 suppliers into the program.

Through a suppliers' self-assessment questionnaire (SAQ), we gained visibility of self-reported labor and human rights management practices across more than 500 suppliers' sites*2 producing goods or providing services to the Group. Based on SAQ outcomes, further due diligence was prioritized for 34 of the most at-risk sites, resulting in third-party audits primarily through Sedex. These audits allowed us to better understand actual practices, including through worker interviews. Through on-site verification across these 34 sites, we identified 270 nonconformances.

*1 Suppliers in direct contractual relationship or purchase order with Tier 1 suppliers but do not have a direct relationship with the Asahi Group.
*2 Manufacturing sites are defined as physical locations involved in the production of products, including sites that have a direct contractual relationship with the Asahi Group or where the final production or processing of products takes place prior to delivery to the Group.

Non-Conformances by Category (Cases)



The three most recurrent issues identified through third-party audits relate to:

- **Safe and decent working conditions (40% of all nonconformances identified)**, most commonly relating to gaps in occupational health and safety processes and systems
- **Fair wages and working hours (26% of all nonconformances identified)**, including excessive overtime and a lack of overtime premium payments
- **Responsible recruitment (18% of all nonconformances identified)**, including passport and document retention and limited oversight of migrant worker recruitment practices

Respect for Human Rights

We strive to support suppliers in addressing all critical nonconformances to the greatest extent possible. Nonconformances include both instances of actual impacts on human rights requiring remedy as well as management systems and process fixes, which may involve requiring suppliers to establish new processes or consistently apply existing ones (e.g., age verification, provision of personal protective equipment) or enhancing oversight of their own suppliers' practices (e.g., monitoring recruitment agencies). Addressing gaps in practices and management systems is a crucial prevention tool, as alignment with international standards is the most effective way to prevent potential impacts.

In both cases, nonconformances are followed up based on severity and criticality through ad hoc engagement, SMPs, and further audits. We share SMPs with suppliers, which include specific guidance on our requirements to close each nonconformance identified, and expect suppliers to engage in the process and provide a resolution, which could entail a change of process or system, and a remedy following the identification of an adverse impact as needed.

As of year-end, 66% of identified nonconformances had been closed, resulting in improved practices across the supply chain and supporting remediation where needed. In a limited number of critical cases, where suppliers failed to engage constructively, we applied consequence management, including delisting suppliers following unsuccessful attempts to work with them on corrective action plans.

▶ Access to Our Grievance Mechanism for Our Suppliers

The Asahi Group's "Speak Up" system was introduced to suppliers when the Asahi Group Global Supplier Code of Conduct launched in 2024. In 2025, the Group implemented an ad hoc communication campaign specifically targeting suppliers included in the human rights program. The objective was to raise awareness of the availability of the system for our suppliers through tailored messaging to strengthen the integration of grievance handling and remediation into our human rights due diligence mechanism by linking it with our "Speak Up" system.

Outlook for 2026

In 2026, we have set plans to onboard an additional 250 suppliers, reaching a cumulative total of approximately 610 suppliers since the beginning of the program. Following the rollout across high-risk categories, the next onboarding phase will focus on medium-risk categories, primarily among direct suppliers, progressing toward 50% supplier onboarding by 2030. These suppliers will engage in due diligence activities such as policy attestation, onboarding to Sedex or EcoVadis, participation in self-assessment and verification audits, and SMPs.

We will also conduct support and enhancement activities, including the following measures.

- Internal and supplier-facing training sessions and workshops to support the effective rollout of the human rights program
- Conclusion of the Tier 2 pilot and continued efforts to gain visibility beyond Tier 1 in selected high-risk direct categories
- Evaluation of the effectiveness of our human rights due diligence process to capture learnings and identify opportunities for improvement
- Design and integration of a remediation framework into the human rights due diligence process and exploration of additional grievance mechanism options (e.g., worker voice platforms).

Respect for Human Rights

Reporting Channel for Consultation on Compliance, Including Respect for Human Rights

The Asahi Group has been operating "Speak Up," a global whistle-blowing system that serves as a global compliance framework in accordance with the Asahi Group Code of Conduct and also functions as a grievance mechanism aligned with the UNGPs.

With this system, we are aiming to create an environment that makes it easy for all stakeholders globally to submit reports and realize early recognition of and response to compliance issues, including human rights violations (e.g., harassment, etc.), so that the Asahi Group can identify and respond to them as quickly as possible. We identify operational issues through the following surveys and incorporate these views to achieve better management.

- The Asahi Group's annual Global Engagement, Ethics & Compliance Survey targeting all employees, which covers items such as awareness of the reporting system and willingness to use the system
- Dialogue with labor unions
- Dialogue with human rights experts, including the representative director of a company specializing in advisory services related to sustainability and a partner lawyer at a law firm specializing in business and human rights

Accessible Channel for Employees and All External Individuals and Communities

We accept reports through "Speak Up" not only from employees and business partners but also from all internal and external stakeholders of the Asahi Group, including communities that are not directly involved in business transactions.

In addition, based on the Asahi Speak Up Policy, our response to reports submitted via the "Speak Up" website (both desktop and mobile) and phone calls (both mobile and landlines) is unified, and the scope of reports includes all violations of the Asahi Group Code of Conduct, laws, and regulations. The channel is operated as a highly confidential channel, where reports will be kept strictly confidential and those who make reports will not be treated unfairly.

Fair Access and Transparency

While "Speak Up" is operated under the management of the Asahi Group, the operation is carried out through an external specialist company independent of the Group, and the system has been introduced at all Group companies. This means that reports are automatically assigned to the relevant organization based on uniform criteria and investigated after going through the appropriate process. Reporters can submit reports anonymously either through the website or by phone, 24 hours a day, 365 days a year, in the various local languages (e.g., English, Japanese, Czech, Malay, etc.) of the countries in which we operate.

System for Early Detection and Resolution of Issues

For cases that meet the investigation conditions, unless there are special circumstances, the investigation will be completed within three months of the date of receipt of the report, and the results of the investigation, or the fact that the investigation will not be conducted because the investigation criteria are not met or it is difficult to complete the investigation within the time limit, will be reported to the person who made the report.

At the end of each investigation, we shall ensure that there is a clear plan of remedial action (including disciplinary action) in accordance with internal policies, such as the Rules of Employment, and applicable laws to remedy or mitigate any issues, including any human rights violations, and to rectify any weaknesses or control gaps.

For specific details on the investigation conditions, investigation flow, and procedures for escalation, please refer to the Asahi Speak Up Policy, the Asahi Group Code of Conduct, the Asahi Group Basic Principles on Whistleblowing Investigations, and the Asahi Group Global Supplier Code of Conduct. If the reporter believes that the investigation was not carried out in accordance with the Asahi Speak Up Policy or the Asahi Group Basic Principles on Whistleblowing Investigations, they can apply for escalation.

Respect for Human Rights

How "Speak Up" Works

Receipt of report	Reporters can submit reports anonymously via the Company's "Speak Up" reporting webpage and phone calls (both mobile and landlines) 24 hours a day, 365 days a year.
Initial evaluation	When investigations are necessary, they are assigned appropriately to responsible personnel.
Investigation	Investigations are implemented in accordance with the Asahi Group Basic Principles on Whistleblowing Investigations.
Feedback	Results of investigations are reported to reporters within three months from when reports were received.
Appropriate action	Necessary remedial actions (including disciplinary action, termination of employment, and process improvements) will be taken in accordance with internal policies and applicable laws to remedy or mitigate any issues, including any human rights violations, and to rectify any weaknesses or control gaps.

"Speak Up" system allows reporters to provide additional information and check the status or the outcome of the investigation.

If the reporter believes that the investigation was not carried out in accordance with the Asahi Speak Up Policy or the Asahi Group Basic Principles on Whistleblowing Investigations, they can apply for escalation, as stated in the Asahi Speak Up Policy.

Activities to Remedy Identified Issues

We investigate the information provided by reporters from a fair and neutral standpoint. When necessary, we ask attorneys to provide their opinion. Once a compliance violation is confirmed, we take appropriate remedial action (including disciplinary action, such as termination of employment) in accordance with internal policies and applicable laws to remedy the problem. Even if there were no compliance violations, if there is room for improvement in our controls, we take measures to remedy the problem, such as conducting training, providing instructions or guidance, and changing internal policies or improving processes.

Reports that require actions to remedy problems or implement improvements are also reported to and discussed with Audit Committee members and the Compliance Committee of the Asahi Group as appropriate, and necessary measures are taken to improve internal operations and prevent recurrence.

Activities to Disclose Information to Employees and External Parties and Prevent Incidents and Their Recurrence

- The Asahi Group manages reports received through the "Speak Up" system at Asahi Group Holdings, Ltd. in a centralized manner and operates it appropriately to ensure early detection and resolution of issues. In addition, by utilizing data analysis tools within the "Speak Up" system, we disclose analytical data on the reports, such as data aggregated by categories, on the "Compliance Promotion" page of Asahi Group Holdings, Ltd.'s website every year, within the scope permitted by internal policies and applicable laws. As stated on the website, most of the cases are related to labor and human resources. While no reports concerning child labor or forced labor have been received, we continue to advance our efforts to respect human rights by conducting appropriate investigations and implement corrective measures, including those related to human rights issues.

Respect for Human Rights

- The Asahi Group is working to maintain and improve awareness of the reporting system and willingness to use the system through the anonymous Global Engagement, Ethics & Compliance Survey. In addition, based on the results of such surveys and the analysis tools of the "Speak Up" system, we are identifying trends and compliance issues, including human rights, and implementing measures to improve and prevent compliance issues, if necessary.
- In order to raise the level of compliance, including with regard to respect for human rights, the Asahi Group regularly conducts group-wide training and awareness-raising campaigns on compliance-related themes of interest to the Asahi Group, such as the Asahi Group Code of Conduct. We also take proactive measures globally to prevent frequently reported incidents, such as harassment, from occurring. For more information, please refer to the Discrimination and Harassment section of this report.
- The Asahi Group has been working to raise awareness of "Speak Up" both internally and externally by conducting regular training sessions on the system using videos and other forms of media, promotional campaigns, messages from management, including the Group CEO, as well as explanations for its business partners.
  In fact, we conduct promotional activities across the entire Group to raise awareness annually. The first such activity was held in the month we launched the "Speak Up" system, and the most recent one was conducted in May 2025. Furthermore, to ensure awareness among external stakeholders, we implemented awareness-raising measures for suppliers in 2025.

Related Information
Web Speak Up
Web Compliance Promotion
Web Asahi Group Code of Conduct
Web The Asahi Speak Up Policy
Web Asahi Group Global Supplier Code of Conduct

Section 3

Enhancement of Human Capital

Enhancement of Human Capital

As part of its Medium- to Long-Term Management Policy, the Asahi Group has highlighted the enhancement of human capital as a means to strengthen its strategic foundation and has established the Asahi Group's People Statement. Guided by this statement, we place emphasis on ensuring that our employees are learning, growing, and achieving together, and we work to foster a corporate culture that embraces diversity while prioritizing the health, safety, and well-being of our people. By doing so, we aim to realize a stronger, more innovative organization.

Policies

People Statement
Learning, growing, achieving TOGETHER

There's a feeling of excitement when you're growing, learning, doing great work and delivering results. And when we do this together, the magic really happens.
This is how we work at Asahi—We are respectful, trusting, humble and inclusive. This fuels the way we work together, our care for one another and drives our outstanding results.
We connect, we grow, and we chase learning opportunities together—even if they come from mistakes we've made; and together we "deliver on our great taste promise and bring more fun to life" which is what we stand for as a global Group.
We care deeply for one another—with our safety and physical & mental well-being always our highest priority.
We unite in our passion for excellence and respect, not just for ourselves and our teams, but also for our customers, our consumers, our communities and our planet.

Safety and Well-being is our biggest priority

- The health, safety and well-being of our people is always our highest priority
- We respect and contribute to the well-being of our planet and the communities in which we live and work

Everyone Matters is our core belief

- We believe that which makes us different makes us a stronger, more innovative organization
- We welcome, respect and celebrate the different cultures, ethnicities, genders and personalities that make up our global family

Growth through Learning individually and collectively

- We thrive in a learning culture, with opportunities for growth individually and in teams, and where knowledge is shared
- We're okay with not knowing the answer or making mistakes as this fuels our growth and enriches our collective learning

Better together: Collaboration fuels our growth

- We know we're stronger and more innovative together than we can ever be alone
- Together we share our goals and celebrate our successes

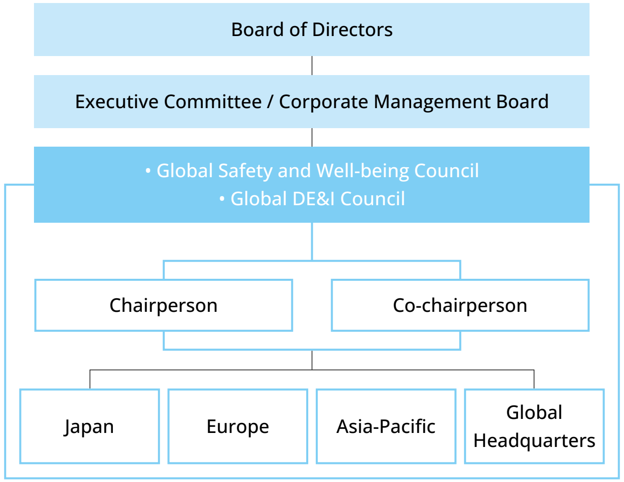
Enhancement of Human Capital

Governance

The Asahi Group has established the Global Safety and Well-being Council and Global DE&I Council as internal advisory bodies to the Group CEO.

The Global Safety and Well-being Council operates under a co-chair system, chaired by the Group Chief People Officer (Group CPO) of Asahi Group Holdings, Ltd., with a Group company executive serving as co-chair on a rotating basis. Members are nominated by each Regional Headquarters (RHQ) and represent diverse functional and geographic backgrounds. The council reviews the Group's Safety and Well-being Strategy, monitors implementation and performance at a high level, and provides recommendations to the president and Group CEO on future plans, objectives, and targets. Similar governance structures are established at the regional, country, and site levels to ensure consistent oversight across the Group.

The Global DE&I Council's role is to share the Group's global DE&I vision and formulate and implement the global DE&I strategy. At the same time, the council is responsible for reflecting each region's initiatives and issues in the Group's management strategies. The council also has a role in understanding the Group's DE&I metrics and targets and enabling regional DE&I leaders to drive action toward these metrics and targets. To ensure diversity of perspectives, the council consists of members nominated by the CEOs of the Global Headquarters and each RHQ, and each region is represented by two leaders, a business leader and a regional DE&I leader. We have adopted a co-chair system to incorporate the views of both the human resource function and the Group's various businesses. The Group CPO of Asahi Group Holdings, Ltd. serves as chair, and in January 2026 the managing director of Asahi Europe and International Ltd. joined as co-chair. The council meets quarterly to share progress, provide opinions and advice on DE&I initiatives based on feedback from each region and division, and report outcomes to and share information with management.



Risk Management

Related Information

Risk Management

Metrics and Targets

Group Targets

- By 2030, achieve the target employee engagement scores for "sustainable engagement" in the Global Engagement Survey that is on par with that of global high-performing companies.

We believe that employee engagement is an extremely important indicator in our efforts to foster the ideal corporate culture. Therefore, we periodically conduct engagement surveys to get an objective grasp of the state of the organization and clarify any specific issues, and we constantly implement measures that will bring us closer to our ideal situation. Our key performance indicator (KPI) for engagement is our sustainable engagement score, and our target score for 2030 is one on par with global, high-performing companies. In 2025, the average employee engagement score for sustainable engagement for global, high-performing companies* was 88, compared with our score of 81.

* Between 2021 and 2024, the Asahi Group aimed to achieve a sustainable engagement score of 89 by 2029, equivalent to the level achieved by global, high-performing companies in 2021. Given annual fluctuations in benchmark scores, the target was reviewed and revised in 2025 to align with the level of global, high-performing companies.

Related Information

Metrics and Targets / Progress in 2025

Enhancement of Human Capital

Strategies

In the execution of our Medium- to Long-Term Management Policy, we believe it is essential that our management strategy has a strong connection to our People Statement. Accordingly, we have systematically organized strategies for the enhancement of human capital and are promoting them on a Group-wide basis. The foundation of these strategies is the Asahi Group's People Statement, which serves as our shared values and principles. The People Statement advocates for the idea of "learning, growing, and achieving TOGETHER," and this idea encapsulates our ideal corporate culture. It also acts as the starting point for all our efforts toward human capital.

The Group has established three approaches aimed at enhancing human capital. The first is "fostering the ideal corporate culture." With this approach, we will promote initiatives that draw from the four pillars of our People Statement and work to enhance engagement by fostering a corporate culture where employees can work in a lively manner. The second approach is "continuously fostering leadership." Under this approach, we will systematically cultivate talent and develop the leadership skills of our employees so that we can produce a steady stream of managers who can lead Group management in the medium to long term. As part of these initiatives, we will conduct core performance evaluations on a regular basis linked to career development. Through these evaluations, we will assess the roles, results, and actions of each employee and reflect the evaluation results in employee training programs and career development plans. The third approach is "securing essential capabilities." Securing the necessary capabilities is vital from the perspectives of promoting our business portfolio strategy under the Medium- to Long-Term Management Policy and strengthening our core strategies and strategic foundation. Through these three approaches, we are supporting a management foundation that will promote the enhancement of corporate value. In this report, we present our approach to human capital and an overall framework of our initiatives in line with our People Statement.

For more detailed information on the specific initiatives, key indicators, results, and other measures under each strategy, please refer to *People & Culture Report* where we provide comprehensive disclosure.

Related Information

Web People & Culture Report

Fostering the Ideal Corporate Culture — Safety and Well-being

At the Asahi Group, the care and commitment we show to our employees are fundamental to our business. We work together to create a physically and psychologically safe and healthy workplace, aiming to prevent work-related injury and ill health. This commitment is articulated in our People Statement, which places safety and well-being as our highest priority. The president and Group CEO oversees strategy development and monitors implementation and performance at the Group level.

President and Group CEO Atsushi Katsuki launches our Safety and Well-being Vision

Governance

Related Information

Governance (Enhancement of Human Capital)

Risk Management

Under our enterprise risk management system, risks related to safety and well-being are classified among those to be managed by each RHQ with the support of the Human Resources Department of Asahi Group Holdings, Ltd. These risks are identified and prioritized, and controls are monitored on an ongoing basis. Identified risks not only include those associated with existing operations but are also built into processes for managing change, including projects, acquisitions, new builds, and renovations.

The Group has established emergency preparedness and response processes to ensure the safety of employees in the event of emergencies. Each region requires all sites to maintain site-specific emergency management documentation that identifies potential emergency scenarios—such as fires, explosions, chemical spills, and serious injuries—and defines appropriate response arrangements.

These site-level procedures typically cover emergency evacuation processes, alarm systems, evacuation routes and assembly points, emergency response roles, training requirements (including fire wardens and first aid staff), and regular emergency drills. Supporting measures, such as chemical registers, safety data sheets, spill kits, and emergency service contact information, are also maintained at the site level.

In addition, the Group is scheduled to develop a global emergency management standard in 2026. This initiative will strengthen governance and help ensure the adequacy and consistency of emergency management practices across all regions and sites.

Fostering the Ideal Corporate Culture — Safety and Well-being

KPIs (Leading and lagging indicators)

Best practice measures for safety and well-being place emphasis on leading indicators, prevention activities, and targets. Rather than solely focusing on lagging indicators like injury rates, the Asahi Group measures leading indicators such as completion of safety and well-being conversations and execution of assurance plans. Updates on these preventive initiatives and the status of leading indicator targets are regularly monitored and reviewed by the president and Group CEO, the Group's executive team, and the Global Safety and Well-being Council.

2026 Plan

Leading Indicator	Purpose	2026 Target
Safety and well-being conversations	Safety and well-being conversations provide the opportunity to: • Reinforce positive behaviors and discuss opportunities for continuous improvement • Engage with frontline workers, celebrating diversity and inclusion of thought • Focus on the risks faced and critical controls required to ensure that safe work is done	One conversation per 1,000 total working hours
Stop for Safety and Well-being initiative	In 2026, each RHQ will determine the focus for their employee engagement activities under the Stop for Safety and Well-being initiative. This approach supports our freedom within a framework model that helps to create greater local buy-in and ownership.	Achieve over 80% employee participation
Critical control solutions: Risk assessment and improvement activities	Global focus will remain on sharing knowledge and improving the engineering controls associated with machinery, including guarding and automated isolation equipment. This is a continuation of the foundational work conducted in 2025, which included over 1,300 risk assessments and machine safety improvement activities.	100% execution of activities
Development and execution of assurance plans	2026 regional assurance plans will include audit and self assessment activities against Global safety and well-being standards. Assurance activities aim to ensure controls are in place and effective and reduce the risk of harm to our people.	100% execution of plans
Lagging Indicator	**Purpose**	**2026 Target**
Reduction of Lost Time Injury Frequency Rate (LTIFR)	To reduce the frequency and severity of lost time injuries and share learnings with the aim of reducing critical risks	Achieving a rate below 1.59 (a 3% reduction from the previous year)

Fostering the Ideal Corporate Culture — Safety and Well-being

Strategies

Risks and Opportunities

Risks

- Poor physical and mental health and well-being, lower engagement, and reduced productivity among employees
- Negative impacts on people, culture, and operations due to serious incidents

Opportunities

- Continue to actively promote safety and well-being initiatives in order to reduce the risk of fatalities, serious injuries, and/or ill health

To bring its Safety and Well-being Vision to life and align its efforts around clear priorities, the Asahi Group continues to advance its 2030 Safety and Well-being Strategy, which is founded on three core pillars: strengthening leadership to embed a strong safety culture across the organization, enhancing critical risk controls to prevent serious incidents, and driving continuous improvement through ongoing learning, evaluation, and refinement of practices that promote safety and well-being.

Leadership and Culture

The Group is committed to embedding safety and well-being into everyday behaviors by fostering a culture of care and trust. Under the leadership and culture strategy, leaders play a central role in creating a psychologically safe and inclusive environment. The Group is strengthening leadership capability with the aim of encouraging open dialogue and empowering employees and contractors to speak up and uphold safety and well-being. This includes the employee's authority to stop work when there is an immediate risk, effectively preventing accidents. Leaders can also use insights from their workers to deepen understanding of risks and drive continuous improvement across the Group.

Critical Risk Control

The Group prioritizes the prevention of serious injuries and fatalities by focusing on managing critical risks with the greatest potential impact. Leaders and employees work collaboratively to apply disciplined operational practices and rigorously verify the effectiveness of critical risk controls. Building on lessons from high-potential events and near-misses and supported by active employee involvement and oversight from the president and Group CEO, the Group deepens its understanding of work conditions and continuously enhances its critical risk management framework.

In 2025, 12 lost-time injuries occurred associated with events classified as high-potential critical risks by the Group. These included six line-of-fire incidents involving trips or forceful contact with objects, two forklift–pedestrian incidents, two cases involving inadequate machine energy isolation, one incident of contact with hazardous chemicals, and one case of occupational violence. These events were investigated, and corrective actions implemented. Emphasis is also placed on continuous learning from high-potential hazards and near-misses, with implementation of actions to prevent the occurrence of similar events across the business.

Continuous Improvement

The final pillar of the Group Safety and Well-being Strategy places emphasis on learning, sharing, and improving together with the understanding that our people are the solution. The Group ensures that processes are in place to consult with its workers and their representatives in all matters that can affect their safety and well-being.

To share best practices and drive improved learning across the Group, work continues to finalize the Group safety and well-being standards and assurance tools.

Fostering the Ideal Corporate Culture — Safety and Well-being

Activities

Leadership and Culture

Safety and Well-being Leadership Training

In 2025, more than 1,100 leaders completed Safety and Well-being Leadership Training across the Group. As part of the training, leaders learned and applied the framework for safety and well-being conversations, which encourages open dialogue and reinforces positive safety behaviors.

Specialist Program Completion Records

Region	Number of People Trained (2025)
Japan	570
Europe	313
APAC (Oceania)	221
APAC (Southeast Asia)	37
Total	1,141

New Safety Leadership Activities

In April 2025, members of Asahi Europe and International Ltd.'s Safety and Well-being teams met in Bari, Italy, to discuss the design for their Safety and Well-being Leadership Training. Since that time, the program has been developed and sessions have begun in the Czech Republic, Hungary, Italy, the Netherlands, Poland, Romania, and the United Kingdom, providing more than 300 leaders with opportunities to build their capability in this area. Plans are in place to deliver the program in all countries in 2026.

Also, in February 2025, we held Safety and Well-being training programs for team leaders in Indonesia and Malaysia. In these ways, we are promoting efforts to strengthen the capabilities of our leaders in all regions.

Safety and Well-being Leadership Training development workshop in Bari, Italy

Safety and Well-being Conversations

During 2025, more than 50,000 safety and well-being conversations were recorded, at a rate of 1.7 conversations per 2,000 hours worked. These conversations provide valuable insights into workplace conditions, risk factors, and opportunities to strengthen critical risk control effectiveness.

Group Stop for Safety and Well-being Initiative

The 2025 Stop for Safety and Well-being initiative placed emphasis on well-being. Employees were encouraged to participate in dialogues on well-being to reflect on their own physical, mental, and social well-being.

Example initiatives implemented at Group and regional levels in 2025 that contribute to employee well-being include but are not limited to:

- Employee health, well-being, and mental health assessments
- Flexible work arrangements
- Mental health first aid training
- Employee assistance programs

An employee workshop held at the AGH headquarters in Tokyo

Fostering the Ideal Corporate Culture — Safety and Well-being

Critical Risk Control

Machine Safety Improvement Program

The risk of people coming into contact with moving machinery is one of the priority critical risks at the Asahi Group. In 2025, each region implemented machine safety improvement plans and completed more than 1,300 machine safety improvement activities. This program will continue in 2026 and focus on the medium- to high-risk machine safety hazards.

Continuous Improvement

Group Safety and Well-being Standards and Audit Criteria

All RHQs have systems in place to manage workplace risks. ISO 45001 certifications are maintained in most of the regions in which we operate, covering more than 30% of production site locations (as of February 2026) and providing a strong representative sample for the Group. Audit findings are recorded, tracked, and monitored using local IT systems and responsible managers oversee the implementation and testing of corrective actions to ensure they are effective. Findings and solutions are often shared through our safety community to support continuous improvement across sites, countries, and regions, as well as Group-wide where appropriate.

An opportunity exists to continue to leverage best practice standards and continuously improve implementation consistency by developing Group safety and well-being standards and audit criteria. This initiative forms part of the Group's continuous improvement plan for 2025 and 2026, ensuring steady and accountable progress.

Global Safety Index: Safety Culture Maturity Assessment

The Global Safety Index is an award-winning platform, used by over 100 companies globally, that helps organizations measure, manage, and benchmark the maturity of programs for safety leadership, safety culture, and mental health. The platform has been applied in the Asia-Pacific region (Oceania) since 2022 to help provide insight into opportunities for improvement and progress achieved. In 2025, Asahi Europe and International Ltd. began implementation of a pilot program to support future planning by completing surveys in the Czech Republic, Slovakia, Romania, Hungary, the United States, the United Kingdom, and the Netherlands. This initiative provides another example of RHQs sharing best practice approaches and learning from each other.

Training

The Group provides employees with information, instruction, and training in accordance with local regulations to ensure they are trained and can competently and safely perform tasks. Training needs are identified, and competency records are maintained locally and reviewed during audit and self-assessment activities.

Sustainable Supplier Partnerships

The Group partners with more than 30,000 suppliers globally. Our expectations for responsible business conduct are set out in the Asahi Group Global Supplier Code of Conduct, the Asahi Group Responsible Procurement Policy, and the Asahi Group Responsible Procurement - Supplier Guidelines, which define minimum requirements across areas such as business ethics, human rights and labor practices, health and safety, and environmental management.

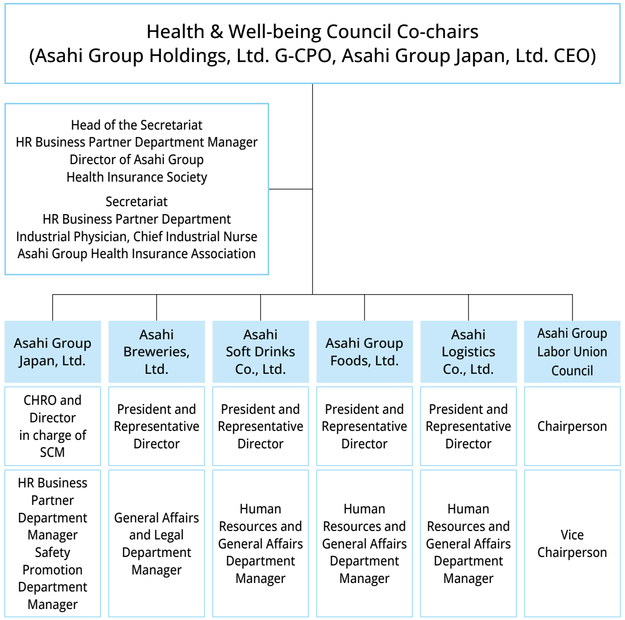
Our centralized procurement function, Asahi Global Procurement Pte. Ltd., applies a risk-based due diligence approach to supplier onboarding and ongoing engagement. This includes prequalification and risk screening to support supplier approval decisions and to identify where enhanced follow-up may be required. Where elevated risks or gaps against our requirements are identified, we may apply additional measures such as targeted assessments, corrective action expectations, and ongoing engagement to support improvement. While these practices are established, strengthening sustainable supplier partnership management remains a focus area as we continue to drive more consistent implementation and outcomes across our supply base.

Fostering the Ideal Corporate Culture — Safety and Well-being

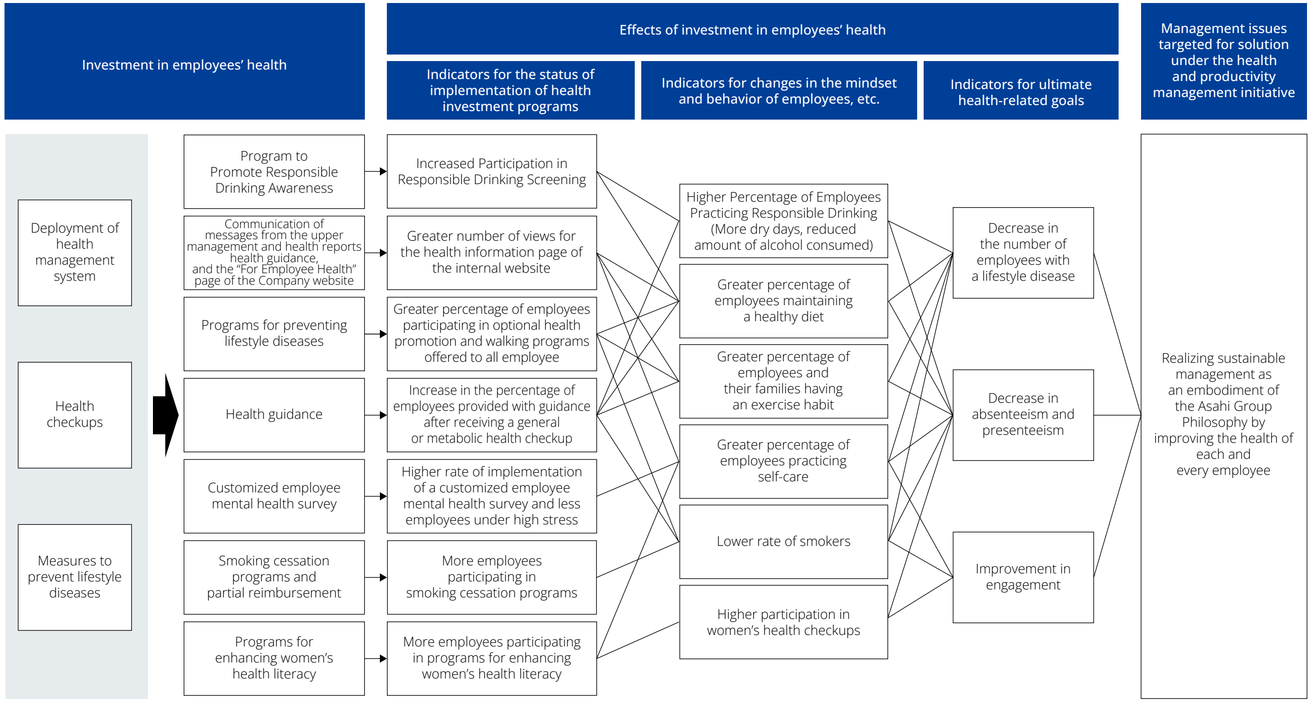
Employee health management based on Health Strategy Map

In Japan, we position employee health management as an important management issue. In alignment with this view, we have established a Group-wide health promotion structure and developed a Group Health Strategy Map, through which we aim to continuously enhance our employee health management system and promote its initiatives while contributing to the realization of sustainable corporate growth.

Group Health Promotion Structure (in Japan)



Health Strategy Map



Fostering the Ideal Corporate Culture — Safety and Well-being

Performance

In 2025, the Asahi Group performed strongly against all leading and lagging indicator measures and targets.

Leading Indicator	2025 Target	2025 Results
Safety and well-being conversations	One conversation per 2,000 total working hours	1.7 conversations per 2,000 total working hours (Target exceeded)
Stop for Safety and Well-being initiative	>80% participation	AEI: 83% APAC (Oceania): 87% APAC (Southeast Asia): 83% Japan*
Control improvement activities	100% completion of improvement plan development for identified issues	152% execution of activities (target activities exceeded)
Development and execution of regional assurance plans	100% execution of the plan	98% execution of plan 2 audits not completed due to availability of people because of illness or an organisational issue.
Lagging Indicator	**2025 Target**	**2025 Results**
Reduction of Lost Time Injury Frequency Rate (LTIFR)	Achieving a rate below 1.8 (5% improvement YoY)	1.64 (13% improvement)

* In Japan, the Stop for Safety and Well-being initiative was impacted by the occurrence of a cyberattack.

The Group strategy, governance structure, and key initiatives and measures have contributed to improvements in safety and well-being. This resulted in zero fatalities occurring for the first time in five years. In addition, the lost time injury frequency rate and total recordable injury frequency rate reached their lowest levels ever recorded.

Safety

ISO 45001 Certification

The Asahi Group has acquired ISO 45001 certification, the international standard for occupational health and safety management systems, for the following sites.

ISO 45001 Certification

Country	Site
Poland	DC Bialystok
	Tychy Brewery
	DC Tychy
	Poznan Brewery
Romania	Brasov Brewery
	DC Brasov
	Timisoara brewery
Netherlands	Grolsch brewery
Italy	Roma brewery
	Padova brewery
Hungary	Dreher brewery
Malaysia	Etika Meru
	Etika Bangi
Indonesia	PT Etika Dairies Indonesia
Australia	Albury
	Huntingwood
	Laverton
	Renmark
	Southbank Head Office
	Tullamarine
	Welshpool
	Wodonga
	Wulkuraka
New Zealand	Papakura

Fostering the Ideal Corporate Culture — Safety and Well-being

In the Asia-Pacific region (Oceania), we have transitioned from obtaining certification for individual sites to centralized certification. This now includes operations based out of the Southbank Head Office (Melbourne) and sites in Renmark (South Australia) and Papakura (New Zealand).

In 2025, one site in Indonesia also acquired ISO 45001 certification. In addition, a site in Indonesia received the Gold Award for safety management systems in compliance with ISO 45001 standards.

Number of Fatalities

Year	2021	2022	2023	2024	2025
Own employees	1	0	1	0	0
Contract workers	0	1	1	1	0

Notes: 1. Scope of aggregation: Entire Asahi Group
2. Figures as of December 31 each year

Click here for more information on the scope of aggregation

Lost Time Injury Frequency Rate (LTIFR): (Number of Lost Time Injuries / Total Hours Worked) ×1,000,000

Year	2021	2022	2023	2024	2025
LTIFR	2.19	1.69	1.86	1.88	1.64
Average over the past 3 years	–	2.01	1.91	1.81	1.79

Notes: 1. Scope of aggregation: Entire Asahi Group
2. Figures as of December 31 each year

Click here for more information on the scope of aggregation

Total Recordable Injury Frequency Rate (TRIFR): (Number of Lost Time Injuries and Medical Treatment Injuries / Total Hours Worked) ×1,000,000

Year	2021	2022	2023	2024	2025
TRIFR	4.01	3.71	4.60	3.33	2.97
Average over the past 3 years	–	4.33	4.11	3.88	3.63

Notes: 1. Scope of aggregation: Entire Asahi Group
2. Figures as of December 31 each year

Click here for more information on the scope of aggregation

Fostering the Ideal Corporate Culture — Safety and Well-being

Well-Being

Health Indicators

	Target		2021	2022	2023	2024	2025
	Year	Value					
Percentage of employees undergoing stress checks	–	100%	95.1%	95.8%	95.7%	95.0%	98.5%
Stress checks (percentage of employees under high stress)	–	–	5.2%	5.1%	5.1%	4.7%	5.1%
Percentage of employees who are smokers	By 2025	19%	29.1%	27.1%	25.4%	24.0%	24.2%
Percentage of employees who received a regular health checkup	–	–	100%	100%	100%	100%	Data still being collected*6
Percentage of employees who received a detailed examination	–	–	71.7%	69.6%	64.9%	65.5%	Data still being collected*6
Rate of employees maintaining appropriate weight (employees with a BMI between 18.5 and 25)	–	–	65.4%	61.9%	62.8%	65.6%	62.2%
Percentage of employees with regular exercise habits*1	–	–	31.2%	30.0%	30.6%	30.3%	32.0%
Percentage of employees ensuring proper sleep and nutrition	–	–	73.4%	67.3%	69.0%	66.3%	68.0%
Percentage of employees with metabolic syndrome*2	–	–	36.8%	36.3%	36.0%	37.2%	37.2%
Percentage of employees undergoing special health checkups	By 2025	98%	98.6%	98.4%	98.8%	98.6%	98.6%
Percentage of employees participating in specific health guidance programs	By 2025	55%	46.5%	35.4%	39.6%	41.6%	Data still being collected*6
Percentage of high-risk employees provided with health guidance*3	–	–	87.1%	67.4%	72.1%	82.3%	Data still being collected*6
Percentage of high-risk employees receiving ongoing medical care	–	–	95.3%	95.0%	94.2%	94.5%	Data still being collected*6
Percentage of employees participating in programs for preventing lifestyle diseases	–	–	19.9%	23.2%	24.1%	29.8%	22.6%
Degree of satisfaction with the programs for preventing lifestyle diseases	–	–	85.6%	86.1%	86.8%	85.7%	85.3%
Rate of implementation of e-learning designed to enhance awareness of moderate drinking practices*4	–	100%	95.2%	86.4%	100%	90.3%	–*7
Implementation rate of initiatives addressing women's health issues*4	–	–	–	–	–	19.2%	–*7
Number of employees taking a leave of absence due to illness or injury*3	–	–	53	66	64	71	Data still being collected*6
Number of employees absent from work due to illness or injury*3	–	–	147	159	164	103	Data still being collected*6
Absolute presenteeism (WHO-HPQ)*4	By 2025	70 points	66.5 points	70.3 points	68.9 points	68.9 points	68.3 points
Engagement*5	–	–	52	52	52	53	53

Notes: Scope of aggregation: Data on employees with metabolic syndrome, employees undergoing special health checkups, and employees implementing special health guidance is based on Asahi Group Health Insurance Society enrollee data (insured employees aged 40 and over).
*1 Percentage of individuals with regular exercise habits: Those who have exercised for at least 30 minutes, twice a week, for over a year
*2 Percentage of individuals with metabolic syndrome: Includes both those who meet the criteria and those considered at risk
*3 Scope of aggregation: Asahi Group Holdings, Ltd., Asahi Group Japan, Ltd., Asahi Breweries, Ltd., Asahi Soft Drinks Co., Ltd., and Asahi Group Foods, Ltd.
(Number of individuals assessed for leave of absence or absenteeism due to illness or injury in 2024: 7,250; Response rate: 100%)
*4 Scope of aggregation: Asahi Group Holdings, Ltd., Asahi Group Japan, Ltd., Asahi Breweries, Ltd., Asahi Soft Drinks Co., Ltd., and Asahi Group Foods, Ltd.
*5 Deviation score based on an external survey (Median: 50) (Engagement in 2025: Number of respondents: 13,291; Response rate: 98.4%)
*6 Currently under aggregation due to differences in reporting periods.
*7 Discontinued in 2025 due to a cyberattack.

Fostering the Ideal Corporate Culture — Safety and Well-being

Paid Leave Utilization Rate and Average Number of Paid Leave Days Taken

	2021	2022	2023	2024	2025
Paid leave utilization rate	63.4%	62.0%	61.6%	71.5%	75.2%
Number of paid leave days taken	12.2	11.9	11.8	13.3	14.0

Notes: 1. Scope of aggregation: Major Asahi Group Companies in Japan
2. Target period: January to December of each year

Click here for more information on the scope of aggregation

Average Monthly Overtime Hours per Employee

	2021	2022	2023	2024	2025
Average monthly overtime hours	20.8	21.8	21.5	21.9	22.5

Notes: 1. Scope of aggregation: Major Asahi Group Companies in Japan
2. Target period: January to December of each year

Click here for more information on the scope of aggregation

The Group strives to prevent health problems caused by overwork by preventing long working hours through proper management of working hours, promotion of paid leave, and workstyle reforms.

Supervisors monitor employee working hours in real time through the attendance management system, enabling early identification of potential overtime accumulation and review of work assignments. In addition, managers proactively adjust workloads and apply preventive controls under the Article 36 framework to avoid excessive working hours.

Community and Recognition from External Organizations

Our commitment to safety and well-being extends to the communities in which we operate. Asahi Group operating companies were acknowledged for the significant contribution made to employee groups and local communities.

- MSOSH Award, Gold Class category (Malaysia)
- Australian Drinks Awards, Best Wellbeing Initiative category

Fostering the Ideal Corporate Culture — Diversity, Equity, and Inclusion

In its efforts to achieve medium- to long-term increases in corporate value through the enhancement of human capital, the Asahi Group positions diversity, equity, and inclusion (DE&I) as an important foundation that underpins the competitiveness of its organization and sustainable value creation. DE&I is one of the four pillars set out in our People Statement, and we therefore are promoting the creation of work environments that embrace the diversity of our people and enable them to demonstrate their capabilities to the greatest extent possible. These efforts help us recruit, retain, and promote the growth of outstanding talent, thereby strengthening our ability to grow sustainably as a global corporation.

Policies

Diversity, Equity and Inclusion Statement

From Tokyo to Rome, Melbourne to Prague, and Auckland to Kuala Lumpur at Asahi we are a global family united by the pride in our products and the passion of our people.

Our heritage is as rich and diverse as our global family, anchored in Japanese roots. From this we draw a deep respect and care for our planet, our communities, our business, and most of all our people. Our culture is one that nurtures a sense of belonging, where every person is respected and their uniqueness celebrated.

We know that our diverse and multi-cultural organization makes us stronger, more innovative and is key to our long term success, which is why we're committed to a future where everyone belongs, our individuality matters and we can flourish personally and professionally. A culture where ideas can come from anywhere, everyone has a voice, and we all contribute to a better future.

shine
AS YOU ARE

At Asahi we celebrate and respect difference, and support everyone's freedom to be their true selves at work, at home, in public. Be courageous in your individuality, knowing that you have the same opportunity of happiness, fun and success, whoever you are and whatever your circumstances. You can belong without having to conform, so have the freedom to just be you and shine as you are.

Shine: Conceptual meaning - Shine also represents a Metaphor for the rising sun (Asahi), which acts as a symbol of hope for a better future, every day. The fact that everyone lives under the same sun regardless of location, circumstances or differences is a global truth and leveller for all people.

Governance

Related Information

Governance (Enhancement of Human Capital)

Fostering the Ideal Corporate Culture — Diversity, Equity, and Inclusion

Risk Management

Related Information

Risk Management

Metrics and Targets

From 2023, we expanded the scope to the global level, as well as updating it to include business and departmental leaders in addition to upper management. This was intended to continue expanding gender diversity in a more sustainable way by increasing the percentage of female representation in leadership positions on the front lines of our organizations.

Group Targets

- Increase the percentage of female representation of Leadership positions*1 to 40% or more by 2030*2

*1 "Leadership positions" refer to the Asahi Group's internal grade 21 or above, executives, or leaders who are in charge of leading each functional department.

*2 The targeted scope is Asahi Group Holdings, Ltd., Asahi Group Japan, Ltd., Regional Headquarters, and major operating companies in Japan (Asahi Breweries, Ltd., Asahi Soft Drinks Co., Ltd., and Asahi Group Foods, Ltd.).

To achieve our target, we will monitor progress on an ongoing basis through such means as tracking gender metrics in managerial positions each quarter.

Related Information

Metrics and Targets / Progress in 2025

Strategies

Risks and Opportunities

Risks

- Loss of talent and decline in engagement due to the deterioration of DE&I
- Decrease in organizational capabilities and brand value due to lack of diversity

Opportunities

- Improved engagement through the realization of diverse and inclusive work environments
- Enhanced organizational competitiveness following the recruitment and retention of diverse talent

The Asahi Group's global DE&I strategy is designed to entrench DE&I into the Group's corporate culture, leadership, and work processes with the aim of delivering positive results. We are rolling out this strategy over the period of 2025 to 2027 based on two pillars.

The first is to strengthen our One Asahi culture and capabilities. To support this, we are establishing global standards and playbooks with the aim of getting all employees and business leaders involved in the promotion of DE&I. Furthermore, we position inclusive leadership at the core of our human resource development efforts and have clarified the responsibilities of our DE&I leaders.

The second pillar is to incorporate DE&I perspectives into daily work processes. To that end, we are incorporating DE&I perspectives in critical employee experience touchpoints, such as recruitment, development, deployment, performance evaluation, and compensation, while reviewing and embedding related policies, processes, and practices. By doing so, we will ensure that our promotion of DE&I is not limited to individual initiatives but rather is consistently carried out within our daily work.

Going forward, we will continue to implement initiatives on a global scale, in keeping with these two pillars. During meetings of the Global DE&I Council, which are held every quarter, members share best practices and challenges at each RHQ, which are then reflected in initiatives in each region. We also facilitate global collaboration among ERGs* focused on gender and will continue to cross regional boundaries and share best practices to foster the ideal corporate culture.

* Employee Resource Groups: Groups of employees with shared interests or backgrounds that come together to promote support and networking

Fostering the Ideal Corporate Culture — Diversity, Equity, and Inclusion

Activities

The Asahi Group promotes DE&I with the aim of creating a highly diverse organization in which everyone can shine and implements many different activities to provide its employees with a positive work environment. As a result, in Japan, the Group was recognized with the "Best Workplace" certification, the highest designation in the D&I AWARD 2025.

Gender

The Group pursues the development of a positive work environment for all, irrespective of gender. Particularly, in addition to strengthening the recruitment and promotion of women, we are promoting the sustainable enhancement of organizational diversity through leadership development initiatives and the creation of inclusive work environments.

Appointment of Women

The Group actively appoints women to company officer or managerial positions. Asahi Group Holdings, Ltd. has promoted the appointment of women officers, with Akiko Oshima as a Director; Mari Matsunaga, Sanae Tanaka, Chika Sato, Melanie Brock, and Akiko Miyakawa as outside directors; and Naoko Nishinaka and Drahomira Mandikova as executive officers.

* As of April 30, 2026

Gender Identity and Sexual Orientation

The Group Human Rights Principles clearly state that we will not discriminate on the basis of gender identity or sexual orientation. We endeavor to accommodate sexual minorities (LGBTQ+) through internal training programs and events aimed at enhancing psychological safety and mutual understanding.

- In 2025, we implemented awareness-raising activities and other events at each RHQ, holding more than 30 programs globally in the month of June. Asahi Group Holdings, Ltd. provided training for understanding issues faced by LGBTQ+ people as well as proactively implementing new initiatives in Japan, including holding panel discussions that included members of the LGBTQ+ community and study sessions in collaboration with labor unions.
- In 2025, Asahi Group Holdings, Ltd. introduced a same-sex partnership system. The system is intended to respect diverse family structures and establish an inclusive foundation that enables everyone to work and live with peace of mind. Under this system, same-sex partners are treated as equivalent to legal spouses with respect to internal benefits and leave, as stipulated in the Company's employment rules and related regulations.
- We have established channels that allow individuals concerned to seek advice from external contact points on a completely anonymous basis. These channels help ensure psychological safety and support individuals in feeling secure to shine as their authentic selves.
- We sponsored the 2025 Tokyo Rainbow Pride parade, held in June 2025. This marks our second time sponsoring the event, which is one of the largest LGBTQ+-related events in Asia. The Asahi Group took part as a Silver Sponsor. Employees participated in the parade with the aim of deepening their understanding of the LGBTQ+ community and helping create an environment where people can work with peace of mind.

Fostering the Ideal Corporate Culture — Diversity, Equity, and Inclusion

Nationality

Commitment to Hiring Local Employees

The Asahi Group has established "Communities" as one of its material issues and has positioned "realize sustainable communities through the creation of people-to-people connections" as a key initiative.

As our business base expands globally, the Group is actively recruiting locally at its business locations outside Japan with the aim of co-creating with local communities. As a general rule, we strive to hire local employees and appoint locals to director and senior management positions in Group companies outside Japan. As a result, the number of local staff exceeds the number of expatriates in all RHQs. This is one of the ways the Group is working to build strong relationships with local communities and leverage the regional characteristics of its businesses and diverse perspectives, thereby contributing to the realization of sustainable communities.

Introduction of Inclusive Recruitment Processes

From the end of 2025, we have been advancing the development of global standards and playbooks for recruitment. In this way, we are working to realize a consistent recruitment process across the entire Group, with the aim of attracting diverse talent.

Status of Employees Outside Japan

Of the approximately 30,000 total employees of the Group, approximately 61% are based outside Japan.

Age

The Group is committed to creating a work environment where employees can continue to work while leveraging their experience and skills, regardless of age. In addition, major Asahi Group companies in Japan reemploy employees who have fully reached the retirement age of 60 by matching their preferences and the company's needs so that they can continue working by utilizing their wealth of experience and sophisticated skill sets.

Disabilities

The Group will continue to employ people with disabilities and will keep working to create an accommodating workplace.

Related Information

Percentage of Employees with Disabilities

Job Assistance Initiatives

At the Group, we employ many people with disabilities in accordance with the characteristics of each workplace. The nature and degree of each person's disability varies; therefore, we personalize work duties and provide support where necessary.

Examples of Support Facilities and Equipment
- Installation of wheelchair ramps at our plants
- Installation of braille signage and audio guidance in elevators at headquarters
- Purchase of special software and peripherals
- Increase in the number of floors with multipurpose toilets at headquarters

Examples of Support Schemes
- Multiple workplace visits with a job coach prior to commencement of employment to check work duties, equipment and facilities used, commuting route, etc.
- Briefings for colleagues prior to the placement of people with disabilities (to explain strengths, challenges, and necessary support)
- Circulation of a manual for colleagues at workplaces where people with disabilities will be placed
- Assemblies for employees with disabilities

Fostering the Ideal Corporate Culture — Diversity, Equity, and Inclusion

Performance (Status of Employment)

Number of Employees

	2021	2022	2023	2024	2025
Number of regular employees	29,878	29,920	28,639	28,173	28,560

Notes: 1. Scope of aggregation: Entire Asahi Group
2. Figures as of December 31 each year

Click here for more information on the scope of aggregation

Breakdown of the Status of Employment

			2021	2022	2023	2024	2025
Number of regular employees	Male	Number of employees	22,397	22,305	21,041	20,914	20,976
		Ratio	75.0%	74.5%	73.5%	74.2%	73.4%
	Female	Number of employees	7,481	7,615	7,598	7,258	7,584
		Ratio	25.0%	25.5%	26.5%	25.8%	26.6%
	Total	Number of employees	29,878	29,920	28,639	28,173	28,560
Number of temporary employees (yearly average)			6,665	6,645	6,089	5,784	4,270

Notes: 1. Scope of aggregation: Entire Asahi Group
2. Figures as of December 31 each year

Click here for more information on the scope of aggregation

Fostering the Ideal Corporate Culture — Diversity, Equity, and Inclusion

Breakdown of the Status of Employment

			2021	2022	2023	2024	2025
Regular employees	Number of employees	Male	5,777	5,678	5,660	5,732	5,899
		Female	1,293	1,318	1,340	1,349	1,492
		Total	7,070	6,996	7,000	7,081	7,391
	Number of employees voluntarily resigning	Male	59	37	52	59	67
		Female	9	13	20	16	16
		Total	68	50	72	75	83
	Dismissals or involuntary separations (e.g., disciplinary)		–	–	–	–	0
	Voluntary resignation rate	Male	1.02%	0.65%	0.92%	0.93%	1.16%
		Female	0.70%	0.99%	1.49%	1.04%	1.18%
		Total	0.96%	0.71%	1.03%	0.95%	1.17%
	Average number of years of continuous employment (years)	Male	17.1	17.2	17.1	10.4	11.5
		Female	15.0	14.0	13.8	10.1	11.4
		Total	17.3	16.5	16.5	10.4	11.5

Notes: 1. Scope of aggregation: Five major Asahi Group companies in Japan
2. Figures as of December 31 each year
3. From 2023, employment period from the other Group companies is not included in the average number of years of continuous employment

Click here for more information on the scope of aggregation

Number of Hires

		2025
Number of new hires (mid-career / new graduates)	Male	256
	Female	149
	Total	405
	Male (%)	63.2%
	Female (%)	36.8%
Number of regular employees appointed after probation	Male	256
	Female	149
	Total	405

Notes: 1. Scope of aggregation: Five Major Asahi Group Companies in Japan.
2. Figures as of December 31 each year.

Click here for more information on the scope of aggregation

Breakdown of Managerial Positions

		2021	2022	2023	2024	2025
Directors	Male	27	30	29	30	11
	Female	1	1	2	18	6
	Total	28	31	31	48	17
Audit & supervisory board members	Male	9	14	13	12	8
	Female	3	3	4	3	2
	Total	12	17	17	15	10
Corporate officers	Male	39	54	55	50	66
	Female	17	5	8	6	8
	Total	56	59	63	56	74
In managerial positions	Male	2,399	2,356	2,342	2,334	2,389
	Female	270	289	309	362	437
	Total	2,669	2,645	2,651	2,696	2,826
Female managerial positions ratio		10.1%	10.9%	11.7%	13.4%	15.5%

Notes: 1. "Female managerial positions ratio" is the ratio of women who are executives or in managerial positions.
2. Scope of aggregation: Five major Asahi Group companies in Japan
3. Figures as of December 31 each year

Click here for more information on the scope of aggregation

Percentage of Employees with Disabilities

	2021	2022	2023	2024	2025
Asahi Breweries, Ltd.	2.2%	2.2%	2.3%	3.2%	3.7%
Asahi Soft Drinks Co., Ltd.	2.0%	2.3%	2.2%	2.9%	3.0%
Asahi Group Foods, Ltd.	2.3%	2.1%	2.7%	3.1%	2.8%
Asahi Logistics Co., Ltd.	2.2%	2.6%	2.5%	2.6%	1.6%
Entire Group	1.2%	2.2%	2.4%	2.3%	2.2%

Note: Figures as of December 31 each year

Fostering the Ideal Corporate Culture — Growth Through Learning / Better Together

The Asahi Group aims to become a learning-focused organization in which both individuals and the organization never stop learning. By providing diverse learning opportunities, including personal development training linked to management policies, the Group encourages employees to embrace challenges and collaborations of their own volition, thereby fostering a corporate culture of shared inspiration.

Policies

Learning Organization Statement

We believe in "Learning for All" and at Asahi we will continuously learn and adapt to sustain our competitive advantage.
We commit to building a learning culture that enables everyone to learn, unlearn and relearn. In our culture, learning flourishes, people can learn easily and quickly, and knowledge is shared.
By becoming a "learning organization", we will enrich our lives, enhance our well-being and find meaning as individuals, within teams and as a global business.

Governance

Related Information

Governance (Enhancement of Human Capital)

Risk Management

Related Information

Risk Management

Strategies

Risks and Opportunities

Risks

- Loss of talent and drop in engagement due to lack of growth opportunities
- Lower productivity and competitiveness caused by diminished cooperation and coordination among employees

Opportunities

- Acquisition of highly skilled talent through provision of growth opportunities and building a cooperative system for employees
- Improved engagement and stronger competitiveness due to improving worker skills

The Group, recognizing the risks and opportunities related to human capital, positions becoming a learning-focused organization, where individuals and the organization continuously learn from one another and use that knowledge to create value, and enhancing Group-wide collaboration as key strategies. In 2023, we established the Group CPO Learning Community to enable Group employees around the world to connect with and learn from one another while sharing knowledge and experiences. Through this community, we are promoting continuous learning and capability enhancement across regions and businesses to strengthen the entire Group's talent base.

Furthermore, as a source of value creation in Group management, we consider the generation of synergies through internal coordination and communication as a form of collaboration and are enhancing such collaboration through both learning and practice. We are fostering a corporate culture where employees independently engage in collaboration and share their objectives and success stories. Through this initiative, we are aiming to enhance sustainable corporate growth.

Activities

The Group offers the AGP,*1 Kando,*2 and Supply Chain awards on a regional and global level. Concrete initiatives such as these create an environment that enables employees to grow together through the sharing of best practices from outstanding activities around the world and through learning from and praising one another.

*1 Asahi Group Philosophy
*2 Activities that impress customers by providing products or services that exceed their expectations

Fostering the Ideal Corporate Culture — Growth Through Learning / Better Together

Inclusive Leadership

To support sustainable growth and the enhancement of corporate value, the Asahi Group recognizes the strengthening of frameworks that enable the continuous development of executive talent as a key management priority. Based on this recognition, we have developed the Global Leadership Competency Model (GLCM), which clearly defines what constitutes excellent leadership within the Group and serves as the foundation for talent development. This model defines the competencies expected of employees at all levels across the Group worldwide and reflects the values and behaviors set out in the People Statement. The GLCM is utilized across all key talent management processes, including recruitment, development, evaluation, and succession planning, and serves as a shared global platform for consistently advancing talent development that incorporates the principles of inclusive leadership.

Mentor Program

At Asahi Breweries, Ltd., we offer a mentor program in which experienced leaders participate as mentors to provide next-generation employees guidance and opportunities for dialogue. Through the sharing of perspectives and experiences that are difficult to obtain within day-to-day work, the program aims to help participants objectively assess their own strengths and challenges while sharpening their perspectives and decision-making capabilities as leaders.

The mentor program also goes beyond one-way instruction, emphasizing dialogue-based relationships that create opportunities to engage with diverse values and ways of thinking. Through this program, participants are able to develop the ability to think in a flexible manner and collaborate with others around them to produce results in a rapidly changing business environment.

Performance

Training Related to Talent Development

Training hours and expenses related to talent development

	2025
Training hours per employee	28.2 hours
Training cost per employee	JPY184,000

Notes: 1. Scope of aggregation: Five major Asahi Group companies in Japan
2. Figures as of December 31 each year

Click here for more information on the scope of aggregation

Asahi Group Japan, Ltd. is implementing systematic talent development initiatives aimed at continuous skill development and enhancement of expertise. Through selective programs and management programs targeted primarily at employees of its operating companies in Japan, the company is systematically cultivating talent who will take charge of the Group's value creation.

In order to sustainably produce future management leaders, Asahi Group Japan, Ltd. has placed its selective leadership programs at the core of its efforts, focusing on cultivating the next generation of talent equipped with perspective befitting management and the ability to drive change. In addition, for senior management, who are critical to strategy execution, the company is conducting management programs standardized across Japan at its operating companies. These programs prevent disparities in management skills between operating companies, thereby raising the baseline management capabilities that serve as a shared foundation under the One Asahi concept. Furthermore, Asahi Group Japan, Ltd. provides training on responsible drinking, crisis management and disaster response, information security, sustainability and the environment, and other topics to promote understanding of Group policies and risk management.

The company is also working to create a healthier workplace through training on power harassment prevention as well as training on self-care and manager-led mental health support to enhance the company's ability to respond to issues related to mental health.

These initiatives are implemented systematically throughout the year, providing continuous opportunities for each employee to learn independently and grow.

Fostering the Ideal Corporate Culture — Growth Through Learning / Better Together

Employee Salary

The Asahi Group increases the competitiveness of the entire organization by using its compensation system to raise employee motivation and by placing an emphasis on attracting and retaining talent with a diverse range of skills and qualities. Permanent employees receive a monthly salary that is revised based on their individual evaluation for the previous year as well as their current compensation level. In addition, these employees receive a bonus linked to their individual evaluation and performance. Regarding compensation, we subscribe to the principle of "Pay for Job, Pay for Performance" and do not discriminate on the basis of gender or other factors. This basic policy is also applied to nonpermanent employees, with compensation determined according to their specific job and level of performance and following the principle of equal pay for equal work.

Average Annual Employee Salary

	2021	2022	2023	2024	2025
Average annual employee salary	JPY11,446,637	JPY12,297,579	JPY12,326,738	JPY12,181,759	JPY13,351,606

Notes: 1. Scope of aggregation: Asahi Group Holdings, Ltd.
2. Target period: January to December of each year

Click here for more information on the scope of aggregation

Corporate Pension Plans

Corporate Pension Plans for Asahi Group Companies in Japan

Plan	Companies That Have Introduced the Plan
Defined benefit (DB) plan	Asahi Breweries, Ltd., Asahi Soft Drinks Co., Ltd., The Nikka Whisky Distilling Co., Ltd., Asahi Logistics Co., Ltd., AB Cargo Co., Ltd., and Asahi Beer Communications, Ltd.
Defined contribution (DC) plan	Asahi Group Holdings, Ltd., Asahi Group Japan, Ltd., Asahi Breweries, Ltd., Asahi Soft Drinks Co., Ltd., Asahi Group Foods, Ltd., The Nikka Whisky Distilling Co., Ltd., Asahi Logistics Co., Ltd., AB Cargo Co., Ltd., Asahi Draft Marketing, Ltd., Asahi Beer Feed Co., Ltd., and ENOTECA Co., Ltd.

Note: As of January 2026

Section 4

Data Section

Data

Scope of Reports

Environment-Related Data

Items	Major Target Companies
GHG Emissions (Totals and Intensity) Energy Consumption and Intensity Renewable Electricity Consumption, Percentage of Renewable Electricity Consumption Water Consumption, Volume of Wastewater	• Japan: Asahi Group Holdings, Ltd., Asahi Group Japan, Ltd., Asahi Breweries, Ltd., The Nikka Whisky Distilling Co., Ltd., Enoteca Co., Ltd., Asahi Draft Marketing, Ltd., Asahi Beer Malt, Ltd., Asahi Beer Feed Co., Ltd., Asahi Soft Drinks Co., Ltd., Calpis Co., Ltd., Asahi Group Foods, Ltd., Asahi Biocycle Co., Ltd., Asahi Logistics Co., Ltd., East Japan AB Cargo Co., Ltd., West Japan AB Cargo Co., Ltd., Asahi You. US, Ltd., Asahi Quality & Innovations, Ltd. • Europe: Kompania Piwowarska S.A. (Poland), Plzeňský Prazdroj, a.s. (Czech Rep.), Plzeňský Prazdroj Slovensko, a.s. (Slovakia), Ursus Breweries SA (Romania), Dreher Sörgyárak Zrt. (Hungary), Birra Peroni S.r.l. (Italy), Koninklijke Grolsch N.V. (Netherlands), Asahi UK Ltd. (UK), ASAHI BEER U.S.A., INC. (U.S.A) • Oceania: Asahi Beverages (Australia), Carlton & United Breweries Pty Ltd., Asahi Lifestyle Beverages, Asahi Beverages (NZ) Ltd. • Southeast Asia: Etika Beverages Sdn. Bhd., Etika Dairies Sdn. Bhd.

Note: The companies in the scope for 2025 represent 98% of the Group as a whole (based on net sales).

Items	Major Target Companies
Water Consumption and Intensity Used in Alcohol Beverages Business and Soft Drinks Business	• Japan: Asahi Breweries, Ltd., Asahi Soft Drinks Co., Ltd., • Europe: Kompania Piwowarska S.A. (Poland), Plzeňský Prazdroj, a.s. (Czech Rep.), Plzeňský Prazdroj Slovensko, a.s. (Slovakia), Ursus Breweries SA (Romania), Dreher Sörgyárak Zrt. (Hungary), Birra Peroni S.r.l. (Italy), Koninklijke Grolsch N.V. (Netherlands), Asahi UK Ltd. (UK), ASAHI BEER U.S.A., INC. (U.S.A) • Oceania: Asahi Beverages (Australia), Carlton & United Breweries Pty Ltd., Asahi Lifestyle Beverages, Asahi Beverages (NZ) Ltd. • Southeast Asia: Etika Beverages Sdn. Bhd., Etika Dairies Sdn. Bhd.

Scope of Reports

Additional Information for Scope 3 Calculation

Scope 3 Category	Additional Information
1. Purchased goods and services	• Asahi Europe and International Ltd. only covers GHG emissions from the procurement of manufacturing materials.
2. Capital goods	• Asahi Europe and International Ltd. result is not applicable.
5. Waste generated in operations	• Asahi Europe and International Ltd. result is not applicable.
6. Business travel	• Asahi Beverages (Australia) excludes GHG emissions from public transport and the use of rented cars.
7. Employee commuting	• Asahi Europe and International Ltd. result is not applicable. • Asahi Beverages (Australia) covers GHG emissions from telecommuting.
8. Upstream leased assets	• GHG emissions from leased assets are included in Scope 1 and 2.
9. Downstream transportation and distribution	• Asahi Europe and International Ltd. excludes GHG emissions associated with energy use in transport of consumer goods from retail venue to home, distribution of promotional materials, and Tier 2 distribution centers and warehouses. • Asahi Beverages (Australia) excludes GHG emissions associated with the transportation of waste from end consumers to landfill/recycling facilities. In addition, Asahi Beverages (Australia) is the only one that also calculates the leakage emissions of HFCs.
10. Processing of sold products	• There are no intermediate products to report.
11. Use of sold products	• There is no use of sold products to report.
12. End-of-life treatment of sold products	• Of the sold products, the GHG emissions arising from the disposal of packaging are summarized in Category 1.
14. Franchises	• There are no franchises.
15. Investments	• Investments are not applicable due to the characteristics of the business.

Items	Major Target Companies
Volume of By-Products and Waste Generated, and Intensity	• Japan: Asahi Group Holdings, Ltd., Asahi Breweries, Ltd., The Nikka Whisky Distilling Co., Ltd., Asahi Beer Malt, Ltd., Asahi Soft Drinks Co., Ltd., Asahi Group Foods, Ltd., Asahi Biocycle Co., Ltd. • Europe: Kompania Piwowarska S.A. (Poland), Plzeňský Prazdroj, a.s. (Czech Rep.), Plzeňský Prazdroj Slovensko, a.s. (Slovakia), Ursus Breweries SA (Romania), Dreher Sörgyárak Zrt. (Hungary), Birra Peroni S.r.l. (Italy), Koninklijke Grolsch N.V. (Netherlands), Asahi UK Ltd. (UK) • Oceania: Asahi Beverages (Australia), Carlton & United Breweries Pty Ltd., Asahi Lifestyle Beverages, Asahi Beverages (NZ) Ltd. • Southeast Asia: Etika Beverages Sdn. Bhd., Etika Dairies Sdn. Bhd.

Note: The companies in the scope for 2025 represent 95% of the Group as a whole (based on net sales).

Items	Major Target Companies
Emissions of NOx and SOx	• Japan: Asahi Breweries, Ltd., The Nikka Whisky Distilling Co., Ltd., Asahi Beer Malt, Ltd., Asahi Soft Drinks Co., Ltd., Asahi Group Foods, Ltd.

Note: The companies in the scope for 2025 represent 43% of the Group as a whole (based on net sales).

Items	Major Target Companies
Volume of GHG Emissions During Transportation	• Japan: Asahi Breweries, Ltd., Asahi Soft Drinks Co., Ltd., Asahi Group Foods, Ltd.

Note: The targeted companies of the Asahi Group are Specified Consignors under the Energy Saving Act.

Scope of Reports

Employee-Related Data

Representation	Scope of Aggregation
Entire Asahi Group	Asahi Group Holdings, Ltd. and all of its consolidated subsidiaries
Major Asahi Group Companies in Japan	Asahi Group Holdings, Ltd. Asahi Breweries, Ltd. Asahi Soft Drinks Co., Ltd. Asahi Group Foods, Ltd.
Five Major Asahi Group Companies in Japan	Asahi Group Holdings, Ltd. Asahi Group Japan, Ltd. Asahi Breweries, Ltd. Asahi Soft Drinks Co., Ltd. Asahi Group Foods, Ltd.

GRI Standard Content Index

Statement of Use: Asahi Group Holdings, Ltd. has reported the information listed in this GRI Standard Content Index for the period from 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
The title of GRI 1 used: Foundation 2021

Universal Standards

Disclosure	Location and Notes
GRI 2: General Disclosures 2021	
1. The Organization and its Reporting Practices	
2-1 Organizational details	Web Corporate Overview
2-2 Entities included in the organization's sustainability reporting	Web Interest in Other Entities, p. 64, Financial Report 2025 p. 152 Scope of Reports
2-3 Reporting period, frequency and contact point	p. 2 Editorial Policy and Information Disclosure System Back cover
2-4 Restatements of information	–
2-5 External assurance	p. 27 Third-Party Assurance
2. Activities and Workers	
2-6 Activities, value chain, and other business relationships	Web Our Business Web Corporate Profile
2-7 Employees	p. 145 Performance (Status of Employment)
2-8 Workers who are not employees	–
3. Governance	
2-9 Governance structure and composition	Web Concept and System
2-10 Nomination and selection of the highest governance body	Web Concept and System
2-11 Chair of the highest governance body	Web Concept and System
2-12 Role of the highest governance body in overseeing the management of impacts	p. 15 Sustainability Governance
2-13 Delegation of responsibility for managing impacts	p. 15 Sustainability Governance
2-14 Role of the highest governance body in sustainability reporting	p. 16 Board of Directors' Sustainability Discussion
2-15 Conflicts of interest	Web Corporate Governance Report

GRI Standard Content Index

Disclosure	Location and Notes
2-16 Communication of critical concerns	Web Compliance Promotion Web Risk Management System Web Responses to Opinions Received via Questionnaire Before and Livestream During the 102nd Annual General Meeting of Shareholders (Japanese only) p. 19 Risk Management
2-17 Collective knowledge of the highest governance body	Web Concept and System p. 17 Board of Directors' Sustainability Skills and Abilities
2-18 Evaluation of the performance of the highest governance body	Web Evaluation Results of the Effectiveness of the Board of Directors in Fiscal 2025
2-19 Remuneration policies	Web Executive Compensation, p. 112, 102nd Annual Securities Report (Japanese only) p. 18 Integration of Social Value Indicators into Director and Executive Officer Remuneration
2-20 Process to determine remuneration	Web Executive Compensation, p. 112, 102nd Annual Securities Report (Japanese only) Web Corporate Governance Report 2026
2-21 Annual total compensation ratio	–
4. Strategy, Policies and practices	
2-22 Statement on sustainable development strategy	p. 3 Message from the Group CCAO Web Message from the Group CEO, p. 12, Integrated Report 2026
2-23 Policy commitments	p. 14 Support for External Initiatives Web Reports & Policies
2-24 Embedding policy commitments	Web Risk Management System p. 15 Sustainability Governance
2-25 Processes to remediate negative impacts	p. 28 Asahi Group Environmental Vision 2050 p. 124 Reporting Channel for Consultation on Compliance, Including Respect for Human Rights
2-26 Mechanisms for seeking advice and raising concerns	Web Whistleblowing System p. 124 Reporting Channel for Consultation on Compliance, Including Respect for Human Rights
2-27 Compliance with laws and regulations	Web Compliance Promotion p. 27 Occurrence of Major Accidents and Violations p. 167 Responsible Drinking and Marketing p. 171 Product Labeling and Marketing
2-28 Membership associations	p. 14 Support for External Initiatives

GRI Standard Content Index

Disclosure	Location and Notes
5. Stakeholder Engagement	
2-29 Approach to stakeholder engagement	p. 12 Stakeholder Engagement
2-30 Collective bargaining agreements	–
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	p. 11 Processes for Identifying Material Issues
3-2 List of material topics	p. 10 Asahi Group's Material Issues
3-3 Management of material topics	p. 33 Respond to Climate Change p. 45 Sustainable Packaging p. 52 Sustainable Agricultural Raw Materials p. 60 Sustainable Water Resources p. 77 Realize Sustainable Communities Through the Creation of People-to-People Connections p. 87 Reduction in Inappropriate Drinking p. 92 Solutions for Alcohol-Related Issues Through Creation of New Drinking Opportunities p. 96 Create Value of Health p. 100 Respect for Human Rights
GRI 101: Biodiversity 2024	
101-1 Policies to halt and reverse biodiversity loss	p. 67 Natural Capital and Biodiversity ▶ Policies
101-2 Management of biodiversity impacts	p. 37 Respond to Climate Change ▶ Roadmap p. 48 Sustainable Packaging ▶ Roadmap p. 56 Sustainable Agricultural Raw Materials ▶ Roadmap p. 62 Sustainable Water Resources ▶ Roadmap
101-3 Access and benefit-sharing	–
101-4 Identification of biodiversity impacts	p. 69 Identification and Assessment of Risks and Opportunities (Nature)
101-5 Locations with biodiversity impacts	p. 69 Identification and Assessment of Risks and Opportunities (Nature)
101-6 Direct drivers of biodiversity loss	p. 65 Water Consumption and Intensity p. 66 Wastewater p. 74 Waste Reduction p. 75 Prevention of Environmental Pollution
101-7 Changes to the state of biodiversity	–
101-8 Ecosystem services	p. 69 Identification and Assessment of Risks and Opportunities (Nature)

GRI Standard Content Index

Topic Standards (Financial)

Disclosure	Location and Notes
GRI 201: Economic Performance 2016	
201-1 Direct economic value generated and distributed	Web Consolidated Statement of Financial Position, p. 1, Financial Report 2025 Web Employee Benefits, p. 34, Financial Report 2025 Web Dividends, p. 40, Financial Report 2025 Web Asahi Group's Tax Code of Conduct p. 83 Social Contribution Expenditures p. 149 Employee Salary
201-2 Financial implications and other risks and opportunities due to climate change	p. 29 Environment ▶ Risks and Opportunities p. 33 Respond to Climate Change ▶ Identification and Assessment of Risks and Opportunities (Climate and Nature) Web Risk Management System
201-3 Defined benefit plan obligations and other retirement plans	Web Employee Benefits, p. 34, Financial Report 2025
201-4 Financial assistance received from government	Web Government Grants, p. 15, Financial Report 2025
GRI 202: Market Presence 2016	
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	–
202-2 Proportion of senior management hired from the local community	p. 129 Enhancement of Human Capital ▶ Governance p. 144 Enhancement of Human Capital ▶ Nationality
GRI 203: Indirect Economic Impacts 2016	
203-1 Infrastructure investments and services supported	p. 76 Realize Sustainable Communities Through the Creation of People-to-People Connections p. 79 Realize Sustainable Communities Through the Creation of People-to-People Connections ▶ Activities p. 87 Reduction in Inappropriate Drinking ▶ Activities
203-2 Significant indirect economic impacts	p. 79 Realize Sustainable Communities Through the Creation of People-to-People Connections ▶ Activities p. 87 Reduction in Inappropriate Drinking ▶ Activities
GRI 204: Procurement Practices 2016	
204-1 Proportion of spending on local suppliers	–

GRI Standard Content Index

Disclosure	Location and Notes
GRI 205: Anti-corruption 2016	
205-1 Operations assessed for risks related to corruption	Web Compliance Promotion Web Risk Management System
205-2 Communication and training about anti-corruption policies and procedures	Web Compliance Promotion
205-3 Confirmed incidents of corruption and actions taken	Web Compliance Promotion
GRI 206: Anti-competitive Behavior 2016	
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	–
GRI 207: Tax 2019	
1. Topic management disclosures	
207-1 Approach to tax	Web Asahi Group's Tax Code of Conduct
207-2 Tax governance, control, and risk management	Web Asahi Group's Tax Code of Conduct Web Risk Management System
207-3 Stakeholder engagement and management of concerns related to tax	Web Asahi Group's Tax Code of Conduct
2. Topic disclosures	
207-4 Country-by-country reporting	Web Asahi Group's Tax Code of Conduct Web Segment Information, p. 16, Financial Report 2025 Web Interest in Other Entities, p. 64, Financial Report 2025

GRI Standard Content Index

Topic Standards (Environment)

Disclosure	Location and Notes
GRI 301: Materials 2016	
301-1 Materials used by weight or volume	p. 168 Packaging Lifecycle Management p. 172 Packaging Lifecycle Management Web Green Bond p. 51 Packaging Materials
301-2 Recycled input materials used	p. 22 Progress in 2025 Web Green Bond p. 49 Expand use of new materials such as recycled materials and bio-based materials p. 168 Packaging Lifecycle Management p. 172 Packaging Lifecycle Management
301-3 Reclaimed products and their packaging materials	p. 22 Progress in 2025 p. 46 Metrics and Targets p. 49 Expand use of new materials such as recycled materials and bio-based materials p. 50 Propose new sales methods
GRI 302: Energy 2016	
302-1 Energy consumption within the organization	p. 40 Performance Web Green Bond
302-2 Energy consumption outside of the organization	p. 40 Performance
302-3 Energy intensity	p. 44 Energy Consumption and Intensity
302-4 Reduction of energy consumption	p. 44 Energy Consumption and Intensity p. 38 Scope 1 and 2: Decarbonization Transition Plan: Complete an early transition to renewable energy / promote decarbonization of fuel p. 39 Scope 3 Decarbonization Transition Plan: Reducing GHG Emissions across the Value Chain p. 39 Outside the Asahi Group Value Chain: Develop and Apply Technologies to Absorb and Collect GHG Emissions
302-5 Reductions in energy requirements of products and services	p. 39 Scope 3 Decarbonization Transition Plan: Reducing GHG Emissions across the Value Chain p. 39 Outside the Asahi Group Value Chain: Develop and Apply Technologies to Absorb and Collect GHG Emissions

GRI Standard Content Index

Disclosure	Location and Notes
GRI 303: Water and Effluents 2018	
1. Topic management disclosures	
303-1 Interactions with water as a shared resource	p. 60 Sustainable Water Resources p. 29 Identification and Assessment of Risks and Opportunities (Climate and Nature)
303-2 Management of water discharge-related impacts	–
2. Topic disclosures	
303-3 Water withdrawal	p. 61 Taxation on Water Consumption p. 65 Performance
303-4 Water discharge	p. 65 Performance
303-5 Water consumption	p. 167 Water Management p. 170 Water Management
GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	p. 40 Performance
305-2 Energy indirect (Scope 2) GHG emissions	p. 40 Performance
305-3 Other indirect (Scope 3) GHG emissions	p. 40 Performance p. 39 Scope 3 Decarbonization Transition Plan: Reducing GHG Emissions across the Value Chain
305-4 GHG emissions intensity	p. 40 Performance
305-5 Reduction of GHG emissions	p. 40 Performance p. 38 Scope 1 and 2: Decarbonization Transition Plan: Complete an early transition to renewable energy / promote decarbonization of fuel p. 39 Scope 3 Decarbonization Transition Plan: Reducing GHG Emissions across the Value Chain p. 39 Outside the Asahi Group Value Chain: Develop and Apply Technologies to Absorb and Collect GHG Emissions
305-6 Emissions of ozone-depleting substances (ODS)	–
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	p. 75 Reduction of Air Pollutants

GRI Standard Content Index

Disclosure	Location and Notes
GRI 306: Waste 2020	
1. Topic management disclosures	
306-1 Waste generation and significant waste-related impacts	p. 45 Sustainable Packaging p. 73 Other Environmental Initiatives
306-2 Management of significant waste-related impacts	p. 45 Sustainable Packaging p. 73 Other Environmental Initiatives
2. Topic disclosures	
306-3 Waste generated	p. 74 Performance
306-4 Waste diverted from disposal	p. 74 Performance p. 74 Activities
306-5 Waste directed to disposal	p. 74 Performance
GRI 308: Supplier Environmental Assessment 2016	
308-1 New suppliers that were screened using environmental criteria	–
308-2 Negative environmental impacts in the supply chain and actions taken	–

GRI Standard Content Index

Topic Standards (Social)	
Disclosure	**Location and Notes**
GRI 401: Employment 2016	
401-1 New employee hires and employee turnover	p. 145 Performance (Status of Employment)
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	–
401-3 Parental leave	Web Employees, p.11, 102nd Annual Securities Report (Japanese only)
GRI 402: Labor/Management Relations 2016	
402-1 Minimum notice periods regarding operational changes	p. 114 Tracking Effectiveness and Communication p. 114 Communication to Workers p. 117 Initiatives and Practices Concerning Salient Human Rights Issues (Freedom of association and right to collective bargaining)
GRI 403: Occupational Health and Safety 2018	
1. Topic management disclosures	
403-1 Occupational health and safety management system	p. 135 Group Safety and Well-being Standards and Audit Criteria p. 137 Safety ISO 45001 Certification
403-2 Hazard identification, risk assessment, and incident investigation	p. 135 Critical Risk Control p. 110 Human Rights Due Diligence for Our People p. 124 Reporting Channel for Consultation on Compliance, Including Respect for Human Rights
403-3 Occupational health services	p. 137 Performance p. 135 Group Safety and Well-being Standards and Audit Criteria
403-4 Worker participation, consultation, and communication on occupational health and safety	p. 114 Tracking Effectiveness and Communication p. 117 Initiatives and Practices Concerning Salient Human Rights Issues (Freedom of association and right to collective bargaining) p. 134 Activities
403-5 Worker training on occupational health and safety	p. 134 Activities p. 114 Communication to Workers
403-6 Promotion of worker health	p. 139 Well-being p. 136 Employee health management based on Health Strategy Map
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 105 Main Potential Human Rights Risks in the Value Chain p. 111 Follow-up Actions for High-Priority Issues and Mitigation Plans p. 124 Reporting Channel for Consultation on Compliance, Including Respect for Human Rights p. 135 Continuous Improvement

GRI Standard Content Index

Disclosure	Location and Notes
2. Topic disclosures	
403-8 Workers covered by an occupational health and safety management system	p. 137 Performance
403-9 Work-related injuries	p. 137 Performance p. 135 Critical Risk Control p. 110 Human Rights Due Diligence for Our People p. 111 Follow-up Actions for High-Priority Issues and Mitigation Plans p. 124 Reporting Channel for Consultation on Compliance, Including Respect for Human Rights
403-10 Work-related ill health	p. 139 Well-being p. 136 Employee health management based on Health Strategy Map Performance p. 137 Performance p. 110 Human Rights Due Diligence for Our People p. 111 Follow-up Actions for High-Priority Issues and Mitigation p. 124 Reporting Channel for Consultation on Compliance, Including Respect for Human Rights
GRI 404: Training and Education 2016	
404-1 Average hours of training per year per employee	p. 148 Performance
404-2 Programs for upgrading employee skills and transition assistance programs	p. 147 Strategies p. 147 Activities
404-3 Percentage of employees receiving regular performance and career development reviews	–
GRI 405: Diversity and Equal Opportunity 2016	
405-1 Diversity of governance bodies and employees	p. 141 Governance p. 145 Performance (Status of Employment) Web Executive Roster, p. 102, 102nd Annual Securities Report (Japanese only)
405-2 Ratio of basic salary and remuneration of women to men	Web Employees, p. 11, 102nd Annual Securities Report (Japanese only)
GRI 406: Non-discrimination 2016	
406-1 Incidents of discrimination and corrective actions taken	p. 105 Main Potential Human Rights Risks in the Value Chain p. 110 Human Rights Due Diligence for Our People p. 115 Initiatives and Practices Concerning Salient Human Rights Issues (Discrimination and Harassment) p. 121 Human Rights Due Diligence in the Supply Chain p. 124 Reporting Channel for Consultation on Compliance, Including Respect for Human Rights Web Compliance Promotion

GRI Standard Content Index

Disclosure	Location and Notes
GRI 407: Freedom of Association and Collective Bargaining 2016	
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	p. 105 Main Potential Human Rights Risks in the Value Chain p. 110 Human Rights Due Diligence for Our People p. 117 Initiatives and Practices Concerning Salient Human Rights Issues (Freedom of association and right to collective bargaining)
GRI 408: Child Labor 2016	
408-1 Operations and suppliers at significant risk for incidents of child labor	p. 105 Main Potential Human Rights Risks in the Value Chain p. 110 Human Rights Due Diligence for Our People p. 117 Initiatives and Practices Concerning Salient Human Rights Issues (Child Labor) p. 121 Human Rights Due Diligence in the Supply Chain
GRI 409: Forced or Compulsory Labor 2016	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	p. 105 Main Potential Human Rights Risks in the Value Chain p. 110 Human Rights Due Diligence for Our People p. 116 Initiatives and Practices Concerning Salient Human Rights Issues (Forced Labor) p. 121 Human Rights Due Diligence in the Supply Chain
GRI 410: Security Practices 2016	
410-1 Security personnel trained in human rights policies or procedures	–
GRI 411: Rights of Indigenous Peoples 2016	
411-1 Incidents of violations involving rights of indigenous peoples	–
GRI 413: Local Communities 2016	
413-1 Operations with local community engagement, impact assessments, and development programs	p. 79 Activities p. 83 Performance p. 29 Identification and Assessment of Risks and Opportunities (Climate and Nature) p. 69 Identification and Assessment of Risks and Opportunities (Nature) p. 70 Analysis of the Impact on Indigenous Peoples, Local Communities and Affected Stakeholders p. 57 Procurement of raw materials produced sustainably and ensure procurement mindful of human rights p. 58 Improve well-being of agricultural producers p. 64 Improve Basin Collaboration and Access to Water p. 72 Activities
413-2 Operations with significant actual and potential negative impacts on local communities	p. 29 Identification and Assessment of Risks and Opportunities (Climate and Nature) p. 61 Identification and Assessment of Risks and Opportunities (Climate and Nature) p. 69 Identification and Assessment of Risks and Opportunities (Nature) p. 70 Analysis of the Impact on Indigenous Peoples, Local Communities and Affected Stakeholders

GRI Standard Content Index

Disclosure	Location and Notes
GRI 414: Supplier Social Assessment 2016	
414-1 New suppliers that were screened using social criteria	p. 120 Human Rights in the Supply Chain
414-2 Negative social impacts in the supply chain and actions taken	p. 120 Human Rights in the Supply Chain
GRI 415: Public Policy 2016	
415-1 Political contributions	–
GRI 416: Customer Health and Safety 2016	
416-1 Assessment of the health and safety impacts of product and service categories	p. 12 Communication with Major Stakeholders p. 13 Customers and Consumers p. 87 Reduction in Inappropriate Drinking p. 96 Create Value of Health
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	–
GRI 417: Marketing and Labeling 2016	
417-1 Requirements for product and service information and labeling	p. 13 Customers and Consumers p. 89 Responsible Marketing Activities
417-2 Incidents of non-compliance concerning product and service information and labeling	p. 167 Responsible Drinking and Marketing p. 171 Product Labeling and Marketing
417-3 Incidents of non-compliance concerning marketing communications	p. 167 Responsible Drinking and Marketing p. 171 Product Labeling and Marketing
GRI 418: Customer Privacy 2016	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	–

SASB Content Index

Among the industry-specific standards set by the IFRS Foundation, we report on the Asahi Group's achievements concerning the Alcoholic Beverages and Non-Alcoholic Beverages standards for the Food & Beverage sector.

Data Disclosure per the Alcoholic Beverages Standards

Topic	Metric	Code	Unit of Measure	Disclosure
Energy Management	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	FB-AB-130a.1	GJ, %	(1) p. 44 Energy Consumption and Intensity * Total energy consumption (GWh) including electricity consumption is disclosed. As requested by the CDP, the data is disclosed in "GWh" units instead of "GJ." In Japan and Australia, where the Asahi Group operates businesses, the company's energy consumption data includes data on the energy consumed by some of the vehicles used by the businesses as required by legislation. (2) – (3) p. 44 Renewable Electricity Consumption
Water Management	(1) Total water withdrawn (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	FB-AB-140a.1	1,000m³, %	(1) Total water withdrawn 38,907 (1,000m³) Web CDP Corporate Questionnaire 2025 (Japanese only) (p. 297) (2) Total water consumed 13,830 (1,000m³) Web CDP Corporate Questionnaire 2025 (Japanese only) (p. 299) Percentage of each in regions with High or Extremely High Baseline Water Stress: 17.7% Web CDP Corporate Questionnaire 2025 (Japanese only) (p. 301)
	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-AB-140a.2	–	Web CDP Corporate Questionnaire 2025 (Japanese only) (p. 39) p. 60 Strategies (Sustainable Water Resources)
Responsible Drinking and Marketing	Percentage of total advertising impressions made on individuals at or above the legal drinking age	FB-AB-270a.1	%	All advertising impressions are targeted at individuals over the legal purchasing age. Specifically, in line with the International Alliance for Responsible Drinking (IARD)'s Digital Guiding Principles, which call for measures such as the installation of age verification systems for the digital marketing of alcohol beverages, the Asahi Group is working to ensure full implementation of these standards, and the most recent verification (fiscal year 2024) confirmed that all of the Group's digital marketing for alcohol beverages in the 14 countries selected by IARD is compliant with these principles.
	Number of incidents of non-compliance with industry or regulatory labeling or marketing codes	FB-AB-270a.2	Number	0 (FY2025) Notes: 1. Scope of reports: Asahi Breweries, Ltd. 2. Number of announcements in newspapers or on the company website due to incidents of non-compliance with regulations and/or voluntary codes as specified in GRI 417-2
	Total amount of monetary losses as a result of legal proceedings associated with marketing or labeling practices	FB-AB-270a.3	Presentation Currency	0 (FY2025) Notes: 1. Scope of reports: Asahi Breweries, Ltd. 2. Number of announcements in newspapers or on the company website due to incidents of non-compliance with regulations and/or voluntary codes as specified in GRI 417-2
	Description of efforts to promote responsible consumption of alcohol	FB-AB-270a.4	–	p. 85 Responsible Drinking p. 87 Reduction in Inappropriate Drinking p. 92 Solutions for Alcohol-Related Issues Through Creation of New Drinking Opportunities

SASB Content Index

<table>
<tr><th>Topic</th><th>Metric</th><th>Code</th><th>Unit of Measure</th><th>Disclosure</th></tr>
<tr><td rowspan="2">Packaging Lifecycle Management</td><td>(1) Total weight of packaging
(2) percentage made from recycled or renewable materials, and
(3) percentage that is recyclable, reusable, or compostable</td><td>FB-AB-410a.1</td><td>t, %</td><td>(1) p. 51 Packaging Materials
(2) • Aluminum cans The Asahi Group is working with trade associations in Japan on container recycling.
2024 (2023):
Consumption weight 313 kilotons (315 kilotons)
Recycled weight 312 kilotons (307 kilotons)
Recycling rate 99.8% (97.5%)
* Scope of reports: In Japan (Source: Japan Aluminum Can Recycling Association)
• Glass bottles
The Asahi Group is working with trade associations in Japan on container recycling.
2024 (2023):
Total dissolved amount 1,260 kilotons (1,316 kilotons)
Cullet usage 951 kilotons (975 kilotons)
Cullet usage rate 75.4% (74.1%)
Recycling rate 77.2% (75.3%)
* Scope of reports: In Japan (Source: Glass Bottle 3R Promotion Association)
(3) p. 51 Glass Bottle Collection Rate</td></tr>
<tr><td>Discussion of strategies to reduce the environmental impact of packaging throughout
its lifecycle</td><td>FB-AB-410a.2</td><td>–</td><td>p. 46 Strategies (Sustainable Packaging)</td></tr>
<tr><td>Environmental and Social Impacts of Ingredient Supply Chain</td><td>Suppliers’ social and environmental responsibility audit
(1) non-conformance rate and
(2) associated corrective action rate for
(a) major and
(b) minor non-conformances</td><td>FB-AB-430a.1</td><td>%</td><td>(1) –
(2) –</td></tr>
<tr><td rowspan="2">Ingredient Sourcing</td><td>Percentage of beverage ingredients sourced from regions with High or Extremely High Baseline Water Stress</td><td>FB-AB-440a.1</td><td>%</td><td>Web CDP Corporate Questionnaire 2025 (Japanese only) (p. 302)</td></tr>
<tr><td>List of priority beverage ingredients and discussion of sourcing risks related to environmental and social considerations</td><td>FB-AB-440a.2</td><td>–</td><td>p. 52 Strategies (Sustainable Agricultural Raw Materials)</td></tr>
</table>

SASB Content Index

Activity Metric	Code	Unit of Measure	Disclosure
Volume of products sold	FB-AB-000.A	Mhl	–
Number of production facilities	FB-AB-000.B	Number	Web Production Sites (Number of Main Production Sites (As of Dec. 31, 2025)), p. 4, Factbook 2025
Total fleet road kilometers traveled	FB-AB-000.C	km	–

SASB Content Index

Data Disclosure per the Non-Alcoholic Beverages Standards

Topic	Metric	Code	Unit of Measure	Disclosure
Fleet Fuel Management	(1) Fleet fuel consumed (2) Percentage renewable	FB-NB-110a.1	GJ, %	(1) p. 44 Energy Consumption and Intensity* * Total energy consumption (GWh) including electricity consumption is disclosed. As requested by the CDP, the data is disclosed in "GWh" units instead of "GJ." In Japan and Australia, where the Asahi Group operates businesses, the company's energy consumption data includes data on the energy consumed by some of the vehicles used by the businesses as required by legislation." (2) –
Energy Management	(1) Operational energy consumed (2) Percentage grid electricity (3) Percentage renewable	FB-NB-130a.1	GJ, %	(1) p. 44 Energy Consumption and Intensity* * Total energy consumption (GWh) including electricity consumption is disclosed. As requested by the CDP, the data is disclosed in "GWh" units instead of "GJ." In Japan and Australia, where the Asahi Group operates businesses, the company's energy consumption data includes data on the energy consumed by some of the vehicles used by the businesses as required by legislation. (2) – (3) p. 44 Renewable Electricity Consumption
Water Management	(1) Total water withdrawn (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	FB-NB-140a.1	1,000m³, %	(1) Total water withdrawn 38,907 (1,000m³) Web CDP Corporate Questionnaire 2025 (Japanese only) (p. 297) (2) Total water consumed 13,830 (1,000m³) Web CDP Corporate Questionnaire 2025 (Japanese only) (p. 299) Percentage of each in regions with High or Extremely High Baseline Water Stress: 17.7% Web CDP Corporate Questionnaire 2025 (Japanese only) (p. 301)
	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-NB-140a.2	–	Web CDP Corporate Questionnaire 2025 (Japanese only) (p. 39) p. 60 Strategies (Sustainable Water Resources)
Health and Nutrition	Revenue from (1) zero- and low-calorie (2) no-added-sugar, and (3) artificially sweetened beverages	FB-NB-260a.1	Presentation currency	–
	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	FB-NB-260a.2	–	p. 96 Strategies (Create Value of Health)

SASB Content Index

Topic	Metric	Code	Unit of Measure	Disclosure
Product Labeling and Marketing	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines	FB-NB-270a.1	%	–
	Revenue from products labeled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	FB-NB-270a.2	Presentation currency	The Asahi Group complies with the national laws and regulations in all the countries and regions in which it operates regarding the use and labeling of genetically modified agricultural products and the processed foods made from them. We verify information on the genetic modification of agricultural raw materials and processed agricultural materials that are being considered for use. In addition, decisions about the use and labeling of products are made in accordance with each country and region's laws and regulations regarding the use and labeling of genetically modified materials in foods.
	Number of incidents of non-compliance with industry or regulatory labeling or marketing codes	FB-NB-270a.3	Number	0 (FY2025) Notes: 1. Scope of reports: Asahi Soft Drinks Co., Ltd. 2. Number of announcements in newspapers or on the company website due to incidents of non-compliance with regulations and/or voluntary codes as specified in GRI 417-2
	Total amount of monetary losses as a result of legal proceedings associated with marketing or labeling practices	FB-NB-270a.4	Presentation currency	0 (FY2025) Notes: 1. Scope of reports: Asahi Soft Drinks Co., Ltd. 2. Number of announcements in newspapers or on the company website due to incidents of non-compliance with regulations and/or voluntary codes as specified in GRI 417-2

SASB Content Index

Topic	Metric	Code	Unit of Measure	Disclosure
Packaging Lifecycle Management	(1) Total weight of packaging (2) Percentage made from recycled or renewable materials, and (3) Percentage that is recyclable, reusable, or compostable	FB-NB-410a.1	t, %	(1) p. 51 Packaging Materials (2) • Aluminum cans The Asahi Group is working with trade associations in Japan on container recycling. 2024 (2023): Consumption weight 313 kilotons (315 kilotons) Recycled weight 312 kilotons (307 kilotons) Recycling rate 99.8% (97.5%) * Scope of reports: In Japan (Source: Japan Aluminum Can Recycling Association) • Glass bottles The Asahi Group is working with trade associations in Japan on container recycling. 2024 (2023): Total dissolved amount 1,260 kilotons (1,316 kilotons) Cullet usage 951 kilotons (975 kilotons) Cullet usage rate 75.4% (74.1%) Recycling rate 77.2% (75.3%) * Scope of reports: In Japan (Source: Glass Bottle 3R Promotion Association) (3) p. 51 Glass Bottle Collection Rate
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	FB-NB-410a.2	–	p. 46 Strategies (Sustainable Packaging)
Environmental and Social Impacts of Ingredient Supply Chain	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-NB-430a.1	%	(1) – (2) –
Ingredient Sourcing	Percentage of beverage ingredients sourced from regions with High or Extremely High Baseline Water Stress	FB-NB-440a.1	%	Web CDP Corporate Questionnaire 2025 (Japanese only) (p.302)
	Percentage of beverage ingredients sourced from regions with High or Extremely High Baseline Water Stress	FB-NB-440a.2	–	p. 52 Strategies (Sustainable Agricultural Raw Materials)

SASB Content Index

Activity Metric	Code	Unit of Measure	Disclosure
Volume of products sold	FB-NB-000.A	Mhl	–
Number of production facilities	FB-NB-000.B	Number	Web Production Sites (Number of Main Production Sites (As of Dec. 31, 2025)), p. 4, Factbook 2025
Total fleet road kilometers traveled	FB-NB-000.C	km	–

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