

## **Asahi Group Philosophy to be newly introduced in January 2019**

Asahi Group Holdings aims for sustainable improvement of corporate value through sharing new corporate philosophy with employees worldwide

Asahi Group Holdings, Ltd.

Asahi Group Holdings, Ltd. today announced that it has reestablished its corporate philosophy to “Asahi Group Philosophy” which will be introduced from January 2019.

### ◆Background

The Group’s global growth platform has become increasingly robust following series of M&A activities and business portfolio restructuring carried out since 2016. Core operating profit\* generated outside of Japan now represents almost 40% of the total profit with over 50% of the employees working outside of Japan.

Now that the Group has reached a new stage in its growth, it was time to revisit the corporate philosophy to make it more relevant and easier to understand for employees and stakeholders around the world.

Asahi Group Philosophy will sit above as a single overarching philosophy for the entire Group. It reflects and brings together the essence of philosophies and visions set out individually by the Group companies up until now.

Our aim is to achieve sustainable growth and improve our corporate value in the medium to long-term by getting our employees worldwide to embrace the newly established Asahi Group Philosophy, thereby ensuring alignment of our strategies and strengths.

\* Core operating profit is the reference index for normalized business performance.

Core operating profit = Revenue - (COGS + general administrative cost)

### ◆About the Asahi Group Philosophy

The Asahi Group Philosophy consists of four elements: Mission, Vision, Values and Principles. It articulates the Group’s mission and vision for the future, reaffirms values cherished and handed down over the years, and serves as a code of conduct for our stakeholders and the Group’s commitments to them.

By reflecting the Asahi Group Philosophy—as an overarching philosophy that guides group management—in its policies, and by having domestic and overseas operating companies generate and implement strategies based on the Asahi Group Philosophy, the Group will unite to work together to further improve its corporate value.



# Asahi Group Philosophy

## Our Mission

**Deliver on our great taste promise  
and bring more fun to life**

## Our Vision

**Be a value creator globally and locally,  
growing with high-value-added brands**

## Our Values

**Challenge and innovation  
Excellence in quality  
Shared inspiration**

## Our Principles

### **Building value together with all our stakeholders**

- Customers:** Win customer satisfaction with products and services that exceed expectations
- Employees:** Foster a corporate culture that promotes individual and company growth
- Society:** Contribute to a sustainable society through our business
- Partners:** Build relationships that promote mutual growth
- Shareholders:** Increase our share value through sustainable profit growth and shareholder returns