

FACTBOOK

2017

(Updated on March 13, 2017)



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Corporate Philosophy

The Asahi Group aims to satisfy its customers with the highest levels of quality and integrity, while contributing to the promotion of healthy living and the enrichment of society worldwide.

Corporate Brand Statement

Share the “Kando”*



その感動を、わかちあう。

Always creating new value moves people’s hearts and forms a strong bond. Always imagining a fresh tomorrow moves people’s hearts and helps them shine. Sharing these emotional experiences with as many people as possible—this is the mission of the Asahi Group.

* Kando is an emotion experienced in various ways. It can be an extreme satisfaction, an extraordinary feeling beyond one’s expectations, and/or a sensitively touching and moving sensation.

Long-Term Vision

- ◆ Striving to be a corporate group trusted around the world through the Kando of food (deliciousness, happiness and innovation)

As a comprehensive beverage and food business group whose core business is alcohol beverages, aim to be an industry leader in Japan with high value addition as a key area of focus and establish a unique position as a global player that leverages strengths originating in Japan.

- ◆ Seek “sustained corporate value enhancement” by pursuing satisfaction for all stakeholders.

Vision for Stakeholders	
Customers	Continue to create new value based on strengths nurtured in Japan and achieve the No. 1 ranking for customer satisfaction in Japan and each region of the world.
Business partners	Develop relationships with our business connections and alliance partners that enable mutual growth through new value creation.
Society	Contribute to the resolution of social problems through the Group’s businesses in areas such as development of a wholesome food culture.
Employees	Develop an environment in which employees experience both personal and corporate growth and can work vigorously.
Shareholders	Enhance corporate value (equity value) through sustained profit creation and shareholder returns.

Medium-Term Management Policy

Aiming at Further Development of Management for Corporate Value Enhancement

- ◆ **Strengthening of earning power by positioning the domestic profit base as the cornerstone of earnings and the overseas business as a growth engine**
 - Promote innovation and demonstration of leadership in the industry with high added value and differentiation as key areas of focus
 - Reform the earning structure and business model evolution through business integration and value chain sophistication
 - Acquire foundations for growth, mainly in overseas markets, leveraging strengths originating in Japan
- ◆ **Asset and capital efficiency improvement that takes into consideration capital cost**
 - Capital efficiency improvement with an emphasis on equity spread (ROE - cost of shareholders' equity)
 - Business administration and business portfolio restructuring utilizing ROIC (rate of return on invested capital) as a performance indicator
- ◆ **Reinforcement of ESG (environmental, social, and governance) initiatives**
 - Upgrade intangible assets such as nature, social and relationship capital and personnel and its development toward a CSV (creating shared value) strategy
 - Implement “active corporate governance” that contributes to the practice of management to enhance corporate value

Key Performance Indicator (KPI) Concept and Guidelines

	2015 Result	Guidelines for FY2016 to FY2018
Revenue	1,857.4 Billion yen	Stable growth from main businesses – Business restructuring + New M&As
Core Operating Profit	135.1 Billion yen	Existing businesses (Average annual growth rate in the high single digits) + Impact of new M&As
EPS	166.3 yen	Average annual growth of approx. 10%
ROE	8.8%	Maintain and grow to 10% or higher

*Core operating profit is the reference index for normalized business performance.
Core operating profit = Revenue - (COGS + general administrative cost)
*The above indicators take into account the impact of IFRS transition at the end of FY2016.
*The calculation basis excludes special factors such as foreign exchange impact and one-off extraordinary items

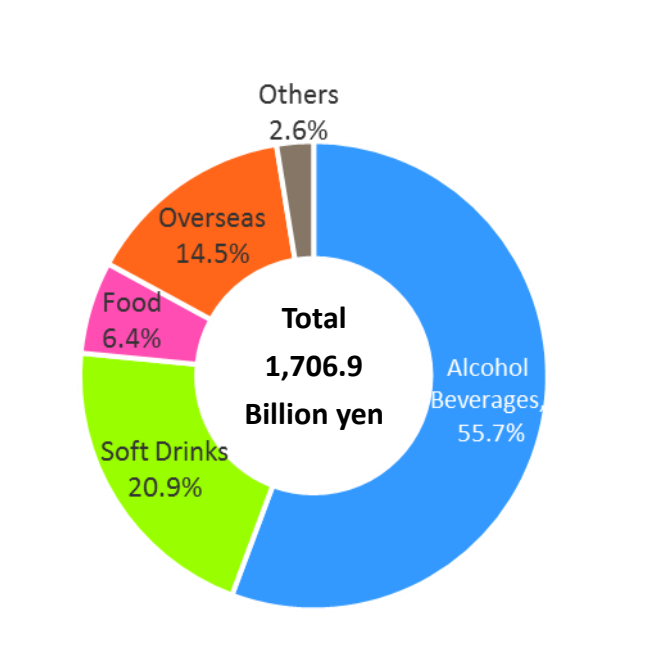
Financial and Cash Flow Strategy

FY2016 to FY2018 Cumulative Guidelines	
Cash Flow	<ul style="list-style-type: none">• Generated cash flow: ¥470.0 billion or more (Operating cash flow + Maximization measures + Assets review)• Capital expenditures: ¥180.0 to ¥220.0 billion
Investment for Growth	<ul style="list-style-type: none">• Active investment in M&As and alliances to acquire foundations for growth (Maximum D/E ratio of approx. 1.0 time acceptable if major capital demands arise)
Shareholder Returns	<ul style="list-style-type: none">• Stable dividend increases with the aim of a dividend payout ratio of 30% (IFRS basis) by FY2018• Flexible common stock buybacks taking into account an appropriate balance with investment for growth

Corporate Profile (As of December 31, 2016)

Trade Name	: ASAHI GROUP HOLDINGS, LTD.
Head Office	: 1-23-1, Azumabashi Sumida-ku, Tokyo 130-8602, Japan
Date of Establishment	: September 1. 1949
President and Representative Director, COO	: Akiyoshi Koji
Number of group companies	: A number of consolidated subsidiaries:137 A number of companies subject to application of the equity method:138
Paid-In Capital	: 182,531million
Revenue	: 1,706,901million yen (Consolidated)
Number of Employees	: 23,619 (Consolidated)
Security code	: 2502
Stock Exchange Listings	: Tokyo Stock Exchange
Number of Shares of Common Stock Issued	: 483,585,862
Unit amount of stocks	: 100 shares
Number of Shareholders	: 115,017
Transfer Agent and Registrar	: Sumitomo Mitsui Trust Bank, Limited
Stock Transfer Agent	
Fiscal Year-End Date	: December 31, on an annual basis
Annual Meeting of Stockholders	: March

FY2016 Revenue by Business



Bond Issues

As of December 31, 2016				
	Issued	Amount (Millions of yen)	Coupon rate	Date of maturity
2nd Corporate deventure bonds	Oct. 21, 2011	20,000	0.76%	Oct. 19, 2018
3rd Corporate deventure bonds	Jul. 13, 2012	18,000	0.33%	Jul. 13, 2017
4th Corporate deventure bonds	Jul. 13, 2012	10,000	0.55%	Jul. 12, 2019
5th Corporate deventure bonds	Jul. 15, 2014	25,000	0.23%	Jul. 12, 2019
6th Corporate deventure bonds	Jul. 15, 2014	10,000	0.37%	Jul. 15, 2021
7th Corporate deventure bonds	May 28, 2015	25,000	0.24%	May 28, 2020
8th Corporate deventure bonds	May 28, 2015	10,000	0.35%	May 27, 2022

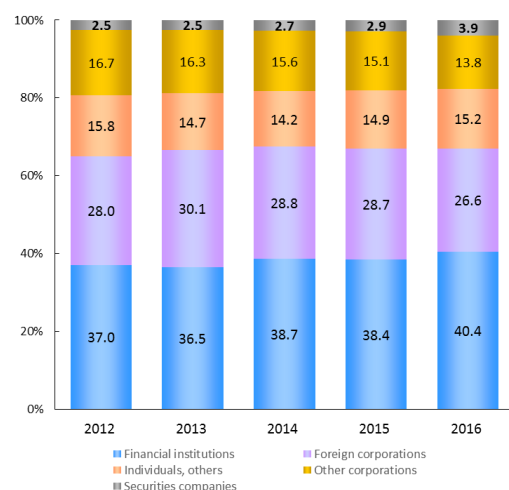
Bond Ratings

As of December 31, 2016	
Rating Agency	Rating
Rating and Investment Information, Inc	A +
Japan Credit Rating Agency, Ltd.	AA -

Share Price Range

	2012	2013	2014	2015	2016
Share price (yen, FY)					
Year High	1,944	2,996	3,915	4,380	3,919
Year Low	1,625	1,797	2,537	3,524	3,127
Number of issued stock (100 shares)	4,835,858	4,835,858	4,835,858	4,835,858	4,835,858
Treasury stock (100 shares)	176,114	213,525	209,840	256,762	254,535
EPS (yen)	122.8	135.7	148.9	166.3	194.8
Dividends per share (yen)	28.0	43.0	45.0	50.0	54.0
Number of shareholders	120,251	109,543	108,522	106,712	115,017

Shareholder Composition



Note: Treasury stock is included in "Individuals, others."

Major Shareholders

(As of December 31, 2016)		
Shareholder Name	Number of Shares (in thousands)	Percentage of voting Rights(%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	31,878.5	7.0%
Japan Trustee Services Bank, Ltd. (Trust Account)	23,465.4	5.1%
The Dai-ichi Life Insurance Company, Limited	16,920.0	3.7%
Fukoku Mutual Life Insurance Company	15,500.0	3.4%
Asahi Kasei Corporation	13,785.3	3.0%
Sumitomo Mitsui Banking Corporation	9,028.0	2.0%
Sumitomo Mitsui Trust Bank, Limited	8,126.0	1.8%
JPMorgan Securities Japan Co., Ltd.	7,439.9	1.6%
STATE STREET BANK WEST CLIENT - TREATY 505234	6,171.6	1.3%
THE BANK OF NEW YORK MELON SA/NV 10	6,117.3	1.3%
Total	138,432.0	30.2%

*Treasury stock of 25.45 million shares is excluded in preparing the list of major

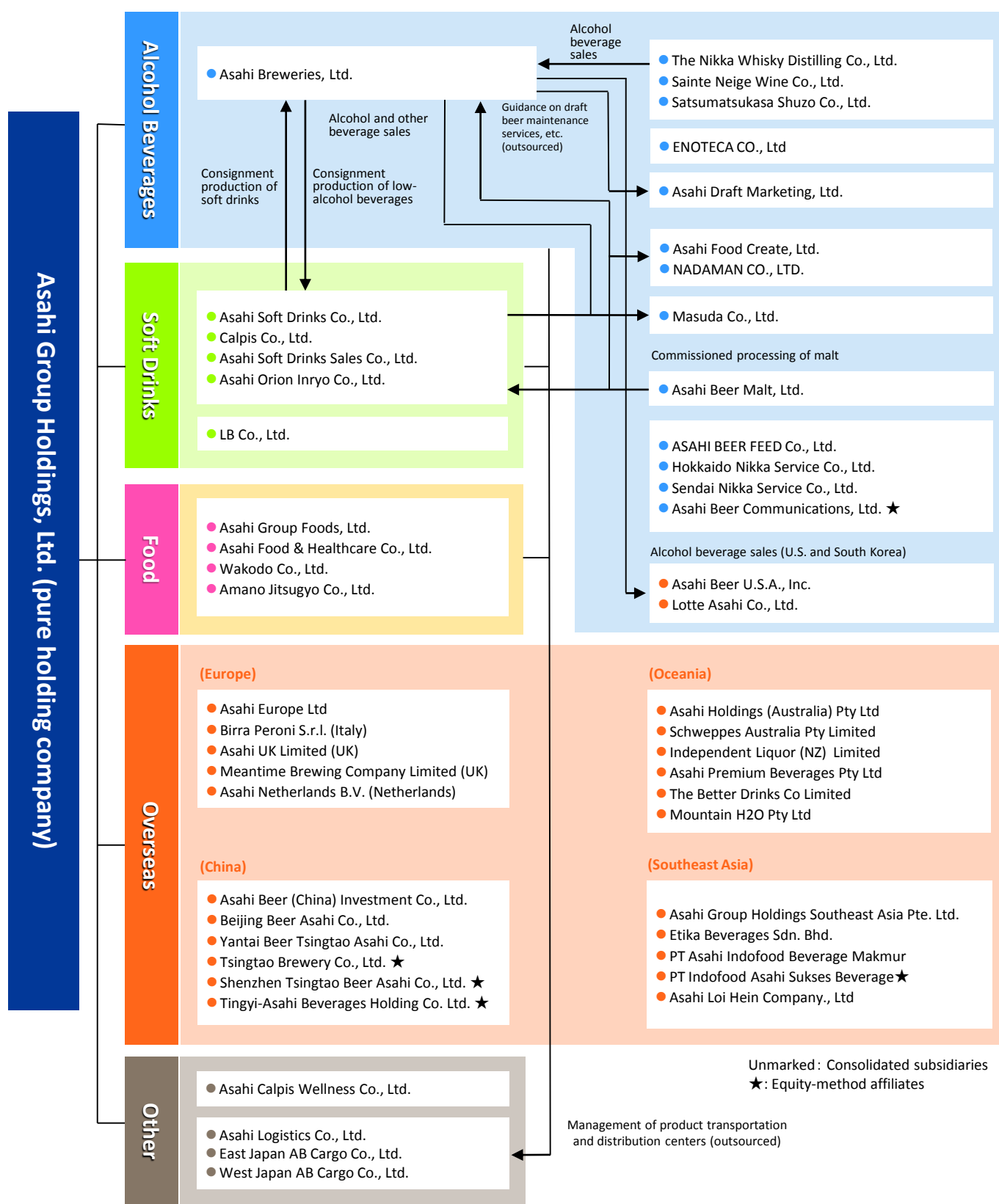
Share Price Chart

2016年01月04日 - 2016年12月30日
 • アサヒグループ (東証) 始値: 3,761.0 | 高値: 3,912.0 | 安値: 3,164.0 | 終値: 3,690.0



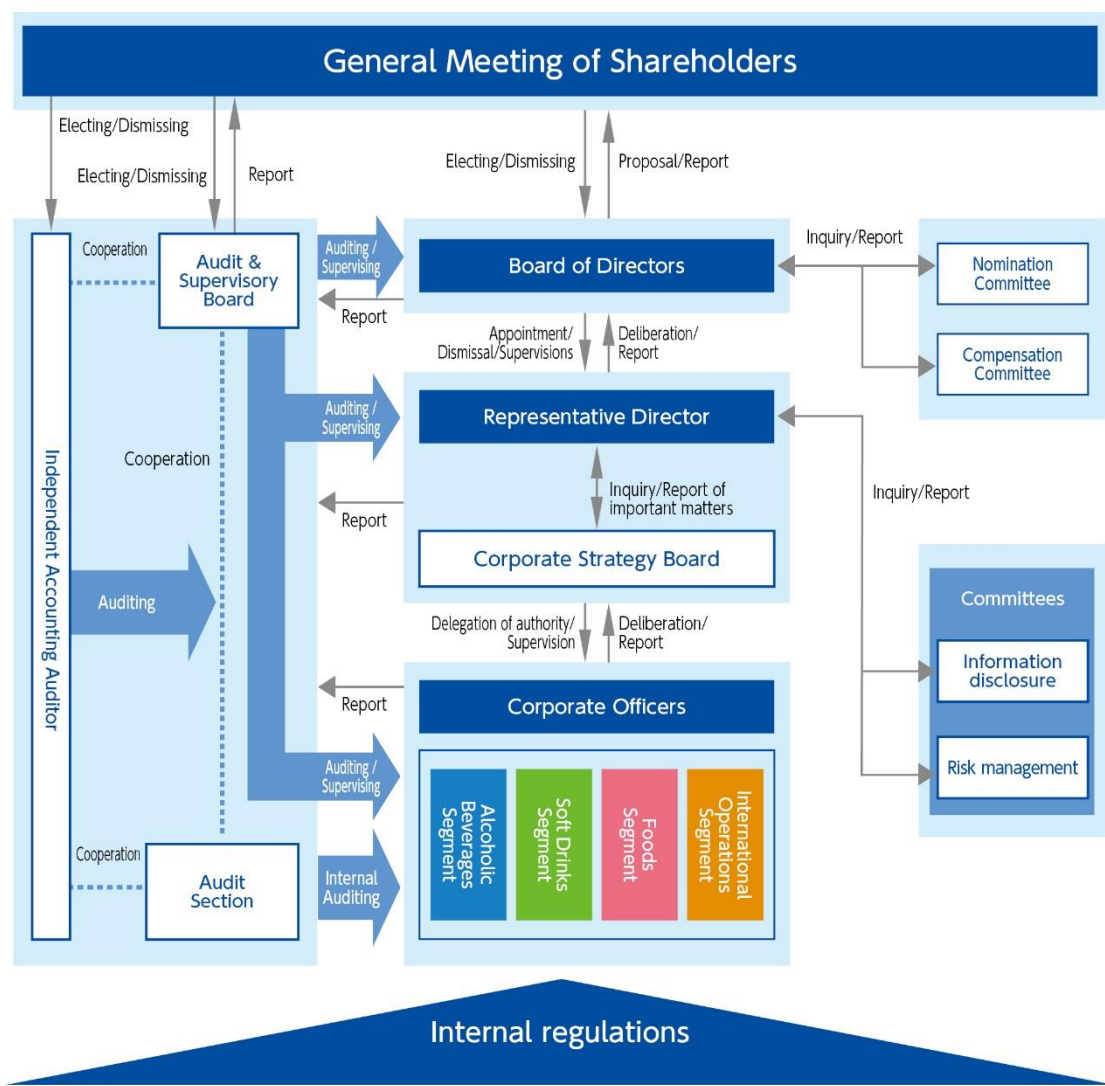
Source : Euroland

Schematic Diagram of the Asahi Group's Main Companies and Businesses (As of December 31, 2016)



Note: In addition to the above, Asahi Professional Management Co., Ltd. (a consolidated subsidiary) manages some of the key head office functions of Asahi Group companies in areas such as finance and IT as a holdings function company. It also handles indirect business services that are common to Group companies such as payroll, benefits and accounting, concentrating these services in one place and raising efficiency. Asahi Business Solutions Co., Ltd. (an affiliate accounted for by the equity method) undertakes information processing on consignment for the entire Asahi Group. Asahi Group Engineering Co., Ltd. (a consolidated subsidiary) designs and produces manufacturing equipment.

Corporate Governance Structure (As of December 31, 2016)



Directors	10	Outside directors: 3
Audit & Supervisory Board Members	5	Outside auditors: 3
Corporate Officers	9	Five double as directors

Nomination Committee	4	Outside directors: 2
Compensation Committee	4	Outside directors: 2

Compensation for Directors and Audit & Supervisory Board Members (FY2015)

	(Millions of yen)		
	Basic amount	Bonuses	Total
Internal Directors (5 directors)	220.3	84.4	304.7
Outside Directors (3 directors)	0.0	14.4	45.6
Internal Audit & Supervisory Board Members (3 auditors)	63.7	-	63.7
Outside Audit & Supervisory Board Members (4 auditors)	32.4	-	32.4

Note: Based on the Integrated Report 2015

Domestic Subsidiaries and No. of Production Bases (As of December 31, 2016)

Factory name	Main Products and Operations	Location	Start of Operations
Asahi Breweries, Ltd. (8 breweries)			
1 Hokkaido Brewery	Beer, happoshu, liqueurs	Sapporo, Hokkaido Pref.	1966
2 Fukushima Brewery	Beer, happoshu, liqueurs, beer-taste non-alcohol beverages	Motomiya, Fukushima Pref.	1972
3 Ibaraki Brewery	Beer, happoshu, liqueurs, soft drinks	Moriya, Ibaraki Pref.	1991
4 Kanagawa Brewery	Beer, happoshu, liqueurs	Minami Ashigara, Kanagawa Pref.	2002
5 Nagoya Brewery	Beer, happoshu, liqueurs	Nagoya, Aichi Pref.	1973
6 Suita Brewery	Beer, happoshu, liqueurs, beer-taste non-alcohol beverages	Suita, Osaka Pref.	1891
7 Shikoku Brewery	Beer, happoshu, liqueurs	Saijo, Ehime Pref.	1998
8 Hakata Brewery	Beer, happoshu, liqueurs	Fukuoka, Fukuoka Pref.	1921
The Nikka Whisky Distilling Co., Ltd. (7 factories)			
9 Hokkaido Factory	Unblended whiskey	Yoichi, Hokkaido Pref.	1934
10 Hirosaki Factory	Cider, syrup	Hirosaki, Aomori Pref.	1960
11 Sendai Factory	Unblended whiskey, shochu	Sendai, Miyagi Pref.	1969
12 Tochigi Factory	Aging and blending of whiskey	Sakura, Tochigi Pref.	1977
13 Kashiwa Factory	Filling of whiskey and shochu bottles, RTD low-alcohol beverages	Kashiwa, Chiba Pref.	1967
14 Nishinomiya Factory	Kegged shochu cacktails products	Nishinomiya, Hyogo Pref.	1959
15 Moji Factory	Shochu, Filling of undistilled shochu and whisky, 'umeshu' plum liqueur	Kitakyushu, Fukuoka Pref.	1914
Sainte Neige Wine Co., Ltd. (1 winery)			
16 Sainte Neige Winery	Wine, organic wine	Yamanashi, Yamanashi Pref.	-
Satsumatsukasa Shuzo Co., Ltd. (1 distillery)			
17 Satsuma Tsukasa Distillery	Singly distilled shochu	Aira, Kagoshima Pref.	-
Asahi Soft Drinks Co., Ltd. (5 factories)			
18 Fujisan Factory	Tea, mineral water	Fujinomiya, Shizuoka Pref.	2001
19 Hokuriku Factory	WONDA canned coffee, etc.	Shimoniikawa, Toyama Pref.	1994
20 Akashi Factory	Mitsuya Cider carbonated, WONDA, tea, RTD low-alcohol beverages, etc.	Akashi, Hyogo Pref.	1990
21 Rokko Factory	Mineral water	Kobe, Hyogo Pref.	2010
22 Fujisan Sensui Factory	Mineral water	Fujiyoshida, Yamanashi Pref.	1990
Calpis Co., Ltd. (2 factories)			
23 Okayama Factory	Calpis, Calpis Water, Mitsuya Cider, etc.	Soja, Okayama Pref.	1968
24 Gunma Factory	Calpis, Calpis Water, RTD low-alcohol beverages, butter, etc.	Tatebayashi, Gunma Pref.	1972
LB Co., Ltd. (2 factories)			
25 Hasuda Factory	Tea, soft drinks, and other chilled products	Hasuda, Saitama Pref.	-
26 Tokai Factory	Black vinegar drinks and other products for home delivery	Tokai, Aichi Pref.	-
Asahi Food & Healthcare Co., Ltd. (4 factories)			
27 Ibaraki Factory	Dietary supplements, etc.	Hitachiomiya, Ibaraki Pref.	-
28 Osaka Factory	EBIOS, etc.	Suita, Osaka Pref.	-
29 Tochigi Factory	Yeast extract, etc.	Shimotsuke, Tochigi Pref.	-
30 Nippon Freeze Drying Co., Ltd.	Freeze-dried foods	Azumino, Nagano Pref.	-
Wakodo Co., Ltd. (2 factories)			
31 Tochigi Factory	Infant formula, baby food, foods for vending machine, etc.	Sakura, Tochigi Pref.	-
32 Wako Food Industry Co., Ltd., Nagano Factory	Industrial-use powdered milk, etc.	Nagano, Nagano Pref.	-
Amano Jitsugyo Co., Ltd. (2 factories)			
33 Okayama Factory No. 1 Plant	Freeze-dried foods, granulated seasonings, etc.	Asakuchi, Okayama Pref.	-
34 Okayama Factory No. 2 Plant	Same as above	Asakuchi, Okayama Pref.	-
Asahi Beer Malt, Ltd. (2 factories)			
35 Yasu Factory	Malt, powdered malt, barley tea, etc.	Yasu, Shiga Pref.	-
36 Koganei Factory	Same as above	Shimotsuke, Tochigi Pref.	-

Overseas Subsidiaries and No. of Production Bases (As of December 31, 2016)

Europe

■Alcohol Beverages Business : 6 factories
(Italy: 4, Netherlands: 1, UK: 1)

Oceania

■Soft Drinks Business : 8 factories
(Australia: 7, NZ: 1)
■Alcohol Beverages Business : 2 factories
(Australia: 1, NZ: 1)

U.S.

■Feed Business : 1 factory

Indonesia

■Soft Drinks Business : 21 factories

Malaysia

■Soft Drinks Business : 4 factories

Myanmar

■Soft Drinks Business : 2 factories

Vietnam

■Soft Drinks Business: 1 factory

Thailand

■Soft Drinks Business : 1 factory

China

■Beijing Beer Asahi Co., Ltd.: 1 brewery
■Yantai Beer Tsingtao Asahi Co., Ltd.: 1 brewery

■ M&A, Equity Participation, Business Alliance etc. ■ New product launch

Year	Month	Main events
1889	Nov.	Osaka Breweries, Ltd., the predecessor of Asahi Breweries, Ltd., is established. Japan Beer Brewery, Ltd. and Sapporo Beer Co. are also established around this time.
1891	Oct.	The Suita-mura Brewery, now Asahi Breweries' Suita Brewery, is completed.
1892	May	<i>Asahi Beer</i> is launched.
1897	July	The first Asahi House beer hall opens for business.
1900		<i>Asahi Beer</i> wins the title of best beer at the Paris Expo.
1906	Mar.	Dai Nippon Breweries, Co., Ltd. is jointly established by Osaka Breweries, Japan Beer Brewery, and Sapporo Beer Co.
1930	May	<i>EBIOS</i> , a pure brewer's yeast tablet, is introduced.
1944		Dai Nippon Breweries spins off its pharmaceutical division to form Dainippon Vitamin Co., Ltd. (now Asahi Food & Healthcare Co., Ltd.).
1949	Sept.	Asahi Breweries, Ltd. is established, and Tamesaburo Yamamoto is appointed the company's first president. Dai Nippon Breweries Co., Ltd. is divided into Asahi Breweries, Ltd. and Nippon Breweries, Ltd. upon enactment of the Economic Decentralization Act.
1954	Aug.	<i>Asahi invests in Nikka Whisky Distilling Co., Ltd.</i>
1972	Mar.	Mitsuya Vending (now Asahi Soft Drinks Co., Ltd.) is established.
1980	Nov.	Asahi acquires the trademark right to the <i>Bireley's</i> brand.
1982	Nov.	<i>Asahi signs a collaborative business agreement with Löwenbräu AG of Germany.</i>
1983	Jan.	Asahi acquires the trademark right to the Wilkinson carbonated drink.
1985	Oct.	Asahi announces the introduction of its corporate identity (CI) program.
1986	Feb.	<i>New Asahi Draft Beer</i> , distinguished by its rich and crisp taste, is launched.
	Mar.	Tsutomu Murai becomes chairman, and Hirotaro Higuchi takes office as president.
1987	Mar.	<i>Asahi Super Dry</i> , Japan's first dry draft beer, is launched. It is a megahit product that revolutionizes the beer industry.
1988	July	<i>Asahi Beer Winery</i> (now Sainte Neige Wine Co., Ltd.) is established.
	Oct.	<i>Asahi Beer Soft Drink Manufacturing Co., Ltd.</i> (now Asahi Soft Drinks Co., Ltd.) is established.
1989	Jan.	The company is renamed Asahi Breweries, Ltd.
1990	Sept.	<i>Asahi Beer Soft Drinks Co., Ltd.</i> (now Asahi Soft Drinks Co., Ltd.) is established.
1992	Mar.	Asahi Beer Food, Ltd. (now Asahi Food & Healthcare Co., Ltd.) is established.
	Sept.	Hirotaro Higuchi becomes chairman, and Yuzo Seto takes office as president.
1993	Mar.	The pioneering blend tea <i>Asahi Ocha Dozo Jurokucha</i> is launched.
1994	Jan.	Asahi acquires stakes in three Chinese beer companies and signs technical and licensing agreements with each of them. This marks its full-scale entry into the Chinese market.
	Mar.	Asahi Beer Pharmaceutical Co., Ltd. (now Asahi Food & Healthcare Co., Ltd.) is established.
1995	Dec.	<i>Asahi and Itochu Corporation jointly acquire the management rights for Beijing Beer Asahi Co., Ltd. and Yantai Beer Asahi Co. Ltd.</i>
1996	Apr.	The Asahi Beer Oyamazaki Villa Museum of Art is opened.
	July	Asahi Soft Drinks Co., Ltd. commences operations as a manufacturer and distributor of soft drinks.
1997	Sept.	<i>WONDA</i> , a new-generation canned coffee, is launched.
	Dec.	Asahi, in cooperation with China's Tsingtao Brewery Co., Ltd. and others, establishes Shenzhen Tsingtao Beer Asahi Co., Ltd. and starts work on brewery construction.
1998	Apr.	<i>Asahi Beer U.S.A., Inc.</i> is established.
	May	<i>The Asahi Breweries, Ltd. Europe Branch</i> is established.
	Dec.	Asahi claims the top market share in domestic beer sales.
1999	Jan.	Yuzo Seto becomes chairman, and Shigeo Fukuchi takes office as president.
	Aug.	Asahi Soft Drinks Co., Ltd. is listed on the Tokyo Stock Exchange, First Section.
	Sept.	The medium-term management plan "Asahi Innovation Program 2000" is announced.
2000	Feb.	Asahi introduces an executive director system.
2001	Feb.	<i>With the launch of Asahi Honnama happoshu</i> , Asahi enters the low-malt beer market.
	Apr.	The sales departments of Asahi and Nikka Whiskey Distilling Co., Ltd. are merged.
	Dec.	Asahi claims the top market share in domestic beer/happoshu sales.
2002	Jan.	Shigeo Fukuchi becomes chairman, and Kouichi Ikeda takes office as president.
	Feb.	In cooperation with Boon Rawd Brewery, Asahi starts local production of <i>Asahi Super Dry</i> in Thailand.
	July	Asahi Beer Food, Ltd. and Asahi Beer Pharmaceutical Co., Ltd. are merged to form Asahi Food & Healthcare Co., Ltd.
	Aug.	<i>Asahi enters a comprehensive business alliance with Orion Beer Co., Ltd.</i>
	Sept.	Asahi acquires the alcoholic beverage businesses of Kyowa Hakko Kogyo Co., Ltd. and Asahi Kasei Corporation, and concludes a contract for a strategic marketing alliance with Maxxium Japan K.K.
	Oct.	<i>WONDA Morning Shot</i> canned coffee is launched.
	Dec.	Smile Support, Ltd. (now Asahi Field Marketing, Ltd.) is established.
2003	Jan.	Asahi Food & Healthcare Co., Ltd. acquires Pola Foods Inc.
2004	Feb.	Asahi Group's second medium-term management plan is announced.
	Apr.	<i>Asahi establishes a joint venture in the beverage business with China's Tingyi (Cayman Islands) Holding Corp.</i>
	July	<i>Haitai Beverage Co., Ltd.</i> becomes a consolidated subsidiary.
	Nov.	<i>Asahi invests in the alcohol beverage sales company of South Korea's Lotte Group to establish Lotte Asahi Liquor Co., Ltd.</i>

■ M&A, Equity Participation, Business Alliance etc. ■ New product launch

Year	Month	Main events
2005	Apr.	Asahi enters the new-genre beer market with its launch of <i>Asahi Shin-Nama</i> .
	May, June	Asahi acquires the stock of chilled beverage makers LB Co., Ltd. (Saitama) and LB Co., Ltd. (Nagoya) from Kanebo Cosmetics, Inc.
	Sept.	Sainte Neige Wine Co., Ltd. and Asahi Beer Winery are merged.
2006	Jan.	Nikka Whiskey Distilling Co., Ltd. and Asahi Kyowa Brewery Co., Ltd. are merged. Distribution subsidiaries are reorganized and business regions are merged. Asahi Logistics Co., Ltd. and two large-scale transportation companies are established.
	Mar.	Kouichi Ikeda becomes chairman, and Hitoshi Ogita takes office as president.
	May	Asahi acquires the stock of Wakodo Co., Ltd., Japan's largest baby-food maker.
2007	Feb.	Asahi Group's third medium-term management plan is announced. A business and capital alliance is formed with Kagome Co., Ltd.
	Mar.	<i>Asahi Style Free</i> happoshu is launched.
	Apr.	Wakodo Co., Ltd. becomes a wholly owned subsidiary.
	Dec.	Asahi Soft Drinks Co., Ltd. and Calpis Co., Ltd. establish joint venture Asahi Calpis Beverage Co., Ltd. to manage their vending machine operations.
2008	Mar.	<i>Clear Asahi</i> , a new-genre beer (no-malt beer), is launched.
	Apr.	Asahi Soft Drinks Co., Ltd. becomes a wholly owned subsidiary.
	June	Asahi acquires the stock of Amano Jitsugyo Co., Ltd., Japan's largest maker of freeze-dried foods.
	Nov.	Asahi concludes a capital tie-up agreement with Yantai Beer Asahi Co., Ltd. and Tsingtao Brewery Co., Ltd.
2009	Feb.	<i>Asahi Off</i> , a new-genre beer, is launched.
	Apr.	Asahi acquires a 19.99% stake in Tsingtao Brewery Co., Ltd. Asahi purchases Schweppes Australia Pty Limited from the United Kingdom's Cadbury Group.
	Dec.	Asahi's Long-Term Vision 2015 and Medium-Term Management Plan 2012 are announced.
	Mar.	Hitoshi Ogita becomes chairman, and Naoki Izumiya takes office as president. Asahi drafts its "Environmental Vision 2020" and "Biodiversity Declaration." Asahi begins full-scale development of <i>Asahi Super Dry "Extra cold."</i>
2010	Apr.	Asahi concludes an agreement to purchase the mineral water business of House Foods Corporation.
	Aug.	Asahi concludes an agreement to purchase shares of P&N Beverages Australia Pty Limited.
	Nov.	Asahi acquires a 6.54% stake in Ting Hsin Group, one of China's largest packaged food and distribution groups.
	Dec.	Asahi concludes an agreement to acquire the Rokujo Mugicha brand from Kagome Co., Ltd.
2011	Jan.	Asahi concludes an agreement to sell its stake in Haitai Beverage Co., Ltd.
	June	Asahi becomes a pure holding company and changes its name from Asahi Breweries, Ltd. to Asahi Group Holdings, Ltd.
	Aug.	Asahi concludes an agreement to sell its stakes in Hangzhou Xihu Beer Asahi Co., Ltd. and Zhejiang Xihu Beer Asahi Co., Ltd.
	Sept.	Asahi acquires all stock in Flavoured Beverages Group Holdings Limited, a major New Zealand alcohol beverage company.
2012	Sept.	Asahi acquires all stock in Charlie's Group Limited, a New Zealand beverage company.
	Sept.	Asahi acquires the mineral water and fruit juice businesses of P&N Beverages Australia.
	Nov.	Asahi acquires all stock in Permanis Sdn. Bhd., a Malaysian beverage company.
	Jan.	Asahi acquires all stock in Mountain H2O Pty Ltd, an Australian beverage company.
2013	Feb.	<i>Asahi Dry Zero</i> , a new beer-taste non-alcohol beverage, is launched.
	Apr.	<i>Asahi Super Dry—Dry Black</i> , a new black beer, is launched.
	July	Asahi and PT Indofood CBP Sukses Makmur Tbk establish two joint ventures to manufacture and distribute soft drinks in Indonesia.
	Oct.	Asahi acquires all stock in Calpis Co., Ltd., Japan's largest maker of fermented lactic beverages.
2014	Feb.	Asahi's Long-Term Vision 2020 and Medium-Term Management Plan 2015 are announced.
	June	Asahi concludes a contract with Osotspa Co., Ltd. to establish a joint venture to manufacture and distribute <i>Calpis</i> brand beverages in Thailand.
	Sept.	Asahi acquires all stock in PT Pepsi-Cola Indobeverages, a bottler for the PepsiCo Group in Indonesia.
2015	Feb.	Full-scale development of <i>Asahi Super Dry—Dry Premium</i> begins.
	Apr.	Asahi concludes an agreement to purchase the Southeast Asian dairy product business of Etika International Holdings Limited.
2016	Mar.	Asahi acquires all stock in Enoteca Co., Ltd., retailer and importer of wine in Japan.
	July	Asahi formulates Corporate Governance Guidelines.
2016	Jan.	Asahi consolidates the non-refrigerated beverage business into Asahi Soft Drinks. Asahi Calpis Wellness Co., Ltd. succeeds the functional foods business (mail-order business, functional raw material) and animal feed business of the Calpis Co., Ltd. Asahi consolidates the food businesses (Asahi Food & Healthcare, Wakodo, Amano Jitsugyo) into newly established Asahi Group Foods, Ltd.
	Feb.	Asahi's Long-Term Vision and Medium-Term Management Policy are announced.
	Mar.	Naoki Izumiya becomes chairman, and Akiyoshi Koji takes office as president. Asahi introduces a new Performance-Linked Stock Compensation Plan for the Directors of the Company.
	Oct.	Asahi acquires the Peroni, Grolsch, Meantime and related business of SAB Miller from AB InBev.
	Dec.	Asahi concludes a contract to acquire the businesses in Central and Eastern Europe and related business of SAB Miller with AB InBev.

	2011	2012	2013	2014	2015	2016
Consolidated Statements of Income (Millions of Yen)						
Net sales	1,462,736	1,579,077	1,714,237	1,785,478	1,857,418	1,890,310
Cost of sales	907,243	974,702	1,032,853	1,073,439	1,100,519	1,098,085
(Liquor tax)	(414,327)	(421,953)	(423,332)	(426,453)	(422,941)	(425,780)
Gross profit	555,493	604,375	681,383	712,039	756,899	792,225
Selling, general and administrative expenses	448,303	495,937	563,916	583,733	621,779	651,437
(Goodwill amortization)	(8,905)	(13,991)	(18,449)	(19,474)	(16,271)	(17,057)
Operating income	107,190	108,437	117,467	128,305	135,119	140,788
Financial income	-2,198	-2,304	-1,605	-1,392	-919	-623
Interest income	333	402	387	453	583	329
Dividend income	1,136	1,335	1,602	1,840	2,112	2,505
Interest expenses	-3,668	-4,043	-3,595	-3,686	-3,615	3,457
Equity in income of affiliates	5,480	10,617	8,822	8,025	14,167	-12,591
Ordinary income	110,909	114,822	123,612	133,168	145,946	137,430
Profit attributable to owners of the parent	55,094	57,183	61,749	69,118	76,427	81,786
EBITDA *1	166,833	170,982	183,696	192,308	197,994	206,583
Capital expenditures / Depreciation (Millions of Yen)						
Capital expenditures	30,685	41,197	48,488	59,828	52,099	62,246
Depreciation	50,738	48,553	47,780	44,528	46,603	48,738
Consolidated Balance Sheets (Millions of Yen)						
Total assets	1,529,908	1,732,188	1,791,556	1,936,610	1,901,554	2,133,191
Current assets	457,146	529,189	534,890	603,842	600,498	654,462
Receivables	279,596	317,008	317,106	353,704	362,241	393,513
Inventories	-	-	-	-	-	-
Merchandise and finished goods, Raw materials and supplies	102,631	113,519	118,302	124,549	132,315	139,571
Noncurrent assets	1,072,762	1,202,998	1,256,665	1,332,767	1,301,056	1,478,729
Tangible fixed assets	536,236	583,399	584,219	605,415	582,098	632,769
Current liabilities	602,166	680,068	666,081	757,374	715,193	816,799
Noncurrent liabilities	283,943	325,240	297,993	282,725	294,531	414,194
Financial obligation	390,092	456,234	403,723	434,726	414,930	570,709
Net assets	643,799	726,879	827,481	896,510	891,829	902,198
Equity	641,733	723,819	819,295	881,091	877,672	891,289
Consolidated Statements of Cash Flows (Millions of Yen)						
Net cash provided by operating activities	108,513	109,292	157,252	146,783	112,765	150,281
Net cash used in investing activities	-171,235	-134,320	-65,705	-92,183	-75,583	-269,847
Net cash provided by (used in) financing activities	67,090	43,002	-84,938	-35,842	-73,044	125,064
Cash and cash equivalents	16,137	34,320	41,117	62,235	43,290	49,432
Free cash flow *2	81,919	68,952	108,292	82,747	61,257	92,742
*1: EBITDA= Operating income (before goodwill) + Depreciation and amortization *2: Free cash flow = Operating cash flows ± Acquisition of tangible and intangible fixed assets						
Management Index						
ROE	8.8%	8.4%	8.0%	8.1%	8.8%	9.2%
ROA	7.6%	7.0%	7.0%	7.1%	7.6%	6.8%
EPS (yen)	118.4	122.8	135.7	148.9	166.3	178.5
BPS (yen)	1,378.2	1,553.4	1,772.5	1,904.6	1,916.7	1,945.5
Investment Index						
Dividend payout ratio	21.1%	22.8%	31.7%	30.2%	30.1%	30.2%
Profitability Index						
Gross profit margin	38.0%	38.3%	39.7%	39.9%	40.8%	41.9%
Operating margin	7.3%	6.9%	6.9%	7.2%	7.3%	7.4%
(Operating margin exclusive of liquor tax)	(10.2%)	(9.4%)	(9.1%)	(9.4%)	(9.4%)	(9.6%)
Ordinary income margin	7.6%	7.3%	7.2%	7.5%	7.9%	7.3%
Profit attributable to owners of the parent margin	3.8%	3.6%	3.6%	3.9%	4.1%	4.3%
EBITDA ratio	11.4%	10.8%	10.7%	10.8%	10.7%	10.9%
Efficiency Index (Times)						
Total asset turnover	1.00	0.97	0.97	0.96	0.97	0.94
Equity turnover	2.3	2.3	2.2	2.1	2.1	2.1
Fixed assets turnover	2.7	2.8	2.9	3.0	3.1	3.1
Inventory turnover	14.8	14.6	14.8	14.7	14.5	13.9
Receivables turnover	5.3	5.3	5.4	5.3	5.2	5.0
Safety Index						
Shareholders' equity ratio	41.9%	41.8%	45.7%	45.5%	46.2%	41.8%
Debt ratio	138.1%	138.9%	117.7%	118.0%	115.0%	138.1%
Liquidity ratio	75.9%	77.8%	80.3%	79.7%	84.0%	80.1%
Fixed assets ratio	167.2%	166.2%	153.4%	151.3%	148.2%	165.9%
Fixed assets/Liability ratio	115.9%	114.7%	112.5%	114.5%	111.0%	113.3%
Interest coverage ratio	32.4	25.6	40.9	39.9	30.9	43.0
Debt-to-equity ratio	0.61	0.63	0.49	0.49	0.47	0.64

Results of Main Businesses

◆ Revenue and Core Operating Profit by Business (Before IFRS adjustment) (Billions of yen)

	2016 Results			2017 Targets (announced on Feb. 15)		
	Revenue	Core OP	Amortization of intangible assets	Revenue	Core OP	Amortization of intangible assets
Alcohol Beverages Business						
Asahi Breweries	976.3	119.5	-0.2	984.0	120.8	-0.2
Soft Drinks Business						
Asahi Soft Drinks	476.6	31.3	-1.7	479.0	31.8	-1.7
LB	21.8	0.8	-	22.3	0.8	-
Food Business						
Asahi Group Foods	122.4	10.1	-	123.0	10.4	-
Overseas Business						
Europe business	26.4	-1.8	-1.0	121.4	15.5	-4.2
Oceania business	148.3	11.0	-2.4	157.7	12.4	-2.3
Southeast Asia business	52.2	2.5	-0.8	54.8	2.7	-0.8
China business	17.0	1.2	-	15.4	0.9	-

◆ Foreign Exchange Rate

(yen)

	2015 Results (Average)	2016 Results (Average)	2017 Targets (announced on Feb. 15)
US Dollar	121.1	108.8	110.0
(equity method affiliate)	119.3	111.8	110.0
Euro	-	118.1	120.0
Australian Dollar	91.1	80.8	83.0
Malaysian Ringgit	31.2	26.3	25.0
Indonesian Rupiah	0.0091	0.0082	0.0078
Chinese Yuan	19.2	16.4	15.0
(equity method affiliate)	19.2	17.1	15.0

◆ CAPEX / Depreciation (2016)

(Billions of yen)

Business	CAPEX	Depreciation
Alcohol Beverages	24.4	24.1
Soft Drinks	13.0	9.2
Food	3.6	3.3
Overseas	17.9	10.5
Others	4.6	3.9
Total	63.5	51.1

◆ Goodwill etc. by Business (As of December 31, 2016)

(Billions of yen)

	Capital	% of voting rights	Date of consolidation	Goodwill					Remarks
				Amount at the time of acquisition	Amortization term	Remaining years	Unamortized balance of goodwill		
Soft Drinks Business									
Asahi Soft Drinks	237.3	100.0%	-	Goodwill 25.9 Intangible assets 34.6	- 5-20	- -	23.0 26.7	Calpis Acquisition in Oct. 2012	
Food Business									
Asahi Group Foods	75.9	100.0%	-	23.6	-	-	4.5	Wakodo Acquisition : 22.7billion yen in Apr. 2006 and 0.9billion yen in Mar. 2007	
Overseas Business									
Asahi Europe Ltd (Europe business)	382.6	100.0%	Oct. 2016	Goodwill 143.9 Intangible assets 123.2	- 21-40	- -	152.1 130.1	Amount in foreign currency Note: The price changes according to the exchange rate.	
Asahi Holdings (Australia) (Oceania business)	216.2 (*1)	100.0%	Apr. 2009	Goodwill 123.5 Intangible assets 23.1	- 10-20	- -	71.4 16.5		
Southeast Asia business	148.3 (*3)	100.0%	Nov. 2011	Goodwill 37.4 Intangible assets 7.0	- 9	- 5	4.3 3.3		
Overseas Business (Equity Method Affiliates)									
Tsingtao Brewery	-	19.9%	Oct. 2009	51.3	-	-	38.6	-	
Tingy-Asahi Beverages	-	20.4%	Apr. 2004	29.7	-	-	8.6	-	

(*1) Total assets of Asahi Holdings (Australia) Pty Ltd (Asahi Holdings Australia)

(*2) Date of consolidation of other companies: Asahi Beverages Australia (Sep. 2011), Charlie's Group (Sep. 2011), Independent Liquor Group (Sep. 2011), Mountain H2O (Jan. 2012)

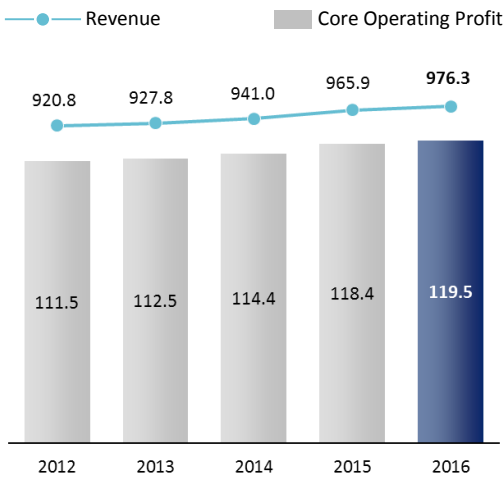
(*3) Total assets of Southeast Asia business.

Asahi Breweries, Ltd.

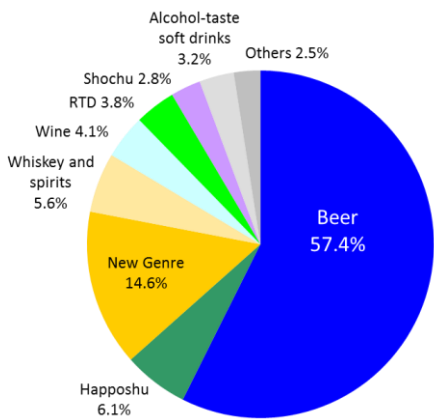
Corporate Profile, based on 2016 results

Business field	Manufacture and sales of beer and other alcohol beverages, and related operations
Established	September 1949*
Paid-in capital	¥20 billion
Revenue	¥976.3 billion
Core Operating Profit	¥119.5 billion
Number of employees	5,906(consolidated) * With the establishment of a pure holding company in July 2011, Asahi Breweries was split off as a separate company.

Revenue and Core OP Trend (Billions of yen)



Sales Composition by Product Category (2016, on a value basis)



Main Products

Note: Retail prices are discretionary.

Beer-type



Asahi Super Dry
A dry beer with a refined, clear taste. The texture is light, but it has a distinct edge. The sharp finish is emphasized in this standard-setting dry beer.



Asahi The Dream
This is the first draft beer with 100% malt and 50% less carbohydrates*. An advanced fermentation control technology gives it maximum richness and sharpness.
*According to Standard Tables of Food Composition in Japan - 2015 (Seventh Revised Edition)



Asahi Style Free
A happoshu with zero saccharides (according to nutrition labeling standards). It retains the flavor of malt and combines it with the fine aroma of hops and other ingredients to give a relaxing fragrance and fresh aftertaste. Enjoy this beautiful flavor.



Clear Asahi
Clear taste and pure sharp finish with malt flavor. Appreciate the new genre beer suiting for meal.

Non-alcohol beer-taste beverage

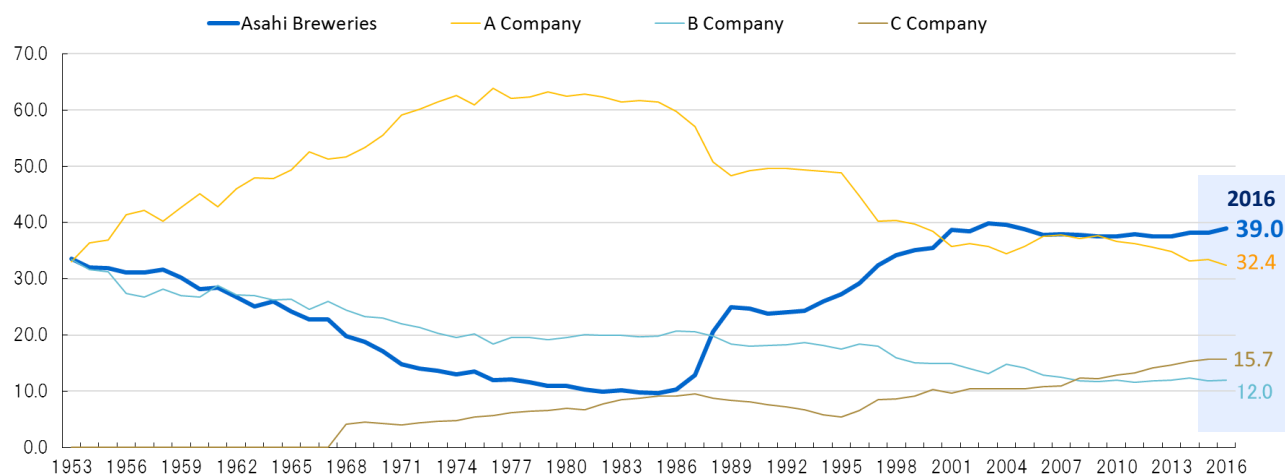


Asahi Dry Zero
This non-alcohol beer-taste beverage has an enjoyably dry finish and creamy foam, aiming at real "beer taste". It contains not only zero alcohol but also zero calories (according to nutrition labeling standards) or zero saccharides.

Other Alcohol Beverages



Beer, Happoshu, and New Genre: Market Share in Japan based on Taxable Shipment Volume

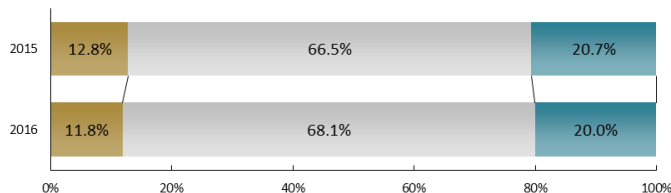


Sales Composition by Container Type

(2016)

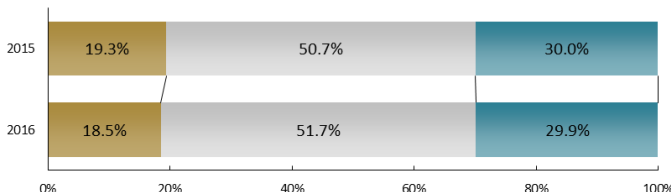
Beer-type Total

■ Bottle ■ Can ■ Keg



Beer

■ Bottle ■ Can ■ Keg



Year-on-year Sales by Container Type

(2016)

Asahi Breweries

	Bottle	Can	Keg	Total
Total	92.9%	102.7%	97.0%	100.3%
Beer	92.9%	99.0%	96.9%	97.2%

Industry Overall

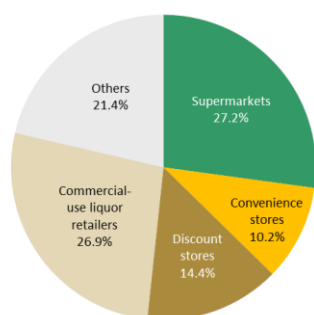
Sources: Brewers Association of Japan

	Bottle	Can	Keg	Total
Beer	93.1%	100.3%	97.5%	98.0%

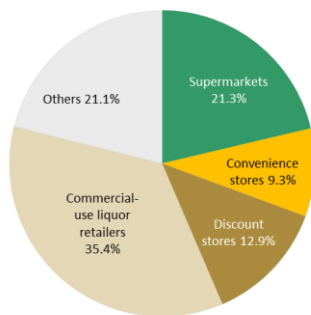
	Commercial-use	Home-use	Total
Beer	96.8%	99.2%	98.0%

Sales Composition by Marketing Channel (2016, Source: Asahi Breweries, Ltd.)

Beer-type Total



Beer



Happoshu, New genre



Taxable Shipment Volume of Beer-type Beverages by Top Five Companies (2015)

Source: Brewers Association of Japan, Society to Consider the Happoshu Tax System.

(Millions of cases)												
	Jan. - Mar.			Apr. - June			Jul. - Sep.			Oct. - Dec.		
	YoY	% of total		YoY	% of total		YoY	% of total		YoY	% of total	
Beer	39.76	-8.7%	47.4%	55.45	+5.2%	49.6%	58.72	+0.3%	51.7%	60.97	+2.0%	52.7%
Happoshu	13.16	+0.4%	15.7%	16.44	+24.3%	14.7%	15.74	-12.4%	13.9%	16.12	-5.1%	13.9%
New Genre	30.93	-13.0%	36.9%	40.01	+3.4%	35.8%	39.11	-2.0%	34.4%	38.51	+4.1%	33.3%
Total	83.85	-9.1%	-	111.90	+7.0%	-	113.57	-2.5%	-	115.60	+1.6%	-

	1H			2H			Total		
	YoY	% of total		YoY	% of total		YoY	% of total	
Beer	95.21	-1.1%	48.6%	119.68	+1.1%	52.2%	214.90	+0.1%	50.6%
Happoshu	29.59	+12.4%	15.1%	31.87	-8.9%	13.9%	61.46	+0.3%	14.5%
New Genre	70.95	-4.5%	36.2%	77.62	+0.9%	33.9%	148.56	-1.7%	35.0%
Total	195.75	-0.6%	-	229.17	-0.5%	-	424.92	-0.5%	-

Sales Volume of Non-Alcohol Beer-Taste Beverages by Top Four Companies (2015)

(Millions of cases)												
	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.
No. of cases	0.70	0.97	1.27	1.28	1.72	1.81	1.91	1.91	1.46	1.45	1.19	1.70
YoY	-2.1%	+10.6%	-7.0%	+3.8%	+23.2%	+12.1%	+0.1%	+9.7%	+0.3%	+2.8%	+8.9%	+5.1%

1H	2H	Total
7.76	9.62	17.38
+7.6%	+4.3%	+5.8%

Asahi Breweries Beer-type Beverage sales by Month (2015)

Taxable shipment volume				(Millions of cases)					
	1H			2H			Total		
		YoY	Market share		YoY	Market share		YoY	Market share
Beer	48.00	-2.1%	50.4%	58.66	-1.2%	49.0%	106.65	-1.6%	49.6%
Happoshu	7.56	+3.5%	25.5%	8.39	-5.7%	26.3%	15.95	-1.6%	25.9%
New Genre	19.02	+2.2%	26.8%	20.58	+2.6%	26.5%	39.61	+2.4%	26.7%
Total	74.58	-0.5%	38.1%	87.63	-0.8%	38.2%	162.21	-0.7%	38.2%

Sales	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.
Beer	-8.0%	-5.0%	-18.0%	+18.0%	+0.0%	+0.0%	-4.0%	+0.0%	+2.0%	+0.0%	-4.0%	-1.0%
Happoshu	+5.0%	+0.0%	-27.0%	+41.0%	+2.0%	+9.0%	+4.0%	-5.0%	-15.0%	-7.0%	-8.0%	-6.0%
New Genre	-14.0%	+3.0%	-18.0%	+33.0%	-10.0%	+12.0%	-9.0%	+0.0%	+2.0%	+3.0%	+4.0%	+6.0%
Total	-8.0%	-3.0%	-19.0%	+24.0%	-3.0%	+4.0%	-5.0%	+0.0%	+0.0%	+0.0%	-3.0%	+0.0%

(Millions of cases)						
	1H		2H		Total	
	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY
Beer	46.41	-2.8%	59.65	-1.5%	106.06	-2.0%
Happoshu	7.43	+3.4%	8.37	-6.1%	15.80	-1.8%
New Genre	18.31	-0.2%	20.67	+0.8%	38.99	+0.4%
Total	72.15	-1.5%	88.69	-1.4%	160.85	-1.4%

(Millions of cases)												
	Jan.		Feb.		Mar.		Apr.		May		June	
	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY
Super Dry total	4.62	-7.4%	6.45	-5.7%	7.76	-19.7%	8.43	+19.1%	8.53	+0.2%	9.58	+0.1%
Super Dry	4.50	-9.1%	6.10	+5.2%	7.10	-23.7%	7.90	+15.3%	7.85	-3.7%	9.05	+0.6%
Dry Premium total	0.10	-	0.32	-67.3%	0.13	-55.2%	0.14	-22.2%	0.41	+36.7%	0.46	-8.0%
Style Free total	0.63	-6.0%	0.79	-9.2%	0.87	-28.1%	1.36	+65.9%	1.17	+8.3%	1.24	+13.8%
Clear Asahi total	1.30	-2.3%	1.99	+4.7%	2.65	-13.1%	2.74	+35.0%	2.88	+3.2%	3.43	+26.1%

	July		Aug.		Sep.		Oct.		Nov.		Dec.	
	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY
Super Dry total	11.09	-4.4%	10.37	+0.2%	7.68	+1.9%	8.10	-0.5%	7.66	-5.2%	13.51	-1.7%
Super Dry	10.50	-3.2%	10.15	+2.0%	7.05	-4.1%	7.85	+0.0%	7.25	-4.6%	12.80	+0.0%
Dry Premium total	0.51	-23.9%	0.18	-45.5%	0.21	+40.0%	0.14	-44.0%	0.32	-27.3%	0.66	-25.0%
Style Free total	1.29	+9.3%	1.20	+12.1%	1.18	+19.2%	1.17	+17.0%	1.03	+17.0%	1.37	+16.1%
Clear Asahi total	2.89	+6.3%	2.95	+23.9%	2.55	+15.4%	2.66	+11.8%	2.53	+9.1%	3.18	+13.2%

	Jan. - Mar.		Apr. - June		July - Sep.		Oct. - Dec.	
	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY
Super Dry total	18.83	-12.4%	26.59	+5.7%	29.14	-1.2%	29.27	-2.3%
Super Dry	17.70	-11.7%	24.85	+3.5%	27.70	-1.6%	27.90	-1.2%
Dry Premium total	0.55	-56.7%	1.01	+3.1%	0.90	-21.7%	1.12	-28.7%
Style Free total	2.29	-16.7%	3.77	+26.1%	3.67	+13.3%	3.57	+16.7%
Clear Asahi total	5.94	-5.4%	9.05	+20.0%	8.39	+14.8%	8.37	+11.5%

1H		2H		Total	
No. of cases	YoY	No. of cases	YoY	No. of cases	YoY
45.42	-2.6%	58.41	-1.8%	103.83	-2.1%
42.55	-3.4%	55.60	-1.4%	98.15	-2.3%
1.56	-30.7%	2.02	-25.7%	3.58	-28.0%
6.06	+5.6%	7.24	+14.9%	13.30	+10.5%
14.99	+8.5%	16.76	+13.1%	31.75	+10.9%

Asahi Breweries Non-Alcohol Beer-taste Beverage Sales by Month (2015)

(Millions of cases)												
	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.
No. of cases	0.29	0.44	0.51	0.59	0.67	0.71	0.78	0.84	0.64	0.63	0.50	0.74
YoY	+7.4%	+41.9%	+0.0%	+40.5%	+24.1%	+9.2%	+5.4%	+20.0%	+10.3%	+16.7%	+16.3%	+19.4%

1H	2H	Total
3.21	4.13	7.34
+18.9%	+14.4%	+16.3%

Taxable Shipment Volume of Beer-type Beverages by Top Five Companies (2016)

Source: Brewers Association of Japan, Society to Consider the Happoshu Tax System.

(Millions of cases)												
	Jan. - Mar.			Apr. - June			Jul. - Sep.			Oct. - Dec.		
	YoY	% of total		YoY	% of total		YoY	% of total		YoY	% of total	
Beer	39.35	-1.1%	48.8%	56.23	+1.4%	50.2%	56.00	-4.6%	50.8%	59.12	-3.0%	52.9%
Happoshu	11.70	-11.1%	14.5%	15.31	-6.9%	13.7%	15.47	-1.7%	14.0%	14.83	-8.0%	13.3%
New Genre	29.64	-4.2%	36.7%	40.56	+1.4%	36.2%	38.68	-1.1%	35.1%	37.88	-1.6%	33.9%
Total	80.68	-3.8%	-	112.10	+0.2%	-	110.15	-3.0%	-	111.83	-3.3%	-

	1H			2H			Total		
	YoY	% of total		YoY	% of total		YoY	% of total	
Beer	95.58	+0.4%	49.6%	115.12	-3.8%	51.9%	210.70	-2.0%	50.8%
Happoshu	27.00	-8.8%	14.0%	30.30	-4.9%	13.7%	57.30	-6.8%	13.8%
New Genre	70.20	-1.0%	36.4%	76.56	-1.4%	34.5%	146.76	-1.2%	35.4%
Total	192.78	-1.5%	-	221.98	-3.1%	-	414.76	-2.4%	-

Sales Volume of Non-Alcohol Beer-taste Beverages by Top Four Companies (2016)

(Millions of cases)												
	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.
No. of cases	0.78	1.06	1.30	1.56	1.44	1.63	1.96	2.02	1.60	1.39	1.22	1.75
YoY	+11.6%	+8.8%	+2.4%	+22.0%	-16.6%	-10.0%	+2.7%	+5.8%	+9.3%	-4.3%	+2.0%	+2.6%

1H	2H	Total
7.76	9.93	17.69
+0.1%	+3.2%	+1.8%

Asahi Breweries Beer-type Beverage Sales by Month (2016)

Taxable shipment volume							(Millions of cases)		
	1H			2H			Total		
		YoY	Market share		YoY	Market share		YoY	Market share
Beer	47.61	-0.8%	49.8%	55.60	-5.2%	48.3%	103.21	-3.2%	49.0%
Happoshu	7.32	-3.2%	27.1%	7.97	-4.9%	26.3%	15.29	-4.1%	26.7%
New Genre	20.58	+8.2%	29.3%	22.53	+9.5%	29.4%	43.11	+8.9%	29.4%
Total	75.50	+1.2%	39.2%	86.10	-1.7%	38.8%	161.61	-0.4%	39.0%

Sales

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.
Beer	-2.0%	-10.0%	+6.0%	+0.0%	-6.0%	+1.0%	-7.0%	-1.0%	-2.0%	-9.0%	+2.0%	-3.0%
Happoshu	-3.0%	+4.0%	+8.0%	-18.0%	-2.0%	-4.0%	-7.0%	-3.0%	-1.0%	-8.0%	+3.0%	+0.0%
New Genre	+14.0%	+19.0%	+11.0%	+16.0%	+7.0%	+0.0%	+3.0%	+12.0%	+8.0%	+11.0%	+17.0%	+11.0%
Total	+2.0%	-2.0%	+7.0%	+2.0%	-3.0%	+0.0%	-5.0%	+2.0%	+1.0%	-4.0%	+6.0%	+0.0%

(Millions of cases)						
	1H		2H		Total	
	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY
Beer	45.62	-1.7%	57.47	-3.7%	103.09	-2.8%
Happoshu	7.15	-3.7%	8.12	-3.0%	15.27	-3.3%
New Genre	20.18	+10.2%	22.74	+10.0%	42.92	+10.1%
Total	72.96	+1.1%	88.33	-0.4%	161.29	+0.3%

Sales volume by brand

(Millions of cases)												
	Jan.		Feb.		Mar.		Apr.		May		June	
	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY
Super Dry total	4.52	-2.2%	5.84	-9.5%	7.50	-3.4%	8.35	-0.9%	7.94	-6.9%	9.61	+0.3%
Style Free total	0.70	+11.1%	0.97	+22.8%	1.05	+20.7%	1.12	-17.6%	1.16	-0.9%	1.20	-3.2%
Clear Asahi total	1.58	+21.5%	2.55	+28.1%	2.98	+12.5%	3.19	+16.4%	3.07	+6.6%	3.31	-3.5%

	July		Aug.		Sep.		Oct.		Nov.		Dec.	
	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY
Super Dry total	10.25	-7.6%	10.21	-1.5%	7.48	-2.6%	7.30	-9.9%	7.87	+2.7%	13.13	-2.8%
Style Free total	1.21	-6.2%	1.21	+0.8%	1.18	+0.0%	1.10	-6.0%	1.06	+2.9%	1.40	+2.2%
Clear Asahi total	2.95	+2.1%	3.29	+11.5%	2.92	+14.5%	3.08	+15.8%	3.01	+19.0%	3.55	+11.6%

	Jan. - Mar.		Apr. - June		July - Sep.		Oct. - Dec.	
	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY	No. of cases	YoY
Super Dry total	17.86	-5.2%	25.90	-2.6%	27.94	-4.1%	28.30	-3.3%
Style Free total	2.72	+18.8%	3.48	-7.7%	3.60	-1.9%	3.56	-0.3%
Clear Asahi total	7.11	+19.7%	9.57	+5.7%	9.16	+9.2%	9.64	+15.2%

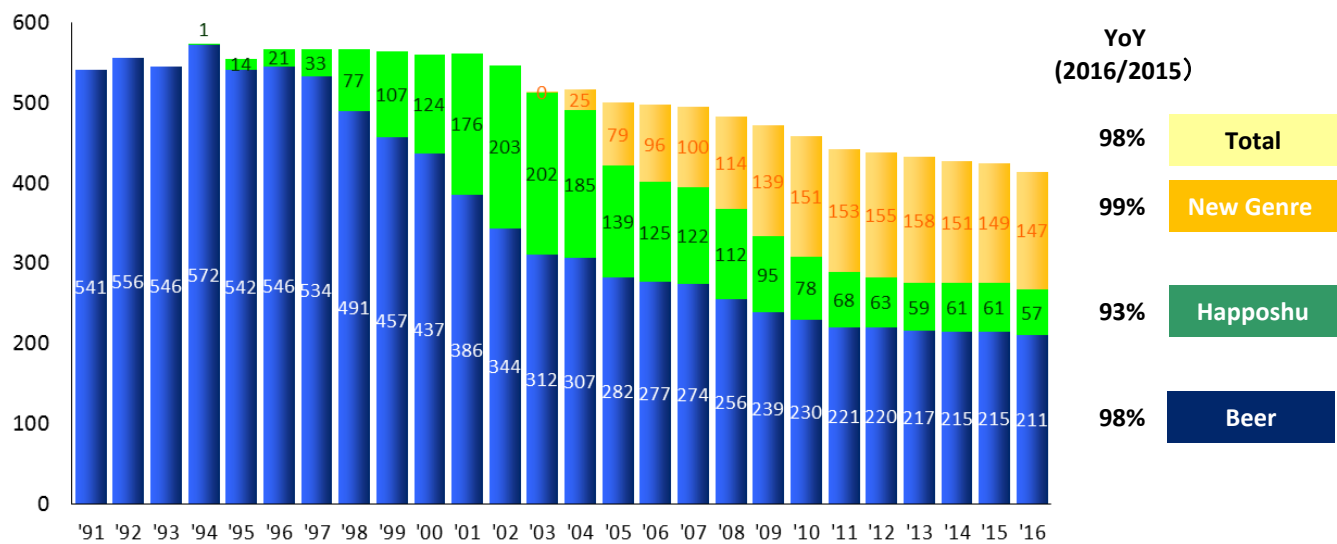
1H		2H		Total	
No. of cases	YoY	No. of cases	YoY	No. of cases	YoY
43.76	-3.7%	56.24	-3.7%	100.00	-3.7%
6.20	+2.3%	7.16	-1.1%	13.36	+0.5%
16.68	+11.3%	18.80	+12.2%	35.48	+11.7%

Asahi Breweries Non-Alcohol Beer-taste Beverage Sales by Month (2016)

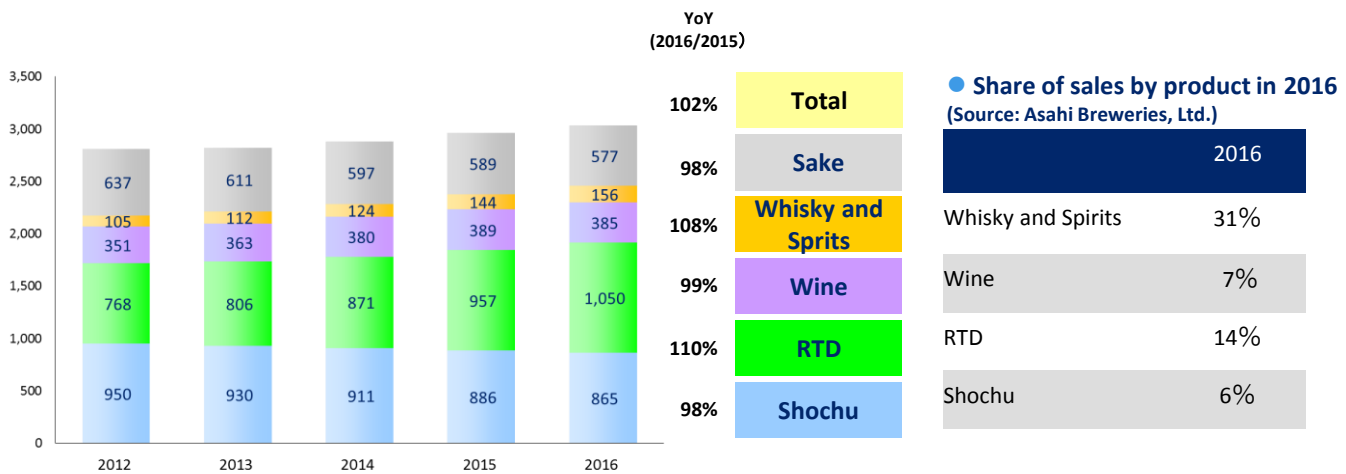
(Millions of cases)												
	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.
No. of cases	0.33	0.49	0.56	0.65	0.67	0.73	0.86	0.95	0.72	0.66	0.56	0.76
YoY	+13.8%	+11.4%	+9.8%	+10.2%	+0.0%	+2.8%	+10.3%	+13.1%	+12.5%	+4.8%	+12.0%	+2.7%

1H	2H	Total
3.43	4.51	7.94
+6.9%	+9.2%	+8.2%

Size of Domestic Beer Market (taxable shipment volume; Millions of cases)

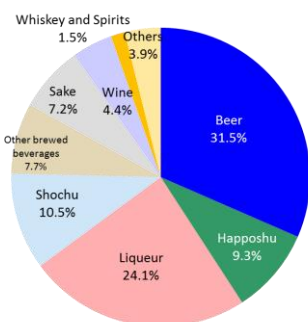


Size of Domestic Market for Other Drinks (taxable shipment volume; 1,000 KL, estimates)

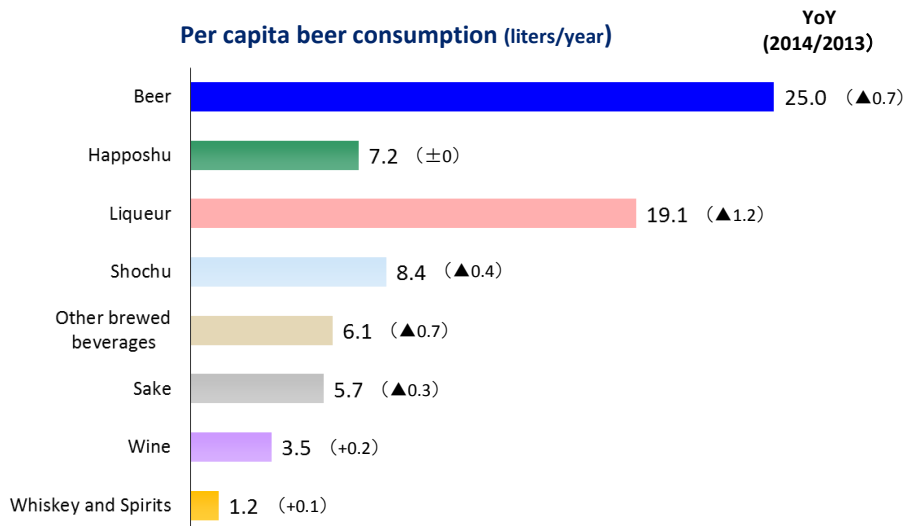


Taxable Shipment Volume in 2014 (Compiled from National Tax Agency reference materials)

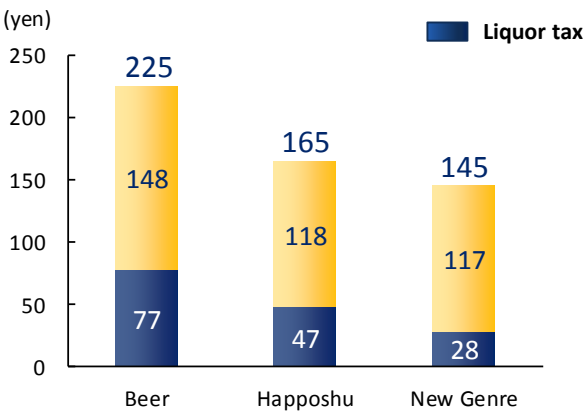
Composition by category



Per capita beer consumption (liters/year)

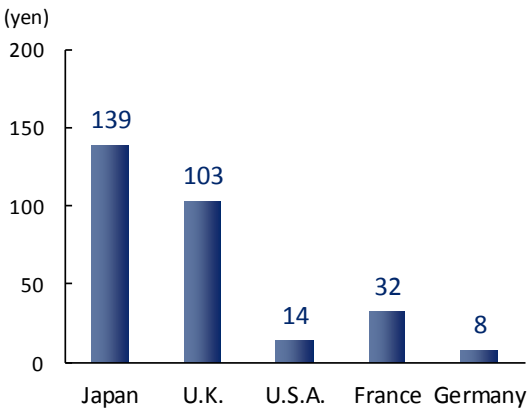


Domestic: Comparison of the Liquor Tax on a 350 ml Serving (yen)



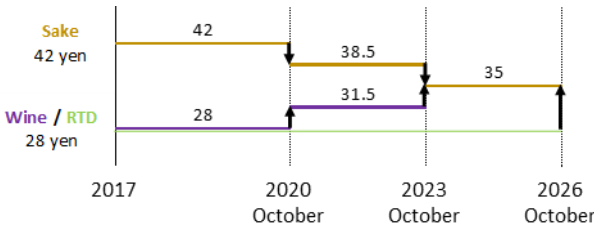
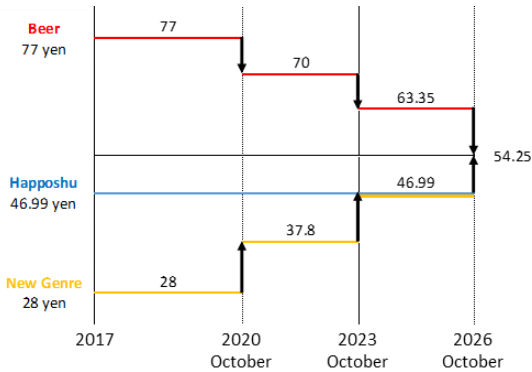
Note: The upper figures are store prices at a major convenience store chain.
(Includes consumption tax, at the end of 2014.)

Other Major Countries: Comparison of the Liquor Tax on Beer (yen)

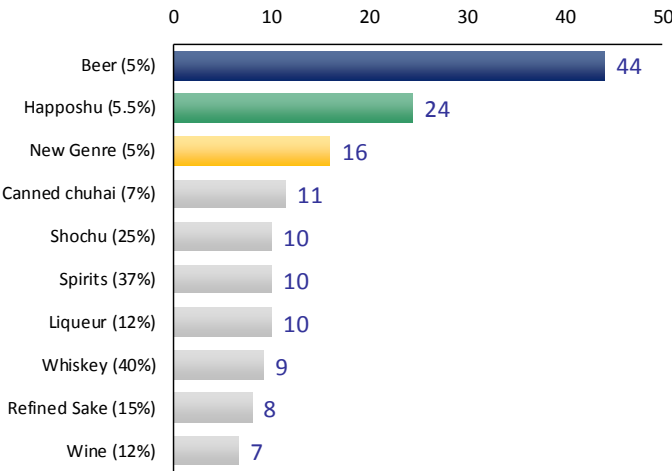


Source: Brewers Association of Japan (January 2014).
Notes: 1. The monetary amounts (liquor tax, consumption tax, and retail price) are for a 633 ml serving, in yen.
2. Amounts are converted into yen at ¥138.33/euro, ¥101.66/US\$, and ¥170.07/pound, the rates effective at the end of May 2014.
3. The U.S. survey was conducted in New York.

Revision of Liquor Tax (liquor tax on a 350 ml serving (yen))

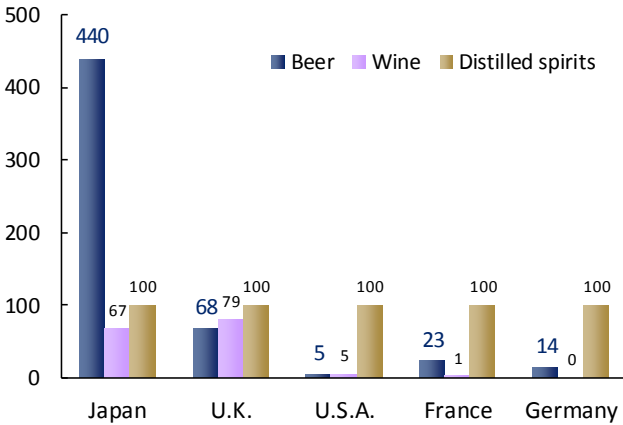


Domestic: Liquor Tax Comparison per Percentage of Alcohol per Liter (yen)



Source: National Tax Agency, "Sake no Shiori (Statistics on Alcoholic Beverages)" (2016).

Other Major Countries: Liquor Tax Index per Percentage of Alcohol (distilled spirits = 100)



Source: Brewers Association of Japan (January 2014).
Note: The U.S. survey was conducted in New York.

Asahi Soft Drinks Co., Ltd.

Corporate Profile

Business Field	Manufacture and sales of a range of soft drinks, operation of vending machines, and related operations. Focusing on core brands (Mitsuya, Wilkinson, WONDA, Jurokucha, Oishii Mizu, Calpis) and facilitating health field
Established	March 1972
Paid-in Capital	¥11.1 billion
Number of employees	3,322 (consolidated)

Facilitation of “Health” Field

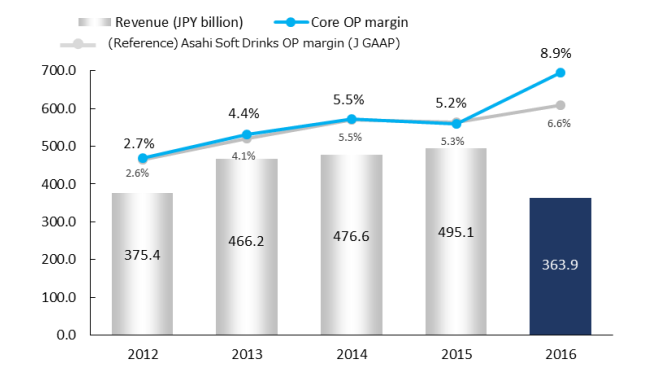
FOSHU

Foods with Function Claims

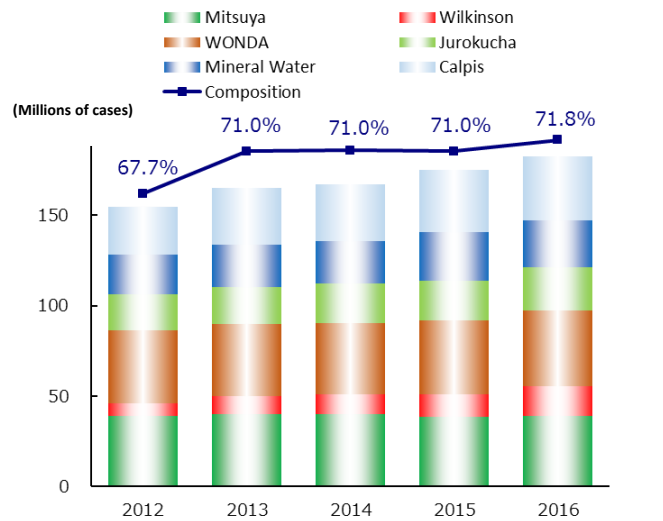
Lactic Acid



Revenue and Core Operating Profit Margin Trend



Sales Composition of Core 6 Brands by Volume

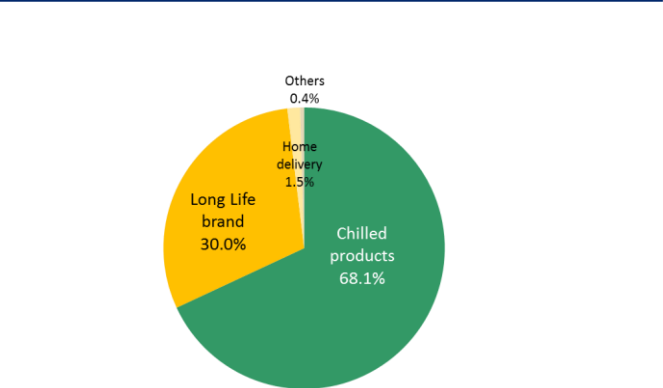


LB Co., Ltd.

Corporate Profile

Business field	Manufacture and sales of everyday chilled soft drinks such as tea, Calpis brand (from January 2013); the LL (Long Life) brand products of Asahi Soft Drinks (from April 2007) and health drinks for home delivery and mail-order sales.
Established	December 1956
Paid-in capital	¥0.49 billion
Number of employees	210

Sales Breakdown by Product Category (2016)



Main Products (Asahi Soft Drinks)

**Mitsuya Cider (500 ml PET bottle)**

The well-known fresh taste of this drink starts with water “polished” through repeated filtration, to which we add fragrances gathered from fruit and other sources. No heat is applied in the production process, and no preservatives are added. Ever since its debut in 1884, *Mitsuya Cider* has been a nationally famous carbonated beverage.

Suggested retail price (tax not included): 500 ml ¥140

**WONDA Morning Shot (185 mg can)**

Made especially for morning consumption, this canned coffee goes down easily but has a bracing bitterness. It features a just-roasted, just-ground, just-poured taste suitable for starting your day.

Suggested retail price (tax not included): 185 mg ¥115

**Asahi Jurokucha (600 ml PET bottle)**

Made from 16 carefully selected ingredients. With no caffeine and an aromatic, clean taste, this tea can be gulped down easily. The blend is perfect for healthy hydration.

Suggested retail price (tax not included): 600 ml ¥140

**Wilkinson Tansan (500 ml PET bottle)**

The No. 1 sparkling water brand*. Consisting only of “polished” water that has been carbonated, it packs a refreshing punch. This genuine sparkling water has the kind of clear, clean taste preferred by adults.

Enjoy it as either a mixer or straight.

Suggested retail price (tax not included): 500 ml ¥95

**Asahi Oishii Mizu Fujisan (600 ml PET bottle)**

Note: In western Japan, *Fujisan* is replaced by *Rokko*. The delicious taste of nature, just as it was meant to be. This natural water from abundant nature is collected from deep underground. We use a sterile packaging method to safely bring you the taste of natural mineral water.

Suggested retail price (tax not included): 600 ml ¥115

**Calpis (470 ml “peace bottle”)**

This fermented lactic beverage, made from lactic acid bacteria and raw milk, has 95 years of history.

We remove the butterfat from fresh, domestically produced milk, then slowly ferment the milk with our unique lactic acid bacteria.

The invigorating taste of nature’s goodness can be enjoyed by everyone from children to the elderly.

Suggested retail price (tax not included): 470 ml ¥460

Main Products (LB)

**Tea (1,000 ml and 500 ml)**

Carefully selected domestic tea leaves are steeped at a low temperature to produce tea with minimal astringency and a clear taste, allowing the drinker to enjoy a just-poured aroma. Then some tea leaves that were toasted using LB’s special method are added to make the aroma more mellow. The tea contains no sugar, coloring, or perfume.

LB produces a range of chilled sugarless teas, including green, barley, oolong, roasted, brown rice, and jasmine.

Suggested retail price (tax not included)

1,000 ml: 120 yen 500 ml: 80 yen

**Ajiwai Calpis (1,000ml)**

A somewhat concentrated version of *Calpis* with a full, rounded taste. It contains milk oligosaccharide, which helps to support health. Now on sale in more delicious, gentle sweetness, delivered with chilled quality.

Suggested retail price (tax not included): 1,000 ml 141 yen

**Sawayaka Fruit Series (1,000 ml)**

These soft drinks provide the taste of fruit at a reasonable price. The series is rich in variety, with basic products such as *Momo-sui*, *Nashi-sui*, and *Kyoho-sui*.

Suggested retail price (tax not included):

1,000 ml 120 yen

**Kurosu with no sugar added (125 ml)**

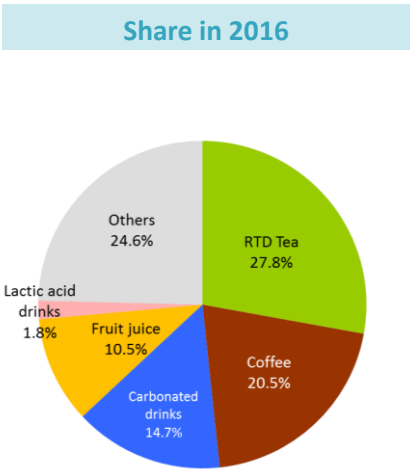
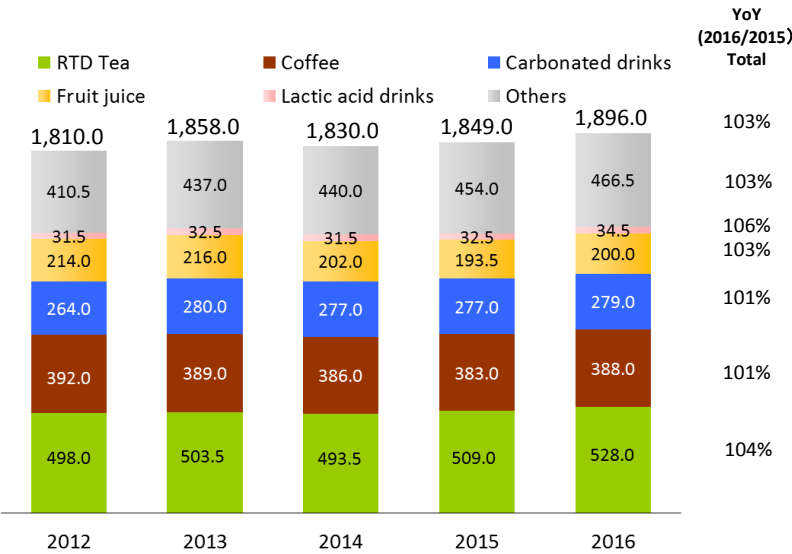
This delicious black vinegar drink can be enjoyed every day. Apple juice was added to 10 ml of Japanese brown rice black vinegar to create a beverage that is refreshing and easy to drink. A delicate balance of just the right sweetness and tartness gives this beverage its characteristic smooth drinkability. A single bottle supplies a full 132 mg of calcium and 272 mg of citric acid to support good health every day.

Suggested retail price (tax not included):

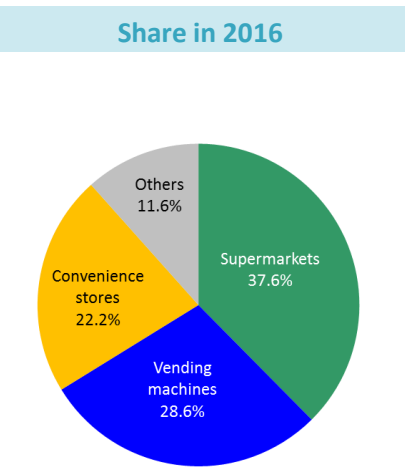
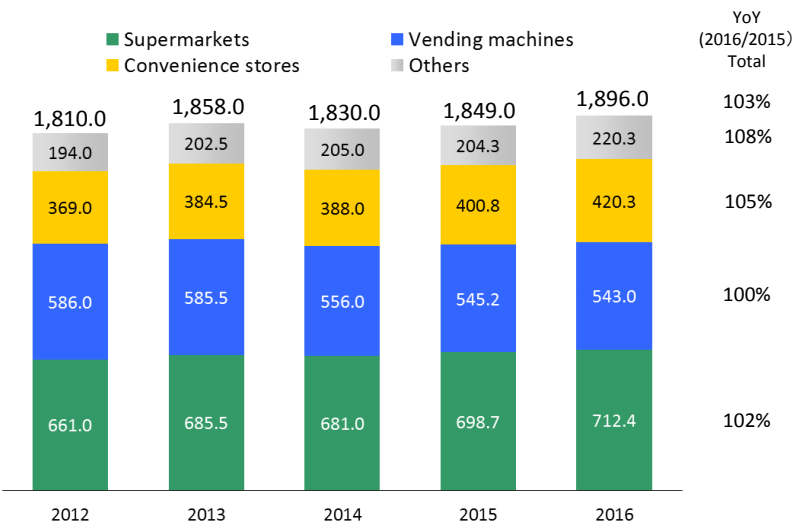
125 ml 110 yen

Note: Prices are current as of February 2015.

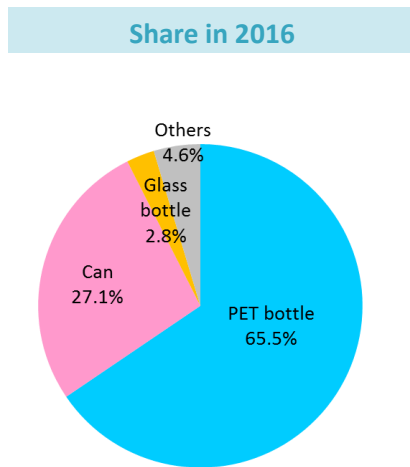
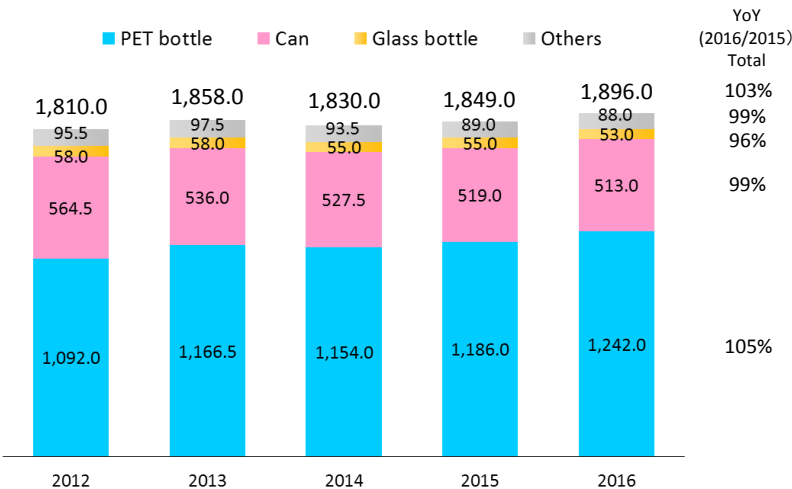
Sales by Category (2016, Millions of cases)



Sales Composition by Marketing Channel (2016, Millions of cases)



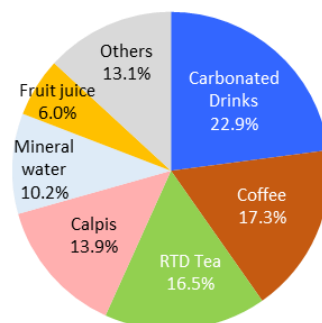
Sales by Container Type (2016, Millions of cases)



Sales by Brand and Category (2016, Millions of cases)

	2016	2015	YoY
Carbonated drinks total	58.19	54.09	107.6%
Mitsuya	39.03	38.26	102.0%
Wilkinson	16.30	12.62	129.2%
Coffee total	44.00	42.43	103.7%
WONDA	41.91	40.89	102.5%
RTD Tea total	41.92	40.18	104.3%
Jurokucha	24.05	22.22	108.2%
Mineral water total	25.94	26.57	97.6%
Fruit juice total	15.26	15.56	98.1%
Health & functional drink total	8.40	9.70	86.5%
Other drink total	18.16	18.51	98.1%
Calpis total	35.17	33.72	104.3%
Goods purchased	6.82	5.70	119.6%
Total	253.86	246.48	103.0%

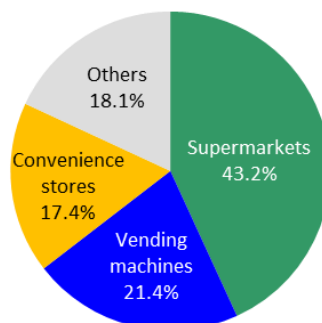
Sales Composition (2016)



Sales Composition by Marketing Channel (2016, Millions of cases)

	2016	2015	YoY
Vending machines	54.26	54.38	99.8%
Over-the-counter total	199.60	192.09	103.9%
Convenience stores	44.14	39.91	110.6%
Supermarkets	109.57	101.83	107.6%
Others	45.90	50.36	91.1%
Total	253.86	246.48	103.0%

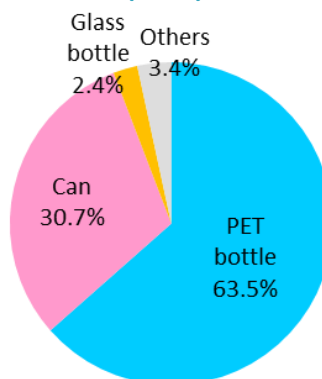
Sales Composition (2016)



Sales by Container Type (2016, Millions of cases)

	2016	2015	YoY
Can	77.93	77.57	100.5%
PET bottle total	161.16	154.23	104.5%
Large size (up to 2L)	72.41	74.51	97.2%
Small size (up to 600ml)	88.75	79.72	111.3%
Glass bottle	6.17	6.07	101.6%
Paper container and others	8.61	8.60	100.0%
Total	253.86	246.48	103.0%

Sales Composition (2016)



Year-on-Year Sales Growth by Asahi Soft Drinks (2016)

2016	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.
YoY	+0.4%	+3.3%	+2.9%	+7.3%	-2.6%	-0.2%	+1.9%	+5.4%	+7.8%	+4.9%	+5.9%	+0.4%

1H	2H	Total
+1.6%	+4.3%	+3.0%

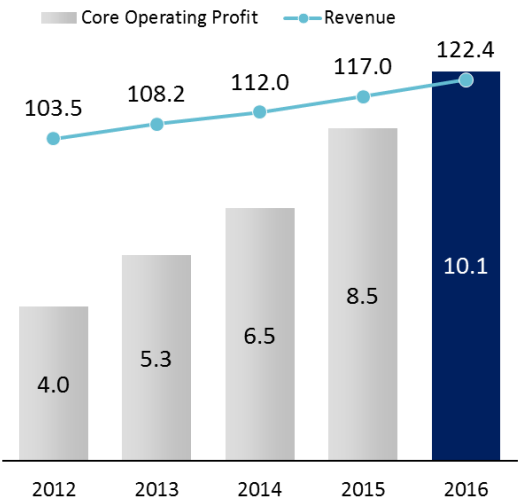
Asahi Group Foods, Ltd.

Corporate Profile, based on 2016 results

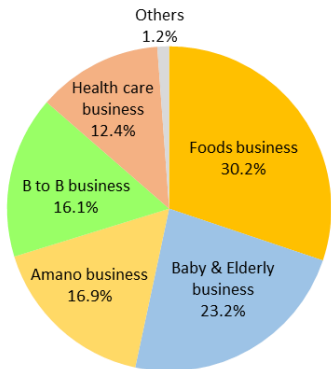
Business Field	Asahi Group Foods, Ltd. offers lineup of highly original products produced by 3 major subsidiaries. Confectioneries, Supplements, Baby Products, Freeze-Dried Foods and others.
Established	July 2015
Paid-in capital	¥5.0 billion
Revenue	¥122.4 billion
Core Operating profit	¥10.1 billion
Number of employees	1,290(consolidated)

Note: Business results are calculated based on the structure of Asahi Group Foods, Ltd., which has started the business on 1 January 2016.

Revenue and Core OP Trend (Billions of yen)



Sales Breakdown by Product Category (2016)



Main Products



MINTIA Wild & Cool
Brisk and refreshing! This standard mint tablet has a unique, exhilarating flavor and create an invigorating cooling sensation in the mouth.
Suggested retail price (tax not included):
50 tablets (7g) ¥100



Dear Natura EPA & DHA
This product contains eicosapentaenoic acid (EPA) and docosahexaenoic acid (DHA). EPA and DHA have effect to reduce triglycerides. They are reported to be helpful for the health of those who have relatively high triglycerides.
Suggested retail price (tax not included):
180 tablets (for 30 days) ¥2,200



Lebense Milk HiHi
This infant formula was developed based on many years of research into mother's milk and state-of-the-art knowledge of infant nutrition. Since the ingredients and their balance closely approximate breast milk, it can be used with confidence and peace of mind when milk production is insufficient or breastfeeding isn't possible for some other reason.
Suggested retail price (tax not included):
850g price is discretionary



Goo Goo Kitchen
This line of baby food was developed to relieve concerns about refusal to eat or swallowing without chewing, with careful attention paid to the size and firmness of ingredients and easy-to-eat texture depending on the age of months.
Suggested retail price (tax not included):
80g price is discretionary



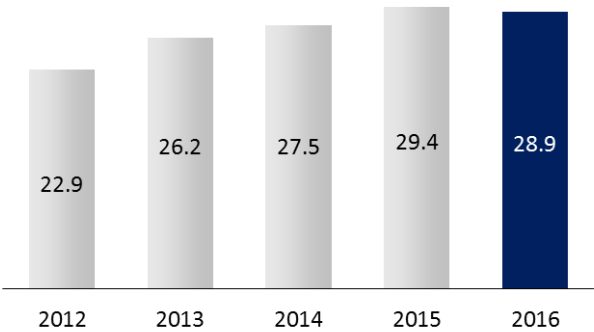
Itsumono Miso soup Eggplant
This freeze dried miso soup is made from mellow blended miso and bonito flake stock. It has a classic flavor and goes down smoothly, providing full enjoyment of the silky smooth texture of eggplant.
Suggested retail price (tax not included):
1 pack ¥100



Hatake no Curry Tappuri Yasai to Toriniku no Curry
This freeze dried curry is made from a plenty of big and filling vegetables and chicken well simmered with vegetable smoothie, providing mellow taste with condensed natural flavours.
Suggested retail price (tax not included):
1 pack ¥260

Candy Tablet Market

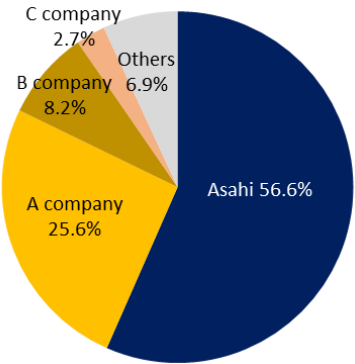
(Billions of yen)



Source: INTAGE Food SRI / candy (candy tablet market) / nationwide (excluding Okinawa) / all-industry, January 2011 to December 2015.

Candy Tablet Market Share (2016)

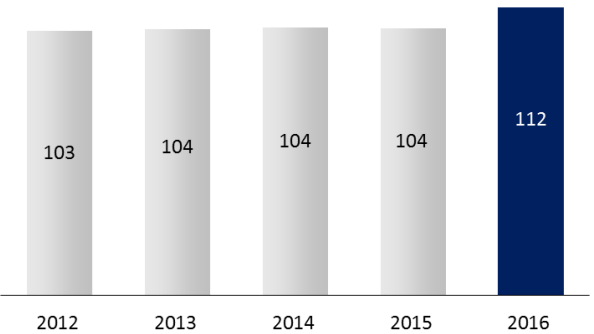
On a monetary basis



Source: INTAGE Food SRI / candy (candy tablet market) / nationwide (excluding Okinawa) / all-industry, January 2011 to December 2015.

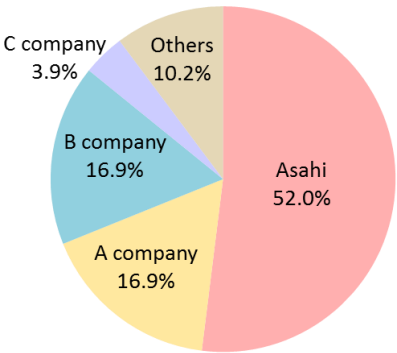
Baby Food Market

Source: SDI data, all-industry
On a monetary basis
Note: 2010 is indexed to 100



Baby Food Market Share (2016)

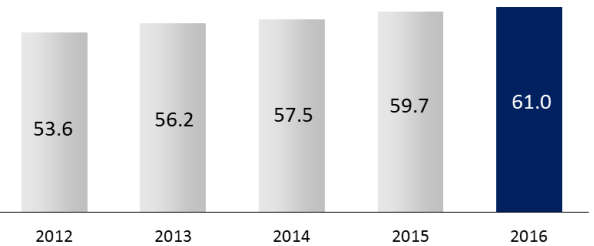
Source: SDI data, all-industry
On a monetary basis



Instant Miso Soup Market

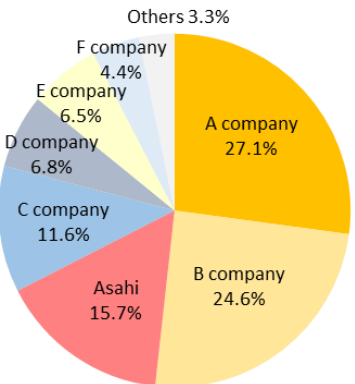
(Billions of yen)

Source: Fuji Keizai



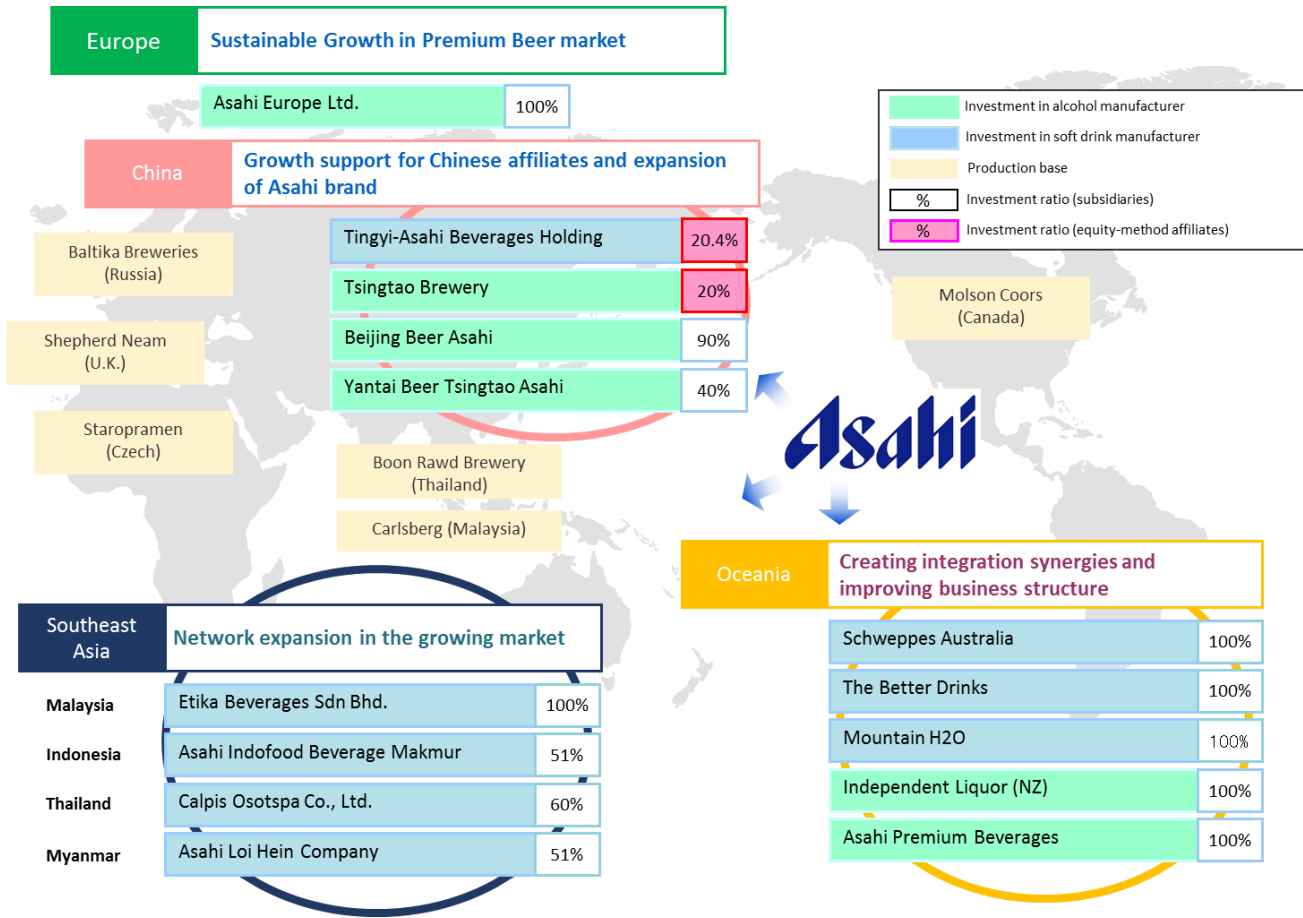
Market Share for Instant Miso Soup (2015)

Source: Fuji Keizai
On a monetary basis



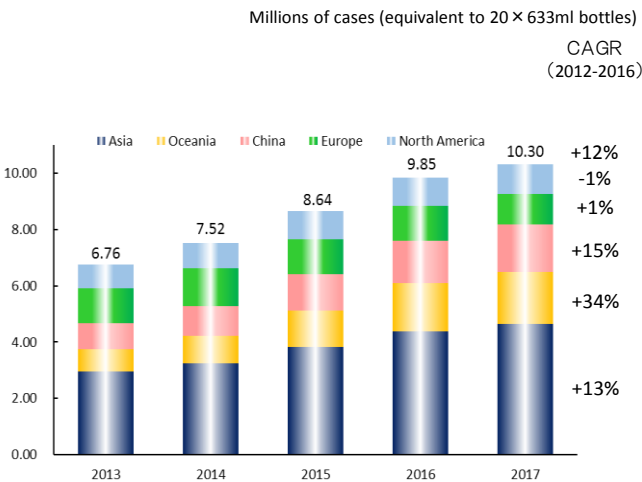
Overseas Business and Capital Alliances

(As of December 31, 2016)

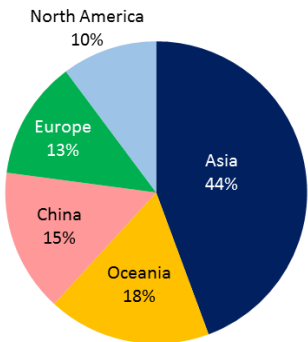


Overseas Sales of Asahi Beer Brand

Sales Volume Trend



Sales Composition by Area (2016)



Top 15 Beer Producing Countries

(Million KL)

Source : Barth Report (Barth Haas Group)

million KL

Ranking	Country	2007	2008	2009	2010	2011	2012	2013	2014	2015
1	China	39.31	41.03	42.36	44.83	48.99	49.02	50.65	49.67	47.16
2	USA	23.28	23.06	23.10	22.90	22.65	23.01	22.53	22.61	22.35
3	Brazil	9.60	10.63	10.70	12.87	13.30	13.28	13.47	14.14	13.86
4	Germany	10.40	10.29	9.81	9.57	9.55	9.46	9.44	9.53	9.56
5	Russia	11.50	11.40	10.85	10.29	9.81	9.76	8.93	8.22	7.82
6	Mexico	8.10	8.23	8.23	7.99	8.15	8.25	8.20	7.80	7.45
7	Japan	6.28	6.11	5.98	5.81	5.60	5.77	5.72	5.65	5.38
8	Vietnam	1.80	1.85	2.30	2.65	2.78	2.98	3.57	3.89	4.67
8	United Kingdom	5.13	4.96	4.51	4.50	4.57	4.30	4.20	4.43	4.41
9	Poland	3.55	3.56	3.22	3.60	3.60	3.93	3.96	3.95	3.98
11	Spain	3.44	3.34	3.38	3.34	3.36	3.30	3.27	3.35	3.48
12	South Africa	2.65	2.59	2.88	2.96	3.09	3.15	3.15	3.15	3.21
13	Nigeria	1.35	1.54	1.60	1.76	1.96	2.40	2.65	2.70	2.70
14	Netherlands	2.73	2.72	2.54	2.39	2.36	2.43	2.36	2.37	2.37
15	Thailand	2.17	2.07	2.14	1.95	2.06	2.37	2.31	2.21	2.36
15 countries total		131.29	133.39	133.60	137.40	141.83	143.40	144.40	143.67	140.75
World Beer Producti		178.71	181.92	181.76	186.35	192.89	196.20	197.21	196.02	193.29

Top 15 Breweries

(Million KL)

Source : Barth Report (Barth Haas Group)

Ranking	Company	Country	Output 2015 (million KL)	World Share (%)	Output YoY	Output 2014 (million KL)
1	Anheuser-Busch InBev	Belgium	40.99	21.2	-0.4%	41.15
2	SABMiller	United Kingdom	19.13	9.9	1.9%	18.78
3	Heineken	Netherlands	18.83	9.7	3.9%	18.13
4	Carlsberg	Denmark	12.03	6.2	-2.0%	12.28
5	China Resources Snow Breweries	China	11.74	6.1	-0.8%	11.84
6	Tsingtao Brewery Group	China	7.05	3.6	-7.5%	7.62
7	Molson Coors	USA / Canada	5.81	3.0	-1.5%	5.90
8	Yanjing	China	4.83	2.5	-9.0%	5.31
9	Kirin	Japan	4.31	2.2	-7.5%	4.66
10	BGI / Groupe Castel	France	2.98	1.5	-6.0%	3.17
11	Petropolis	Brazil	2.30	1.2	5.5%	2.18
12	Efes Group	Turkey	2.07	1.1	-15.5%	2.45
13	Asahi	Japan	2.05	1.1	-1.0%	2.07
14	Gold Star	China	1.80	0.9	-5.8%	1.91
15	San Miguel Corporation	Philippines	1.67	0.9	0.0%	1.67
15 comapanies total			137.59	71.2	-1.1%	139.12
World Beer Production			193.29		-2.0%	197.30

Europe Business

We acquired the Peroni, Grolsch, Meantime and related businesses of SAB Miller plc in October 2016.

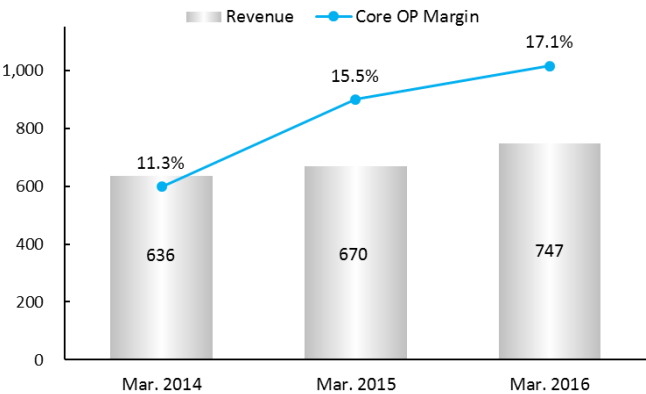
Grolsch and Peroni are two of the best-known premium beer brands in the world with over 400 years and 150 years of history, respectively, and both are well recognized inter alia in Europe. Meantime is a pioneer brand in craft beer category in UK and is rapidly growing its popularity amongst the younger generation in urban areas such as London.

Through this acquisition, we aim to expand its growth platform in Europe and become a global player with a distinct position. We leverage the distribution network of these business to maximize synergies through increasing the presence of its flagship “Asahi Super Dry” brand.

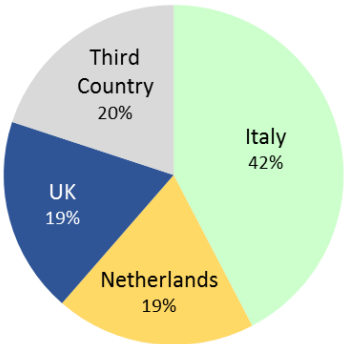
Main Brands



Revenue and Core OP Margin Trend (Million Euro)

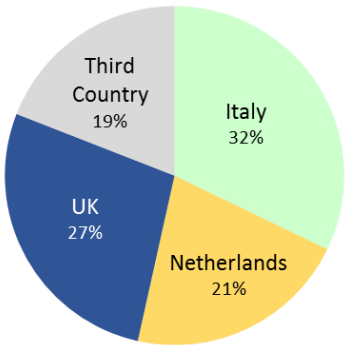


Sales Volume Composition by Area (2016)



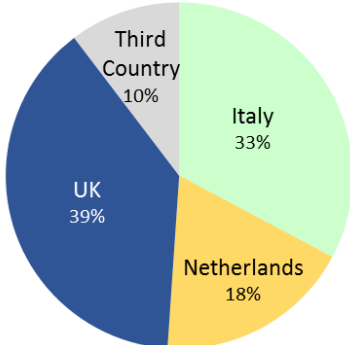
Sales Composition by Area (2016)

Excluding intercompany / elimination



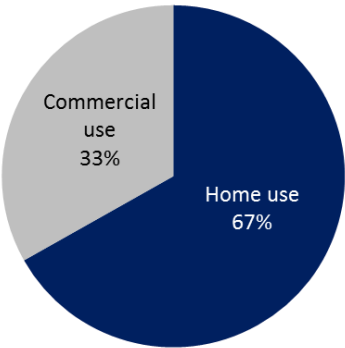
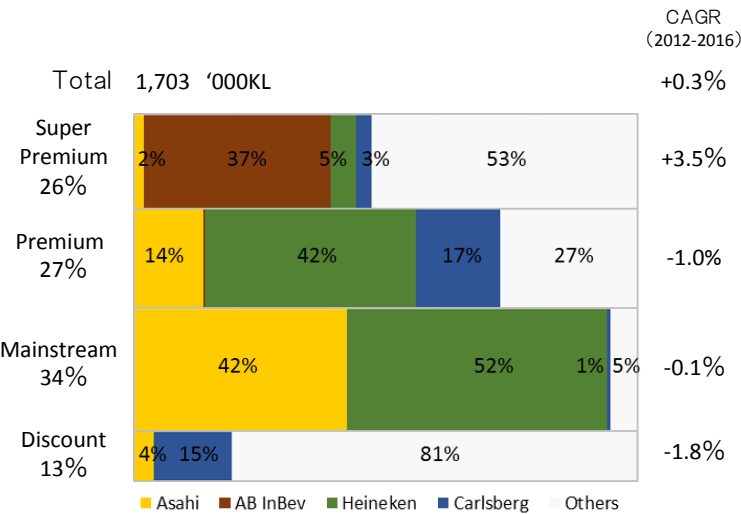
Core Operating Profit Composition by Area (2016)

Excluding corporate expenses



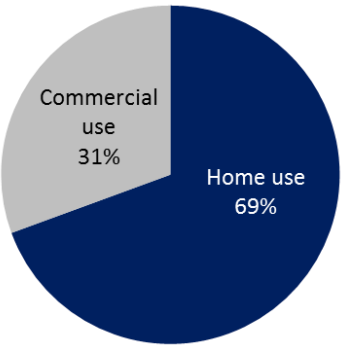
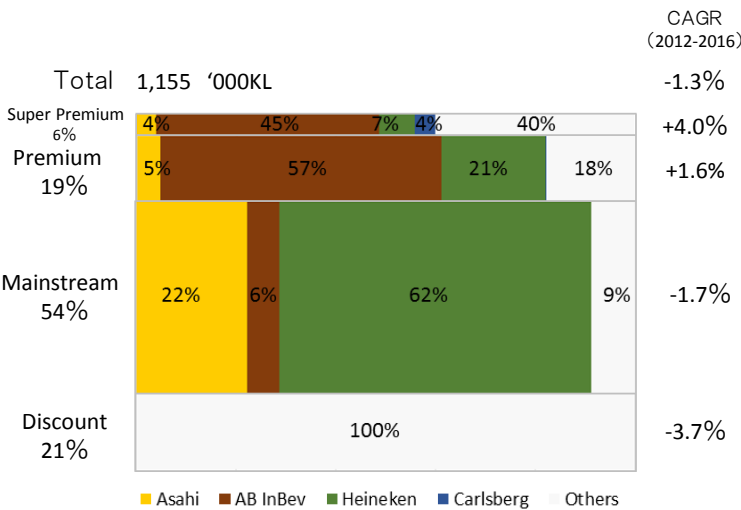
Market Share by Price Segment and Company / Composition by Channel in Italy (2016)

Source : Canadean
On a volume basis



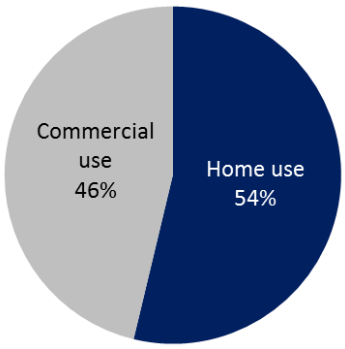
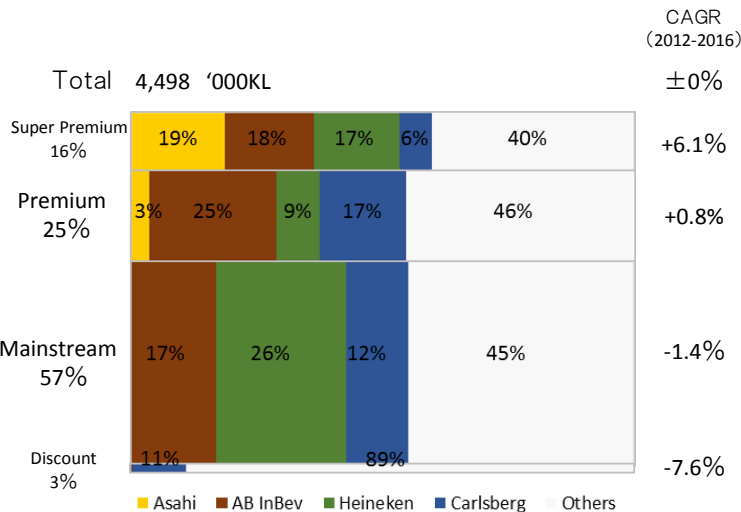
Market Share by Price Segment and Company / Composition by Channel in Netherlands (2016)

Source : Canadean
On a volume basis



Market Share by Price Segment and Company / Composition by Channel in UK (2016)

Source : Canadean
On a volume basis



Oceania Beverage Business

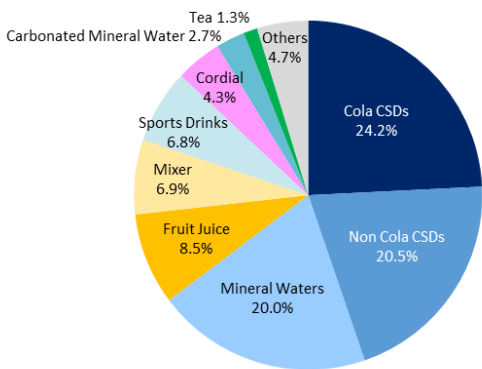
In April 2009, Asahi purchased Schweppes Australia Pty Ltd, the second-largest beverage company in the stably growing Australian soft drink market, from the Cadbury Group.

Schweppes Australia manufactures and markets own-brand and licensed products in its mainstay category of carbonated beverages, as well as sports drinks and fruit juice.

In 2011, Asahi purchased the juice and water businesses of P&N Beverages Pty Ltd, Australia’s third-largest beverage company, and Charlie’s Group Limited (now The Better Drinks), a New Zealand-based company specializing in premium beverages. In 2012, it continued to strengthen and expand its business base in Oceania by purchasing bottled water specialist Mountain H2O.

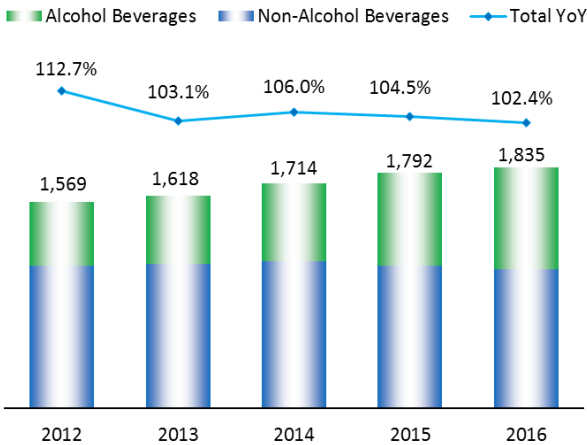
Schweppes Sales Composition by Category (2016)

On a monetary basis



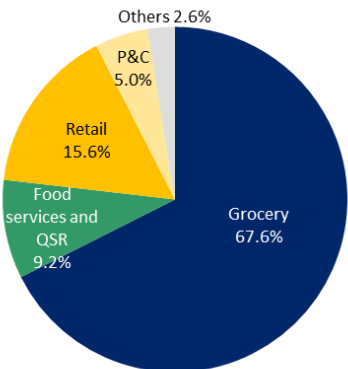
Oceania Business Revenue Trend

(Million AUD)



Schweppes Sales Composition by Channel (2016)

On a monetary basis



Oceania Non-Alcohol Beverage Business Product Lineup

Carbonated



Schweppes

Pepsi

Solo

Water



Cool Ridge

Cool Ridge Lightly Sparkling

Frantelle

Juice



Charlie's Quencher

Spring Valley

Tea



Real Iced Tea Co.

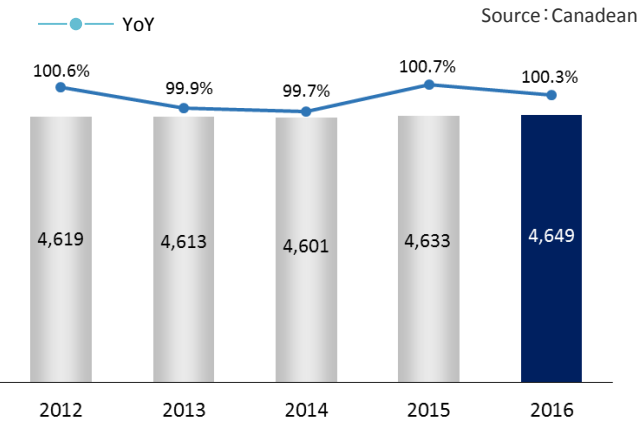
Sports Drinks



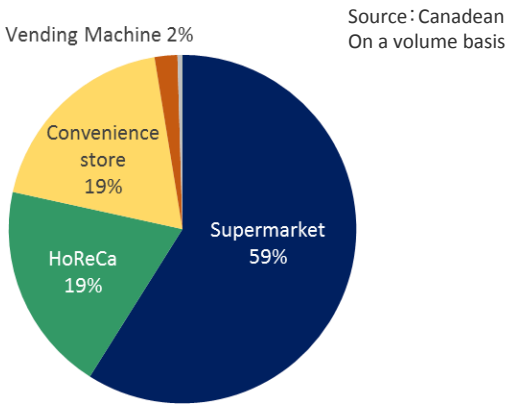
Gatorade

Australian Beverage Market Data

Consumption in the Beverage Market ('000KL)

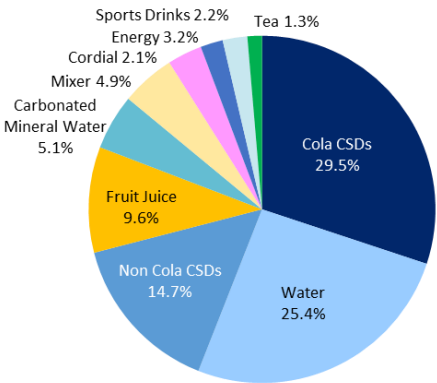


Sales Volume by Channel (2016)



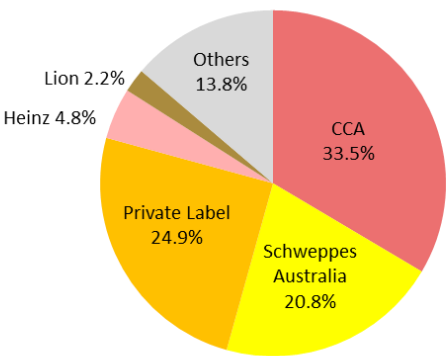
Market Composition by Category (2016 Jan. – Nov.)

Source : AC Nielsen
On a volume basis



Market Share by Company (2016 Jan. – Nov.)

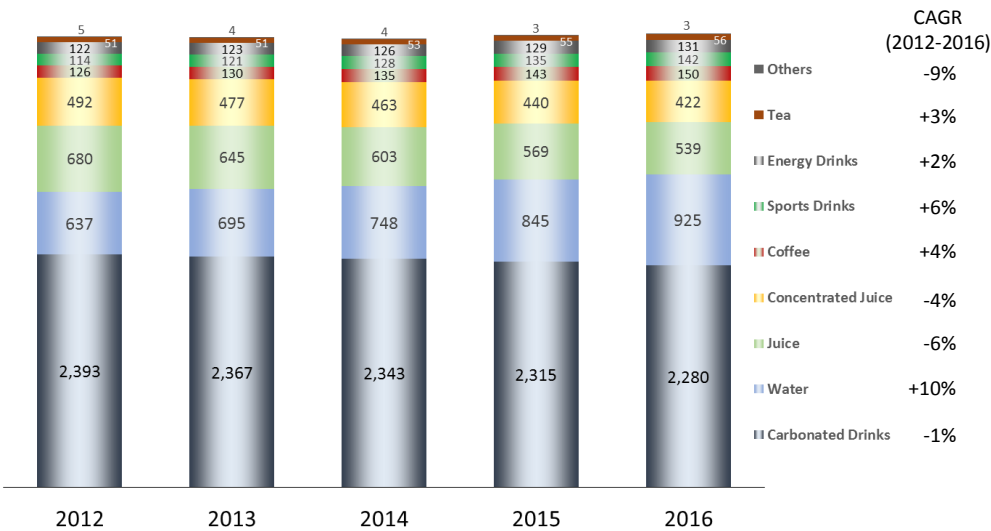
Source : AC Nielsen
On a volume basis



Market Trend by Category

('000KL)

Source : Canadean



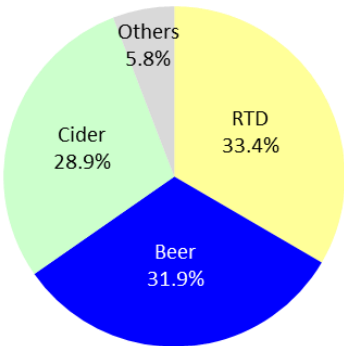
Oceania Alcohol Beverage Business

In September 2011, Asahi’s purchase of the Independent Liquor Group (henceforth, the IL Group) marked its full-fledged entry into the Oceania alcohol beverage market. Currently, a corporate group centered on Independent Liquor (NZ) Ltd. and Asahi Premium Beverages Pty Ltd manufactures and markets a multi-category lineup of alcohol drinks consisting mainly of RTD (low-alcohol) beverages, as well as spirits, wine, and beer, in New Zealand and Australia. As a beverage maker, Independent Liquor has built up a solid brand over the years.

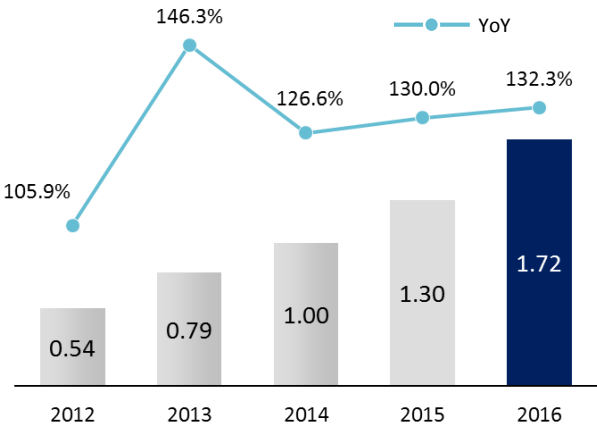
In April 2012, marketing responsibility for *Asahi Super Dry* was transferred to Independent Distillers (NZ) Ltd., and in October of that year to Asahi Premium Beverages. In this way, we have strengthened and expanded our alcoholic beverage business in Oceania.

Asahi Premium Beverages (Australia)
Composition by Category (2016)

On a monetary basis

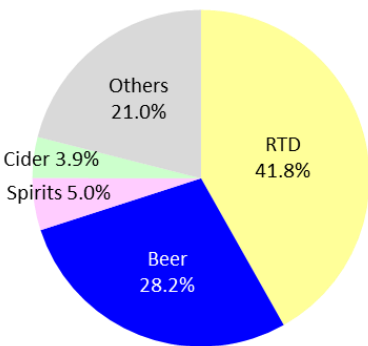


Asahi Brands Sales Volume Trend (Millions of cases)



Independent Liquor (New Zealand)
Composition by Category (2016)

On a monetary basis



Oceania Alcohol Beverage Business Product Lineup

RTD



Beer



Cider

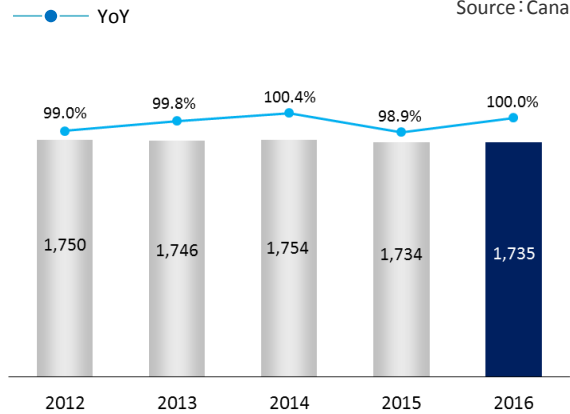


Australian Alcohol Beverages Market Data

Consumption in the Beer Market

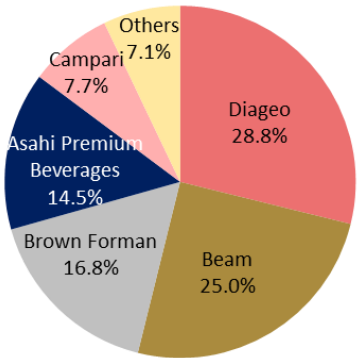
(’000 KL)

Source : Canadean



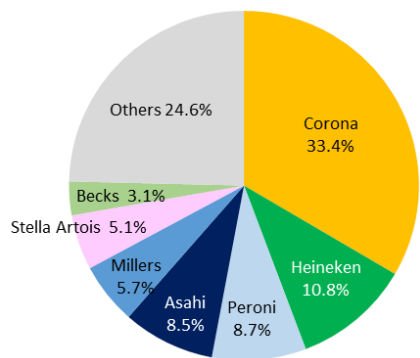
RTD Alcohol Beverages Market Share by Company (2016)

Source : AZTEC
On a volume basis



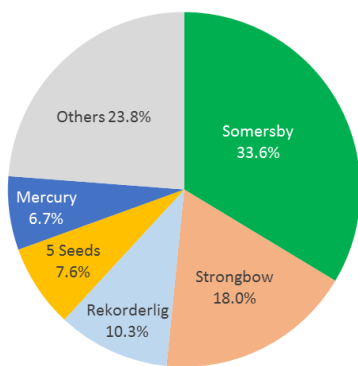
Foreign Premium Beer Market Share by Brand (2016)

Source : Canadean



Cider Market Share by Brand (2016)

Source : AZTEC
On a volume basis

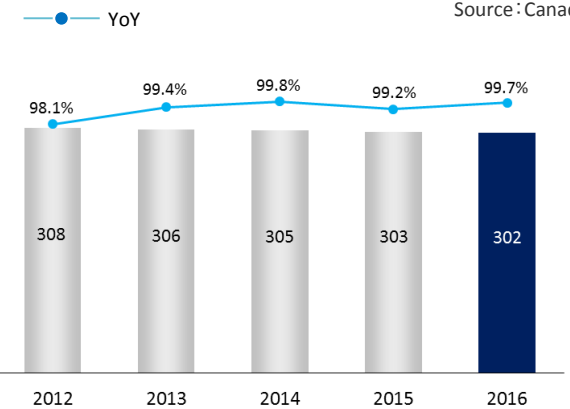


New Zealand Alcohol Beverages Market Data

Consumption in the Beer Market

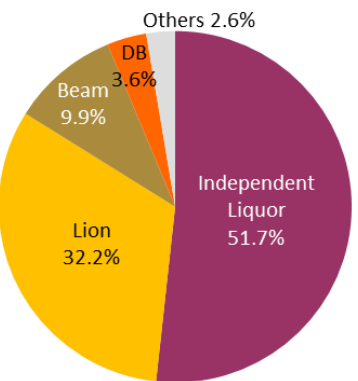
(’000 KL)

Source : Canadean



RTD Alcohol Beverages Market Share by Company (2016)

Source : AZTEC
On a volume basis



Malaysia Business

In November 2011, we entered Malaysian soft drinks market through purchasing Permanis Sdn. Bhd., the second-largest beverage company in Malaysia.

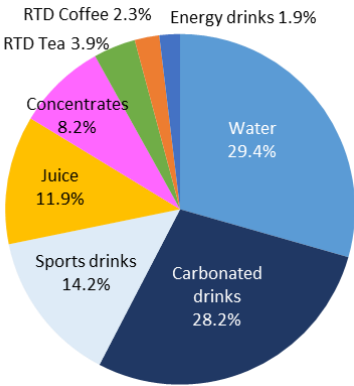
In 2014, we purchased all of the issued shares in the companies engaged in dairy business in Southeast Asia held by Etika International Holdings Limited and entered dairy product business like condensed milk to strengthen the business foundation in Southeast soft drinks market.

Now we launched Asahi brands like *WONDA* and *Calpis* adjusted to the local taste in addition to *Pepsi* and *Tropicana* to enhance the business growth in Malaysian soft drinks market.

In November 2016, we acquired the Pepsi bottling business in Singapore.

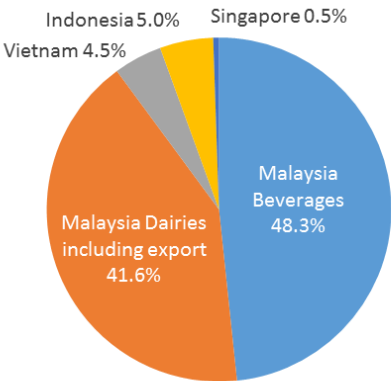
Malaysia Beverages Market Share by Category (2016)

Source : Canadian
On a volume basis



Malaysia Sales Composition by Business Category (2016)

On a monetary basis



Main Brands

Malaysia



Indonesia



Indonesia Business

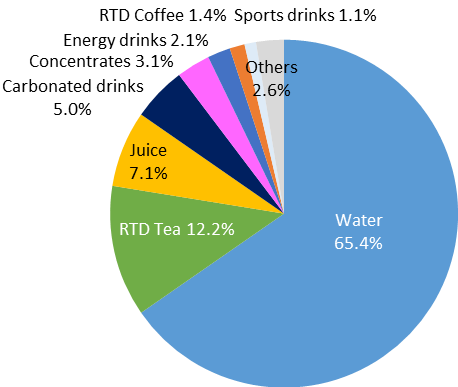
In September 2012, we established a joint venture with PT Indofood CBP Sukses Makmur TBK, a subsidiary of Indonesia’s largest food company, PT Indofood Sukses Makmur TBK, to produce and market beverages in Indonesia.

In September 2013, we purchased PT Pepsi-Cola Indobeverages, the country’s Pepsi bottler, and in November it concluded an agreement with PT Multi Bahagia to purchase assets related to *Club*, Indonesia’s No. 2 brand of mineral water. These transactions have expanded Asahi’s business base in Indonesia.

We began participating directly in the Indonesian beverage market in December 2013 with the introduction of *Ich i Ocha*, its first own-brand drink in the Indonesian market.

Indonesia Beverages Market Share by Category (2016)

Source : Canadian
On a volume basis



Tsingtao Brewery

This is a company to which the equity method is applied. we acquired a portion of Tsingtao Brewery’s stock in April 2009. It also formed a strategic partnership with Tsingtao to reinforce its business base in the Chinese beer market. Tsingtao Brewery was founded in 1903. It has become the No. 2 company in the Chinese beer market. Its sales network for the flagship *Tsingtao Beer* brand and other products has expanded to all of China.

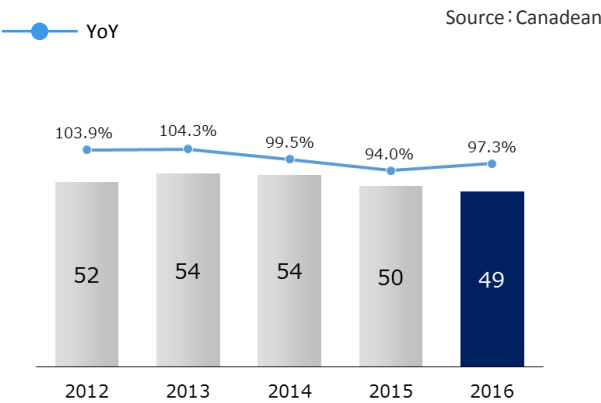
Sales in 2016 (January to September)

Million KL	Volume	YoY
Total	7.04	-6.6%
Of which Tsingtao brand	3.29	-9.3%

Chinese Beer Market Data

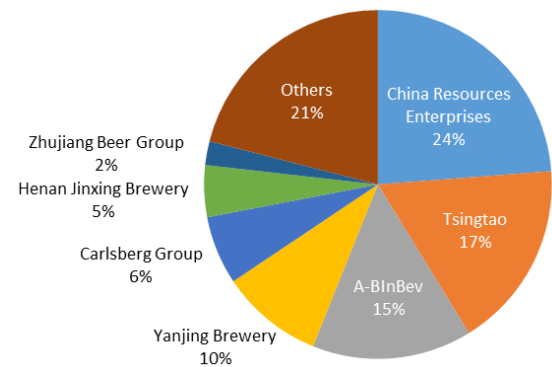
Consumption in the Beer Market

(Millions KL)



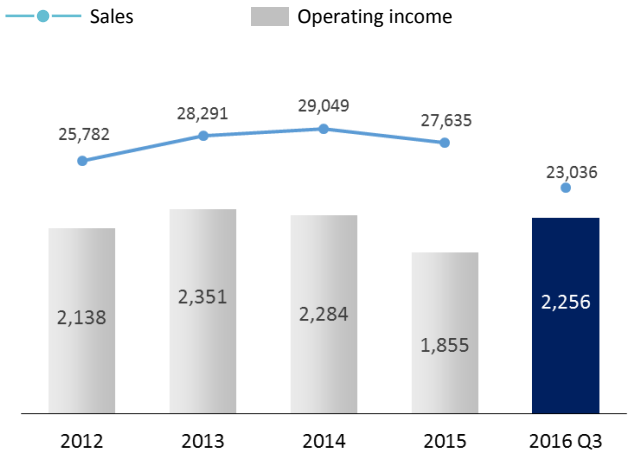
Market Share by Company (2016)

Source : Canadean
On a volume basis



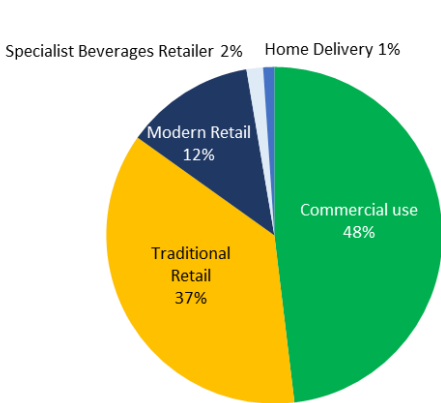
Sales and Operating Income Trend

(Millions of yuan)



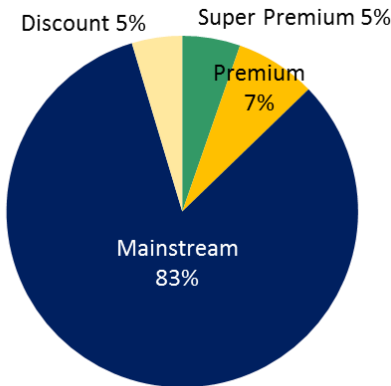
Sales Volume by Channel (2016)

Source : Canadean
On a volume basis



Sales Composition by Price Segment (2016)

Source : Canadean
On a volume basis



the price of the leading brand in the most popular pack type = 100
Super Premium > 151
150 > Premium > 115
114 > Mainstream > 91
90 > Discount

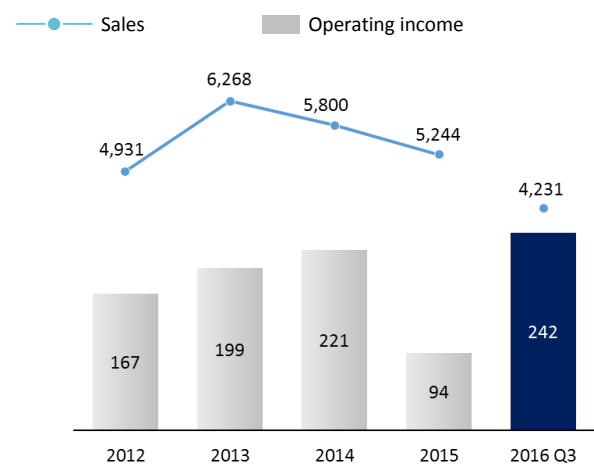
Tingyi-Asahi Beverages Holding Co. Ltd. (China)

This is a company to which the equity method is applied. In 2004, we and Itochu Corporation established a joint-venture soft drink company with Tingyi Holding Corporation, China’s largest food business group.

In the Chinese soft drink market, which is expanding quickly due to rapid economic development, Tingyi-Asahi Beverages has gained the top share in tea-type beverages and water category. In 2012, it acquired PepsiCo’s Chinese bottling business, giving it the No. 1 position in the entire soft drink market.

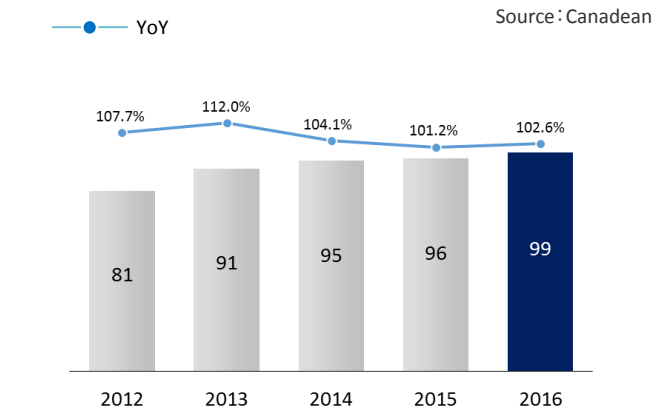
We sold Ting Hsin (Cayman Islands) Holding Corp. and Tingyi (Cayman Islands) Holding Corp. part of an equity stake in Tingyi-Asahi Beverages Holding Co., Ltd. in December 2016.

Sales and Operating Income Trend (Millions of USD)

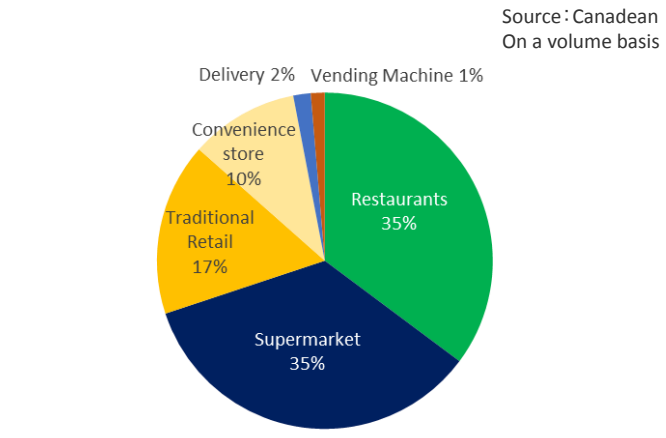


Chinese Soft Drinks Market Data

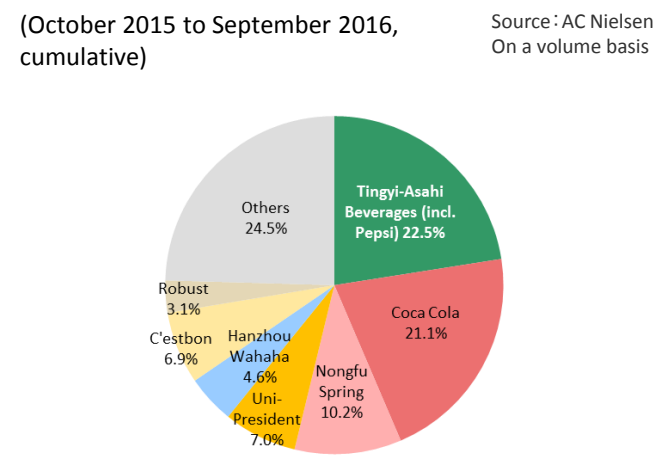
Consumption in the Soft Drinks Market (Millions KL)



Sales Volume by Channel (2016)



Market Share by Company



Sales Composition by Category

