Sustainability Briefing for Analysts and Investors

September 30, 2026

Agenda

1. **Results and Outlook Toward the 2030 Group Targets**

   2030年のグループ目標達成に向けた実績と今後の取り組み

2. **Drinking in Moderation as Enabler of Growth**

   成長要因としての適正飲酒

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Sustainability Strategy

Objective

重点方針

Realizing sustainability across the value chain

バリューチェーン全体で人々のサステナブルな生活を実現する

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.

バリューチェーン全体のリスク軽減と機会獲得に取り組み、商品・サービスで
事業インパクトと社会インパクトを生み出す

Material issues and Initiatives

マテリアリティと
取り組みテーマ

Key initiatives
重点テーマ

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Key Group Targets

主要なグループ目標

2025 2030 2040

Environment	**Respond to Climate Change** 気候変動への対応	Reduce GHG emissions[*1] by 40% in Scope 1 and 2. (vs 2019) 2025年までに、Scope1,2においてGHG排出量[*1]を40%削減する （2019年比）
		Reduce GHG emissions[*1] by 70% in Scope 1 & 2. (vs 2019) 2030年までに、Scope1,2においてGHG排出量[*1]を70%削減する （2019年比）
		Reduce GHG emissions[*1] by 30% in Scope 3. (vs 2019) 2030年までに、Scope3においてGHG排出量[*1]を30% 削減する （2019年比）
		Achieve Scope 1, 2, & 3 GHG [*1] Net Zero by 2040. 2040年までに、Scope1, 2, 3においてGHG排出量[*1]ネットゼロを達成
	Sustainable Packaging 持続可能な容器包装	Achieve a 100% conversion of PET bottles to recycled materials, bio-based materials etc. 2030年までに、PETボトルを100%リサイクル素材、バイオ由来の素材等に切り替える
	Sustainable Water Resources 持続可能な水資源	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[*2]. 2030年までに、水使用量の原単位をグローバル平均3.2 ㎥/kl以下、優先流域の主要な製造拠点[*2]では平均 2.7㎥/kl 以下にする
		100% of manufacturing sites located in water risk areas[*3] implement initiatives to address identified risks[*4]. 2030年までに、水リスクの高い地域[*3]にある製造拠点100％で、流域の各課題[*4]改善に貢献する取り組みを実施する
Human Rights	**Respect for Human Rights** 人権の尊重	By 2030, implement human rights due diligence for 100%[*5] of own employees and 100%[*6] of Tier 1 direct suppliers, and ensure that each operating company and functional department continuously monitors the PDCA cycle. 2030年までに、自社従業員１00％[*5]及び直接材一次サプライヤー100％[*6]において、人権デューデリジェンスを実施し、各事業会社、機能部門が継続的にPDCAをモニタリングができている
Responsible Drinking	**Solution of Alcohol-related Issues** アルコール関連問題の解決	Achieve 20% sales composition ratio of non-and low-alcohol adult beverages[*7] to major alcohol beverage products[*8] by 2030. 2030年までに、主要な酒類商品[*8]に占めるノンアルコール飲料・低アルコール飲料[*7]の販売量構成比20%以上を達成する

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Respond to Climate Change

気候変動への対応

Roadmap

Strategy	Initiatives	2030 Target
Scope 1 and 2 **Complete an early transition to renewable energy / Promote decarbonization of heat**	Install energy-saving equipment + Expand electrification + Promote renewable energy Verify and promote decarbonization of non-electricity areas	**Scope 1 and 2** **GHG reduction by 70%**
Scope 3 **Realize both the reduction of GHG emissions across the value chain**	Promote carbon reductions in priority areas (e.g. packaging and transportation) Strengthening supplier engagement for greater decarbonization efforts and improved data	**Scope 3** **GHG reduction by 30%**

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Respond to Climate Change

気候変動への対応

Target

- Reduce GHG emissions*1 (compared with 2019) by 70% in Scope 1 and 2 by 2030, by 30% in Scope 3 by 2030.
  Scope1,2において2030年までに70%、Scope3において2030年までに30%のGHG排出量*1の削減する （2019年比）
- Achieve Scope 1, 2, and 3 GHG*1 Net Zero by 2040. (at least 90% emissions reductions and maximum 10% carbon removals*9) 2040年までに、Scope1,2,3においてGHG排出量*1ネットゼロを達成する（排出量の削減が90%以上、炭素除去*9最大10%）

2025 Results

Scope 1 and 2 **53%** reduction

Scope 3 **15%** reduction

Initiatives 取り組み

Supplier summit held in June 2026 in Singapore, created a strong global platform for cross category collaboration with measurable commercial, innovation and sustainability outcomes.

グローバルなサプライヤーとの連携を強化し、商業・イノベーション・サステナビリティ分野での具体的な成果創出に向けた、カテゴリー横断的な協働基盤を構築。

サプライヤーサミット

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Sustainable Packaging

持続可能な容器包装

Roadmap

Strategy

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

Initiatives

Collaborate with stakeholders to switch to new materials and build a closed loop

2030 Target

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

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Sustainable Packaging 持続可能な容器包装

Target

- Achieve a 100% conversion to recycled materials, bio-based materials, etc. for PET bottles by 2030.
  2030年までに、PETボトルを100%リサイクル素材、バイオ由来の素材などに切り替える

2025 Results

Actual rate of use **53%**

Initiatives 取り組み

Asahi Beverages Australia transitioned the iconic Cottee's cordial bottle from PVC to rPET packaging, improving recyclability and supporting circular packaging principles.

Asahi Beverages Australiaは、「Cottee's」のボトルをPVCからrPETへ切り替え、リサイクル性向上と循環型パッケージの推進を実現。

Old bottle

New PET bottle

Increasing recycled aluminum content from 50% to 65% in Australia and adopting the lightest domestic aluminum cans for selected products in Japan.

豪州で再生アルミ含有率を50%から65%へ向上させるとともに、日本では一部製品に国内最軽量のアルミ缶を採用し、容器包装由来の環境負荷を低減。

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Sustainable Water Resources 持続可能な水資源

Roadmap

Strategy	Initiatives	2030 Target
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	**100% of manufacturing sites identified to be located in water risk areas implement initiatives at basins to address identified risks**

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Sustainable Water Resources 持続可能な水資源

Target

- 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[*2].

  2030年までに水使用量の原単位をグローバル平均3.2 ㎥/kl以下、優先流域の主要な製造拠点[*2]では平均 2.7 ㎥/kl 以下にする

- 100% of manufacturing sites located in water risk areas[*3] implement initiatives to address identified risks[*4].

  2030年までに水リスクの高い地域[*3]にある製造拠点100％で、流域の各課題[*4]改善に貢献する取り組みを実施する

2025 Results

Actual water intensity 水使用量の原単位の実績	Global グローバル	**3.3 m^3/kl**	Priority basins 優先流域	**2.7 m^3/kl**

Initiatives 取り組み

At Grolsch in the Netherlands, pilot wastewater treatment and reuse projects and co-creation with 150 students and experts drove innovation to enhance drought resilience.

オランダのGrolsch工場において、排水処理・再利用技術の実証実験や150名の学生・専門家との共創を通じ、干ばつ耐性向上に向けたイノベーションを推進。

Optimized CIP processes at Velké Popovice Brewery in the Czech Republic, achieving annual water savings of up to 87,000 hL.

チェコのVelké Popovice BreweryでCIP（定置洗浄）工程を最適化し、年間最大87,000hLの節水を実現。

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Respect for Human Rights 人権の尊重

Target

- By 2030, implement human rights due diligence for 100%[*7] of own employees and 100%[*8] of Tier 1 direct suppliers, and ensure that each operating company and functional department continuously monitors the PDCA cycle.

  2030年までに、自社従業員１00％[*7]及び直接材一次サプライヤー100％[*8]において、人権デューデリジェンスを実施し、各事業会社、機能部門が継続的にPDCAをモニタリングができている

2025 Results

Own employees

- Restructured the 2030 roadmap into two primary workstreams;
  1) Establishment of a group-wide continuous due diligence system
  2) 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.

  2030年ロードマップを「継続的な人権デューデリジェンス体制の構築」と「高リスク課題に対する重点的なデューデリジェンス実施」の2つの柱に再編し、グループ人権影響評価および優先課題へのフォローアップを実施。

Suppliers

- Gained visibility over the human rights performance of 372 high-risk tier 1 suppliers through Asahi's responsible procurement and human rights program, reaching 34% of the 2030 target for direct suppliers.

  責任ある調達・人権プログラムを通じて、高リスクカテゴリーのTier 1サプライヤー372社の人権状況を可視化し、直接取引先に関する2030年目標の34％を達成。

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Respect for Human Rights 人権の尊重

Initiatives 取り組み

2025 CHRB Results

Our comprehensive human rights efforts were recognized by the Corporate Human Rights Benchmark (CHRB), ranking 15th globally and 2nd in Japan.

包括的な人権への取り組みが評価され、企業人権ベンチマーク（CHRB）においてグローバル15位、日本2位にランクイン。

Strengthening Human Rights Due Diligence and Risk Mitigation

Initiatives to mitigate high-risk issues were implemented, including enhancements to harassment prevention and response in Japan, monitoring of corrective actions following the SMETA Audit in Malaysia and the on-site assessment in Myanmar.

日本でのハラスメント防止・対応の強化、マレーシアにおけるSMETA監査後の是正措置のモニタリング、ミャンマーでの現地評価などを通じ、高リスク人権課題への対応を実施。

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Agenda

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   2030年のグループ目標達成に向けた実績と今後の取り組み

2. **Drinking in Moderation as Enabler of Growth**

   適正飲酒を通じた成長の実現

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Solution of Alcohol-related Issues

アルコール関連問題の解決

Target

- Achieve 20% sales composition ratio of non-and low-alcohol adult beverages[*7] to major alcohol beverage products[*8] by 2030.

  2030年までに、主要な酒類商品[*8]に占めるノンアルコール飲料・低アルコール飲料[*7]の販売量構成比20%以上を達成する

2025 Results	
Sales composition 販売構成比	**14%**

Strategic Direction

今後の方向性

- Reached 14% NABLAB sales composition by 2025, validating consumer demand and expanding choice through a more diversified portfolio.

  2025年のNABLAB販売構成比は14%となり、消費者の選択肢拡大とポートフォリオの多様化が進展。

- Looking ahead, evolving from a target-led to an impact-driven Moderation Strategy, with a review of our responsible drinking approach and future KPIs to better measure our contribution to moderation and social impact.

  今後は、目標達成型から社会インパクト創出を重視する戦略へと進化させ、
  責任ある飲酒へのアプローチとKPIを見直すことで、その貢献をより適切に測定する。

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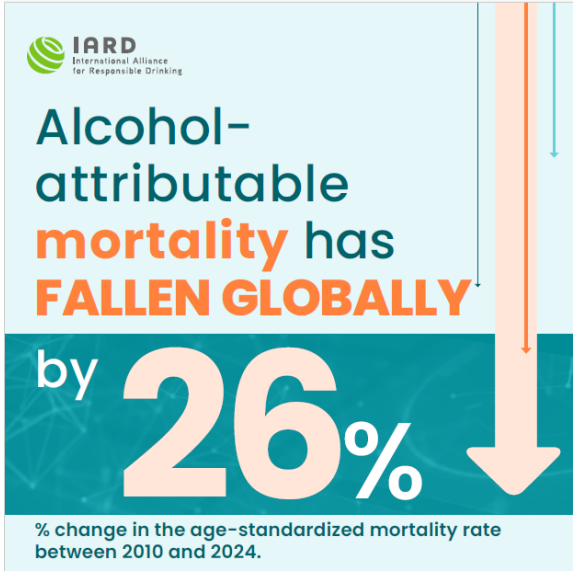
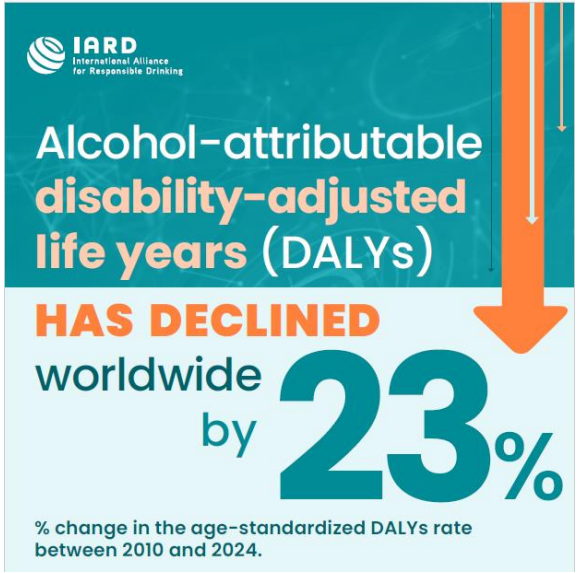
Solution of Alcohol-related Issues

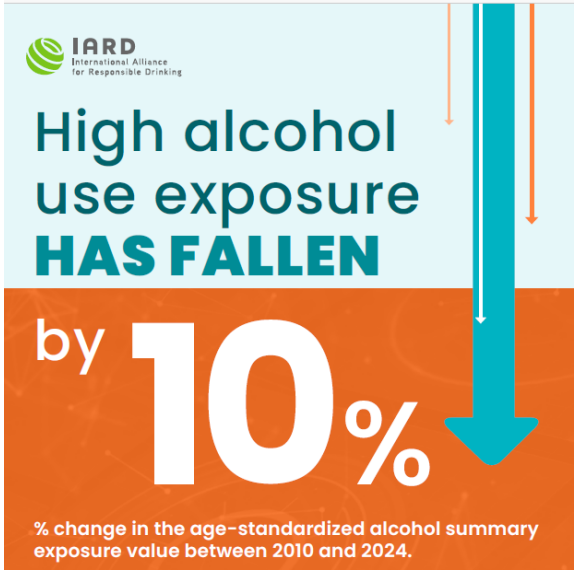
アルコール関連問題の解決

- IARD's Global Burden of Disease analysis shows that alcohol-related harm indicators improved globally between 2010 and 2024, demonstrating the value of collective action across industry, governments, and civil society.

IARDのGlobal Burden of Disease分析によると、2010年から2024年にかけて世界全体でアルコール関連問題を示す指標は改善しており、業界、政府、市民社会が連携して取り組むことの意義が示されています







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Solution of Alcohol-related Issues

アルコール関連問題の解決

Initiatives 取り組み

Raising Awareness of Responsible Drinking

Since 2020, Asahi Breweries has promoted responsible drinking through its “Smart Drinking Seminar” initiative, helping consumers better understand the risks associated with alcohol misuse and make informed drinking choices. In FY2025, more than 300 seminars reached over 30,000 participants across Japan.

アサヒビール社は2020年より「スマドリセミナー」を通じて責任ある飲酒の概念を広く発信し、その理解促進に取り組む。2025年度は全国で300回を超えるセミナーを開催し、延べ3万人以上が参加。

Fostering Responsible Drinking Through Peer Support

Co-developed “CARE & CHEERS” with university students in Japan, a board game designed to foster mutual understanding and encourage considerate behaviors in drinking settings through principles adaptable across different regions.

日本の大学生と共同で、飲酒の場における相互理解を深め、他者への配慮や適切な働きかけにつながる行動を促すボードゲーム「CARE & CHEERS」を開発。異なる地域でも活用可能な設計を通じ、不適切飲酒の低減への貢献を目指す。

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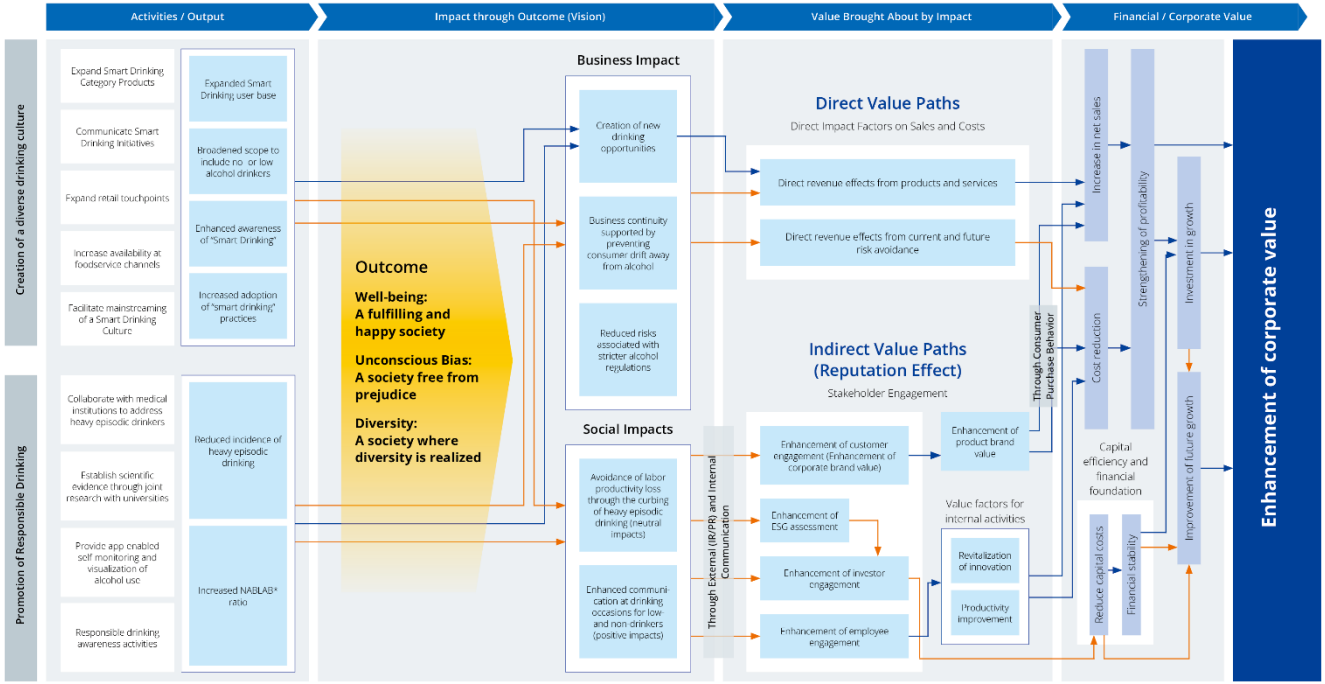
Solution of Alcohol-related Issues

アルコール関連問題の解決

- Developed and validated a Value Relevance Map linking Asahi Breweries Japan's Responsible Drinking initiatives to corporate value.

アサヒビールの責任ある飲酒の取り組みと企業価値とのつながりを示す価値関連図を策定・検証

2025 Value Relevance Map: Responsible Drinking (excerpt)



Among the value creation pathways expected by the Asahi Group → Pathways where correlations have been empirically verified
→ Pathways where analysis was not possible or where correlations were not empirically verified
* NABLAB: Non-alcohol Adult Beverages, Low-alcohol Adult Beverages

Note: Analysis by ABeam Consulting / Digital ESG Platform

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Solution of Alcohol-related Issues

アルコール関連問題の解決

➢ Visualized the neutral and positive social impacts created by Responsible Drinking initiatives

責任ある飲酒の取り組みが創出するニュートラル・プラス社会インパクトを可視化

	Social Impact	Amount (billion yen)
Neutralization	**Mitigation of labor productivity loss through the curbing of heavy episodic drinking (1+2)**	**44.9**
	1. Avoidance of absenteeism at work through activity-driven reduction of heavy drinking per occasion	3.9
	2. Avoidance of presenteeism at work through activity-driven reduction of heavy drinking per occasion	41.0
Positive	**Enhanced communication among non-drinkers through a more diverse drinking culture**	**3.7**

1. Developed with input from Professor Ryohei Yanagi of Waseda University
2. Estimates are based on reviews of analytical and calculation methodologies conducted under expert supervision. The resulting analyses and calculations are not subject to third-party assurance.
3. The social impact figures presented in this document are estimated values, calculated based on currently available internal and external data, focusing on selected Responsible Drinking initiatives of the Asahi Group in Japan—primarily changes in drinking behavior resulting from the provision of non-alcohol beverages, and are not financial performance measures.
4. These estimates are best estimates currently available, based on specific assumptions and data constraints. Figures do not represent the entirety of the Asahi Group's initiatives or the overall scale of the social issues addressed. Results may be updated in the future due to revisions to assumptions or data used, and this analysis does not prove or assert a direct causal relationship between the Group's initiatives and the observed social impacts.

1. 早稲田大学教授の柳良平氏による監修
2. 本取り組みにおける分析や算定方法については、専門的な観点から助言を受けていますが、当該専門家による第三者保証や評価を意味するものではありません。
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Co-creating with stakeholders to drive social impact through moderation.

List of Notes

*1 From 2025, we have changed the term “CO_2 emissions” to “GHG emissions,” given that our group-level emissions includes non- CO2 GHG emissions partially.
*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 Water risk areas include, but not limited to, ones with either 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)
*4 Identified risks include, but not limited to either water availability, water quality and/or Water Sanitation and Hygiene (WASH) risks, etc.
*5 Exporting countries excluding export business through distributors.
*6 Existing Tier 1 direct suppliers (raw materials and packaging) with annual spend exceeding USD 100,000
*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 Non-alcohol adult beverages(beer taste), ready-to-drink (RTD) beverages, non-alcohol adult beverages.
*9 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.

*1 グループ全体のGHG排出量に非CO2排出量の一部が含まれているため、2025年より、「CO_2排出量」を「GHG排出量」に表記を変更
*2 優先流域の生産拠点は水リスク評価ツール（Aqueduct, Water Risk Filter, Integrated Biodiversity Assessment Too（I IBAT））の結果および各生産拠点で行っている水リスク詳細調査に基づき選定（対象：9生産拠点）
*3 水リスクの高い地域とは水量、水質、Water, Sanitation and Hygiene（WASH）等に関するリスクのある流域また世界的に認知されている流域。例えばCEO Water Mandate priority basinsを加味し、選定（対象：7生産拠点）
*4 流域課題は、水量、水質、Water, Sanitation and Hygiene（WASH）等に関するリスクを含む各流域固有の課題
*5 ディストリビューターを通じた輸出事業を除く事業展開国
*6 原材料・包装資材の年間取引金額10万米ドル以上の既存サプライヤー
*7 ノンアルコール飲料の定義は各国の法規制に準ずる。低アルコール飲料はアルコール度数3.5%以下とする
*8 ビール類、RTD、ノンアルコール飲料
*9 対象範囲は、SBTi基準に則り、事業活動に伴うGHG排出量の大部分（Scope1,2は95%以上、Scope3は90%以上）を網羅する組織が対象。なおScope1,2・Scope3それぞれで規定水準を満たす必要があり、Scope1,2・Scope3において対象企業は異なる

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