

財務データ（損益動向） / Financial Data (Profit and Loss Trends)

国際会計基準 / IFRS (International Financial Reporting Standards)

(百万円 / Millions of yen)

| | | 2020 | 2019 | 2018 | 2017 ^{※4} | 2016 |
|-------------------------|---|-----------|-----------|-----------|--------------------|-----------|
| 売上収益 | Revenue | 1,849,545 | 1,941,305 | 1,930,522 | 1,863,730 | 1,853,937 |
| うち酒税 | Less Japanese Liquor taxes | 276,932 | 292,153 | 294,028 | 289,433 | 296,029 |
| 売上収益(酒税抜き) | Net Revenue | 1,572,613 | 1,649,152 | 1,636,494 | 1,574,296 | 1,557,909 |
| 売上原価 | Cost of sales | 1,045,662 | 1,093,743 | 1,097,153 | 1,051,167 | 1,066,641 |
| 売上収益原価率(%) | Cost of sales / Revenue (%) | 56.5 | 56.3 | 56.8 | 56.4 | 57.5 |
| 売上収益原価率(%) (酒税抜き) | Cost of sales / Net Revenue (%) | 66.5 | 66.3 | 67.0 | 66.8 | 68.5 |
| 売上総利益 | Gross profit | 803,883 | 847,561 | 833,369 | 812,562 | 787,296 |
| 売上総利益／売上収益(%) | Gross profit / Revenue (%) | 43.5 | 43.7 | 43.2 | 43.6 | 42.5 |
| 売上総利益／売上収益(酒税抜き)(%) | Gross profit / Net Revenue (%) | 51.1 | 51.4 | 50.9 | 51.6 | 50.5 |
| 販売費及び一般管理費 | Selling, general and administrative expenses | 641,768 | 656,807 | 634,041 | 617,953 | 605,313 |
| 販管費／売上収益(%) | SGA / Revenue (%) | 34.7 | 33.8 | 32.8 | 33.2 | 32.7 |
| 販管費／売上収益(酒税抜き)(%) | SGA / Net Revenue (%) | 40.8 | 39.8 | 38.7 | 39.3 | 38.9 |
| 事業利益 | Normalized operating profit | 162,115 | 190,754 | 199,327 | 194,609 | 181,982 |
| 事業利益／売上収益(%) | Normalized operating profit / Revenue (%) | 8.8 | 9.8 | 10.3 | 10.4 | 9.8 |
| 事業利益／売上収益(酒税抜き)(%) | Normalized operating profit / Revenue excl. Japanese Liquor taxes (%) | 10.3 | 11.6 | 12.2 | 12.4 | 11.7 |
| 営業利益 | Operating Profit | 102,919 | 87,727 | 198,322 | 211,000 | 196,590 |
| 持分法による投資利益 | Share of profit of equity-accounted investees | 24,752 | 33,722 | 28,448 | 26,519 | 16,926 |
| EBITDA ^{※1} | EBITDA*1 | 192,112 | 186,938 | 314,498 | 305,726 | 277,766 |
| 平準化EBITDA ^{※2} | Normalized EBITDA*2 | 243,959 | 272,619 | 279,907 | 272,301 | 257,612 |
| 税引前利益 | Profit before tax | 124,550 | 116,823 | 246,852 | 233,711 | 208,151 |
| 継続事業からの当期利益 | Profit from continuing operations | 99,842 | 81,438 | 195,211 | 181,765 | 158,100 |
| 非継続事業からの当期利益 | Profit from discontinued operations | - | - | - | 84,980 | 8,190 |
| 当期利益 | Profit | 99,842 | 81,438 | 195,211 | 266,745 | 166,290 |
| 親会社の所有者に帰属する当期利益 | Profit attributable to Owners of the Company | 71,935 | 59,642 | 164,202 | 241,991 | 148,918 |
| 非支配持分に帰属する当期利益 | Profit attributable to Non-controlling interests | 27,907 | 21,796 | 31,009 | 24,753 | 17,372 |
| 当期利益／売上収益(%) | Profit / Revenue (%) | 5.4 | 4.2 | 10.1 | 14.3 | 9.0 |
| 当期利益／売上収益(酒税抜き)(%) | Profit / Net Revenue (%) | 6.3 | 4.9 | 11.9 | 16.9 | 10.7 |
| 平準化当期利益 ^{※3} | Normalized profit*3 | 114,671 | 138,639 | 149,667 | 137,895 | 126,989 |
| 平準化当期利益／売上収益(%) | Normalized profit / Revenue (%) | 6.2 | 7.1 | 7.8 | 7.4 | 6.8 |
| 平準化当期利益／売上収益(酒税抜き)(%) | Normalized profit / Net Revenue (%) | 7.3 | 8.4 | 9.1 | 8.8 | 8.2 |

過去の数字に関しては、一部最新の数字に更新しています。

Some of the past figures are updated to the latest figure

※1 EBITDA=営業利益+減価償却費及び償却費+持分法による投資損益等

EBITDA = Operating profit + Depreciation and amortization + Share of profit of equity-accounted investees

※2 平準化EBITDA=事業利益+減価償却費及び償却費+持分法適用会社からの受取配当金

Normalized EBITDA = Normalized operating profit + Depreciation and amortization + Dividends received from equity-accounter

※3 平準化当期利益=親会社の所有者に帰属する当期利益±税金等調整後その他の営業収益・費用等

Normalized profit = Profit attributable to Owners of the Company ± Other operating income and expenses and other items after

※4 2017年12月期に実施した事業の取得に係る暫定的な会計処理の確定に伴い、2017年12月期の財務数値を遡及修正しております。

In accordance with the settlement of the provisional accounting treatment related to the acquisition of a business conducted in the fiscal year ended December 31, 2017, the financial figures for that year have been revised retroactively.

日本基準 / JGAAP (Japanese Generally Accepted Accounting Principles)

(百万円 / Millions of yen)

| | | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 |
|-------------------------|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 売上高 | Sales | 2,075,070 | 2,196,925 | 2,195,795 | 2,254,585 | 2,186,177 | 2,071,774 | 2,177,802 | 2,278,473 | 2,303,569 | 1,801,164 | 1,665,946 |
| うち酒税 | Less Japanese Liquor taxes | 296,028 | 305,697 | 301,365 | 310,798 | 315,549 | 323,375 | 342,527 | 359,743 | 380,691 | 400,555 | 402,321 |
| 純売上高 | Net sales | 1,779,041 | 1,891,227 | 1,894,429 | 1,943,786 | 1,870,627 | 1,748,398 | 1,835,274 | 1,918,730 | 1,922,877 | 1,400,608 | 1,263,625 |
| 売上原価 | Cost of sales | 861,663 | 923,156 | 950,949 | 976,791 | 958,922 | 895,477 | 972,282 | 1,024,078 | 1,012,204 | 678,058 | 585,531 |
| 純売上高原価率 (%) | Cost of sales / Net sales (%) | 48.4 | 48.8 | 50.2 | 50.3 | 51.3 | 51.2 | 53.0 | 53.4 | 52.6 | 48.4 | 46.3 |
| 売上総利益 | Gross profit | 917,377 | 968,071 | 943,480 | 966,995 | 911,704 | 852,922 | 862,992 | 894,652 | 910,673 | 722,550 | 678,093 |
| 売上総利益／純売上高 (%) | Gross profit / Net sales (%) | 51.6 | 51.2 | 49.8 | 49.7 | 48.7 | 48.8 | 47.0 | 46.6 | 47.4 | 51.6 | 53.7 |
| 販売費及び一般管理費 | Selling, general and administrative expenses | 775,488 | 843,320 | 828,930 | 824,177 | 758,682 | 710,058 | 711,380 | 766,216 | 764,696 | 601,942 | 561,735 |
| 純売上高販管費率 (%) | SGA / Net sales (%) | 43.6 | 44.6 | 43.8 | 42.4 | 40.6 | 40.6 | 38.8 | 39.9 | 39.8 | 43.0 | 44.5 |
| 営業利益 | Operating income | 141,889 | 124,751 | 114,549 | 142,818 | 153,022 | 142,864 | 151,612 | 128,435 | 145,977 | 120,608 | 116,358 |
| 営業利益／純売上高 (%) | Operating income / Net sales (%) | 8.0 | 6.6 | 6.0 | 7.3 | 8.2 | 8.2 | 8.3 | 6.7 | 7.6 | 8.6 | 9.2 |
| のれん等償却前営業利益 | Operating income (Before amortization of goodwill etc.) | 169,915 | 158,537 | 171,542 | 198,086 | 202,675 | 189,812 | 193,600 | — | — | — | — |
| のれん等償却前営業利益／純売上高 (%) | Operating income (Before amortization of goodwill etc.) / Net sales (%) | 9.6 | 8.4 | 9.1 | 10.2 | 10.8 | 10.9 | 10.5 | — | — | — | — |
| 持分法による投資損益 | Equity in earnings or losses of associates | 11,849 | 16,160 | 2,925 | 1,643 | (676) | 10,541 | 9,479 | 8,902 | 11,833 | 10,282 | 8,131 |
| EBITDA ^{※1} | EBITDA*1 | — | — | — | — | 297,185 | 247,602 | 269,392 | 212,838 | 264,620 | 213,129 | 191,161 |
| 平準化EBITDA ^{※2} | Normalized EBITDA*2 | 253,006 | 258,922 | 273,183 | 301,486 | 307,339 | — | — | — | — | — | — |
| 経常利益 | Ordinary income | 140,676 | 128,199 | 94,211 | 132,134 | 138,452 | 136,818 | 140,969 | 144,614 | 103,065 | 123,389 | 120,865 |
| 経常利益／純売上高 (%) | Ordinary income / Net sales (%) | 7.9 | 6.8 | 5.0 | 6.8 | 7.4 | 7.8 | 7.7 | 7.5 | 5.4 | 8.8 | 9.6 |
| 当期純利益 | Net income | 118,158 | (47,329) | 32,392 | 85,656 | 56,198 | 7,407 | 11,394 | 49,172 | 80,182 | 66,713 | 53,512 |
| 当期純利益／純売上高 (%) | Net income / Net sales (%) | 6.6 | (2.5) | 1.7 | 4.4 | 3.0 | 0.4 | 0.6 | 2.6 | 4.2 | 4.8 | 4.2 |
| 平準化当期純利益 ^{※3} | Normalized net income*3 | 113,880 | 107,063 | 108,779 | 115,426 | 112,868 | — | — | — | — | — | — |
| 平準化当期純利益／純売上高 (%) | Normalized net income / Net sales (%) | 6.4 | 5.7 | 5.7 | 5.9 | 6.0 | — | — | — | — | — | — |

※1 2008年以降: EBITDA = 営業利益 + 持分法による投資損益 + 減価償却費 + のれん償却額 + 特別損益 (ただし、のれん等に関わる減損損失他を除く)

2007年以前: EBITDA = 税金等調整前当期純利益 + 支払利息 - 受取利息 + 配当金 + 減価償却費 + のれん償却額

※2 平準化EBITDA = 営業利益 + 減価償却費 + のれん償却費 + 持分法適用関連会社からの受取配当金

※3 平準化当期純利益 = 当期純利益 + のれん等償却額 ± 税金等調整後特別損益

*1 After 2008: EBITDA = Operating income + Equity in earnings or losses of affiliates + Depreciation + Amortization of goodwill + Special income and expenses. (Losses on impairment regarding goodwill etc., are excluded)

Before 2007: EBITDA = Income before income taxes and minority interests + Interest expense - Interest income - Dividend income + Depreciation + Amortization of goodwill

*2 Normalized EBITDA = Operating income + Depreciation + Amortization of goodwill + Dividends received from entities accounted for by the equity method.

*3 Normalized net income = Net income + Amortization of goodwill etc. ± Special income or Expenses after income taxes and minority interests.

連結損益(四半期) / Profit and loss(Quarterly Data)

国際会計基準 / IFRS (International Financial Reporting Standards)

(百万円 / Millions of yen)

| | | 2021 | 2021 | 2020 | 2020 | 2020 | 2020 | 2019 | 2019 | 2019 | 2019 | 2018 | 2018 | 2018 | 2018 | 2017 | 2017 | 2017 |
|------------|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | Q2 | Q1 | Q4 | Q3 | Q2 | Q1 | Q4 | Q3 | Q2 | Q1 | Q4 | Q3 | Q2 | Q1 | Q4 | Q3 | Q2 |
| 売上収益(百万円) | Revenue (millions of yen) | 454,722 | 409,302 | 489,863 | 487,213 | 447,920 | 424,549 | 503,470 | 508,025 | 495,479 | 434,331 | 509,798 | 502,480 | 487,043 | 431,201 | 508,414 | 477,161 | 463,713 |
| 売上総利益(百万円) | Gross profit (millions of yen) | 207,232 | 181,812 | 213,036 | 217,106 | 188,122 | 185,619 | 217,060 | 220,764 | 218,482 | 191,255 | 219,267 | 216,126 | 212,072 | 185,904 | 218,577 | 209,812 | 202,867 |
| 売上総利益率(%) | Gross profit / Revenue (%) | 45.6 | 44.4 | 43.5 | 44.6 | 42.0 | 43.7 | 43.1 | 43.5 | 44.1 | 44.0 | 43.0 | 43.0 | 43.5 | 43.1 | 43.0 | 44.0 | 43.7 |
| 事業利益(百万円) | Normalized operating profit (millions of yen) | 38,772 | 33,142 | 31,839 | 60,416 | 37,073 | 32,787 | 42,315 | 57,612 | 53,970 | 36,857 | 52,087 | 60,766 | 49,407 | 37,067 | 45,659 | 59,044 | 51,594 |
| 事業利益率(%) | Normalized operating profit / Revenue (%) | 8.5 | 8.1 | 6.5 | 12.4 | 8.3 | 7.7 | 8.4 | 11.3 | 10.9 | 8.5 | 10.2 | 12.1 | 10.1 | 8.6 | 9.0 | 12.4 | 11.1 |
| 営業利益(百万円) | Operating profit (millions of yen) | 13,810 | 28,014 | -1,410 | 54,888 | 23,370 | 26,071 | 26,668 | 48,125 | 42,727 | -29,793 | 38,266 | 60,046 | 50,001 | 50,009 | 39,668 | 56,434 | 75,490 |
| 営業利益率(%) | Operating profit / Revenue (%) | 3.0 | 6.8 | -0.3 | 11.3 | 5.2 | 6.1 | 5.3 | 9.5 | 8.6 | -6.9 | 7.5 | 11.9 | 10.3 | 11.6 | 7.8 | 11.8 | 16.3 |
| 税引前利益(百万円) | Profit before tax (millions of yen) | 22,948 | 33,561 | 9,349 | 59,200 | 23,463 | 32,538 | 39,335 | 54,832 | (9,882) | 32,538 | 48,194 | 67,095 | 56,961 | 74,602 | 42,974 | 67,678 | 78,798 |
| 税引前利益率(%) | Profit before tax / Revenue (%) | 5.0 | 8.2 | 1.9 | 12.2 | 5.2 | 7.7 | 7.8 | 10.8 | -2.0 | 7.5 | 9.5 | 13.4 | 11.7 | 17.3 | 8.5 | 14.2 | 17.0 |
| 四半期利益(百万円) | Profit (millions of yen) | 5,010 | 32,538 | 5,762 | 45,399 | 20,351 | 28,330 | 31,955 | 38,126 | -16,973 | 28,330 | 39,343 | 49,399 | 43,496 | 62,973 | 32,931 | 52,194 | 152,397 |
| 四半期利益率(%) | Profit / Revenue (%) | 1.1 | 7.9 | 1.2 | 9.3 | 4.5 | 6.7 | 6.3 | 7.5 | -3.4 | 6.5 | 7.7 | 9.8 | 8.9 | 14.6 | 6.5 | 10.9 | 32.9 |

財務データ（セグメント情報） / Financial Data (Segment Information)

国際会計基準 / IFRS (International Financial Reporting Standards)

(百万円 / Millions of yen)

| | | 2020 | 2019※2 *2 | 2018 | 2017※3 *3 | 2016 |
|--------------------|---|-----------|-----------|-----------|-----------|------------|
| 売上収益 | Revenue | 1,849,545 | 1,941,305 | 1,930,522 | 1,863,730 | 1853937 |
| 売上収益(酒税抜き) | Net Revenue | 1,572,613 | 1,636,494 | 1,636,494 | 1,574,297 | 1557908.25 |
| 国内ビール・スピリッツ | Japan Beer and Spirits | 374,491 | 389,747 | 391,050 | — | — |
| 国内飲料 | Japan Non-alcoholic Beverages | 252,173 | 286,806 | 282,967 | — | — |
| オセアニア総合飲料 | Oceania Integrated Beverages | 292,120 | 299,733 | 329,499 | — | — |
| 医薬 | Pharmaceuticals | 317,797 | 304,852 | 270,438 | — | — |
| その他事業 | Others | 336,030 | 368,013 | 362,539 | — | — |
| 日本総合飲料事業 | Japan Integrated Beverages | — | — | 784,320 | 761,542 | 765,585 |
| 海外総合飲料事業 | Overseas Integrated Beverages | — | — | 496,908 | 448,585 | 428,491 |
| 医薬・バイオケミカル事業 | Pharmaceuticals and Bio-chemicals | — | — | 339,274 | 346,708 | 341,423 |
| その他事業 | Others | — | — | 15,992 | 17,462 | 22,410 |
| 事業利益 | Normalized operating income | 162,115 | 190,754 | 199,327 | 194,609 | 181,982 |
| 国内ビール・スピリッツ | Japan Beer and Spirits | 75,491 | 85,167 | 82,680 | — | — |
| 国内飲料 | Japan Non-alcoholic Beverages | 21,758 | 26,356 | 23,325 | — | — |
| オセアニア総合飲料 | Oceania Integrated Beverages | 22,130 | 41,358 | 51,828 | — | — |
| 医薬 | Pharmaceuticals | 59,015 | 55,381 | 50,404 | — | — |
| その他事業 | Others | 29,291 | 27,049 | 27,122 | — | — |
| 全社費用・セグメント間取引消去 | Corporate expenses / Inter-segment eliminations | (45,569) | (44,558) | (36,032) | — | — |
| 日本総合飲料事業 | Japan Integrated Beverages | — | — | 81,168 | 72,530 | 67,826 |
| 海外総合飲料事業 | Overseas Integrated Beverages | — | — | 65,055 | 66,333 | 66,388 |
| 医薬・バイオケミカル事業 | Pharmaceuticals and Bio-chemicals | — | — | 58,792 | 62,209 | 51,467 |
| その他事業 | Others | — | — | 368 | 868 | 3,188 |
| 全社費用・セグメント間取引消去 | Corporate expenses / Inter-segment eliminations | — | — | (6,055) | (7,330) | (6,885) |
| 平準化EBITDA | Normalized EBITDA | 243,959 | 279,907 | 279,907 | 272,301 | 257,612 |
| 国内ビール・スピリッツ | Japan Beer and Spirits | 88,152 | 97,298 | 95,133 | — | — |
| 国内飲料 | Japan Non-alcoholic Beverages | 28,189 | 32,842 | 29,307 | — | — |
| オセアニア総合飲料 | Oceania Integrated Beverages | 32,717 | 51,640 | 64,324 | — | — |
| 医薬 | Pharmaceuticals | 74,795 | 70,729 | 66,647 | — | — |
| その他事業 | Others | 63,429 | 59,489 | 55,391 | — | — |
| 調整額 | Adjustments | (43,324) | (39,380) | (30,896) | — | — |
| 日本総合飲料事業 | Japan Integrated Beverages | — | — | 107,529 | 97,764 | 91,409 |
| 海外総合飲料事業 | Overseas Integrated Beverages | — | — | 96,803 | 96,226 | 93,590 |
| 医薬・バイオケミカル事業 | Pharmaceuticals and Bio-chemicals | — | — | 81,013 | 84,240 | 75,251 |
| その他事業 | Others | — | — | 756 | 1,444 | 4,245 |
| 調整額 | Adjustments | — | — | (6,194) | (7,373) | (6,882) |
| 平準化EBITDAマージン(%)※1 | Normalized EBITDA margin*1 | 15.5 | 16.5 | 17.1 | 17.3 | 16.5 |
| 国内ビール・スピリッツ(%) | Japan Beer and Spirits | 23.5 | 25.0 | 24.3 | — | — |
| 国内飲料(%) | Japan Non-alcoholic Beverages | 11.2 | 11.5 | 10.4 | — | — |
| オセアニア総合飲料(%) | Oceania Integrated Beverages | 11.2 | 17.2 | 19.5 | — | — |
| 医薬(%) | Pharmaceuticals | 23.5 | 23.2 | 24.6 | — | — |
| その他事業(%) | Others | 18.9 | 16.2 | 15.3 | — | — |
| 日本総合飲料事業(%) | Japan Integrated Beverages | — | — | 13.7 | 12.8 | 11.9 |
| 海外総合飲料事業(%) | Overseas Integrated Beverages | — | — | 19.5 | 21.5 | 21.8 |
| 医薬・バイオケミカル事業(%) | Pharmaceuticals and Bio-chemicals | — | — | 23.9 | 24.3 | 22.0 |
| その他事業(%) | Others | — | — | 4.7 | 8.3 | 18.9 |

※1 平準化EBITDAマージンは、売上収益(酒税抜き)及び平準化EBITDAを基に算出しております。

*1 Normalized EBITDA margin is calculated based on net revenue and Normalized EBITDA.

※2 2019年度より事業セグメントを「国内ビール・スピリッツ事業」、「国内飲料事業」、「オセアニア総合飲料事業」、「医薬事業」と改めました。

*2 Starting in fiscal 2019, Kirin Group has reorganized its businesses into the following segments; "Japan Beer and Spirits Businesses", "Japan Non-alcoholic Beverages Business", "Oceania Integrated Beverages Business", "Pharmaceuticals Business".

※3 2017年12月期に実施した事業の取得に係る暫定的な会計処理の確定に伴い、2017年12月期の財務数値を遡及修正しております。

*3 In accordance with the settlement of the provisional accounting treatment related to the acquisition of a business conducted in the fiscal year ended December 31, 2017, the financial figures for that year have been revised retroactively.

日本基準 / JGAAP (Japanese Generally Accepted Accounting Principles)

(百万円 / Millions of yen)

| | | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 |
|-------------------|---|-----------|-----------|-----------|-----------|-----------|-----------|
| 純売上高 | Net sales | 1,779,041 | 1,891,227 | 1,894,429 | 1,943,786 | 1,870,627 | 1,748,398 |
| 国内酒類事業 | Domestic Alcohol Beverages | — | — | — | — | 536,502 | 545,104 |
| 国内飲料事業 | Domestic Non-alcohol Beverages | — | — | — | — | 335,340 | 314,568 |
| 海外酒類・飲料事業 | Overseas Beverages | — | — | — | — | 579,391 | 454,216 |
| 医薬・バイオケミカル事業 | Pharmaceuticals and Bio-chemicals | — | — | — | — | 322,976 | 332,843 |
| その他事業 | Others | — | — | — | — | 96,417 | 101,665 |
| 日本総合飲料事業 | Japan Integrated Beverages | 857,225 | 885,856 | 851,591 | 869,377 | 874,684 | — |
| 海外総合飲料事業 | Overseas Integrated Beverages | 561,439 | 624,169 | 693,175 | 685,254 | 577,057 | — |
| 医薬・バイオケミカル事業 | Pharmaceuticals and Bio-chemicals | 335,733 | 355,777 | 325,149 | 331,377 | 322,976 | — |
| その他事業 | Others | 24,642 | 25,424 | 24,513 | 57,778 | 95,909 | — |
| 営業利益 | Operating income | 141,889 | 124,751 | 114,549 | 142,818 | 153,022 | 142,864 |
| 国内酒類事業 | Domestic Alcohol Beverages | — | — | — | — | 63,357 | 70,580 |
| 国内飲料事業 | Domestic Non-alcohol Beverages | — | — | — | — | 4,450 | 2,802 |
| 海外酒類・飲料事業 | Overseas Beverages | — | — | — | — | 27,610 | 15,388 |
| 医薬・バイオケミカル事業 | Pharmaceuticals and Bio-chemicals | — | — | — | — | 55,503 | 49,447 |
| その他事業 | Others | — | — | — | — | 4,865 | 6,259 |
| 全社費用・セグメント間取引消去 | Corporate expenses / Inter-segment eliminations | — | — | — | — | (2,764) | (1,613) |
| 日本総合飲料事業 | Japan Integrated Beverages | 67,230 | 47,994 | 48,181 | 62,112 | 68,948 | — |
| 海外総合飲料事業 | Overseas Integrated Beverages | 43,309 | 33,259 | 31,250 | 30,673 | 27,640 | — |
| 医薬・バイオケミカル事業 | Pharmaceuticals and Bio-chemicals | 34,747 | 46,819 | 38,877 | 54,337 | 55,503 | — |
| その他事業 | Others | 3,331 | 3,860 | 3,083 | 3,749 | 3,780 | — |
| 全社費用・セグメント間取引消去 | Corporate expenses / Inter-segment eliminations | (6,729) | (7,182) | (6,843) | (8,054) | (2,851) | — |
| 平準化EBITDA | Normalized EBITDA | 253,006 | 258,922 | 273,183 | 301,486 | 307,339 | — |
| 日本総合飲料事業 | Japan Integrated Beverages | 90,424 | 82,357 | 85,889 | 102,754 | 114,985 | — |
| 海外総合飲料事業 | Overseas Integrated Beverages | 97,705 | 98,334 | 116,259 | 114,311 | 99,299 | — |
| 医薬・バイオケミカル事業 | Pharmaceuticals and Bio-chemicals | 67,310 | 80,270 | 72,731 | 84,655 | 85,562 | — |
| その他事業 | Others | 4,317 | 4,998 | 4,865 | 7,163 | 9,153 | — |
| 調整額 | Adjustments | (6,751) | (7,038) | (6,562) | (7,398) | (1,661) | — |
| 平準化EBITDAマージン (%) | Normalized EBITDA margin | 14.2 | 13.7 | 14.4 | 15.5 | 16.4 | — |
| 日本総合飲料事業 (%) | Japan Integrated Beverages | 10.5 | 9.3 | 10.1 | 11.8 | 13.1 | — |
| 海外総合飲料事業 (%) | Overseas Integrated Beverages | 17.4 | 15.8 | 16.8 | 16.7 | 17.2 | — |
| 医薬・バイオケミカル事業 (%) | Pharmaceuticals and Bio-chemicals | 20.0 | 22.6 | 22.4 | 25.5 | 26.5 | — |
| その他事業 (%) | Others | 17.5 | 19.7 | 19.8 | 12.4 | 9.5 | — |

※ 2011年度よりセグメントの区分が変更されております。また、2011年度以前のセグメント区分の数値は、2015年版データブック「DATABOOK 2015」13～16頁をご参照下さい。

* New business segments were created in 2011. Please refer to the page 13-16 of DATABOOK 2015 (2015 edition) regarding the number of segments before 2011.

財務データ（財務状態） / Financial Data (Financial Condition)

国際会計基準 / IFRS (International Financial Reporting Standards)

(百万円 / Millions of yen)

| | | 2020 | 2019 | 2018 | 2017**4 | 2016 |
|-------------------|---|-----------|-----------|-----------|-----------|-----------|
| 資産合計 | Total assets | 2,459,363 | 2,412,874 | 2,303,624 | 2,398,572 | 2,422,825 |
| 有利子負債 | Interest bearing liabilities | 642,644 | 530,851 | 414,994 | 486,475 | 632,133 |
| 純有利子負債**1 | Net interest bearing liabilities*1 | 476,559 | 363,837 | 240,119 | 323,861 | 570,161 |
| 親会社の所有者に帰属する持分**2 | Equity attributable to owners of the Company' | 838,584 | 906,576 | 906,578 | 947,162 | 695,860 |
| 営業活動によるキャッシュ・フロー | Cash flows from operating activities | 164,839 | 178,826 | 198,051 | 221,710 | 232,263 |
| 投資活動によるキャッシュ・フロー | Cash flows from investing activities | (115,981) | (175,619) | 47,389 | 63,214 | (82,656) |
| 財務活動によるキャッシュ・フロー | Cash flows from financing activities | (52,474) | (9,997) | (226,699) | (182,163) | (157,271) |
| フリーキャッシュ・フロー | Free cash flow | 48,858 | 3,207 | 245,440 | 284,924 | 149,607 |
| ROE (%)**3 | Return on equity (ROE) (%)**3 | 8.2 | 6.6 | 17.7 | 29.5 | 22.2 |
| ROIC (%)**4 | Return on invested capital (%)**4 | 6.0 | 5.2 | 12.0 | 16.3 | 10.8 |

日本基準 / JGAAP (Japanese Generally Accepted Accounting Principles)

(百万円 / Millions of yen)

| | | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 |
|------------------|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 総資産 | Total assets | 2,348,166 | 2,443,773 | 2,965,868 | 2,896,456 | 2,951,061 | 2,854,254 | 2,649,197 | 2,861,194 | 2,619,623 | 2,469,667 | 1,963,586 |
| 有利子負債 | Interest bearing debt | 711,762 | 821,478 | 873,003 | 858,911 | 1,037,188 | 1,144,786 | 859,376 | 963,209 | 723,703 | 673,872 | 302,762 |
| 純有利子負債**1 | Net interest bearing debt*1 | 589,649 | 690,639 | 754,472 | 677,319 | 879,711 | 1,073,939 | 814,098 | 844,412 | 655,246 | 621,565 | 216,174 |
| 自己資本**2 | Shareholders' equity*2 | 680,662 | 663,842 | 1,101,833 | 1,075,861 | 948,943 | 852,922 | 962,476 | 981,322 | 927,812 | 1,054,811 | 993,989 |
| 営業活動によるキャッシュ・フロー | Cash flows from operating activities | 226,468 | 171,011 | 155,247 | 205,517 | 212,061 | 196,792 | 218,025 | 189,907 | 131,281 | 114,585 | 123,685 |
| 投資活動によるキャッシュ・フロー | Cash flows from investing activities | (77,520) | (70,659) | (139,397) | 85,526 | (48,379) | (361,658) | (140,917) | (321,654) | (169,330) | (269,621) | (153,239) |
| 財務活動によるキャッシュ・フロー | Cash flows from financing activities | (145,184) | (78,221) | (80,701) | (272,357) | (160,008) | 193,214 | (140,197) | 174,208 | 26,684 | 121,555 | (50,012) |
| フリーキャッシュ・フロー | Free cash flow | 148,947 | 100,351 | 15,849 | 291,043 | 163,681 | (164,866) | 77,107 | (131,746) | (38,049) | (155,036) | (29,554) |
| ROE (%)**3 | Return on equity (ROE) (%)**3 | 21.9 | (0.3) | 8.6 | 14.0 | 12.4 | 6.9 | 8.8 | 8.3 | 8.1 | 6.5 | 5.4 |

※1 2012年以降：純有利子負債＝有利子負債-現金及び預金-受入補償金等

2011年以前：純有利子負債＝有利子負債-現金及び現金同等物の期末残高

※2 親会社の所有所有者に帰属する持分＝資本合計-非支配持分 (IFRS)

自己資本＝純資産-非支配持分-新株予約権 (連結貸借対照表での記載) (JGAAP)

※3 ROE＝親会社の所有者に帰属する当期利益／平均株主資本

2009年からのROEはのれん等償却前の数字であり、キャッシュの流出を伴わない損失等については除いた数値で算出しています。

※4 ROIC＝り払い前税引後利益/(有利子負債の期首期末平均＋資本合計の期首期末平均)

※5 企業結合で取得した無形資産に関する税効果について、2019年度に会計方針を変更したことに伴い、2016年度、2017年度及び2018年度の財務数値を遡及修正しています。

*1 After 2012: Net interest bearing liabilities = Interest bearing liabilities - Cash and time deposits - Deposits received, etc.

Before 2011: Net interest bearing liabilities = Interest bearing liabilities - Cash and cash equivalents at end of year

*2 Shareholders' equity = Total net assets - Non-controlling interests - Subscription rights to shares (as recorded on the balance sheet) (IFRS)

Total net assets - Minority interests - Subscription rights to shares (as recorded on the balance sheet) (JGAAP)

*3 ROE = Profit attributable to Owners of the Company/Average shareholders' equity (IFRS)

Net income/Average shareholders' equity (JGAAP)

From 2009, ROE is calculated prior to amortization of goodwill. Figures exclude losses with no effect on cash outflow.

*4 ROIC=Earnings before interest and after tax/ (Average interest bearing debt between the beginning and the end of the FY + average total equity between the beginning and the end of the FY)

*5 In accordance with the settlement of the provisional accounting treatment related to the acquisition of a business conducted in the fiscal year ended December 31, 2017, the financial figures for that year have been revised retroactively.

財務データ（財務指標） / Financial Data (Value Indicators)

| | | 2020 (IFRS) | 2019 (IFRS) | 2018 (IFRS) | 2017 (IFRS) | 2016 (IFRS) | 2016 (JGAAP) | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 |
|-------------------------------------|---|----------------|----------------|----------------|----------------|----------------|-----------------|---------|------|------|------|------|------|-------|-------|-------|
| 親会社所有者帰属持分(%) | Equity ratio attributable to owners of the Company(%) | 34.1% | 37.6% | 39.4% | 39.9% | 29.1% | 29.0 | 27.2 | 37.2 | 37.1 | 32.2 | 29.9 | 36.3 | 34.3% | 35.4% | 42.7% |
| 純有利子負債 / 平準化EBITDA | Net debt / Normalized EBITDA (times) | 1.95 | 1.33 | 0.86 | 1.19 | 2.21 | 2.33 | 2.67 | 2.76 | 2.25 | 2.86 | — | — | — | — | — |
| Net D/ELシオ(D/ELシオ)(倍) ^{※1} | Net debt / Equity ratio (Debt / Equity ratio) (times)*1 | 0.57 | — | 0.26 | 0.34 | 0.85 | 0.87 | 1.04 | 0.68 | 0.63 | 0.93 | 1.25 | 0.81 | 0.91 | 0.72 | 0.58 |
| クロスDEレシオ(倍) | Gross debt equity ratio (times) | 0.77 | 0.59 | 0.46 | 0.51 | 0.95 | 1.14 | — | — | — | — | — | — | — | — | — |
| PER(倍) ^{※2} | Price / Earnings ratio (times)*2 | 28.4 | 35.1 | 12.5 | 10.7 | 11.7 | 11.1 | (581.7) | 13.8 | 9.5 | 8.1 | 13.3 | 12.1 | 28.9 | 14.0 | 23.5 |
| PBR(倍) ^{※3} | Price / Book value ratio (times)*3 | 2.4 | 2.3 | 2.2 | 2.7 | 2.5 | 2.5 | 2.3 | 1.2 | 1.3 | 1.0 | 1.1 | 1.1 | 1.5 | 1.2 | 1.5 |

2016年以降は国際会計基準(IFRS)をもととした数値。2016年以前は日本基準をもととした数値。

※1 2012年以降はNet D/ELシオ(Net D=純有利子負債)、2011年以前はD/ELシオを表示しています。なお、D(負債)=短期借入金+1年以内償還予定の社債+コマーシャルペーパー+社債+長期借入金です。

※2 PER=期末株価終値/1株当たりの当期純利益額 2010年度からのPERはのれん等償却前の数字であり、キャッシュの流出を伴わない損失等については除いた数値で算出しています。

※3 PBR=期末株価終値/1株当たりの純資産額

*1 After 2012: Net debt / Equity ratio. Before 2011: Debt / Equity ratio. Debt = Short-term loans payable and long-term debt with current maturities + Bonds due within one year + Commercial papers + Bonds + Long-term debt

*2 PER = Year-end share price / Profit per share (IFRS)
Year-end share price / Net income per share. (JGAAP)

From 2010, PER is calculated prior to amortization of goodwill. Figures exclude losses with no effect on cash outflow.

*3 PBR = Year-end share price / Net assets per share

財務データ（1株当たりデータ） / Financial Data (Per Share Data)

(円 / Yen)

| | | 2020 (IFRS) | 2019 (IFRS) | 2018 (IFRS) | 2017 (IFRS) | 2016 (IFRS) | 2016 (JGAAP) | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 |
|-----------------------|--|----------------|----------------|----------------|----------------|----------------|-----------------|---------|--------|--------|--------|-------|-------|-------|-------|-------|
| 平準化EPS※ ¹ | Normalized EPS ^{*1} | 136 | 158 | 167 | 151 | 139 | 125 | 117 | 118 | 122 | 117 | — | — | — | — | — |
| EPS | EPS | 86.00 | 68.00 | 183.57 | 265.24 | 163.19 | 129.49 | (51.87) | 35.27 | 90.76 | 58.44 | 7.70 | 11.95 | 51.54 | 84.01 | 69.86 |
| のれん等償却前EPS | EPS (Before amortization of goodwill etc.) | — | — | — | — | — | 172.00 | (2.83) | 108.57 | 159.92 | 124.87 | 70.58 | 94.31 | 81.92 | 34.72 | 79.72 |
| 配当金 | Dividends per share | 65.00 | 64.00 | 51.00 | 46.00 | 39.00 | 39.00 | 38.00 | 38.00 | 36.00 | 29.00 | 27.00 | 25.00 | 23.00 | 23.00 | 21.00 |
| 配当性向(%)※ ² | Dividend payout ratio (%) ^{*2} | 47.8 | 40.5 | 30.5 | 30.5 | 28.1 | 31.2 | 32.5 | 32.2 | 29.5 | 24.8 | 38.3 | 26.5 | 44.6 | 27.4 | 30.1 |

2016年以降は国際会計基準(IFRS)をもととした数値。2016年以前は日本基準をもととした数値。

※1 2017年度は平準化EPS=平準化当期利益 / 期中平均株式数。2016年度以前は平準化EPS=平準化当期純利益 / 期中平均株式数。

※2 2010年度からの配当性向はのれん等償却前EPSに対する数字であり、キャッシュの流出を伴わない損失等については除いた数値で算出しています。

2012年度からは平準化EPSに対する数値を表示しています。

*1 Normalized EPS = Normalized Profit / Average number of shares outstanding during period (IFRS)

Normalized net income / Average number of shares outstanding during period (JGAAP)

*2 For fiscal 2010 and thereafter: Figures for dividend payout ratio use EPS (Before amortization of goodwill etc.), and these figures exclude losses with no effect on cash outflow; for fiscal 2012 and after: figures for dividend payout ratio use normalized EPS

財務データ（その他） / Financial Data (Other)

(億円 / 100 million of yen)

| | 2020 (IFRS) | 2019 (IFRS) | 2018 (IFRS) | 2017 (IFRS) | 2016 (IFRS) | 2016 (JGAA P) | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|---------------------|------|-------|-------|-------|-------|-------|-------|-------|------|
| 設備投資額 Capital expenditure | 930 | 964 | 879 | 859 | 899 | 950 | 771 | 1,204 | 1,173 | 989 | 798 | 1,066 | 1,102 | 1,260 | 668 |
| 減価償却費 Depreciation expenses | 821 | 807 | 679 | 658 | 642 | 774 | 946 | 989 | 1,011 | 1,034 | 1,038 | 1,052 | 1,058 | 959 | 719 |
| 研究開発費 R&D expenses | 645 | 662 | 581 | 590 | 619 | 629 | 613 | 571 | 541 | 550 | 582 | 556 | 585 | 540 | 285 |

2016年以降は国際会計基準(IFRS)をもととした数値。2016年以前は日本基準をもととした数値。

事業会社別データ / Data of Business Companies

| キリンビール | Kirin Brewery | 2020 (IFRS) | 2019 (IFRS) | 2018 (IFRS) | 2017 (IFRS) | 2016 (IFRS) | 2015 | 2014 | 2013 | 2012 | 2011 |
|-----------------|--|----------------|----------------|----------------|----------------|----------------|-------|-------|-------|-------|-------|
| 酒税抜き売上収益(億円) | Sales revenue after liquor tax (billions of yen) | 3,731 | 3,901 | 3,897 | 3,721 | 3,731 | 4,153 | 4,090 | 4,304 | 4,458 | 4,591 |
| 事業利益(億円) | Normalized operating profit (billions of yen) | 732 | 833 | 809 | 716 | 708 | 626 | 664 | 518 | 578 | 666 |
| 事業利益率(%) | Normalized operating profit / Revenue (%) | 19.6 | 21.4 | 20.8 | 19.2 | 19.0 | 15.1 | 16.2 | 12.0 | 13.0 | 14.5 |
| 販売数量前年比:ビヱ新計(%) | Sales volume(YoY Change):Beer Products Total (%) | -4.5 | 0.3 | 5.2 | -4.2 | -5.5 | 0.1 | -6 | -3.3 | -2.7 | -5.7 |
| 販売数量前年比:ビ(%) | Sales volume(YoY Change):Beer (%) | -18.6 | -5 | -5.9 | -3.3 | -1.8 | 1 | -2.8 | -3.8 | -2.1 | -4.7 |
| 販売数量前年比:発(%) | Sales volume(YoY Change):Happoshu (%) | 4.6 | -7.1 | -7.3 | -3.3 | -6.2 | -0.8 | -3.1 | -6.9 | -5.9 | -9.9 |
| 販売数量前年比:新(%) | Sales volume(YoY Change):New genre (%) | -3.5 | 9.3 | 28.5 | -6 | -8.7 | 0 | -11.2 | 0 | -0.7 | -2.8 |
| 販売数量前年比:RTD(%) | Sales volume(YoY Change):RTD (%) | 12.3 | 6.3 | 13.1 | 8.4 | 3.7 | 7.6 | 15.6 | 8.6 | 7.4 | -3 |
| 販売数量前年比:ノンアル(%) | Sales volume(YoY Change):Non-alcohol beverages (%) | 10.8 | 1.6 | -5.6 | 58.7 | -9 | 3.8 | -27.7 | -14.6 | -18.9 | -28.5 |

※2013年まではMF控除後

*The Operating profit in FY2010-2013 is net of management fee.

| キリンビバレッジ | Kirin Beverage | 2020 (IFRS) | 2019 (IFRS) | 2018 (IFRS) | 2017 (IFRS) | 2016 (IFRS) | 2015 | 2014 | 2013 | 2012 | 2011 |
|------------------|--|----------------|----------------|----------------|----------------|----------------|-------|-------|-------|-------|-------|
| 売上収益(億円) | Sales revenue after liquor tax (billions of yen) | 2,542 | 2,888 | 2,848 | 2,857 | 2,925 | 3,720 | 3,457 | 3,535 | 3,368 | 3,170 |
| 事業利益(億円) | Normalized operating profit (billions of yen) | 218 | 264 | 233 | 217 | 173 | 56 | 53 | 17 | 39 | 26 |
| 事業利益率(%) | Normalized operating profit / Revenue (%) | 8.6 | 9.1 | 8.2 | 7.6 | 5.9 | 1.5 | 1.5 | 0.5 | 1.2 | 0.8 |
| 販売数量前年比:清涼飲料計(%) | Sales volume(YoY Change):Soft drink(%) | -9.1 | 1.1 | 2.1 | -2.2 | 8.1 | 10.1 | -2 | 6 | 10 | -2 |
| 販売数量前年比:缶(%) | Sales volume(YoY Change):Can(%) | -17.8 | -10.6 | -10.1 | -15.6 | 6.4 | 8.8 | -2 | -6 | -8 | -6 |
| 販売数量前年比:PET計(%) | Sales volume(YoY Change):PET bottle(%) | -7.5 | 4.6 | 4.9 | -0.9 | 9 | 10.6 | -2 | 11 | 15 | 3 |
| 販売数量前年比:大型PET(%) | Sales volume(YoY Change):Large-size PET bottles(%) | -3.1 | -0.6 | 4.2 | -0.4 | 9.3 | 14.4 | 1 | 11 | 9 | 13 |
| 販売数量前年比:小型PET(%) | Sales volume(YoY Change):Small-size PET bottles(%) | -10.8 | 8.8 | 5.4 | -1.3 | 8.8 | 7.6 | -4 | 11 | 20 | -3 |

※2013年まではMF控除後

*The Operating profit in FY2010-2013 is net of management fee.

| ライオン | Lion | 2020 (IFRS) | 2019 (IFRS) | 2018 (IFRS) | 2017 (IFRS) | 2016 (IFRS) | 2015 | 2014 | 2013 | 2012 | 2011 |
|----------|--|----------------|----------------|----------------|----------------|----------------|-------|-------|-------|-------|-------|
| 売上収益(億円) | Sales revenue after liquor tax (billions of yen) | 2,922 | 2,998 | 3,295 | 3,487 | 3,576 | 4,387 | 4,702 | 4,684 | 3,966 | 4,213 |
| 事業利益(億円) | Normalized operating profit (billions of yen) | 221 | 414 | 518 | 526 | 528 | 480 | 275 | 287 | 205 | 139 |
| 事業利益率(%) | Normalized operating profit / Revenue (%) | 7.6 | 13.8 | 15.7 | 15.1 | 14.8 | 10.9 | 5.8 | 6.1 | 5.2 | 3.3 |

| 協和キリン | Kyowa Kirin | 2020 (IFRS) | 2019 (IFRS) | 2018 (IFRS) | 2017 (IFRS) | 2016 (IFRS) | 2015 | 2014 | 2013 | 2012 | 2011 |
|----------|--|----------------|----------------|----------------|----------------|----------------|-------|-------|-------|-------|-------|
| 売上収益(億円) | Sales revenue after liquor tax (billions of yen) | 3,184 | 3,058 | 2,715 | 3,542 | 3,487 | 3,643 | 3,334 | 3,406 | 3,331 | 3,437 |
| 事業利益(億円) | Normalized operating profit (billions of yen) | 590 | 554 | 504 | 622 | 515 | 468 | 388 | 543 | 555 | 494 |
| 事業利益率(%) | Normalized operating profit / Revenue (%) | 18.5 | 18.1 | 18.6 | 17.6 | 14.8 | 12.8 | 11.6 | 15.9 | 16.7 | 14.4 |

※2017年まで協和発酵バイオを連結

*Kyowa Hakko Bio is included from 2011 to 2017.

| メルシャン | Mercian | 2020 (IFRS) | 2019 (IFRS) | 2018 (IFRS) | 2017 (IFRS) | 2016 (IFRS) | 2015 | 2014 | 2013 | 2012 | 2011 |
|------------|--|----------------|----------------|----------------|----------------|----------------|------|------|------|------|------|
| 売上収益(億円) | Sales revenue after liquor tax (billions of yen) | 621 | 639 | 648 | 653 | 664 | 693 | 691 | 670 | 697 | 718 |
| 事業利益(億円) | Normalized operating profit (billions of yen) | 36 | 22 | 26 | 39 | 36 | 19 | 14 | 3 | 21 | 12 |
| 事業利益率(%) | Normalized operating profit / Revenue (%) | 5.8 | 3.4 | 4.0 | 6.0 | 5.4 | 2.7 | 2.0 | 0.4 | 3.0 | 1.7 |
| 販売数量前年比(%) | Sales volume(YoY Change) | -3 | -5 | -2 | -1 | -4 | -2 | 5 | 0 | 13 | 4 |

※2013年まではMF控除後

*The Operating profit in FY2010-2013 is net of management fee.

| ミャンマー・ブルワリー | Myanmar Brewery | 2020 (IFRS) | 2019 (IFRS) | 2018 (IFRS) | 2017 (IFRS) | 2016 (IFRS) | 2015 | 2014 | 2013 | 2012 | 2011 |
|-------------|--|----------------|----------------|----------------|----------------|----------------|------|------|------|------|------|
| 売上収益(億円) | Sales revenue after liquor tax (billions of yen) | 318 | 326 | 262 | 256 | 226 | - | - | - | - | - |
| 事業利益(億円) | Normalized operating profit (billions of yen) | 138 | 129 | 101 | 99 | 89 | - | - | - | - | - |
| 事業利益率(%) | Normalized operating profit / Revenue (%) | 43.4 | 39.6 | 38.5 | 38.7 | 39.4 | - | - | - | - | - |

| コーク・ノースイースト | Coca-Cola Beverages Northeast | 2020 (IFRS) | 2019 (IFRS) | 2018 (IFRS) | 2017 (IFRS) | 2016 (IFRS) | 2015 | 2014 | 2013 | 2012 | 2011 |
|-------------|--|----------------|----------------|----------------|----------------|----------------|------|------|------|------|------|
| 売上収益(億円) | Sales revenue after liquor tax (billions of yen) | 1,294 | 1,326 | 1,317 | - | - | - | - | - | - | - |
| 事業利益(億円) | Normalized operating profit (billions of yen) | 93 | 53 | 28 | - | - | - | - | - | - | - |
| 事業利益率(%) | Normalized operating profit / Revenue (%) | 7.2 | 4.0 | 2.1 | - | - | - | - | - | - | - |

| 協和発酵バイオ | Kyowa Hakko Bio | 2020 (IFRS) | 2019 (IFRS) | 2018 (IFRS) | 2017 (IFRS) | 2016 (IFRS) | 2015 | 2014 | 2013 | 2012 | 2011 |
|----------|--|----------------|----------------|----------------|----------------|----------------|------|------|------|------|------|
| 売上収益(億円) | Sales revenue after liquor tax (billions of yen) | 573 | 749 | 768 | - | - | - | - | - | - | - |
| 事業利益(億円) | Normalized operating profit (billions of yen) | -23 | 23 | 81 | - | - | - | - | - | - | - |
| 事業利益率(%) | Normalized operating profit / Revenue (%) | -4.0 | 3.1 | 10.5 | - | - | - | - | - | - | - |

財務データ（その他） / Financial Data (Other)

| | | 2020 | 2019 | 2018 | 2017 | 2016 |
|---------------------------------------|--|-------------|-------|-------|-------|-------|
| レインフォレスト・アライアンス認証取得支援数（スリランカ紅茶小農園）（件） | Number of small-scale farmers supported for acquisition of Rainforest Alliance certification (farmers) | | 120 | 120 | | |
| 淡水使用量（対19年比）（%） | Freshwater consumption | | 100.0 | 111.9 | 116.7 | 119.6 |
| 温室効果ガス排出量（スコープ1,2,3）（19年比）（%） | Greenhouse gas emissions (Scope1,2,3) | | 100.0 | 103.2 | 106.2 | 103.7 |
| サプライヤーのリスクアセスメント実施率（%） | Percentage of suppliers to which risk assessment has been applied | 68.6 | 56.4 | 49.3 | 47.8 | 39.6 |
| 従業員エンゲージメントスコア（%） | Employee engagement score | 69 | 64 | 68 | 66 | 66 |
| 休業災害度数率（LTIR）（%） | Lost time injury rate (LTIR) | 5.4 | 2.9 | 4.3 | 2.2 | 2.8 |
| 女性従業員の比率（%） | Percentage of employees who are women | 31.0 | 29.9 | 29.7 | 29.1 | 28.9 |
| 独立社外取締役の比率（%） | Ratio of independent outside directors | 58 | 33 | 33 | 33 | 33 |
| 女性役員の比率（%） | Ratio of female directors | 17 | 0 | 11 | 11 | 11 |

2016年以降は国際会計基準(IFRS)をもととした数値。2016年以前は日本基準をもととした数値。