



Q4 2022 Financial Results

Business Overview for 2022 and Business Strategy for 2023

February 15, 2023

ASAHI GROUP HOLDINGS, LTD.



Executive Summary

Overview for 2022

- **Achieved 8.0% revenue growth and 5.9% core operating profit growth (constant currency basis)**
 - Executed flexible pricing strategies and cost management in response to unprecedented cost increases
 - Continued with premiumization centered on core brands, including price realization and new value proposition
 - Promoted Core Strategies of the Medium- to Long-term Management Policy and strengthened group governance.

Direction for 2023

- **Aim to achieve 7.5% revenue growth and 1.3% core operating profit growth (constant currency basis)**
 - Stay the course on premiumization for sustainable growth despite continuation of significant cost increases
 - Continue investments in Core Strategies and Human Capital based on the Medium- to Long-Term Management Policy
 - Aim to achieve a dividend payout ratio of 40% by 2025, staying on track for fiscal soundness and other financial measures.



Progress of Medium- to Long-Term Management Policy (Business Portfolio)



Expansion
of Existing
Businesses

- Improved product mix mainly by sales volume increase of premium category and recovery of on-premise channel with easing of COVID restrictions. (Results of major regions: P6)
- Significant Growth in the 5 Global Brands
2022 Growth Rate *Based on sales volumes excluding the home markets
 - Asahi Super Dry: +15%
 - Peroni Nastro Azzurro: +13%
 - Total of 5 brands: +8%



Expansion
of Adjacent
Category/
New Area

- Expanded sales volume of non-alcohol category in mainly Europe
- Created new markets in BAC* with greater investments
 - * BAC(Beer Adjacent Categories) include low-alcohol beverages, non alcohol beer, adult soft drinks, and other adjacent categories.
- Established US based startup investment fund to search for new growth drivers



Progress of Medium- to Long-Term Management Policy (Core Strategy: Sustainability)

Integrating Sustainability into Management

- Updated sustainability policy and strategy structure
- Established Sustainable Product Guidelines
- Initiated to visualize business and social impact of Key Initiatives

Key Initiatives

Respond to Climate Change

- CO2 emissions (Scope 1 and 2) target for 2030 revised upward to 70% reduction
- Updated Environmental Vision 2050

Sustainable Packaging

- Global target set to 100% environment-friendly materials for PET bottles
- Launched recycled PET joint venture (Oceania)

Realize Sustainable Communities

- Set “sustainable agricultural industry” as key activity
- Implemented the global measure “RE:CONNECTION for the EARTH”

Responsible Drinking (Reduce inappropriate drinking/create new drinking opportunities)

- Expanded sales volume of non- and low-alcohol products in each region
- Promoted communication of diverse ways of drinking, including “SUMADORI-BAR”



Progress of Medium- to Long-Term Management Policy (Core Strategy: DX and R&DX)

DX

- **Business Innovation:**
Digital tool hypothesis validation in the field of personalization using consumer data and in the field of sustainability
- **Process Innovation:**
Established a global data platform consisting of integrated SCM data and sustainability data system platform, and rolled out in other functions
- **Organization Innovation:**
Implemented educational programs (e.g. Microsoft Azure) to develop tech talents and set up business incubation function in Japan and Oceania.



R&D

- Promoted development of various technology and rolling out of functional materials for commercialization and practical application in four key domains
※ 4 domains : Alcohol, Health & Wellness, Sustainability, New Businesses
- Expanded investment in mid- to long-term research for future group growth and contribution to society in accordance with updated future scenarios
- Acquired and developed highly skilled personnel in the key domains



Progress of Medium- to Long-Term Management Policy (Strategic Foundation Strengthening)

Advance Human Capital

- Identify challenges and implement action plans through an engagement survey, and accelerate DE&I initiatives
- Strengthened the development of executives by expanding layers of GLDP*
*GLDP: Global Leadership Development Program
- Introduced new compensation scheme to the global headquarters to strengthen competitiveness in talent recruitment



Group Governance

- Established Asahi Group Japan and built global governance structure with four regional headquarters lining up evenly
- Advanced globalization and functional reinforcement of the group headquarters
- Reviewed optimal business management indicators for future growth



Price Realization

(YoY)

Japan
(Alcohol Beverages)

Europe

Australia
(Alcohol Beverages)

Beer-Type Beverages
Unit Price
(Excluding Liquor Tax)

+3.8%

+11.7%

+4.7%

*Including Non-alcohol Category

*Including Non-alcohol Category

Ref: all type of alcohol business

Revenue
(Excluding Liquor Tax)

+8.7%

+14.3%

+6.8%

Main Drivers

*Numbers show YoY
(Volume Basis)

- Canned Beer: +13%
- On-premise: +Mid 30% range (Keg: approx. +40%)
- On-premise: approx. +20-30%
- Premium Category: approx. +10%
- Non-alcohol Beer: approx. +14%
- Price increase effect
- On-premise: +20-30%
- Craft Beer Category: +13%
- Price increase effect

Cost Increases and Outlook

Cost Increase
(Group Total)

2022 Results

Approx. JPY 85.0 billion

2023
Forecast

Approx. JPY 100.0 billion

<By Region>

Japan

2022

- Aluminum
- Fuel
- PET resin
- Sugar

2023

- Aluminum
- Malt / Barley
- Sugar, HFCS*
- PET resin

Europe

2022

- Malt / Barley
- Glass bottle
- Electricity, gas
- Logistics costs

2023

- Malt / Barley
- Cans
- Glass bottle
- Logistic costs
- Electricity, gas

Oceania

2022

- Aluminum
- Ocean freight
- Fuel

2023

- Aluminum
- Ocean freight
- Fuel
- Logistic costs

Main Factors

*High Fructose Corn Syrup

Japan: Overview and Direction

(JPY billion)	2022 Results	Change	YoY	vs Forecast	2023 Forecast	Change	YoY
Revenue	1,301.7	82.3	6.8%	- 15.7	1,351.0	49.3	3.8%
Core OP	108.9	5.5	5.3%	- 2.5	112.0	3.1	2.8%



<Overview for 2022>

- Asahi Group Japan, Ltd. Launched, commenced on efficiency improvement through supply chain restructuring, and sustainability strategy enhanced
- Price realization, mainly in Alcohol Beverages Business through growth in canned beer category, new value propositions, and price revision effects, etc.



<Direction for 2023>

- Maximize effects of price revisions in each business and execute marketing strategy emphasizing product mix improvements
- Generate integration synergies as "One Asahi", continue with strategic investments targeting sustainable growth

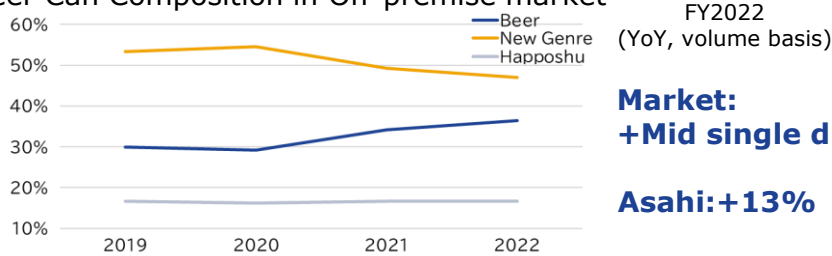


Japan (Alcohol Beverages Business): Main Initiatives



● Growth in Excess of the Market in the Expanding Canned Beer Market

• Beer Can Composition in Off-premise market

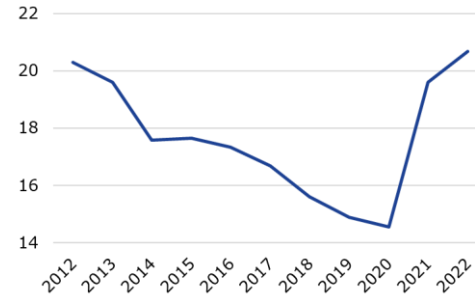


Market:
+Mid single digit

Asahi: +13%

*Source: Intage SRI+ data for composition of canned beer, happoshu and new genre product markets
Estimated YoY sales volume for Jan 2019-Dec 2022
Seven channels: supermarkets, convenience stores, discount liquor stores, home improvement stores, drugstores, general liquor stores, and wholesale liquor stores

• Number of Asahi Super Dry consumers



As of Dec 31, 2022
20.67 million
people

* Source: Asahi Group Holdings
* 12-month moving average

● Initiatives to Strengthen Brands

<Asahi Super Dry>

- Leveraging Rugby World Cup 2023 Partnerships
- Strengthen advertising and sales promotion of Nama Jokki Can



<Asahi Nama Beer "Maru F">

- Proposition of various ways to drink
- Expansion of drinking occasions by adding SKUs

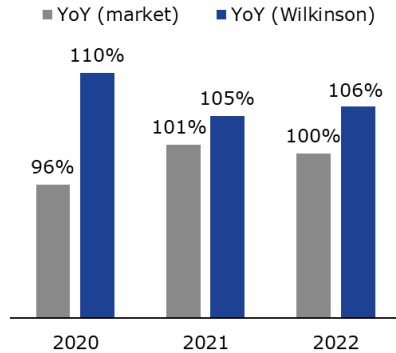


Japan (Non-Alcohol Beverages Business): Main Initiatives



● Responding to Changing Consumer Needs

· Unsweetened carbonated *Wilkinson* grew faster than the market



· Expanded label-less products mainly through EC channel

Label-less **E-commerce channel**
+49% **+25%**

FY2022
(YoY, volume basis)



● Strengthening New Value Propositions

· Reinforcing the growth of #sober series



· Launch a new green tea *Sou*

Scheduled to launch on Apr 4.

Sales plan for 2023
5 million cases



Europe: Overview and Direction



* Constant Currency Basis. Calculated by excluding the foreign exchange effects of local currencies to Euro.

(JPY billion)	2022 Results	Change	YoY	vs Forecast	2023 Forecast	Change	YoY
Revenue	573.9	64.0	13.5%	- 14.4	657.0	91.9	16.0%
Core OP	76.0	- 4.7	- 6.3%	- 2.0	74.4	0.6	0.8%

* Figures of the YoY change for Constant Currency Basis are calculated by converting foreign currency amounts for the current year to yen using the exchange rate of the previous year.

* Figures of the vs forecast for Constant Currency Basis are calculated by converting foreign currency amounts for the revised forecast to yen using the exchange rate of the initial forecast.

<Overview for 2022>

- Price realization by volume growth focused on premium brands, and mix improvement
- Cost increases were higher than expectations and required strengthening of our ability to deal with accelerating inflation through pricing and responding cost

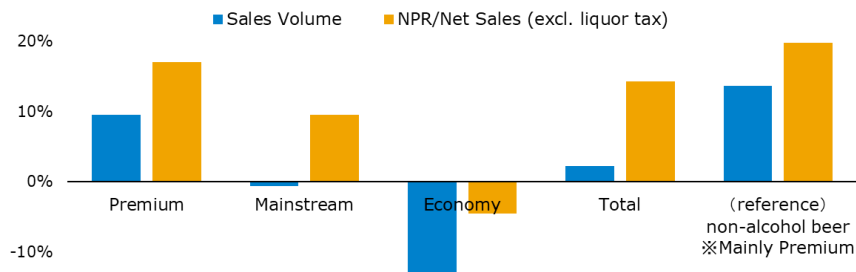
<Direction for 2023>

- Continuation of pricing strategy to deal with continuous cost increases and enhancement of cost management
- Acceleration of sustainable top line growth and continuation of investment towards our brands and core strategies for the future

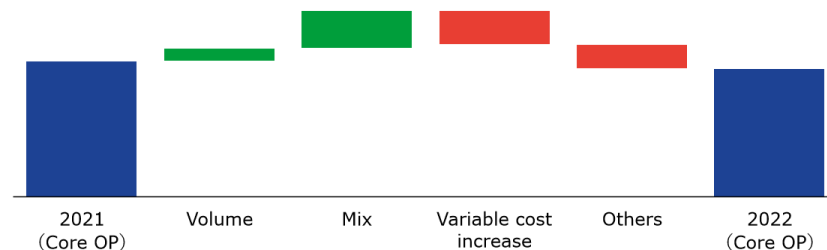


Europe: Premiumization Progress and Performance

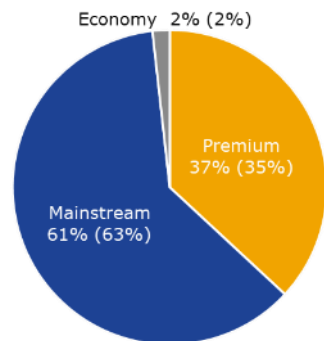
● 2022: Growth Rate by Category



● 2022: Profit Increase/Decrease Factors



<2022: Premium Ratio in Business>



* volume basis
* () Indicates the 2021 composition ratio



<Non-Alcohol Beverages>

YoY in 2022
(volume basis)

+ 14%

the Composition
in our portfolio

Approx. **7%**



Oceania: Overview and Direction



* Constant Currency Basis.

(JPY billion)	2022 Results	Change	YoY	vs Forecast	2023 Forecast	Change	YoY
Revenue	583.2	27.9	5.6%	5.2	628.4	46.4	8.0%
Core OP	107.1	13.9	16.7%	- 0.0	108.8	1.9	1.7%

* Figures of the YoY change for Constant Currency Basis are calculated by converting foreign currency amounts for the current year to yen using the exchange rate of the previous year.

* Figures of the vs forecast for Constant Currency Basis are calculated by converting foreign currency amounts for the revised forecast to yen using the exchange rate of the initial forecast.

* Figures for 2023 and comparable previous year's results are calculated by excluding the foreign exchange effects of local currencies to AUD.

<Overview for 2022>

- Sales volume grew, mainly for core brands; implemented multi-beverage strategy leveraging strengths of Alcohol Beverages Business and Non-Alcohol Beverages Business
- Responded to larger-than-anticipated cost increases, reinforced profit base through further supply chain efficiency improvements

<Direction for 2023>

- Achieve sustained topline growth by reinforcing revenue management and multi-beverage strategy
- Reinforce profit base through additional efficiency-improvement measures, promote initiatives emphasizing sustainability



Oceania: Overview and Main Initiatives



● Sustained above-market growth

Great Northern

Annual sales
volume*
(YoY)

+8%



* Total of Great Northern Super Crisp and *Great Northern Original*

Craft beer category

Annual sales
volume
(YoY)

+13%



"Balter"

● Integration Synergy Progress

Cost synergies:

Exceeded the target originally planned to be achieved by 2024 (more than 10 billion JPY)

- Improving administration efficiency
- Review of packaging contracts
- Bolster/review manufacturing sites and supply chains
- Expand use of shared business services

Top line synergies:

Promote a multi-beverage strategy utilizing extensive sales network

Strengthen sales of
Asahi Super Dry and *Peroni*

Annual sales
volume
(YoY)

+9%



- Expansion of 5 Global Brands

2022 Results 8,854KHL (YoY + 8%)

※Results are based on sales volume excluding the home markets



- **Asahi Super Dry: YoY + 15%**
Partnership with City Football Group, the official beer of Rugby World Cup 23, Launched *Asahi Super Dry 0.0%*
- **Peroni Nastro Azzurro: YoY + 13%** Partnership with Aston Martin F1 team, Expansion of NAB with launch of *Peroni Nastro Azzurro 0.0%*

Reference

Sustainability: Visualizing impact of key initiatives on business and society

Objective

Assess overall quantitative impact of our sustainability initiatives on business and society

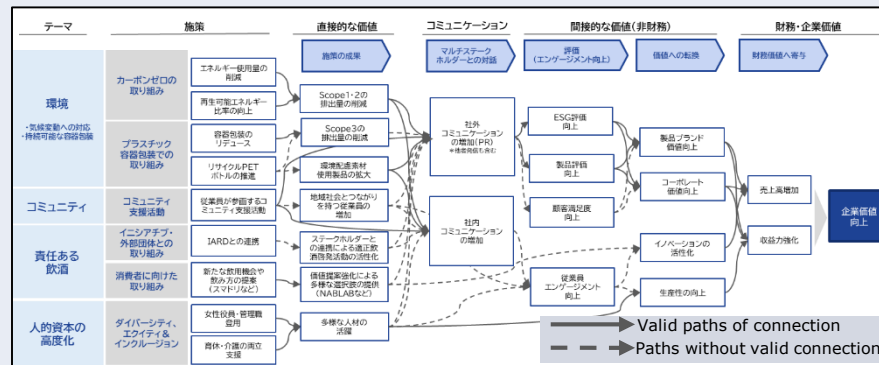
- Visualize impact of the five key initiatives* through analysis and verification, and use the findings in prioritization, investment decisions, and progress management to achieve sustainable business growth and positive social impact. *Environment (respond to climate change and sustainable packaging), realize sustainable communities, responsible drinking, and human capital

Analytical Method

- Value Relevance Analysis: A method to develop a hypothetical map of value chain paths from various initiatives to increase in corporate value and verifying correlations between the initiatives and corporate value by using multiplied single regression analyses
- Overview Analysis: A method using the Yanagi Model to validate a direct relationship between ESG initiatives and PBR using multiple regression analysis
- Impact-Weighted Accounting: A method of quantifying "company's impact on society, including its employees, customers, and the environment."

Value Relevance Analysis Map (partial excerpt)

- Identify key indicators to measure value and verify correlation



Analysis performed by: ABeam Consulting, Digital ESG Platform

Sustainability: Updates of Environment Vision 2050



Asahi Group Environmental Vision 2050

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

As we would be unable to continue our business without these gifts of nature, we are determined to achieve Planet Positive, which will reduce the burden on the environment from our business to zero, and maximize value to the global environment through circularity.



What we would like the world to be like in 2050

Planet Positive

Climate Change

Beyond Carbon Neutral

A world towards a carbon-free society, where carbon emissions are reduced in society as a whole, beyond the boundaries of business, and biodiversity is preserved

Packaging

A Society Free of Packaging Waste

A world where the use of resources to make packaging is minimized, used packaging is recycled, and especially, marine biodiversity is preserved

Agricultural Raw Materials

Sustainable Agricultural Raw Materials

A world where farming is carried out while considering the environment, respecting human rights and realizing regional revitalization, and there is a balance between stable production and preservation of the ecosystem

Water Resources

Healthy Watersheds for People and Nature

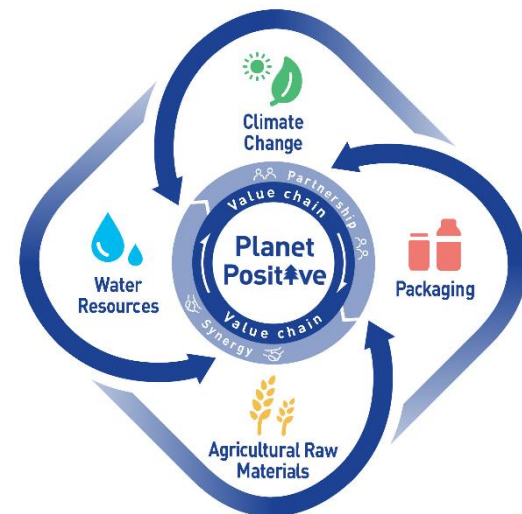
A world where the appropriate quality and quantity of water and the function of the soil are preserved for maintaining health, living environment and biodiversity, and resilience against natural disasters is enhanced

Sustainability: Updates of Environment Vision 2050

Asahi Group's Efforts to Realize its Vision

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

Climate Change	Complete an early transition to renewable energy	Promote decarbonization of fuel	Realize both the reduction of CO ₂ emissions across the value chain and preservation of the ecosystem	Develop and deploy technologies for reduction, absorption, and collection
Packaging	Minimize use of resources	Use of eco-friendly materials	Develop products that do not generate waste	Preserve marine ecosystem through the build-out of a closed loop
Agricultural Raw Materials	Procure farm products with consideration for the environment and human rights	Use of microorganisms and use of recycled by-products	Preserve ecosystem through soil improvement	Revitalize farming communities through support for farmers/growers
Water Resources	Promote water recycling through optimizing water usage	Build the system of collaboration through river basin cooperation	Preserve ecosystem by maintaining appropriate water quality and quantity	Improve water access in water-stressed regions



Sustainability: Global Targets



Environment

Asahi Carbon Zero

3R+Innovation

Respond to Climate Change

Reduce our C CO₂ emissions in Scope 1, 2, and 3 to zero, thereby becoming carbon neutral by 2050

Reduce CO₂ emissions by 70% in Scope 1 and 2 by 2030 (compared with 2019)

Reduce CO₂ emissions by 40% in Scope 1 and 2 by 2025 (compared with 2019)

Reduce CO₂ emissions by 30% in Scope 3 by 2030 (compared with 2019)

Sustainable Packaging

Realize 100% utilization of materials for plastic containers that can be used effectively by 2025

Achieve a 100% conversion to eco-friendly materials for PET bottles by 2030

Examine the development of eco-friendly materials and sales methods that do not make use of plastic containers



Communities

RE:CONNECTION

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

[AGJ] Create opportunities for employees to participate in community support activities by launching a common platform for operating companies in Japan

[AEI] Implement support project for barley farmers, Campus Peroni (Italy), and hops farmers, "FOR HOPS" (Czech Republic)

[AHA] Launch the Environmental Think Tank, an organization that enables employees to participate in resolving regional environmental issues, and implement proposed projects

[AHSEA] Conduct community programs at each business unit twice a year

* Global targets will be considered in the future.



Responsible Drinking

Responsible Drinking Ambassador

Reduction in Inappropriate Drinking

Solution of Alcohol-Related Issues through Creation of New Drinking Opportunities

Achieve a 15% sales composition ratio of non-alcohol and low-alcohol beverages by 2025

Achieve 100% compliance with Digital Guiding Principles by 2024

Display age restrictions on alcohol consumption on all products under alcoholic beverage brands (including non-alcoholic beverages sold under that brand) by 2024

Achieve a 100% participation rate of employees in at least one training program by 2023



Respect for Human Rights

We comply with our human rights policy, promoting the reduction of human rights risks and achieving a sustainable society.

Sustainability: Initiatives in Key Areas of Focus



Respond to climate change, Respond to plastic issue

Japan



- In 2022, a total of eight Alcohol Beverages/Non-Alcohol Beverages/Food plants switched to purchasing renewable electricity, reducing annual CO₂ emissions by approx. 110,000 tons
- 28 of our 31 domestic plants have now switched to renewable energy. Aiming to have all bases switch to purchasing renewable electricity by end of 2025

Europe (Italy)



- Birra Peroni contracted solar technology R&D specialist company Absolicon to install 660m² solar thermal field at brewery in Bari, Italy
- By utilizing solar heat in its production processes, Birra Peroni aims to achieve zero net Scope 1 and 2 CO₂ emissions by 2030

Oceania



- As a joint venture with three other companies including a competitor, Asahi Beverages Pty Ltd. launched a PET recycling plant (the largest in Australia) in western Melbourne
- Asahi Beverages Pty Ltd. will switch to using only PET bottles made from environment-friendly materials by 2030

Sustainability: Initiatives in Key Areas of Focus



Realize sustainable communities through the creation of people-to-people connections

Japan



- Asahi You.U.s, Ltd. produces and sells reusable environment-friendly tumblers and drink bottles
- The company received a merit award from the Japan Organics Recycling Association in recognition of its contribution to local production and consumption of biomass products and reduction of plastic waste



Reduction in inappropriate drinking / Solution of social issues through creation of new drinking opportunities

Europe (Czechia)



- The For Hops project* provides support to hop farmers and also involves measuring the impact of climate change on hop harvests
- The measurement data has been used to create an app that provides hop farmers with information about irrigation timing and volume in response to changes in climate conditions

* A project implemented in collaboration with companies like Microsoft and Agritecture, aimed at utilizing cutting-edge technologies to facilitate sustainable hop production

Oceania



- We're supporting the "It's okay to say nay" campaign of DrinkWise, an NPO we work with on promoting responsible drinking
- We're working to discourage parents from providing children with alcohol, as part of efforts to prevent underage drinking



Summary of 2022 results and 2023 forecasts

Revenue / Core Operating Profit



(JPY billion)	2022 Results	(Constant Currency Basis)			2023 Forecast	(Constant Currency Basis)	
		Change	YoY	vs Forecast		Change	YoY
Japan	1,301.7	82.3	6.8%	- 15.7	1,351.0	49.3	3.8%
Europe	573.9	64.0	13.5%	- 14.4	657.0	91.9	16.0%
Oceania	583.2	27.9	5.6%	5.2	628.4	46.4	8.0%
Southeast Asia	51.7	2.9	6.8%	- 0.6	54.7	2.8	5.4%
Other	8.8	2.6	44.0%	0.8	9.9	1.2	14.1%
Adjustment (corporate and elimination)	- 8.1	- 1.5	-	38.3	- 11.0	- 2.9	-
Revenue	2,511.1	178.4	8.0%	13.6	2,690.0	188.7	7.5%
	-	-	-	-	-	-	-
Japan	108.9	5.5	5.3%	- 2.5	112.0	3.1	2.8%
Europe	76.0	- 4.7	- 6.3%	- 2.0	74.4	0.6	0.8%
Oceania	107.1	13.9	16.7%	- 0.0	108.8	1.9	1.7%
Southeast Asia	0.6	0.1	27.6%	0.6	1.2	0.6	103.4%
Other	1.4	0.1	11.7%	0.2	1.1	- 0.3	- 23.6%
Adjustment (corporate and elimination)	- 16.6	- 2.0	-	1.6	- 19.3	- 2.7	-
Amortization of acquisition- related intangible assets	- 33.6	- 0.0	-	- 0.0	- 33.2	0.0	-
Core Operating Profit	243.8	12.9	5.9%	- 2.0	245.0	3.2	1.3%

* Figures of the YoY change for Constant Currency Basis are calculated by converting foreign currency amounts for the current year to yen using the exchange rate of the previous year.

* Figures of the vs forecast for Constant Currency Basis are calculated by converting foreign currency amounts for the forecast to yen using the exchange rate of the forecast.

2022 Result

- Revenue: +8.0% YoY in total mainly due to increase in sales volume in each region, as well as the positive effect of premiumization and price realization.
- Core Operating Profit: +5.9% YoY mainly due to the increased revenue and various cost efficiencies despite more-than-expected variable costs.

2023 Forecast

- Revenue: +7.5% YoY in total mainly due to the improvement in unit costs following expansion of the premium category and price revisions.
- Core Operating Profit: +1.3% YoY mainly due to the the increased revenue and strengthened cost management despite higher variable costs and labor costs, e.g.

Operating Profit / Profit Attributable to Owners of Parent



(JPY billion)	2022 Results	(Actual Currency Basis)			2023 Forecast	(Actual Currency Basis)	
		Change	YoY	vs Forecast		Change	YoY
Revenue	2,511.1	275.0	12.3%	61.1	2,690.0	178.9	7.1%
Core Operating Profit	243.8	25.9	11.9%	3.8	245.0	1.2	0.5%
Adjustment item	- 26.8	- 20.7	-	- 4.3	- 18.0	8.8	-
Gain (loss) on sales and retirement of non current assets	9.5	- 21.5	- 69.3%	- 0.4	- 3.2	- 12.7	-
Business integration expenses	- 15.4	- 0.6	-	- 13.2	-	15.4	-
Impairment loss	- 18.5	- 5.0	-	- 5.7	-	18.5	-
Others	- 2.4	6.5	-	15.0	- 14.8	- 12.4	-
Operating profit	217.0	5.1	2.4%	- 0.5	227.0	10.0	4.6%
Finance income or loss	- 9.7	0.2	-	- 0.2	- 7.0	2.6	-
Share of profit (loss) of investments accounted for using equity method	0.7	- 0.0	- 3.0%	0.3	0.5	- 0.2	- 28.0%
Others	- 2.1	0.9	-	0.9	- 0.5	1.6	-
Profit before tax	206.0	6.2	3.1%	0.5	220.0	14.0	6.8%
Income tax expense	- 54.3	- 8.3	-	4.7	- 62.5	- 8.2	-
Profit	151.7	- 2.1	- 1.4%	5.2	157.5	5.8	3.8%
Profit attributable to owners of parent	151.6	- 1.9	- 1.3%	5.1	157.5	5.9	3.9%
Profit attributable to non-controlling interests	0.2	- 0.2	- 49.8%	0.2	-	- 0.2	-
Adjusted profit attributable to owners of parent*	165.4	10.8	7.0%	8.9	157.5	- 7.9	- 4.8%

* Calculated from profit attributable to owners of parent excluding one-off special factors including business portfolio restructuring and impairment loss. 2022 is adjusted on after-tax basis for the loss of SCM restructuring in Japan.

2022 Result

- Operating profit: +2.4% YoY in total mainly due to the increase in Core Operating Profit, despite of the reversal of gain on sale of property, plant and equipment in the previous year
- Profit: -1.3% YoY mainly due to the increase in corporate income tax, etc.
- Adjusted profit excluding the loss of SCM restructuring was +7.0% YoY.

2023 Forecast

- Operating profit: +4.6% YoY in total mainly due to the reversal of impairment losses from the previous year's SCM restructuring in Japan, etc.
- Profit: +3.9% YoY mainly due to the increase in operating profit, etc.
- Adjusted profit is expected to be -4.8 YoY mainly due to the rebound from gains on the sale of fixed assets in the previous year, etc.

Statement of Financial Position / Statement of Cash Flow



(JPY billion)	2022 Results	Change	YoY	vs Forecast	2023 Forecast	Change	YoY
Total assets	4,830.3	282.6	6.2%	130.3	4,880.0	49.7	1.0%
Total equity	2,062.9	303.8	17.3%	92.9	2,160.0	97.1	4.7%
Interest-bearing debt *1	1,497.3	- 98.9	- 6.2%	14.3	1,427.0	- 70.3	- 4.7%
Net DE ratio *2	0.59	- 0.14	-	- 0.02	0.54	- 0.05	-
Net Debt / EBITDA *2	3.61	- 0.63	-	0.01	3.38	- 0.23	-
(Reference) EBITDA	362.4	33.9	10.3%	6.2	366.2	3.8	1.0%
Operating cash flow	266.0	- 71.8	-	- 32.0	295.0	29.0	-
Investing cash flow	- 69.2	- 54.8	-	13.8	- 137.0	- 67.8	-
Financing cash flow	- 219.6	100.8	-	- 4.6	- 158.0	61.6	-
Free cash flow	201.1	- 117.9	-	- 13.9	177.0	- 24.1	-
Dividend per share (JPY)	11.3	0.4	-	0.2	11.5	0.2	-
Dividend payout ratio (%)	37.8%	1.8%	-	- 0.6%	37.0%	- 0.8%	-
Adj. Dividend payout ratio (%) *3	34.6%	- 1.1%	-	- 1.3%	37.0%	2.4%	-

*1 Breakdown of change from the end of previous year: Repayment of interest-bearing debt -41.1 billion yen, foreign currency translation of foreign currency-denominated interest-bearing debt due to yen depreciation +45.2 billion yen

*2 Calculated after deducting 50% of outstanding subordinated debt (JPY 300 billion) from net debt

*3 Calculated based on adjusted profit attributable to owners of parent

2022 Result

- B/S: Total assets increased by JPY 282.6 billion from the end of the previous year mainly due to an increase in goodwill and intangible assets resulting from yen depreciation.
- B/S: Interest-bearing debt decreased by JPY 98.9 billion YoY as a result of repayments as a result of increased Core Operating Profit and CF expansion measures, despite foreign currency debt temporarily increased as a result of the weaker JPY.
- C/F and Dividend: Generated FCF of JPY 201.1 billion by the profit generation and the sale of non-business assets, with increasing in annual dividend by JPY 4 per share.

2023 Forecast

- B/S: Interest-bearing debt is forecast to be reduced by 70.3 billion compared to the end of the previous year, with Net Debt/EBITDA declining to 3.38x.
- C/F and Dividend: 177.0 billion FCF will be generated by Core Operating Profit with increasing the annual dividend by 2 yen per share.

(JPY billion)	2022 Results	Change	YoY	vs Forecast	2023 Forecast	Change	YoY
Alcohol Beverages Business	786.2	64.1	8.9%	- 8.9	789.8	3.6	0.5%
Non-Alcohol Beverages Business	367.3	9.5	2.7%	- 6.6	390.6	23.3	6.3%
Food Business	127.8	1.9	1.5%	0.1	129.3	1.5	1.2%
Other/elimination in segment	20.4	6.8	50.4%	- 0.3	41.3	20.9	102.7%
Revenue	1,301.7	82.3	6.8%	- 15.7	1,351.0	49.3	3.8%
Alcohol Beverages Business	79.2	8.4	11.9%	1.2	86.0	6.8	8.6%
Non-Alcohol Beverages Business	30.1	- 3.0	- 9.2%	- 3.1	28.0	- 2.1	- 7.0%
Food Business	11.9	0.4	3.5%	- 0.4	12.3	0.4	3.8%
Other/elimination in segment	- 12.2	- 0.4	-	- 0.1	- 14.3	- 2.1	-
Core Operating Profit	108.9	5.5	5.3%	- 2.5	112.0	3.1	2.8%

2022 Result

- Revenue: +6.8% YoY mainly due to the strong sales of canned beer in Alcohol Beverages Business, as well as growth of core brands in each business.
- Core Operating Profit: +5.3% YoY due to the increase in canned beer in Alcohol Beverages Business and the effect of price revisions in each business, despite of cost increases in variable costs.

2023 Forecast

- Revenue: +3.8% YoY mainly due to the strengthening of core brands in each business and the effect of price revisions.
- Core Operating Profit: +2.8% YoY mainly due to the profit growth in Alcohol Beverages Business and Food Business, despite the profit decrease in Non-Alcohol Beverages Business caused by higher variable costs and other factors.

Japan (Alcohol Beverages: Revenue/Sales Volume)



(JPY billion) *Before rebate deduction	2022 Results	Change	YoY	vs Forecast
Beer-type beverages	593.3	54.6	10.1%	- 16.2
Whiskey and spirits	55.3	5.9	12.0%	3.1
RTD	35.7	- 1.1	- 3.1%	2.1
Wine	44.2	1.6	3.7%	1.8
Shochu	20.9	0.4	1.7%	0.8
Non-alcohol beer/ Non-alcohol RTD	40.0	- 0.3	- 0.8%	0.9

2023 Forecast	Change	YoY
611.9	18.5	3.1%
55.5	0.2	0.3%
36.0	0.3	0.8%
45.4	1.3	2.8%
18.0	- 2.9	- 14.0%
43.2	3.2	7.9%

(Million of cases)	2022 Results	Change	YoY	vs Forecast
Super Dry	68.88	8.06	13.2%	- 2.72
Style Free	12.48	0.02	0.2%	0.08
Clear Asahi	14.34	- 1.13	- 7.3%	0.14

2023 Forecast	Change	YoY
69.70	0.82	1.2%
12.50	0.02	0.1%
13.50	- 0.84	- 5.9%

(YoY) *Volume basis	2022 Results		
	Bottle	Can	Keg
Beer-type beverages	+ 24%	+ 1%	+ 40%
Beer	+ 24%	+ 13%	+ 40%

(YoY) *Volume basis	(Ref.) Beer-type market	
	2022	2023
Beer-type	+2~3%	- 3~4%
Beer	+14~15%	+0~1%
Happoshu	- 4~5%	Approx. -3%
New Genre	Approx. -7%	- 7~8%

2022 Result

- Revenue from beer-type beverages sales increased +10.1% YoY due to the strong sales of canned beer, despite a decrease in sales of new genre.
- Sales of whiskey and spirits, wine, and Non-alcohol beer/RTD: RTD sales were lower than the previous year, mainly due to the sluggish market, but whiskey and spirits and wine sales were higher than the previous year.

2023 Forecast

- Revenue from beer-type beverages sales +3.1% YoY due to growth in beer, as well as the effect of price revisions in all categories, despite the decrease in Happoshu wine and new genres in YoY.
- Sales of whiskey and spirits, wine, and non-alcohol beer/non-alcohol RTD: shochu will be down YoY, but non-alcohol beverages will be up YoY, mainly due to increased sales of non-alcohol beer and minimal alcohol beverages.

Japan (Alcohol Beverages: Breakdown of Changes in Profit)

(JPY billion)	2022 Results	Change	YoY	vs Forecast	2023 Forecast	Change	YoY
Change in sales, category and container mix	-	29.4		- 3.6	-	26.5	
Cost reduction in manufacturing	-	1.0		0.0	-	1.8	
Cost increase in manufacturing	-	- 14.1		0.8	-	- 21.0	
Advertisement and Sales promotion expenses	-	- 6.7		2.5	-	3.6	
Other expenses	-	- 1.1		1.4	-	- 4.1	
Core Operating Profit	79.2	8.4	11.9%	1.2	86.0	6.8	8.6%

* "Other expenses" includes "Other and eliminations."

< 2022 Results: Factors Contributing to Increase/Decrease >

- Change in sales and others: +29.4 (Sales volume in beer-type +24.2, Sales in other alcohol beverages +4.4, Change in category and container mix and etc.)
- Cost reduction in manufacturing: +1.0 (Raw materials +0.2, Transportation +0.4, etc.)
- Cost increase in manufacturing: -14.1 (Raw materials -8.4, Utilities -2.6, Transportation -0.5, etc.)
- Change in sales promotion expenses: -6.7 (Advertisement -5.4, Promotion -1.2) (Beer-type -5.4, Other -1.3)

< 2023 Forecast: Factors Contributing to Increase/Decrease >

- Change in sales and others: +26.5 (Sales volume in beer-type +24.2, Sales in other alcohol beverages +3.4, Change in category and container mix and etc.)
- Cost reduction in manufacturing: +1.8 (Other than beer-type +0.6, Transportation +0.2, etc.)
- Cost increase in manufacturing: -21.0 (Raw materials -17.7, In other than beer -0.8, Transportation -1.8, and etc.)
- Change in sales promotion expenses: +3.6 (Advertisement +4.3, Promotion expenses -0.7) (Beer-type +1.9, Other +1.7)

2022 Result

- +11.9% YoY due to the effects of increased revenues, including price revisions, etc., despite the variable cost increases and higher advertising and promotional costs, particularly for mainstay brands

2023 Forecast

- +8.6% due to the effect of price revisions and the efficiency of advertising and promotional costs, despite variable cost increases

Japan (Non-Alcohol Beverages: Sales Volume)



(Millions of cases)	2022 Results	Change	YoY	vs Forecast	2023 Forecast	Change	YoY
Carbonated drinks	82.50	2.18	2.7%	- 1.30	87.70	5.21	6.3%
Lactic acid drinks	44.48	2.30	5.5%	0.48	44.10	- 0.38	- 0.9%
Coffee	32.78	- 2.60	- 7.4%	- 1.22	31.70	- 1.07	- 3.3%
Tea	39.17	2.01	5.4%	- 0.83	46.00	6.83	17.4%
Mineral Water	16.94	1.36	8.7%	0.24	17.50	0.56	3.3%
Fruit juice	15.88	1.32	9.1%	0.88	14.20	- 1.68	- 10.6%
Other drinks	26.27	0.74	2.9%	0.77	26.00	- 0.27	- 1.0%
Sales Volume	258.00	7.31	2.9%	- 1.00	267.20	9.20	3.6%

(JPY billion)	2022 Results	Change	YoY	vs Forecast	2023 Forecast	Change	YoY
Revenue	367.3	9.5	2.7%	- 6.6	390.6	23.3	6.3%

※2023 Forecast includes the impact of the business alliance with DyDo (sales volume: no impact, revenue: -17.0 billion yen).

(YoY)	By channel	(YoY)	By container	(YoY)	(Ref) Market	
*Volume basis	2022 Results	*Volume basis	2022 Results	*Volume basis	2022	2023
Vending machine	- 1.4%	Can	- 1.4%	Total	Approx. +2%	Approx. ±0%
CVS	+ 6.2%	PET total	+ 3.8%			
SM	± 0.0%	Large PET	- 1.3%			
		Small PET	+ 6.2%			

2022 Result

- Sales volume: +2.9% YoY due to growth in carbonated drinks and lactic acid drinks by the renewal of main brands and the effect of new products, despite the decrease in sales volume of coffee.
- Revenue: +2.7% YoY, mainly due to higher sales volume and price revisions, despite a deterioration in unit price caused by a decrease in coffee.

2023 Forecast

- Sales volume: +3.6% YoY due mainly to the growth of carbonated drinks and tea by the renewal of main brands and the effect of new products, despite the decrease in sales volume of coffee and fruit juice.
- Revenue: +6.3% YoY due to the increase in sales volumes and effects of price revisions.

Japan (Non-Alcohol Beverages: Breakdown of Changes in Profit)



(JPY billion)	2022 Results	Change	YoY	vs Forecast	2023 Forecast	Change	YoY
Change in sales, category and container mix	-	5.9		- 4.4	-	14.8	
Cost reduction in manufacturing	-	1.2		- 0.5	-	1.3	
Cost increase in manufacturing	-	- 11.2		- 0.5	-	- 22.9	
Advertisement and Sales promotion expenses	-	0.7		1.1	-	- 2.3	
Other expenses	-	0.4		1.2	-	7.0	
Core Operating Profit	30.1	- 3.0	- 9.2%	- 3.1	28.0	- 2.1	- 7.0%

※"Change in sales, category and container mix" and "Other expenses" of 2023 Forecast include the impact of the business alliance with DyDo.

< 2022 Results: Factors Contributing to Increase/Decrease >

- Change in sales and others: +5.9 (Sales volume +5.8, Change in category and container mix, etc.)
- Cost reduction in manufacturing: +1.2 (Raw materials ±0.0, Packages +0.7, Operational efficiency / in-house production +0.5 and etc.)
- Cost increase in manufacturing: -11.2 (Raw materials -4.4, Packages -4.7, etc.)
- Change in sales promotion expenses: +0.7 (Advertisement +0.3, Promotion expense +0.4)

< 2023 Forecast: Factors Contributing to Increase/Decrease >

- Change in sales and others: +14.8 (Sales volume +14.2, Change in category and container mix, etc.)
- Cost reduction in manufacturing: +1.3 (Raw materials +0.3, Packages +1.0, Operational efficiency / in-house production ±0.0 and etc.)
- Cost increase in manufacturing: -22.9 (Raw materials -10.8, Packages -9.5 and etc.)
- Change in sales promotion expenses: -2.3 (Advertisement -2.2, Promotion -0.1)

2022 Results

- -9.2% YoY due to the significant increase in variable costs, despite the increased revenue and various cost efficiencies, etc.

2023 Forecast

- -7.0% YoY mainly due to the significant increases in variable costs and strengthened brand investment, particularly for new products.

(Khl/million Euro)	2022 Results	Change *1	YoY *1	Against Target*2	2023 Forecast	Change *1	YoY *1
Revenue (Incl. liquor tax)	4,154	493	13.5%	- 108	4,693	665	16.0%
Core OP*1	550	- 36	-6.3%	- 15	532	5	0.8%
Sales Volume	42,205	943	2.3%	- 981	41,392	- 813	-1.9%
Net Sales (excl. liquor tax)	3,370	419	14.3%	- 87	3,831	565	16.8%

*Excluding the impact of currency translation of local currencies into Euro

*1 Comparison in FX rate of the same period of the previous year

*2 Comparison in budget FX rate

<Overview by Channel (volume basis)>

*YoY	Jan-Sep	Oct-Dec	Jan-Dec
On-premise	+ 20-30%	+ 15-20%	+ 20-30%
Off-premise	- low single digit	- low single digit	- low single digit
Total	2.7%	0.9%	2.3%

2022 Results

- Sales volume: +2.3% YoY due to the recovery in the on-premise sales and the growth of premium categories.
- Revenue: +13.5% YoY due to the improvement of channel mix and unit price progress including the price revision.
- Core Operating Profit: -6.3% YoY due to cost increases in raw materials and utilities, despite the effect of increased revenues and cost efficiencies.

2023 Forecast

- Sales volume: -1.9% YoY due to the forecast shrinkage of Romanian market.
- Revenue: +16.0% YoY due to the price revision and on-going premiumization growth in non-alcohol.
- Core Operating Profit: +0.8% YoY due to the increase in unit price and the contribution of the cost reduction, but on the other hand, the cost increase in ingredients, labor costs etc.

(million AUD)	2022 Results	Change	YoY	YoY	2023 Forecast	Change	YoY
Revenue	6,399	339	5.6%	59	6,905	509	8.0%
Core Operating Profit	1,175	169	16.7%	-1	1,196	20	1.7%
Net Sales (exc liquor tax) *1	4,428	277	6.7%	51	4,673	248	5.6%
(Alcohol Beverages) *1	3,064	146	5.0%	-81	3,261	199	6.5%
(Non-Alcohol Beverages) *1, 2	1,364	132	10.7%	132	1,412	49	3.6%
Net Core OP *3	1,175	138	13.3%	-1	1,196	20	1.7%

*Excluding the impact of currency translation of local currencies into Euro

*1 Based on net sales value excluding container deposite *2 Including the impact of newly consolidated Allpress

*3 Core OP before deduction of one-off cost

<Overview by Channel (Australian Alcohol Beverages)>

*YoY	Jan-Sep	Oct-Dec	Jan-Dec
On-premise	+mid 20%	+10-20%.	+20-30%
Off-premise	-low single digit	+low single digit	-low single digit
Total	approx. +2%	approx. +4%	approx. +3%

2022 Result

- Revenue: +5.6% YoY due to the higher sales volumes, especially of major brands, as well as an improved channel mix and price realization as a result of price revision.
- Core Operating Profit: +16.7% YoY due to the increased revenue as well as efficiencies in fixed costs, including the accelerated creation of cost synergies, despite higher costs of raw materials and logistics.

2023 Forecast

- Revenue: +8.0% YoY mainly due to the rebound increase from the impact of COVID in Q1, as well as increased sales in the premium category and non-alcohol beer.
- Core Operating Profit: +1.7% YoY mainly due to the increased revenues with improved mix and cost efficiencies in production and logistics, despite higher costs, including raw materials and labour costs.

FX Impact (2022 Results)



(JPY billion)	2022 Results	Prev. Year	(Actual Currency Basis)		FX Impact	(Constant Currency Basis)	
			Change	YoY		Change	YoY
Japan	1,301.7	1,219.4	82.3	6.8%	-	82.3	6.8%
Europe	573.9	474.4	99.5	21.0%	35.5	64.0	13.5%
Oceania	583.2	500.0	83.2	16.6%	55.2	27.9	5.6%
Southeast Asia	51.7	42.7	9.0	21.1%	6.1	2.9	6.8%
Other	8.8	6.0	2.8	47.0%	0.2	2.6	44.0%
Adjustment (corporate and elimination)	- 8.1	- 6.3	- 1.8	-	- 0.3	- 1.5	-
Revenue	2,511.1	2,236.1	275.0	12.3%	96.7	178.4	8.0%
Japan	108.9	103.5	5.5	5.3%	-	5.5	5.3%
Europe	76.0	75.5	0.5	0.7%	5.2	- 4.7	- 6.3%
Oceania	107.1	83.1	24.0	29.0%	10.1	13.9	16.7%
Southeast Asia	0.6	0.4	0.2	39.9%	0.1	0.1	27.6%
Other	1.4	1.2	0.2	13.4%	0.0	0.1	11.7%
Adjustment (corporate and elimination)	- 16.6	- 14.6	- 2.0	-	0.0	- 2.0	-
Amortization of acquisition- related intangible assets	- 33.6	- 31.1	- 2.5	-	- 2.5	- 0.0	-
Core Operating Profit	243.8	217.9	25.9	11.9%	13.0	12.9	5.9%

<Exchange Rate Trends>

(Yen)	2022 Results	2021 Results
Euro	138.1	129.9
AUD	91.1	82.5

*Figures for Constant Currency Basis are calculated by converting foreign currency amounts for the current year to yen using the exchange rate of the previous year.

FX Impact (2023 Forecast)

(JPY billion)	2023 Forecast	Prev. Year	(Actual Currency Basis)		FX Impact	(Constant Currency Basis)	
			Change	YoY		Change	YoY
Japan	1,351.0	1,301.7	49.3	3.8%	-	49.3	3.8%
Europe	657.0	573.9	83.1	14.5%	- 8.7	91.9	16.0%
Oceania	628.4	583.2	45.2	7.8%	- 1.2	46.4	8.0%
Southeast Asia	54.7	51.7	3.0	5.8%	0.2	2.8	5.4%
Other	9.9	8.8	1.2	13.2%	- 0.1	1.2	14.1%
Adjustment (corporate and elimination)	- 11.0	- 8.1	- 2.9	-	- 0.0	- 2.9	-
Revenue	2,690.0	2,511.1	178.9	7.1%	- 9.8	188.7	7.5%
Japan	112.0	108.9	3.1	2.8%	-	3.1	2.8%
Europe	74.4	76.0	- 1.6	- 2.1%	- 2.2	0.6	0.8%
Oceania	108.8	107.1	1.7	1.6%	- 0.2	1.9	1.7%
Southeast Asia	1.2	0.6	0.6	104.3%	0.0	0.6	103.4%
Other	1.1	1.4	- 0.3	- 23.9%	- 0.0	- 0.3	- 23.6%
Adjustment (corporate and elimination)	- 19.3	- 16.6	- 2.7	-	0.0	- 2.7	-
Amortization of acquisition- related intangible assets	- 33.2	- 33.6	0.4	-	0.4	0.0	-
Core Operating Profit	245.0	243.8	1.2	0.5%	- 2.0	3.2	1.3%

<Exchange Rate Trends>

(Yen)	2023 Forecast	2022 Results
Euro	140.0	138.1
AUD	91.0	91.1

<Exchange Rate Sensitivity for 2023>

(JPY billion)	Revenue	Core OP
Euro	± 4.7	± 0.5
AUD	± 6.9	± 1.2

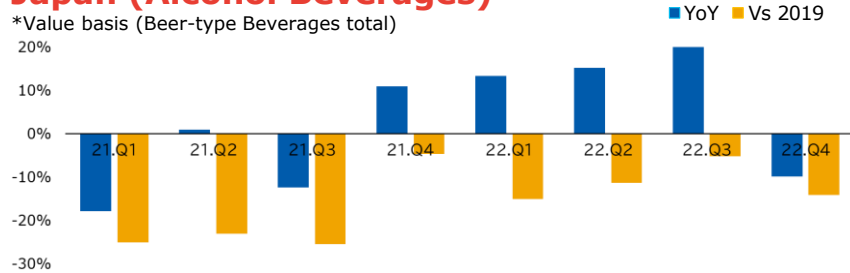
- * Impact of 1 yen change (full year)
- * Figures do not include the effect of exchange rates on amortization of intangible assets.
- * FX impact shows the impact of converting local currency results into yen excluding trade impact.

*Figures for Constant Currency Basis are calculated by converting foreign currency amounts for the current year to yen using the exchange rate of the previous year.

<Reference> Sales Trend by Region

Japan (Alcohol Beverages)

*Value basis (Beer-type Beverages total)



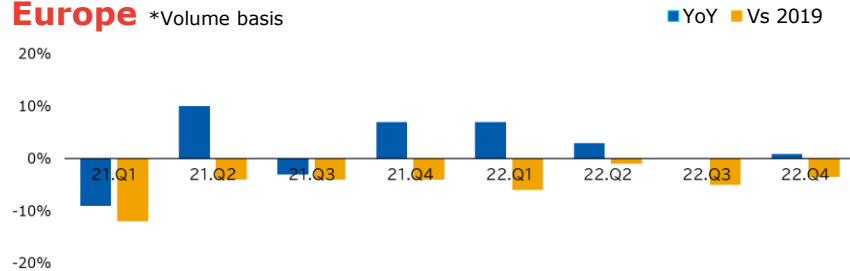
● 2022 Results

• Revenue +10.1% YoY (-11% vs 2019)

On-premise: +Mid 30% range YoY (Just under -40% vs 2019)
 Off-premise: + Slight increase YoY (- Slight decrease vs 2019)

*Figures by channel are based on sales volume (beer-type total)

Europe *Volume basis

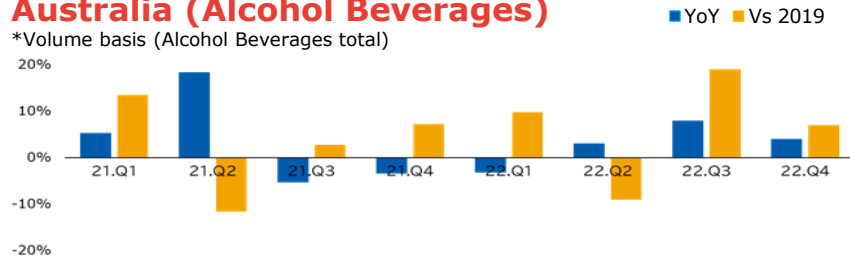


• Sales Volume +2.3% YoY (-3% vs 2019)

On-premise: +20 to +30% YoY (-Low tweens vs 2019)
 Off-premise: -Low single digit YoY (-Low single digit vs 2019)

Australia (Alcohol Beverages)

*Volume basis (Alcohol Beverages total)



• Sales Volume +3% YoY (+mid single digit vs 2019)

On-premise: +20 to 30% YoY (-Low single digit vs 2019)
 Off-premise: - Low single digit YoY (+High single digit vs 2019)



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