

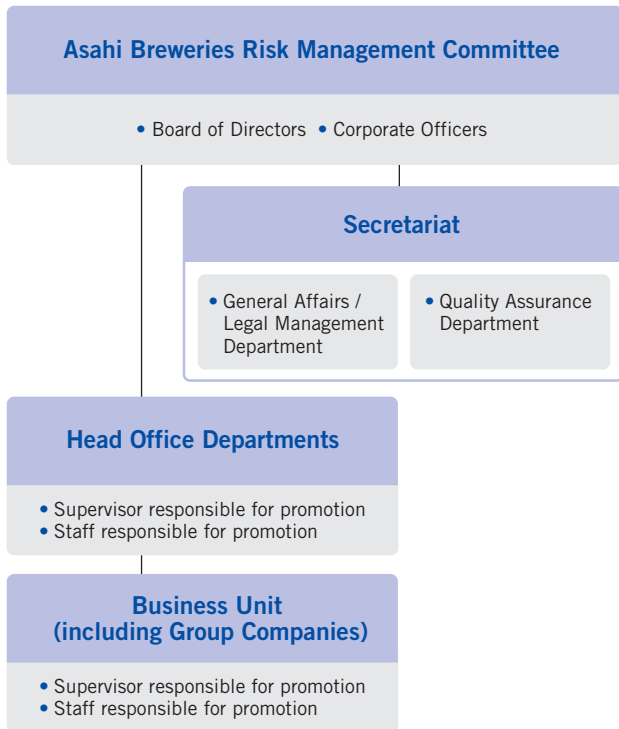
Risk Management

In 2006, the Asahi Breweries Group established the Asahi Breweries Group Risk Management Principal Rules and the Risk Management Procedures. The Principal Rules define the basic issues related to risk management. The Risk Management Procedures define specific management processes based on the Principal Rules. The goal in drafting these rules and procedures is to prevent all types of risks surrounding the business and to strengthen our risk management system for responding to emergency situations in order to realize a stable and sustainable business foundation.

The Asahi Breweries Risk Management Committee, established in line with the Group Principal Rules, is comprised of four directors and one executive officer. The committee meets at least once a year to discuss and decide guidelines for related activities as a whole, as well as priority measures to be taken, based on the results of a risk survey, and reviews the content of measures and the progress of plans concerning major risks. The committee also maintains close contact with supervisors and staff responsible for promoting risk management in each department at Head Office and in each major business unit within the Group. The goal here is to conduct preventive activities at the organizational level to avoid the occurrence of risks on a daily basis.

In 2009, the committee focused mainly on measures to address new strains of influenza.

RISK MANAGEMENT PROMOTION SYSTEM



Compliance

Asahi Breweries, Ltd. promotes compliance throughout the Group under the leadership of the Asahi Breweries Group Corporate Ethics Committee—comprising directors, executive officers and legal advisors—by appointing trained compliance promotion staff in each place of business and Group company, providing thorough training on the Business Ethics Rule and enhancing awareness of compliance among employees.

The Group has appointed Legal Promoters (LPs), Senior Legal Promoters (SLPs), and Legal Promoters for Governmental Regulations (GLPs) to further strengthen our compliance structure. Appointees to each of these positions are selected from among the Group's regular employees. As of the end of 2009, approximately 130 LPs, 30 SLPs and 30 GLPs have been assigned.

Together with efforts to upgrade and enhance training and seminars, questionnaires and other activities, we are taking steps to further embed the Group's in-depth approach to compliance. Through compliance training targeting LPs in particular in 2009, we were able to create deeper understanding of the most up-to-date know-how relating to compliance initiatives targeting the environment, business partners, employees, and other stakeholders.

COMPLIANCE PROMOTION SYSTEM

