Corporate Data

Corporate Philosophy

KIRIN brings joy to society by crafting food and healthcare products inspired by the blessings of nature and the insights of our customers.

2035 Vision

Vitalize the world through innovation by our people and technology, as a global leader in CSV

“KIRIN WAY”

Our Fundamental Values

Pioneer with Innovation
With creative thinking and a spirit of curiosity, let's keep proposing new ideas that move us forward.

Consumer / Patient at Heart
Deeply connect with people's lives and deliver value beyond what society anticipates.

Quality in Mind
Approach all work with integrity and consistently deliver the quality people expect.

Our Principles

Be Aspirational
Envision a future that excites and inspires us. Our personal passion and purpose are the driving forces that unlock tomorrow.

Go to “Gemba”
Observe at the source to uncover truth and understand real needs. The starting point of our work should always begin where these needs exist.

Act First, Learn Fast
Step forward boldly, even if the path is uncertain. There's always something to learn from every outcome.

Leap Beyond
Break out and explore beyond the familiar! New possibilities await on the other side of the leap.

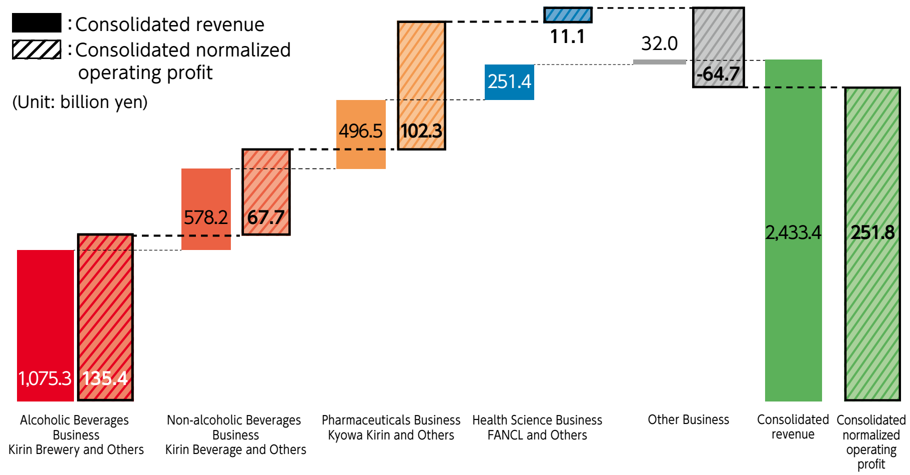
Unite as One Team
Turn our personal uniqueness into collective strength. By working together, we make the impossible possible.

Commit to Winning
Bring passion and commit to delivering results! Individual ownership fuels the value we deliver to the world.

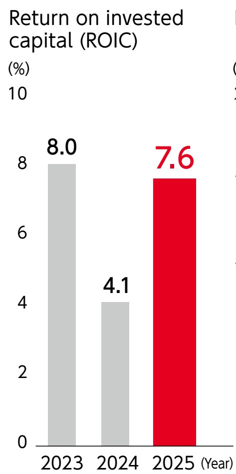
Company Overview

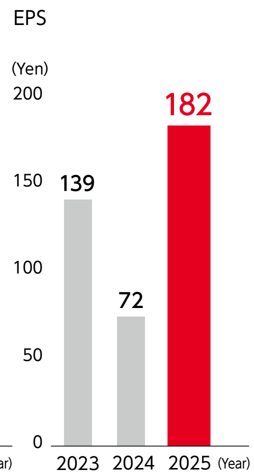
Company Name	Kirin Holdings Company, Limited
Establishment	February 23, 1907 * Kirin Brewery Co., Ltd. changes its name to Kirin Holdings Co., Ltd. and becomes a holding company of the Kirin Group on July 1, 2007
Head Office	NAKANO CENTRAL PARK SOUTH 10-2, Nakano 4-chome, Nakano-ku, Tokyo 164-0001, Japan
Paid-in Capital	102,046 million yen
Number of employees	31,144 * Kirin Holdings Number of employees: As of December 31, 2025

Consolidated revenue／Consolidated normalized operating profit



Financial Key Performance Indicators





Identification of Materiality

The Kirin Group evaluates key themes for its sustainable existence and development alongside society from two perspectives: impact on business and impact on stakeholders, organizing them as "Management Issues for Sustainable Growth (Group Materiality Matrix: GMM)" (figure below right). As the GMM evolves over time and serves as the starting point for the Group's planning process, we have determined that annual updates are necessary.

In 2025, following the "Procedure to select Materiality" (figure below), we re-examined the materiality for the Kirin Group's sustainable existence and development alongside society with a 10-year outlook, taking into account changes in both internal and external environments.

This year, in alignment with our long-term management vision "Innovate2035!," we have added "Promoting responsible marketing" as a new materiality theme. This addition reflects the growing international demand for fairness, transparency, and social consideration in corporate marketing activities, driven by advancing regulations in the EU and requests from ESG rating agencies. Materiality under the general requirements of the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD) is addressed in the "Holistic Environmental Management Information Disclosure" section →P.4 of this report.

In evaluating materiality for sustainability issues, we identify issues that are important to both the Kirin Group and its stakeholders, while examining areas where the Kirin Group can create positive impacts on society. As a result, for environmental matters, we have reconfirmed that the four themes positioned as critical issues in the Kirin Group's Environmental Vision 2050—"Sustainable use of biological resources," "Sustainable use of water resources," "Sustainable recycling of containers and packaging," and "Overcoming climate change"—are highly material for Group management.

The Taskforce on Nature-related Financial Disclosures (TNFD) Recommendations v1.0, published in September 2023, recommends an integrated approach to climate-related and nature-related issues. This integrated approach aligns with the fundamental philosophy of the 2013 "Kirin Group Long-Term Environmental Vision," which recognized the four environmental themes—"biological resources," "water resources," "containers and packaging," and "climate change"—not as independent issues but as interrelated challenges. The Kirin Group has continuously pursued this philosophy since pivoting to environmental activities with a global perspective in the early 1990s. Moving forward, as a leading company in integrated approaches, we will continue contributing to the global adoption of this philosophy and the resolution of environmental challenges.

Procedure to select Materiality

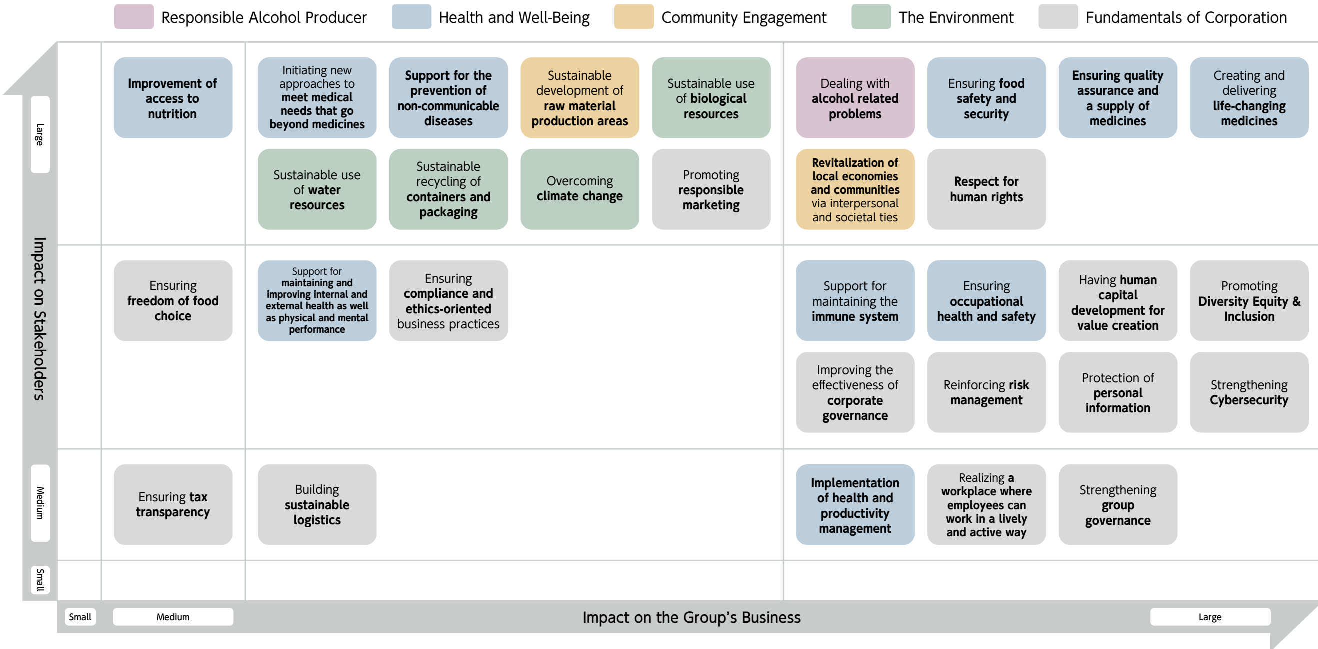
Identifying management issues
We identified issues based on reporting guidelines such as ISO26000, GRI, and SASB, evaluation items from ESG rating providers such as FTSE, MSCI, and Sustainalytics, and SDG targets.

Conducting internal evaluations
Based on objective information on social issues, such as NGO/NPO reports and media information, we exchanged opinions at the Group Executive Committee regarding the impact of social issues on our business activities and the impact of our business activities on society.

Conducting stakeholder engagement
Based on the results of our internal evaluation, we requested opinions from investors, NGOs, NPOs, and employees (labor unions).

Determining materiality
The results, which reflected the opinions of stakeholders, were then discussed at the Group CSV Committee and then resolved at a Board of Directors meeting.

Management Issues for Sustainable Growth (Group Materiality Matrix) (Updated in 2026)



Global Trends and Kirin Group’s Actions

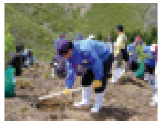
The Kirin Group has stayed ahead of global movements and has raised the level of its environmental management by proactively testing new initiatives. In anticipation of the 1992 Earth Summit in Rio de Janeiro, the Kirin Group established its Basic Policy for Addressing Global Environmental Issues in 1991. The following year, in 1993, we revised our management philosophy to state that “we aim to be a corporate group that considers the global environment,” and shifted our environmental management focus from pollution control to activities that take the entire planet into consideration. Since then, we have been leading the Japanese industry, including making a corporate presentation at the Third Conference of the Parties to the United Nations Framework Convention on Climate Change held in Kyoto in 1997 and starting our Water Source Forest Conservation Activities in 1999.

The Kirin Group has adopted an advanced disclosure framework to further raise the level of environmental management. Around 2008, we started responding to questionnaires from CDP (the Carbon Disclosure Project). At the time in Japan, ESG was not yet considered an important issue, but responding to CDP’s questionnaire provided an effective opportunity to deepen understanding of global environmental issues. Appropriate responses to CDP led to the Kirin Group having a multi-layered understanding of environmental issues and to the Kirin Group’s Environmental Vision 2050, which was announced in 2013. In order to respond to the TCFD guidance published in 2017, the Kirin Group began conducting scenario analysis early on. As a result, the need to approach the environmental themes of “biological resources,” “water resources,” “containers and packaging,” and “climate change” as interrelated issues in an integrated manner rather than as separate issues has spread to everyone from management to employees. This common understanding became the foundation for the improvement of environmental management.

From 2025 onward, we further strengthened our response to issues in climate change and natural capital. We formulated the “Kirin Group Carbon Credit Policy” and developed new FLAG targets aligned with the SBTi Net-Zero Standard, which was set in 2026. In order to deepen our understanding of the natural environment in raw material sourcing areas, we initiated ecosystem surveys at tea plantations in Sri Lanka. In our wine business, we made progress in initiatives to achieve coexistence between biodiversity conservation and business operations, including the designation of “Jonohira Vineyard” and “Tengusawa Vineyard” as a Sustainably Managed Natural Site by the Ministry of the Environment. Going forward, we will continue to promote advanced initiatives toward realizing a sustainable society, taking into account global environmental management regulations and economic trends.

1992 — Earth Summit
- ● Formulation of the Kirin Group Basic Policy for Addressing Global Environmental Issues (1991)
- ● “Consideration for the global environment” specified in our Corporate Philosophy (1993)

1997 — Kyoto Protocol
- ● 100% recycling achieved at all breweries (1998)
- ● Start of “Water Source Forest Conservation Activities” (1999)



- ● Action Plans for Becoming a Low-Carbon Corporate Group announced (2009)
- ● Installed water recycling plant Lion: Castlemaine Perkins Brewery) (2009)

2010 — The Tenth meeting of the Conference of the Parties (COP10) to the Convention on Biological Diversity
- ● Declaration of Support for Biodiversity Conservation announced (2010)
- ● Guidelines for the Procurement of Sustainable Biological Resources and an Action Plan announced (2013)
- ● Start of support for tea farms in Sri Lanka to acquire Rainforest Alliance certification (2013)
- ● Survey of water risks to natural capital and major global business sites (2014)
- ● Use of 100% recycled PET bottles started (2014)

2015 — Paris Agreement; SDGs

2017 — TCFD
- ● Became the first food and beverage manufacturer in Japan to be approved by SBT (2017)
- ● Start of water source conservation activities in Sri Lankan tea farms (2018)

2019 — IPCC Special Report on Global Warming of 1.5°C
- ● Joined RE100 (2020)

RE100

- ● Announcement of CSV long-term and non-financial targets “Kirin Group CSV Purpose” (2019)

- ● Kirin Group Plastic Policy announced (2019)

2021 — The Fifteenth meeting of the Conference of the Parties (COP15) to the Convention on Biological Diversity
- ● Became the first global food and beverage company to obtain approval for an SBT Net-Zero (2022)
- ● Launched FANCL Recycling Program (2021)
- ● Launched year-round products using tea leaves from certified farms in Sri Lanka (2021)
- ● Kirin Group Action Plan for the Sustainable Use of Biological Resources (2021)

2023 — TNFD recommendations v.1.0; IFRS S1/S2
- ● First food and beverage company in Japan to execute a transition-linked loan (2023)
- ● 100% of electric power purchased at two Kyowa Kirin plants and three research laboratories converted to renewable energy (2023)
- ● Joined the Business Coalition for a Global Plastics Treaty (Japan) (2023)
- ● Mariko Vineyard began joint research on GHG fixation (2023)
- ● Mariko Vineyard was approved as a site for biodiversity by the Ministry of the Environment (2023)
- ● Development of Sri Lanka Tea Leaf Scorecard started (2023)

2024
- ● Supply Chain Environmental Program launched (2024)
- ● Kirin Brewery used 100% renewable energy for all electricity purchased at all its factories and sales offices (2024)
- ● Stone & Wood Brewery: Launch of environmentally friendly products using regenerative agriculture certified barley (2024)
- ● Installed water recycling plant (Lion: Tooheys Brewery) (2024)

2025
- ● Installed heat pump boiler at New Belgium Brewing’s Fort Collins brewery, the first in the United States at commercial scale (2025)
- ● Formulated “Kirin Group Carbon Credit Policy” (2025)
- ● Initiated ecosystem surveys at tea plantations in Sri Lanka (2025)
- ● Jonohira Vineyard designated as a Sustainably Managed Natural Site (2025)

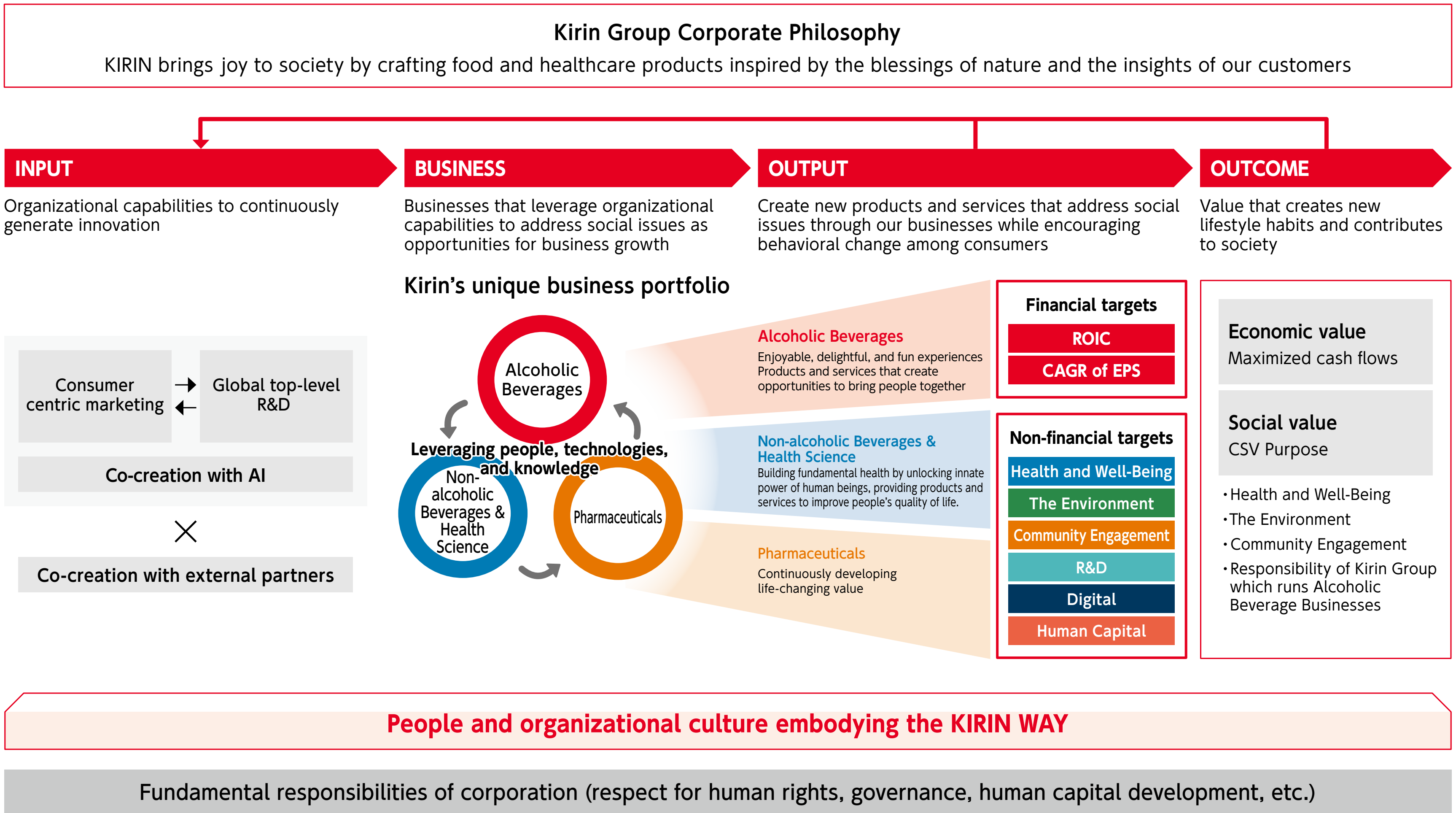
2026
- ● Tengusawa Vineyard designated as a Sustainably Managed Natural Site (2026)
- ● Newly established FLAG targets under the SBTi Net-Zero Standard (2026)

- ● Responded to the CDP questionnaire (from 2008)
- ● Kirin Group’s Long-Term Environmental Vision announced (2013)
- ● Trial disclosure based on the TCFD recommendations (2018)
- ● Kirin Group’s Environmental Vision 2050 announced (2020)
- ● Trial disclosure based on the LEAP approach (2022)
- ● Further enhancing the level of environmental management

● :Holistic Action ● :Biological Resources ● :Water Resources ● :Containers and Packaging ● :Climate Change

Kirin Group's Value Creation Model

The Kirin Group places CSV (Creating Shared Value) at the core of its management. We will work to solve social issues through our business activities and achieve sustainable growth together with society by simultaneously creating social and economic value over the short, medium and long term. The "value creation model" illustrates a sustainable mechanism for amplifying the two types of value creation by reinvesting the economic value gained in our organization's capabilities. Business development through the three domains of food, pharmaceutical, and health science requires the use of natural capital and the resolution of environmental challenges such as container packaging and climate change. Through the resolution of these issues and the sustainable use of natural capital, our business creates value that gives back to society. In the value creation model, the non-financial goal of the "environment" is shown as an important factor. For an explanation of how environmental issues relate to value creation at the Kirin Group, please refer to the "Expanding the Scope of Positive Impact" on page 12



Kirin Group’s Environmental Vision 2050

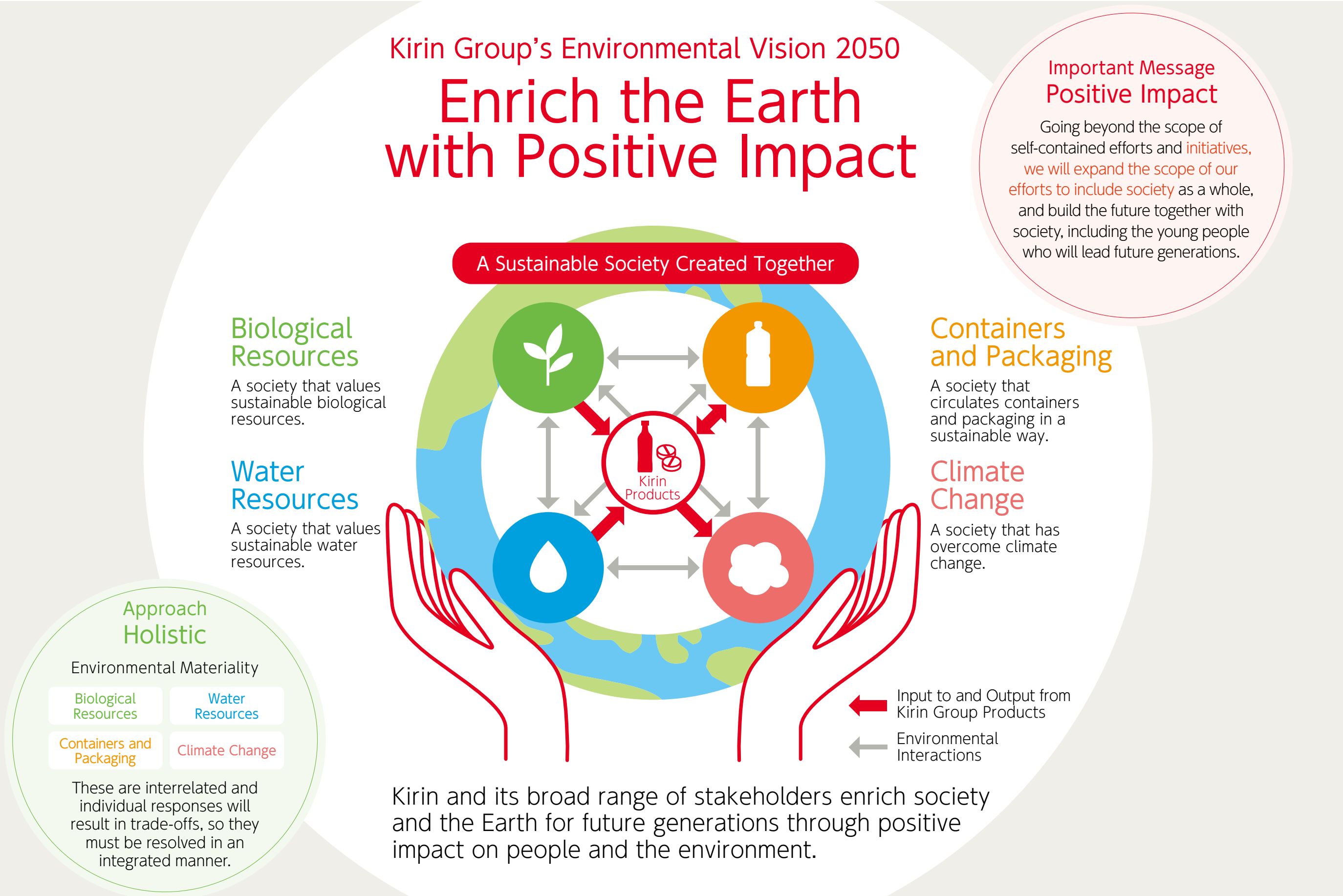
Enrich the Earth with Positive Impact

Society has reached a major turning point against the backdrop of growing global environmental problems, including the climate crisis, the ongoing loss of biodiversity, and plastic pollution of the oceans. Industries such as the Kirin Group, which rely on natural bounty such as water and agricultural products, are susceptible to environmental problems and there is need to address such issues urgently.

Through scenario analysis based on the TCFD, the Kirin Group has grasped the seriousness of the impact that climate change has on agricultural products and water resources. We have learned that in order to pass on a sustainable Earth to future generations, it is not enough to simply minimize negative impacts and achieve neutrality. Corporate environmental policies are expected to evolve from being self-contained within a company to having a positive impact on society as a whole.

In order to respond to such societal demands, the Kirin Group has developed the idea of an “integrated” approach that holistically addresses complex and interrelated environmental issues (biological resources, water resources, containers and packaging, and climate change) into our revised the “Kirin Group’s Environmental Vision 2050” and “Positive Impact” approach, which were discussed and resolved by the Board in 2020.

Under this new Vision, together with the young people who will lead the future, we will create a prosperous world for the next generation.



Efforts for Realization

Biological Resources A society that values sustainable biological resources	**Cultivate, expand and procure sustainable agricultural raw materials** ● Procure agricultural raw materials that comply with certification schemes, such as FSC®, RSPO and the Rainforest Alliance. (FSC® C137754*, FSC® N004238) ● Cultivate agricultural raw materials that are suited to global warming and expand them to raw material production areas. ● Promote recycling and reduction of product waste, thereby bringing food waste generated by production activities to zero. **Stand by the side of farmers to make raw material production areas sustainable** ● Expand support in acquiring sustainable certifications, such as the Rainforest Alliance, and solve environmental issues, etc., in production areas. ● Examine and research contributions to affluent biodiversity by sustainable agriculture and expand the outcomes to raw material production areas.
Water Resources A society that values sustainable water resources	**Bring water, used as a raw material, to a sustainable state** ● Continue to reduce the volume of water use in group operational bases. ● Further promote water source forestation activities in Japan. **Solve problems with water in a way that suits the characteristics of basin regions where our business bases are located** ● Minimize risk during water-related disasters by reinforcing resilience and efficiency for supply chains. ● Implement water source preservation activities and education programs to preserve water in raw material production areas, thereby solving water issues in the value chain.
Containers and Packaging A society that circulates containers and packaging in a sustainable way	**Develop and disseminate sustainable containers and packaging** ● Use sustainable containers and packaging that employ recycled materials and biomass. ● Aim to develop new containers and services. **Build a resource-recycling system to make containers and packaging sustainable** ● Take the lead in improving the recycling system in Japan. ● Contribute to collection of resources and establishment of recycling infrastructure in areas where operations are maintained.
Climate Change A society that has overcome climate change	**Realize Net-Zero GHG emission from the entire value chain** ● Achieve RE100 at an early stage and source the company’s energy from 100% renewable energy. ● Realize Net-Zero GHG emissions in the entire value chain. **Lead to build a decarbonized society** ● Build a business model that contributes to a decarbonized society with customers and other stakeholders. ● Support research to mitigate climate change and expand responsible renewable energy to society.

*FSC CoC certification scope: Procurement Department of Kirin Holdings, Kirin Brewery, Kirin Beverage

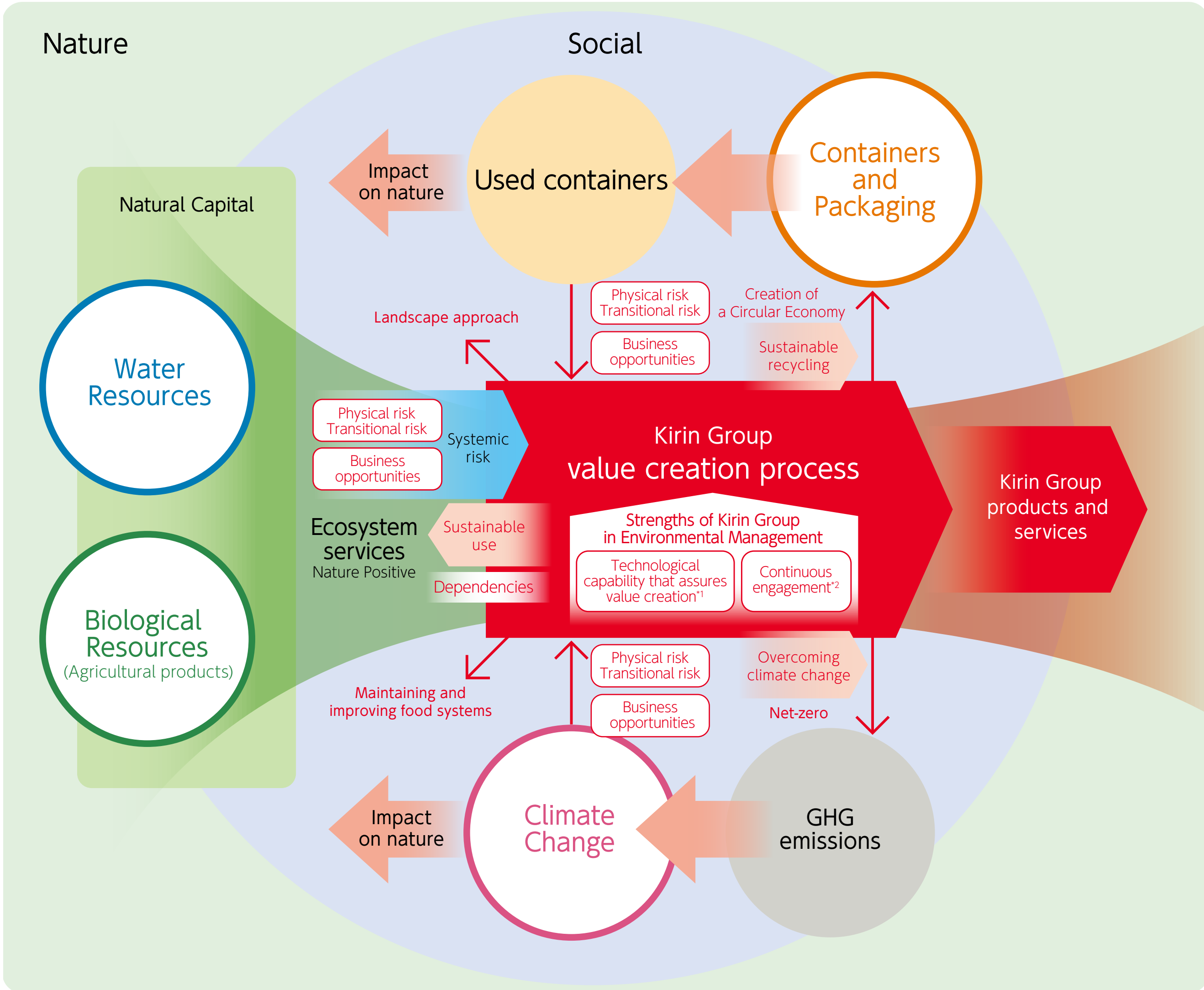
Kirin Group's Environmental Vision 2050

Expanding the Scope of Positive Impact

In 2024, we made some revisions to the "Environmental Value Correlation Chart," which shows the Kirin Group's integrated approach, to clarify that we will expand the scope of our positive impacts, which is a key message of our Environmental Vision. What we added was the "Landscape Approach" and the concept of "food systems."

In Sri Lanka, we decided that the procurement of certified tea leaves alone would not ensure the sustainability of our production sites, so we chose to support tea farms in obtaining sustainable farming certification. The Kunming-Montreal Global Biodiversity Framework (GBF) refers to the "Landscape Approach" as a method that comprehensively addresses the diverse human activities and natural environments of raw material production sites and leads to sustainable solutions to problems. The Sri Lankan case is also a solution to the problem through the concept of a "food system," which considers food not as an individual issue such as agriculture, but as a whole system involving food production, processing, distribution, consumption, and waste.

A one-dimensional view that looks only upstream and downstream, with the company at the center, could fail to realize that there are negative trade-offs for others outside the value chain, even if there seems to be a positive impact on the company. Although the Landscape Approach and the approach treating food as a systems take time and effort, they have a positive impact on raw material producing areas and contribute to stable procurement of raw materials and brand enhancement. So, we have decided to clearly recognize and work on them as part of the Kirin Group's integrated approach.



*1 Engineering and R&D capabilities (Kirin Central Research Institute, Institute of Health Sciences, Institute for Packaging Innovation)

*2 Engagements: Contributions to rulemaking and policy recommendations (TCFD, SBTN, TNFD pilot test participation), various organizations (NGO: Rainforest Alliance), FSC Japan, WWF Japan, Earthwatch Japan, etc. Consortiums: Consortium for Sustainable Paper Use, Rainforest Alliance Consortium, Australian Climate Leaders Coalition, etc. Communities: Sri Lanka tea farms, areas around Mercian's own managed fields, etc. Next generation: Kirin School Challenge, Japan Environmental Youth Network, etc.

Commitment and Performance

The four themes of the Environmental Vision is reflected in the "CSV Commitment", a medium- to long-term action plan that each business is working on to achieve the "CSV Purpose." The status of their implementation is monitored on a quarterly basis and reported to the Kirin Holdings Board of Directors. Current progress toward the targets, including qualitative ones, is as follows.

Group Materiality Matrix	Particularly contribute to SDG targets	CSV Commitment					
Medium items		approach	Our Achievements	Company/Department	Target Value	Target Year	Latest Achievements (2025)
Sustainable use of biological resources	4,15	We achieve Nature Positive management through wine production.	Achievement of 30by30 environmental site certification and activities toward this goal	Mercian	Obtain certification for 3 vineyards (including re-certification for Manko) and carry out the required actions	2027	**Obtained new 30by30 Nature Symbiosis Site certification for 1 vineyard**
	15	Minimise nature impacts through our sourcing and operations, understand our dependencies and ensure a resilient supply chain.	Increasing disclosures in line with TNFD framework reflecting our commitment to a Nature Positive future.	Blackmores	Compliance with all AFRS-2 climate disclosures plus 20 Nature disclosures.	2030	**70+ AASB Climate disclosures in draft 2025 AASB Sustainability Report. 10 TNFD nature disclosures in draft AASB Sustainability Report**
	2,12	Reduce waste by improving the accuracy of supply and demand forecasts and utilising food banks.	Food waste reduction rate	Kirin Beverage	60% (compared to 2019)	2027	**68%**
	12,13	Protect our social licence to operate, use of natural resources and manage scope 3 emissions through effective recovery of waste and improving our packaging footprint.	Reduce waste to landfill	Blackmores	80% diversion of on site waste form landfill.	2030	**62%**
Sustainable use of water resources	6	By reducing the amount of water used in our business activities, we will ensure the sustainability of water resources by conducting water resource preservation activities and other measures.	Improvement of water stewardship	Lion	Water use intensity in areas of high-water stress (XXXX, Tooheys, Boags) Less than 2.4 l/l	2027	**2.6l/l**
			Improvement of water stewardship	Lion	Water use intensity at high water stress sites (Fort Collins) Less than 3.4 l/l	2027	**3.7l/l**
			Reduction rate of water consumption	Kyowa Hakko Bio	32% (compared to 2015)	2030	**68.5%**
			Reduction rate of water consumption	Kyowa Kirin	40% (compared to 2019)	2030	**54.2%**

Commitment and Performance

Group Materiality Matrix	Particularly contribute to SDG targets	CSV Commitment					
Medium items		approach	Our Achievements	Company/Department	Target Value	Target Year	Latest Achievements (2025)
Sustainable recycling of containers and packaging resources	12,14	In addition to the use of recycled materials and biomass, and the development of new containers and services, we will help improve the sustainability of the PET resource cycle by building recycling systems and developing resource recovery and recycling infrastructure in the regions where we operate.	Percentage of plastic bottle recycled resin used	Kirin Beverage	53%	2027	**43.5%**
	12	We will contribute to securing a stable supply of resources by reducing the amount of packaging and containers, fulfilling our social responsibility as a corporate group that uses resources, and maintaining and sustaining our corporate activities.	Reduction in plastic containers and packaging	Mercian	Plastic resin reduction of 20 tons (compared to 2023)	2027	**Reduction of 0.067 tons**
	13	Reduction in the amount of CO_2 emitted during the production of the aluminium used.	Evaluation of actual equipment for switching to non-metallic packaging materials for iMUSE supplements	Kirin Holdings Health Science business Dept.	Adoption of non-metallic packaging materials	2027	**Evaluated filling compatibility and storage stability of new packaging materials**
Overcoming climate change	7,13	In addition to achieving RE100 at an early stage and making 100% of the energy used by our company come from renewable energy sources, we will expand the use of renewable energy in society and work with stakeholders to build a business model that contributes to a decarbonized society.	GHG (Green House Gas) emission reduction rate: Scope1+2 (compared to 2019)	Kirin Brewery	55%	2030	**39%**
				Kirin Beverage	55%	2030	**18%**
				Mercian	55%	2030	**24%**
				Lion	55%	2030	**47%**
				Kyowa Hakko Bio	55%	2030	**49%**
				Kyowa Kirin	55%	2030	**67%**
				Blackmores	50%	2030	**44%**
				Coca-Cola Beverages Northeast	25%	2030	**-10%**
			Ratio of renewable energy to electricity used by the entire Group	Kirin Holdings CSV Strategy Dept.	100%	2040	**52%**
			GHG (Green House Gas) emission reduction rate: Scope3 (compared to 2019)	Kirin Holdings CSV Strategy Dept.	30%	2030	**22%**