Governance

Supervisory Structure

In the Kirin Group, the Board of Directors deliberates and resolves on the basic policies of the CSV, including environment-related issues, medium- and long-term strategies, annual plans, and important non-financial targets and KPIs, including environmental targets. The Board also supervise the execution of the Group's environmental operations and important risks, including climate change, natural capital, and the Circular Economy, on a quarterly basis through monitoring the progress of non-financial targets.

Executive Structure

In the Kirin Group, the Group Executive Committee deliberates and makes resolutions concerning the setting and revision of important targets, as well as investment plans, related to environmental issues as a whole. The Group Executive Committee receives reports from operating companies and divisions on the status of target achievements and risks, and supervises these operating companies and divisions. The senior executive officer in charge of CSV strategy oversees environmental issues.

The Kirin Group has established the Group CSV Committee (meets three times a year). The committee is an advisory body to the CEO and COO that discusses environmental and other CSV issues across the Kirin Group. The committee is co-chaired by the CEO and COO of Kirin Holdings, with its members being the CEOs of major Kirin Group companies and senior executive officers of Kirin Holdings. With the participation of outside experts from a multi-stakeholder perspective, as necessary, this committee engages in in-depth discussions on matters such as current and future sustainability issues, the degree of dependence, and the degree of impact, as well as risks and opportunities associated with these issues. The committee then reports its decisions to the Board of Directors. Additionally, at the chair's discretion, matters are referred to other appropriate committees as needed.

The Kirin Group has established the Group Environmental Meeting (meets twice a year) under the Group CSV Committee. This meeting has the officer in charge of CSV strategy as the chair and the relevant senior executive officers and department heads as members. Key agenda of the meeting include "Sharing awareness of sustainability-related risks and opportunities and discussing strategies" and "Monitoring of progress related to roadmaps towards achieving the Kirin Group's Environmental Vision 2050 and exchanging opinions on related policies, strategies, and plans."

Through these discussions, we conduct deliberations that inform management decisions by considering the impact of key themes—including their magnitude and probability—as well as trade-offs inherent in strategic options for addressing risks and opportunities (zero risk, mitigation, or acceptance). For instance, the committee considers risks and opportunities related to major raw material procurement and discusses the transition to regenerative agriculture and its financial impact. The discussions at the meeting are then presented to the Group CSV Committee and the Board of Directors as necessary. This structure strengthens efforts to address sustainability issues as required by the Japan's Corporate Governance Code, revised in 2021. Environmental management, including addressing climate change, is implemented as part of the CSV management system. The Kirin Group has established the Group Risk and Compliance Committee (meets twice a year and as necessary). This committee consists of executive officers from Kirin Holdings, and makes resolutions concerning group-wide risk management policies and the identification of important risks and reports the results to the Board of Directors as necessary. This committee also controls environmental risk management.

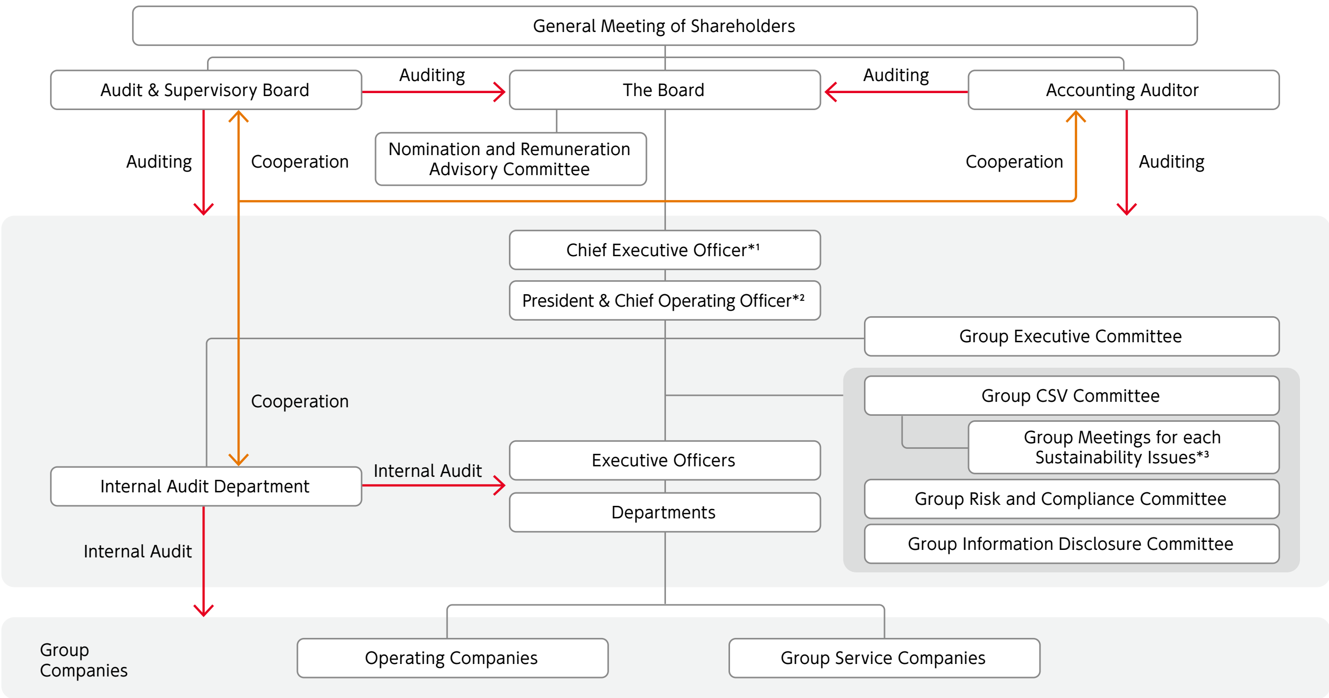
Starting from the 2022 Medium-Term Business Plan, performance-linked remuneration for senior executive officers reflects the target achievement rate for non-financial indicators, as an incentive to promote the medium- to long-term business plan. Regarding KPIs linked to remuneration, we have set a target of reducing GHG emissions by 32% (vs. 2019) in order to achieve the "SBT 1.5℃" for climate change, water usage (2.5 l/l) at production sites with high water stress as a target related to both climate change and natural capital as target values for 2026.

	Roles and authorities	Members	Frequency	Achievements
The Board	●Supervision of execution of environmental operations within the Group ●Resolutions related to Group's long-term strategy and annual plans ●Resolutions related to important non-financial targets and KPIs, including those concerning the environment ●Deliberation and resolution on significant strategies and investments that have a material impact on Group management, including environmental matters ●Oversee environmental initiatives of operating companies and relevant departments	●Chair: non-executive director of the Board ●Non-executive 7, Executive 5	Once a month (including written resolutions)	●Quarterly monitoring of important risks, including environmental, and the execution of business operations ●Resolutions concerning plans for fiscal 2026, including environmental targets, KPIs, and important risks
Group Executive Committee	●Deliberation of environmental policies, Group's long term strategies, and annual policies ●Deliberation related to general non-financial targets and KPIs, including those concerning the environment ●Deliberation and resolution on significant strategies and investments that have a material impact on Group management, including environmental matters ●Supervision of the environmental operations of operating companies and divisions	●Convened and chaired by the the President, Kirin Holdings Company, Limited ●Executive officers of Kirin Holdings	Twice a month, plus as needed	●Quarterly monitoring of the execution of environmental operations by operating companies ●Deliberation of plans for fiscal 2026, including environmental targets and KPIs, and important risks
Group CSV Committee	●Deliberation on medium- to long-term, Group-wide CSV policies, strategies, plans, targets, and KPIs, including environmental matters ●Deliberation on the implementation of specific initiatives in line with medium- to long-term CSV-related policies, including environmental matters ●Deliberation on and progress review of sustainability-related risks and opportunities, and roadmaps for individual environmental issues	●Chair: CEO and COO of Kirin Holdings ●Executive officers of Kirin Holdings ●CEOs of the Group's major operating companies in Japan and overseas	Three times a year	●Discussion of non-financial disclosure policies, strategies, and plans, including those related to the environment ●Reviews of ESG assessments and deliberation of enhancements
Group Environmental Meeting (Working Group on the Environment under the Group CSV Committee)	●Sharing awareness of sustainability-related risks and opportunities, and discussing strategies ●Monitoring the progress of roadmaps towards achieving the Kirin Group Environmental Vision 2050, and exchanging opinions on policies, strategies, and plans	●Chair: Executive officer in charge of CSV of Kirin Holdings ●Executive officer in charge of SCM strategy, General Manager of CSV Strategy Department, General Manager of Corporate Strategy Department, General Manager of Finance Department, General Manager of Procurement Department, General Manager of Corporate Communication Department, Head of Corporate Disclosure Section, General Manager of Research & Development Division, and General Manager of Technology Development Department*1	Twice a year	●Formulation of draft plans for fiscal 2026 concerning the four environmental issues
Group Risk and Compliance Committee	●Deliberation of annual policies concerning group risk management, including risks related to the environment, and important risks for the Kirin Group ●Monitoring risk and compliance projects and responding to sudden incidents	●Executive officer in charge of risk management of Kirin Holdings ●Executive officers of Kirin Holdings	Twice a year + as needed	●Deliberation of basic policies for plans for fiscal 2026 and important risks for the Kirin Group

*1 General Manager of Technical department of Kirin Brewery. Other affiliations not specified belong to Kirin Holdings

Governance

Status of Governance for Environmental Issues



*1 Chief Executive Officer (CEO): The Executive Officer responsible for overseeing the overall management of the Group
*2 Chief Operating Officer (COO): The Executive Officer responsible for overseeing the business operations of the Group
*3 Group Environmental Meeting, Group Business and Human Rights Meeting, Group Health and Safety Meeting, etc.

The CSV Commitment is the mid- to long-term action plan by which each operation addresses toward realizing the "CSV Purpose," which translates our Corporate Philosophy into its social significance, based on the "Group Materiality Matrix." Environmental goals, including those related to climate change, are incorporated into this CSV Commitment as one of our non-financial KPIs. These goals are set as performance indicators for each group company and reflected in their management plans. Progress on these goals serves as a performance evaluation indicator for the CEOs of the Group companies. From an internal management perspective, we re-view and update the targets annually, monitor progress quarterly, and report to the Kirin Holdings Board of Directors.

Skills and Competencies

We appoint directors of the Board, Audit and Supervisory Board members, and executive officers who possess the experience, advanced insight, and a high level of expertise to provide effective oversight of decision-making across the Group and execution of management, in order to drive the realization of CSV, which is at the core of the company's management.

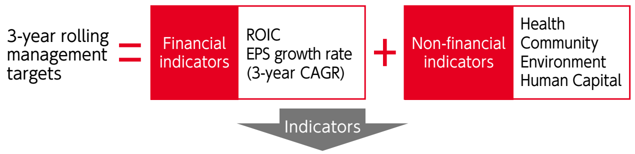
See below for a skill matrix of senior management.
https://www.kirinholdings.com/en/purpose/governance/provisions/

Incorporating Non-financial KPIs in Performance-linked Remuneration

Please refer to the following for information about the relationship between executive remuneration and non-financial indicators in our Medium-Term Business Plan.
https://www.kirinholdings.com/en/purpose/governance/conpensation/

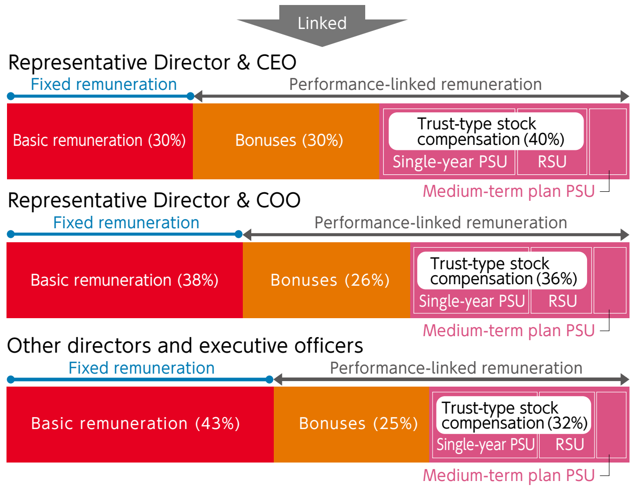
As of 2026, our CSV Commitments, which is incorporated into the management plans of the Kirin Group, is shown below.
https://www.kirinholdings.com/en/impact/csv_management/commitment/

Structure of Executive Remuneration



Item	Theme	Non-financial targets
Environment	Climate Change	Rate of reduction in GHG emissions Rate of reduction in Scope 1 + 2 emissions compared with 2019
	Water Resources	Basic unit of water usage at manufacturing sites with high water stress

* The proportion of executive remuneration recognized during the reporting period that is linked to environmental performance metrics, including climate-related criteria, cannot be separately identified as it is incorporated within the broader non-financial performance evaluation alongside other evaluation criteria.



●Percentage of management targets in PSU (Performance Share Unit)
ROIC : EPS growth rate : Non-financial indicators=40:40:20