

Management, Leadership & Advisory

Expertise and experience of directors, Audit & Supervisory Board members, and executive officers

	Expertise and Experience									
	Corporate Management	CSV / ESG	Finance / Accounting	HR / Organization Development	Legal / Risk Management	Manufacture / Quality Assurance	Brand Strategy / Marketing	Overseas Business	R&D / Health Science	ICT DX
Yoshinori Isozaki President & CEO	●	●	●		●		●	●		
Keisuke Nishimura Representative Director of the board, Senior Executive Vice President	●			●				●		
Toshiya Miyoshi Director of the Board and Senior Executive Officer	●	●		●	●		●			
Noriya Yokota Director of the Board and Senior Executive Officer		●	●	●		●		●		●
Takeshi Minakata Director of the Board and Senior Executive Officer	●		●			●		●	●	
Masakatsu Mori Independent Non-executive Director of the Board*1	●		●					●		●
Hiroyuki Yanagi Independent Non-executive Director of the Board*1	●					●	●	●		
Chieko Matsuda Independent Non-executive Director of the Board*1		●	●		●					

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Noriko Shiono Independent Non-executive Director of the Board*1	●						●	●	●	
Rod Eddington Independent Non-executive Director of the Board*1	●							●		
George Olcott Independent Non-executive Director of the Board*1		●	●	●				●		
Kaoru Kato Independent Non-executive Director of the Board*1	●									●
Ryosuke Mizouchi Senior Executive Officer		●	●				●	●		
Junko Tsuboi Senior Executive Officer	●	●		●			●			
Masao Maehara Senior Executive Officer						●		●		
Shinjiro Akieda Senior Executive Officer	●		●		●		●	●		●
Koji Fukada Senior Executive Officer						●		●	●	
Mitsuharu Yamagata Senior Executive Officer							●	●		
Hideki Horiguchi Senior Executive Officer	●						●	●		
Toru Yoshimura Senior Executive Officer	●		●			●		●	●	●
Yuki Kanzaki Senior Executive Officer	●					●			●	
Keiji Kuwata Standing Audit & Supervisory Board Member					●		●			
Shobu Nishitani Standing Audit & Supervisory Board Member			●					●		

*1:The appointment fulfills the requirements for designation as an independent officer as prescribed in regulations of the Tokyo Stock Exchange and complies with the Company's criteria for the independence of officers.

*2:Outside Company Auditor as described in Article 2-16 of the Companies Act of Japan. Also fulfills the requirements for designation as an independent officer as prescribed in regulations of the Tokyo Stock Exchange and complies with the Company's criteria for the independence of officers.

Policy for the nomination of Directors, Executive Officers and Audit & Supervisory Board Members

- The Kirin Group, having expanded its business globally with Japan as its core in the fields of food and health, intends to carry out its decision-making and management monitoring in a more appropriate fashion and at a higher level. To this end, Directors, Executive Officers and Audit & Supervisory Board Members are appointed upon taking into account the balance of their experience, achievements and specialization in relation to the Group's key businesses and business management. A number of persons who have a wealth of management experience, advanced specialized knowledge, and extensive expertise are appointed as Non-Executive Directors and Audit & Supervisory Board Members.
- One or more people who have the appropriate experiences and knowledge in financial or accounting are appointed as Audit & Supervisory Board Member.

Independent Directors/Auditors

As of April, 2022, seven (7) Non-Executive Directors and three (3) Audit & Supervisory Board Members that satisfy the Company's independence criteria, with reference to the criteria for independence of officers as prescribed in the regulations of the Tokyo Stock Exchange, have been appointed as Independent Directors/Auditors in order to improve the fairness and transparency of corporate governance, ensure the Group's sustainable growth, and boost corporate value over the medium to long term.

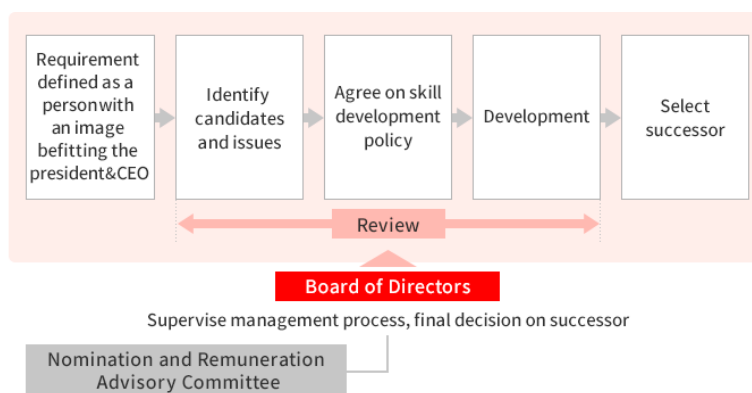
Policy for the appointment/dismissal of Directors/Auditors

- The appointment/dismissal of directors and executive officers will be decided by the Board upon deliberation by the Nomination and Remuneration Advisory Committee, taking performance into account; proposals for the nomination/dismissal of directors will be discussed at general meetings of shareholders. The nomination/dismissal of audit and supervisory board member will be discussed by the Nomination and Remuneration Advisory Committee, and will then be decided by the Board and discussed at a general meeting of shareholders (the appointment of audit and supervisory board members will require the consent of the Audit and Supervisory Board).
- Reasons for the nomination/dismissal of candidates for the positions of director and audit and supervisory board member will be indicated on convocation notices for general meetings of shareholders.

Candidate plan for president & CEO (Succession Plan)

- Kirin Holdings' Nomination and Remuneration Advisory Committee deliberated on the formulation of policy for the President & CEO Succession Planning in 2016 and reported on the requirement (an image befitting the President & CEO of Kirin Holdings) and the decision process for candidates to the Board of Directors.
- Based on this report, Kirin Holdings have been selecting, evaluating and training candidates since 2017 under the supervision of the Board of Directors in order to determine the future successor in a highly objective and transparent process.

Management process of succession planning



Status of retired from Representative Director and President, etc.

- Kirin Holdings has established internal regulations for Executive Advisors; in principle, the work is entrusted to a person who has served as either President or Chairperson of the Company upon a resolution at a board meeting, with a maximum tenure of three (3) years. The Executive Advisor is mainly engaged in external work such as the Company's social contribution activities (full time with remuneration) and is not engaged in any managerial work for the Company.
- Currently no one serves as Executive Advisor of the Company.
- The Company may grant a title such as Honorary Executive Advisor to a retired Executive Advisor when that person continues to engage in external activities (part time without remuneration). They do not engage in any managerial tasks for the Company, nor did they during their service as Executive Advisors.