

## 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

We pride ourselves on offering products based on what people want. We pride ourselves on our ability to harness the blessings of nature through innovative technology. We pride ourselves on delivering tangible satisfaction and quality in everything we make. All of which ensures that we exceed customers' expectations. And naturally, we do not stop there. As we look forward with vision and dreams, we aim to continue offering food and healthcare products that bring new joy to people's lives everywhere. Always a step ahead, the Kirin Group supports health, pleasure and comfort in your life.

## Corporate Slogan

### Joy brings us together

This watchword is instrumental in empowering the Kirin Group to gear up for future demands.

At KIRIN, we staunchly believe that individual happiness paves the way to wide-ranging joy and ultimate happiness for all.

In the spirit of the "Kirin," a revered mythological creature and symbol of the eternal chain of happiness and good luck, the KIRIN pledge is to help expand a multitude of joyous occasions.



## Editorial Policy

Integrated Report 2026 has been prepared to provide an overview of the Long-Term Vision "Innovate2035!" launched in 2026, and to present the current status and future outlook of the transformation we are advancing toward its realization.

This report aims to address the interests of readers, including investors, by clearly and transparently explaining how our Group's unique business portfolio generates competitive advantage and translates it into corporate value.

It also provides a clear understanding of our value as a global leader in CSV (Creating Shared Value)—transforming social issues related to food and healthcare into opportunities that drive sustainable growth—as well as our Group's "ability to drive change" and "earning power."

### Coverage

Kirin Holdings Company, Limited and the Kirin Group companies

### Period

The period covered is FY2025 (January 1, 2025, to December 31, 2025). Certain activities occurred in FY2026.

### Contact

Corporate Disclosure Section,  
Finance Department,  
Kirin Holdings Company, Limited

### Referenced Guidelines

The integrated report was prepared with reference to the International Integrated Reporting Framework of the International Integrated Reporting Council (IIRC) and the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation of the Ministry of Economy, Trade and Industry.

### Cautionary statement regarding forward-looking statements

Statements in this report that are not historical facts are forward-looking statements based on plans and expectations for the future. Accordingly, these forward-looking statements are subject to risks, uncertainties, and other unpredictable factors, and may differ considerably from actual results, business performance, and other future events. In addition, forecasts of FY2026 financial results were decided as of the disclosure of financial results on February 13, 2026.

## Other Disclosure Materials

### Consolidated Financial Statements

Compiled in accordance with Article 24-1 of the Financial Instruments and Exchange Act of Japan, the report includes Kirin Holdings' financial statements along with an overview of its recent performance, business results, facilities, and operations.

[For details on the Consolidated Financial Statements, please click here.](#)

### Corporate Governance Report

The report provides information on the Group's approach to and system of corporate governance, maintained in compliance with the Corporate Governance Code of Japan.

[For details on the Corporate Governance Report, please click here.](#)

### Investor's Guide/Fact Book/Videos

This guide provides investors with an overview of the Kirin Group's businesses and explains the strategic rationale for holding each business.

[For details on the Investor's Guide, please click here.](#)

### ESG Databook

Kirin Holdings presents environment, society, and governance (ESG) data for recent years at the following website.

[For details on the ESG Databook, please click here.](#)

### Environmental Report

The report details the Kirin Group's annual environmental activities as well as unique business-driven initiatives.

[For details on the Environmental Report, please click here.](#)

### Group Policies

To promote CSV management, the Group has established its basic policies for each of the four areas based on its CSV Purpose, as well as for other material issues and governance.

[For details on the Group Policies, please click here.](#)

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## Highlights of Integrated Report 2026



### Message from the CEO [Execution] The "Why" of the Long-Term Vision

**1** Why do we continue to pursue becoming a "global leader in CSV"?

[Value Creation in the Kirin Group]  
GMM and Sustainability-Related Risks and Opportunities  
P 29 -36  
Health and Well-Being / Community Engagement / The Environment / Responsibility of Kirin Group which runs Alcoholic Beverage Businesses

**2** Why can we achieve growth through our unique business portfolio, including the Health Science Business?

[Long-Term Vision "Innovate2035!"]  
Plans for Each Business Domain  
P 11

**3** How do we view our current stock price?

[Long-Term Vision "Innovate2035!"]  
Value Creation Model  
P 10



### Message from the COO [Execution] The "What" of the Long-Term Vision

**4** What will we do to strengthen the "power of people and technology"?

[Long-Term Vision "Innovate2035!"]  
How it works?: People and organizational culture embodying the KIRIN WAY  
P 9

**5** What kind of innovation do we aim to create?

[Long-Term Vision "Innovate2035!"]  
What: Enhancement of corporate value  
P 7

**6** What will we do to ensure the certainty and reproducibility of innovation?

[Long-Term Vision "Innovate2035!"]  
How: Strengthening organizational capabilities to continuously generate innovation  
P 8



### Message from the CFO [Execution] The "How" of the Long-Term Vision

**7** What role will we play as a corporate entity in driving the autonomous growth of each business and the creation of innovation?

[Long-Term Vision "Innovate2035!"]  
Strategies and Review by Business Domain  
P 14

**8** How will we visualize management information and link it to an increase of corporate value?

[Long-Term Vision "Innovate2035!"]  
Value Creation Model  
P 10



### Chairperson Interview

**9** What changes have resulted from initiatives to enhance the effectiveness of the Board of Directors?

[Governance]  
Effectiveness of the Board of Directors  
P 43 -42

**10** What discussions have been held by the Board of Directors regarding the Long-Term Vision, and where will it focus going forward?

[Governance]  
Governance Overview / Management / Officers' Skills and Remuneration  
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