

**KIRIN**



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us together

# **KIRIN R&D DAY 2025**

## **Opening Remarks**

**December 17, 2025**  
**Kirin Holdings Co., Ltd**

**President & COO,**  
**Takeshi Minakata**

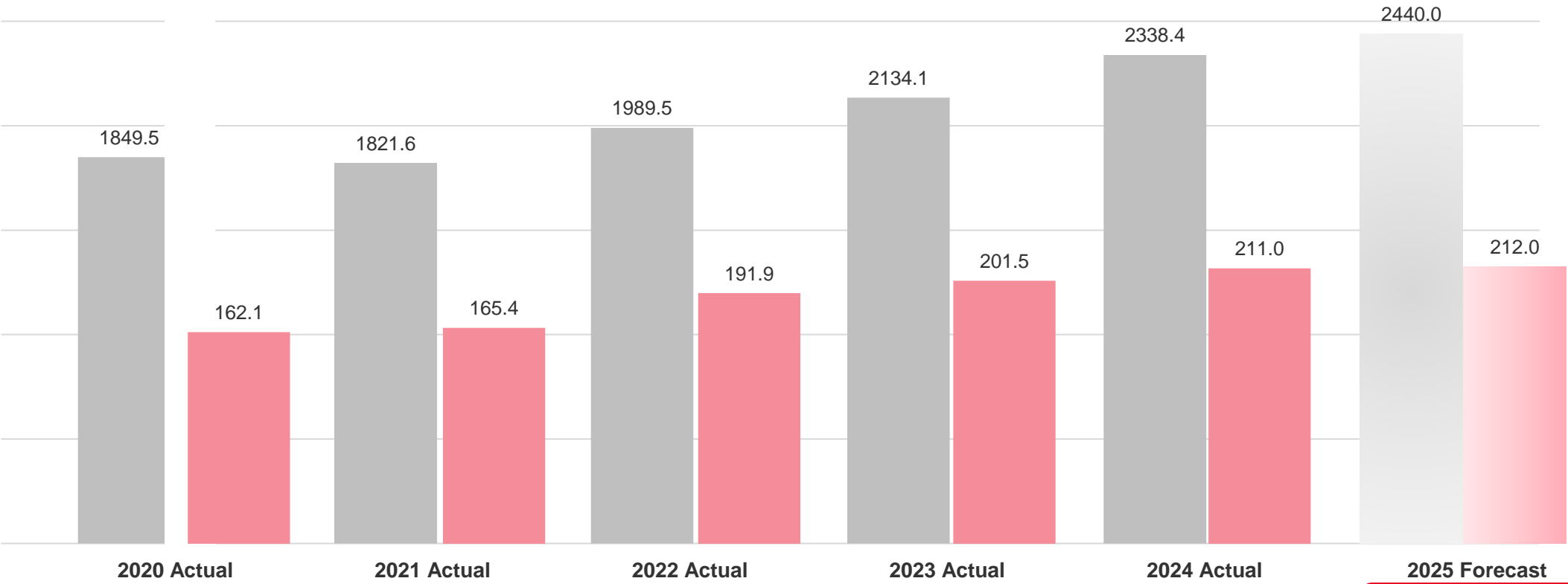
# Performance of Consolidated Revenue and Normalized Operating Profit since KIRIN R&D DAY 2020



➤ We have built a business portfolio comprising Alcoholic & Non-Alcoholic Beverages, Health Science, and Pharmaceuticals, and been steadily improving performance.

## Consolidated Revenue and Normalized Operating Profit

Consolidated Revenue (¥ bn):  Consolidated Normalized Operating Profit (¥ bn): 

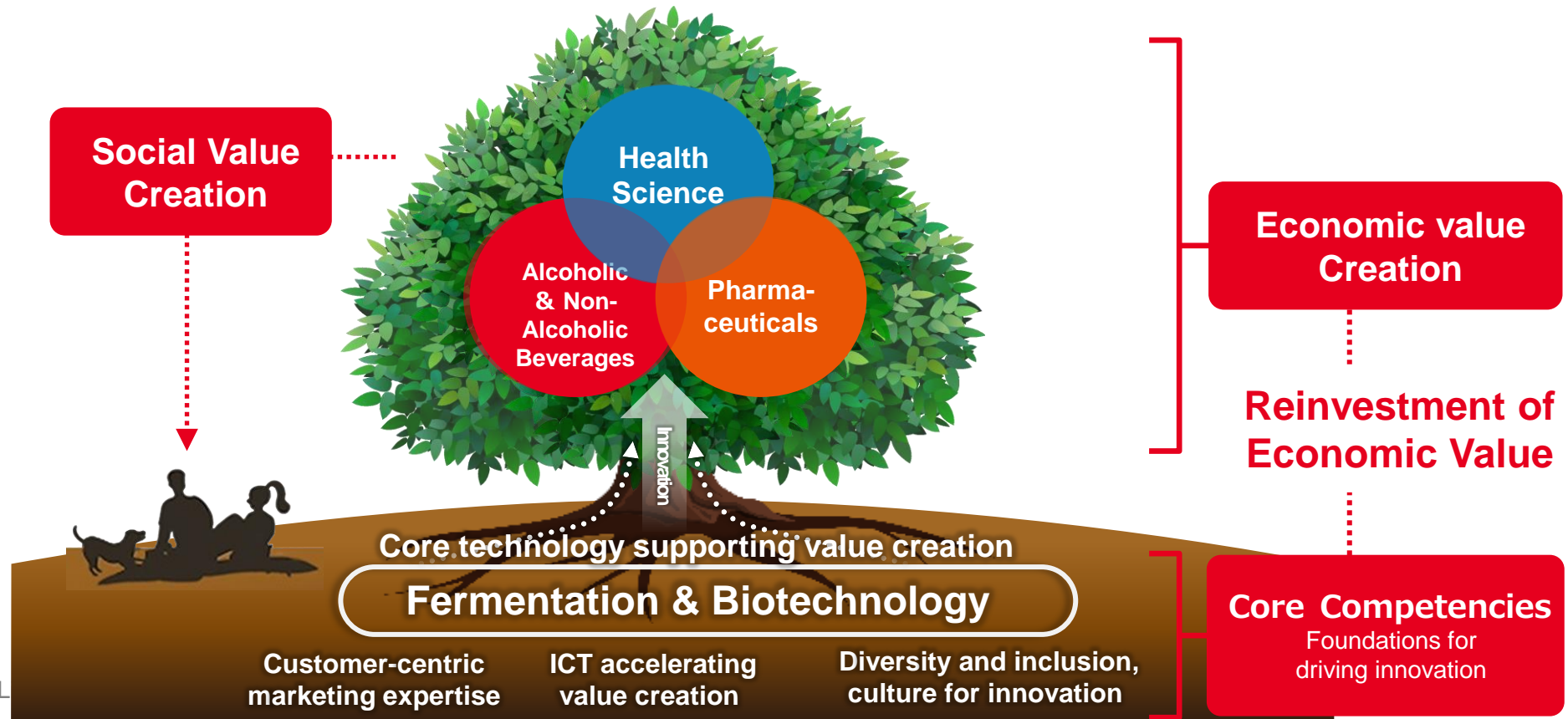


Record high Normalized Operating Profit for Two Consecutive Years

Business foundation of Health Science has been established

# Business Portfolio Leveraging Fermentation Technology and Biotechnology

- Aiming to create value in Alcoholic & Non-Alcoholic Beverages, Health Science, and Pharmaceuticals with fermentation technology and biotechnology, which have been cultivated since we were established as a beer company, as core competencies
- Creating innovation to address needs across three domains in Alcoholic & Non-Alcoholic beverages, Health Science, and Pharmaceuticals



# Examples of R&D Achievements in Each Business Domain

- R&D achievements have solved issues for consumers and patients, and consequently served as the core driving force behind the development of each business domain in the past decade

Japanese  
First Beer  
with  
zero-sugar



By integrating long-standing brewing expertise with sugar-free and de-alcoholization technologies, we fulfill the consumer need to "enjoy tasty beer while caring for their health."



The invention (Japanese Patent No.6598824), LC-Plasma obtained Japan's first immune-function claim and won the Imperial Invention Award\*, the first time the award was given to a health food, promoted immune care amid societal anxiety since 2020.

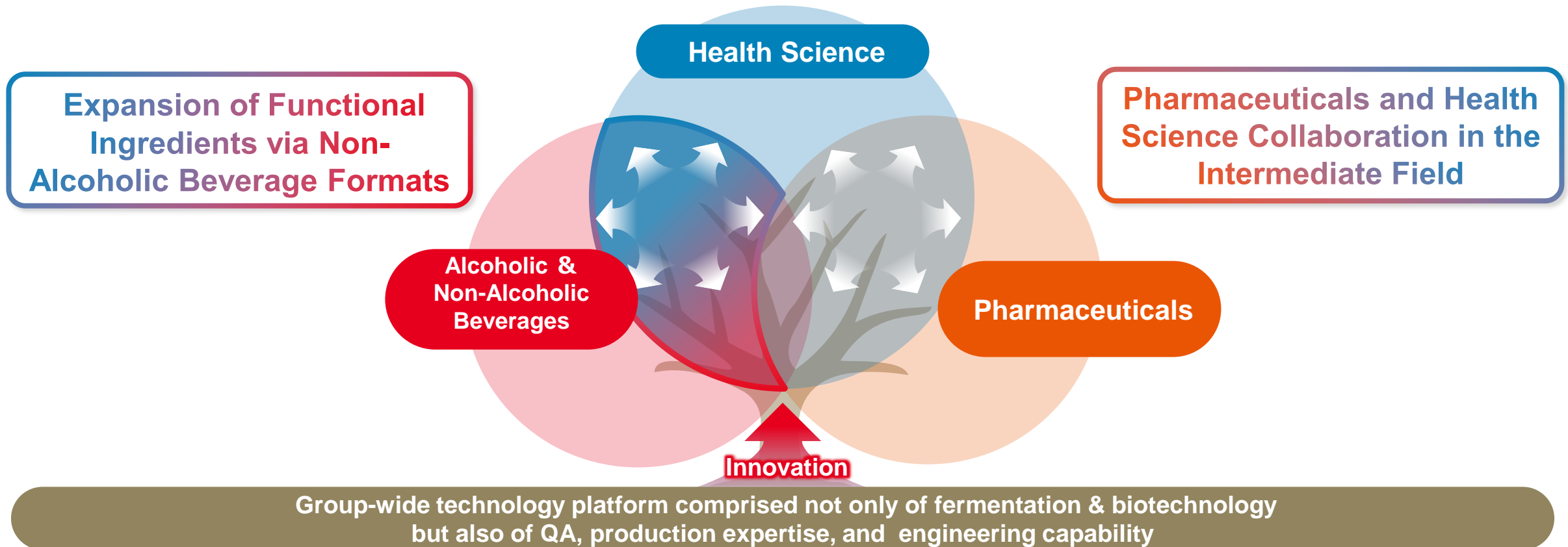
\* The immune function-activating LC-Plasma was awarded the Imperial Invention Award as a health claimed ingredient.



Through the discovery of FGF23's phosphorus excretion function and pharmaceuticals utilizing fully human antibody technology, we offer solutions beyond symptomatic treatment for patients suffering from bone and joint disorders.

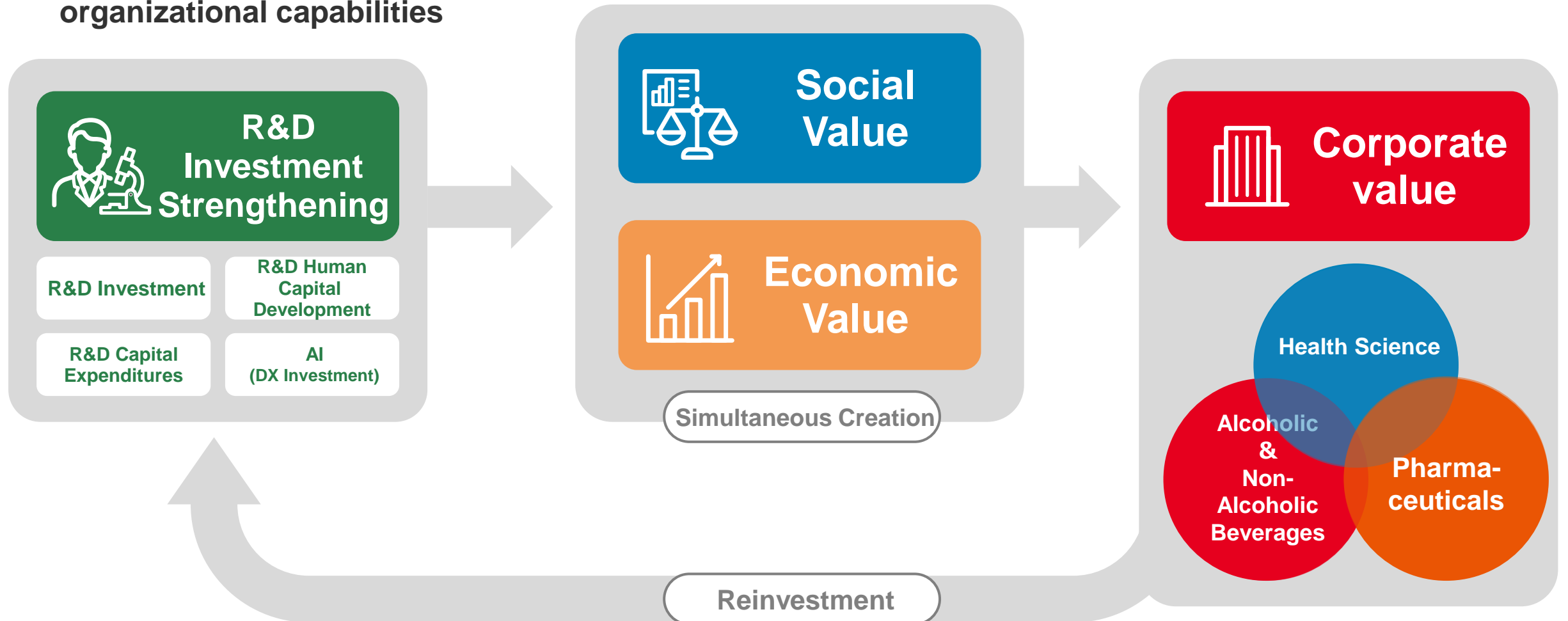
# Creating Value Beyond Business Domain Through R&D-Driven Innovation

- Leveraging the R&D-driven innovation to further strengthen our ability to solve social issues across three domains and their overlapping areas
- We accelerate innovation and social implementation by leveraging human capital and intellectual property across the Group



# Sustainable Growth by Strengthening R&D Investment

- Strengthen R&D investment to achieve sustainable growth through creation of both social and economic value
- Sustainably amplify both values through a cycle of reinvesting acquired economic value into organizational capabilities





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