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## **[Q&A Session Minutes] KIRIN R&D DAY 2025**

Date and Time: Wednesday, December 17, 2025, 1:00 PM Japan time

Speakers:

Kirin Holdings: President and COO Takeshi Minakata

Senior Executive Officer Daisuke Fujiwara

Health Science Research Institute: Jun Hirata, Dai Nomura,

Emiri Hiramoto, and Yukiko Kato

Beverage Future Research Institute: Yuto Fujiwara

Kyowa Kirin: Shinya Hotta

FANCL Research Institute: Director Sachi-yuki Teramoto

Tokai University School of Medicine, Professor and Chair: Yasuhiro Nishizaki

### **■ Kirin Group R&D: Past, Present, and Future**

Q. Having heard of the presentations, I think that you have been able to accelerated the cycle from discovering “seeds” to developing products or services. Was there any trigger? Was there anything particular that made you accelerate cycle? What challenges do you have in order to reinforce the process further?

A. Yes, it is true that we are accelerating this process. One of the triggers is the fact that we now have Mr. Minakata as President & COO. Kirin used to be thought a very cautious company. But I think that now we need to be faster and more agile. And we now think that we need to be more flexible. Mr. Minakata spurs the organizational culture. Another reason is open innovation. We depended so much on our own research. But now I think that we are not alone, but working with third-party companies or partners. As our researchers announced today, we are also collaborating with Fujitsu and Hitachi. that's another trigger for our accelerating our development process. Whatever we can utilize including AI will reinforce the cycle.

Q. My question is on your collaboration while you were conducting subjects clinical trial with Blackmores. What's different between your clinical trial done on your own and done jointly? You talked about the product to be launched and realize social implementation with the strong health claim. Are you talking about stronger claim related to immune?

A. To launch products in APAC, we must conduct clinical trials with specified content. We have to have evidence prepared and ready to get the approval in the overseas markets. In order for us to be more global, we decided to work with Blackmores. Health claims also vary based on each country's guidelines and regulations. By utilizing Blackmores' insights, we aim to enable claims in target countries that are not permitted domestically.

Q. I have a question about R&D in Health Science domain. It's been some time since the acquisitions of Blackmores and FANCL completed. Going forward, what do you think the two companies under Kirin Holding R&D structure are going to be like? And you talked about the increase in R&D investment by 50%. How are you going to really drive the synergy effect of these three companies by the investment? Also, please share one point each on what can be done immediately and the challenges involved.

A. As you pointed out, this is exactly what we are tackling at the moment. It's very important to have three companies integrated. What we are doing is to unite the vision, so that the three companies can be very much in line. We need to be able to look at the same picture. The three companies have different kind of strengths. So we want to make sure that we have all these strengths in place and invest in the areas that we very much like to focus on. We would like to

focus on the resource of the development going forward. For example, the anti-aging research to be mentioned later is precisely part of this effort. An immediate actionable step is the visualization of immunity using urine tests. This is based on FANCL's urine testing platform. We must build from fundamental basic research, requiring a long-term commitment to establish an unshakable foundation.

Q. The preference AI is something that I would like to ask further because you create something very tasty, but if the costs don't match, then it may not work. Is there anything that you are able to also analyze the cost related issue with the AI simulation in place and then consider whether you create the product or not? How are you going to be able to have many different kinds of people involved so that you will be able to have a faster pace development? In comparison to the previous, does it become easier to give and take the feedback? Is there some structure changes that's happening?

A. With the current model, the cost related to the ingredients is not something that we can analyze. However, I'm not really the only person that's going to reflect it in product development. We have to be talking with the product development people in order for us to be able to consider which ingredients that we will be utilizing and what we able to manufacture in the brewery. As for Beverage Future Research Institute, we are working very, very closely whether the manufacturing plant or product development research. In terms of it, Beveridge Future Research Institute is very unique.

Q. I quite understand Kirin's R&D is great, to be sure, but does it link to sales network? You have the channel, and you made M&As, but I don't think that you are not immediately successful by just purchasing companies. Is there any structural and organizational restructure?

A. That is really the most important element for business. We have both Health Science and Beverages, but when it comes to Health Science area, I don't believe that the consumer is going to immediately purchase with mass marketing. The information is very important. We have so-called the academic marketing. In order for consumers to trust information, we will communicate in the way that the consumers can understand those academic information, which is very important. FANCL has been doing the product development very close to the consumer. We have its capability to be able to communicate to the customer. Using those, we want to make sure that people can fully understand the benefit of the product. And I think this is the value of the health science. Also, when we deliver products to the global market, the Japanese preferences are not exactly the same as the other country's. We need to localize and then we have to also understand what the local market people want to eat or drink. Well, maybe together with the local people, we have to create the team. This is something that we were not able to do before and we very much like to.

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