

## Kirin Beer Business Policy for 2026

*Taking on the Challenge of Creating Customer Value through Alcohol Innovation*

**TOKYO, January 15, 2026** - Kirin Brewery Company, Limited (President: Hideki Horiguchi) aims to become a company that “creates the future of alcohol and continues delivering the joy of connection to people and society,” even amid rapid environmental changes. Based on CSV\*1 management, the Company will contribute to customers and society by taking on the challenge of creating customer value through alcohol innovation.

\*1 CSV :Creating Shared Value. Creating value to be shared with customers and society.

### 1. 2025 Review

In 2025, under the theme “Taking on the Challenge of Creating Customer Value Together,” the Company advanced initiatives centered on two strategies: developing brands that create customer value and dual-track actions aimed at shaping the future of alcohol.

Total beer sales reached 100% year-on-year. Within the beer category, the Kirin Ichiban Shibori brand achieved 104% year-on-year, supported by the launch of *Kirin Ichiban White Beer*. *Kirin Good Ale*, launched in October, reached 1.3 million cases\*2, approximately 2.2 times its initial annual sales target\*3, and contributed to market growth.

The *Kirin Hyoketsu* ® brand achieved 100% year-on-year through offerings across the Standard, Sugar-Free, and *mottainai* series. In the non-alcoholic beer-taste category, *Kirin Authentic Brew Non-Alcohol Lager Zero*, launched in September, achieved 550,000 cases\*4—approximately 1.1 times its initial annual target\*5.

\*2\*4 Converted into large-bottle equivalents

\*3\*5 Based on the initial annual sales targets set at the time of launch

### [2025 Sales Results (Year-on-Year, Value Basis)]

| Beer total | RTD Total | Western wine and spirits | Non-alcoholic beverages total |
|------------|-----------|--------------------------|-------------------------------|
| ±0%        | +1%       | -4%                      | +10%                          |

\*Non-alcoholic beverages include both non-alcoholic beer-taste beverages and non-alcoholic RTDs.

### 2. 2026 Initiatives

In 2026, under the theme “Taking on the Challenge of Creating Customer Value,” the Company will implement a business strategy centered on the following four pillars, aiming to simultaneously generate social and economic value and achieve sustainable business growth.

#### (1) Brand Development to Create Customer Value

The unification of the Japanese alcohol taxation in October represents an important structural inflection point. The Company will regard this transition as a strategic opportunity to anticipate environmental shifts, enhance its product portfolio, and pursue innovations that contribute to the future of alcohol.

#### (2) Dual-Track Initiatives to Shape the Future of Alcohol

Building upon the 2025 slogan “Connecting Joy to the Future,” the Company will further evolve communications that tie each brand to actions that “connect people with each other and with society,” implementing initiatives that help people feel the positive value that alcohol can provide. As a company engaged in the alcohol business, the Company will also link educational activities aimed at eliminating harmful alcohol consumption with its product rollout, working to foster a culture of moderate drinking and to realize a society rich in emotional wellbeing, thereby fulfilling its responsibility to the future.

#### (3) Enhancement of Profitability Through Overseas Business

The Company will position the APAC region—Asia, North America, and Oceania—as the highest-priority area for its overseas business. By developing products tailored to each market and strengthening collaboration with local partners, the Company will further advance efforts to create an environment where overseas customers can choose its products.

#### **(4) Advancement of Innovation Through Proactive Technology Development**

To accelerate value creation through alcohol innovation, the Company will establish a Technology Innovation Center in April 2026 and strengthen its structure. In addition, as a new area, the Company will take on the challenge of creating value that broadens the enjoyment of alcohol.

#### **[2026 Sales Targets (Year-on-Year, Value Basis)]**

| Beer total | RTD Total | Western wine and spirits | Non-alcoholic beverages total |
|------------|-----------|--------------------------|-------------------------------|
| -3%        | +6%       | +9%                      | +38%                          |

The Kirin Group will contribute to realizing a spiritually rich society by expanding new joys of "food and health" through manufacturing that values nature and people.

#### **About Kirin Holdings**

Kirin Holdings Company, Limited is an international company that operates in the Food & Beverages domain (Food & Beverages businesses), Pharmaceuticals domain (Pharmaceuticals businesses), and Health Science domain (Health Science business), both in Japan and across the globe.

Kirin Holdings can trace its roots to Japan Brewery which was established in 1885. Japan Brewery became Kirin Brewery in 1907. Since then, the company expanded its business with fermentation and biotechnology as its core technologies, and entered the pharmaceutical business in the 1980s, all of which continue to be global growth centers. In 2007, Kirin Holdings was established as a pure holding company and is currently focusing on boosting its Health Science domain.

Under the [Kirin Group Vision 2027](#) (KV 2027), a long-term management plan launched in 2019, the Kirin Group aims to become “A global leader in CSV\* creating value across our world of Food & Beverages to Pharmaceuticals.” Going forward, the Kirin Group will continue to leverage its strengths to create both social and economic value through its businesses, with the aim of achieving sustainable growth in corporate value.

\*Creating Shared Value. Combined added value for consumers as well as for society at large.

###