

Kirin Group

Human Rights Report

2026



Editorial Policy

This report, first published in 2026, forms part of the disclosure called for under Principle 21 of the UNGPs and informs stakeholders of the Kirin Group's policies, structures, initiatives and results relating to respect for human rights.

Item	Details
Scope	Kirin Holdings Company, Limited and its major consolidated group companies
Reporting period	Mainly January to December 2025 (including some initiatives in 2026)
Guidelines referenced	The report references the UNGPs, the OECD Guidelines for Multinational Enterprises, the ILO core labour standards, the International Bill of Human Rights, and assessment indicators of CHRB, WBA and others.
Third-party assurance	This report has not received third-party assurance.

■ Note on forward-looking statements

Statements in this report that are not historical facts are forward-looking statements based on outlooks and plans for the future. These forward-looking statements involve risks and uncertainties, and actual results and performance may differ from those described.

■ Notes and disclaimer

Please note the following when using this report.

- **Data and KPIs:** Figures such as the number of companies covered by SAQ and the number requiring improvement are aggregated for the Company's internal management purposes and have not received third-party assurance. "Requires improvement" is a determination based on criteria set by the Company and does not in itself indicate a violation of laws or the existence of human rights abuses. In addition, the positioning of each issue on the human rights risk map reflects the Company's internal prioritization and does not indicate the existence of rights violations at any specific business company, region or business partner.

- **Individual cases and engagement examples:** These are presented to illustrate the Company's human rights due diligence initiatives in concrete terms and are not intended as an evaluation, rating or definitive judgment of any specific business partner.
- **External information and links:** The Company does not guarantee, and assumes no responsibility for, the accuracy, completeness or timeliness of external information cited or the content of linked websites. Linked URLs may be changed or removed without notice.
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Top Message

"Making respect for human rights the foundation of all business activities"



Kirin Holdings Company, Limited
Executive Vice President, CPO
(Group Human Capital Management)
Junko Tsuboi

The Kirin Group continues to create innovation in its business domains of Alcoholic Beverages, Non-alcoholic Beverages & Health Science, and Pharmaceuticals, and aims to become a global leader in CSV (Creating Shared Value). Respect for human rights is a fundamental prerequisite for growing sustainably through solving social issues, and it is the foundation of all our business activities. Underlying this is "Reverence for Life"*, the brewing philosophy of our founding business of beer-making, and our efforts to protect the dignity of all people involved in our value chain stem from this philosophy.

Building on its longstanding efforts to respect human rights, the Kirin Group established the "Kirin Group Human Rights Policy" in 2018 and has advanced its initiatives in line with the UN Guiding Principles on Business and Human Rights (UNGPs). When a military coup occurred in Myanmar in February 2021, our decision to promptly announce the dissolution of our joint venture was also made in line with this policy. Drawing lessons from these experiences, we revised the Human Rights Policy in 2023 to bring our initiatives in line with global best practice. Respect for human rights is a theme that must be continually re-examined as social conditions and the regulatory environment change, and we will continue to learn with humility and keep updating our approach.

The "Kirin Group Human Rights Report 2026" presents in greater depth the human rights initiatives disclosed in our Annual Securities Report and Integrated Report. As part of the

disclosure required under Principle 21 of the UNGPs, it systematically discloses our series of initiatives and outcomes, from our Human Rights Policy and governance to human rights due diligence, grievance handling and remedy, and the fostering of corporate culture. While improving alignment with international assessment standards such as CHRB and WBA, we have endeavored to communicate candidly not only our strengths but also our challenges and the process of improvement.

No company can achieve respect for human rights on its own. We place importance on "meaningful engagement" with people who are or may be affected (rights holders) and their representatives, and we will sincerely reflect the insights gained into our initiatives. Respect for human rights and the enhancement of corporate value must go hand in hand. Toward realizing our long-term management vision "Innovate 2035!", the Kirin Group will continue to place respect for human rights at its foundation and strive to be a globally trusted leader in CSV.

*The idea of "Reverence for Life" is based on the teachings of respect for the diversity of humanity and the natural environment of Dr. Albert Schweitzer, who won the Nobel Peace Prize in 1952, namely his idea that, "I am life that wills to live, in the midst of life that wills to live." This idea also serves as the backbone of our CSV management, in which we contribute to those around us (social value), as well as our own company (economic value).

CHAPTER 1

1. Human Rights Policy and Governance Structure

In aiming to become a global leader in CSV (Creating Shared Value) in its business domains of Food & Beverages, Pharmaceuticals and Health Science, the Kirin Group positions respect for human rights as a fundamental prerequisite and the foundation of all its business activities. Underlying this stance is "Reverence for Life," the brewing philosophy of our founding business of beer-making.

■ 1-1 Human Rights Policy

In accordance with the UN Guiding Principles on Business and Human Rights (the "UNGPs"), the Company established the "Kirin Group Human Rights Policy" (the "Human Rights Policy") in 2018. The dissolution of our joint venture with a local partner company following the military coup in Myanmar in 2021 is an example of a management decision made from the perspective of respecting human rights based on the Human Rights Policy. Based on these experiences, we revised the Human Rights Policy in October 2023 to further raise our efforts to respect human rights to the level of global best practice.

As the overarching policy for all documents and standards relating to respect for human rights, the Human Rights Policy applies to all officers and employees of the Group, and we also ask all business partners in our value chain to understand and comply with it. The Company supports international norms such as the International Bill of Human Rights, the ILO core labour standards, the UNGPs and the OECD Guidelines for Multinational Enterprises, and is committed to implementing the provisions of the Human Rights Policy, including human rights due diligence ("human rights DD"), based on the priority of identified human rights issues. Through appropriate disclosure and engagement, we will continuously evolve our initiatives and create positive impact on society.

✓ Website [Kirin Group Human Rights Policy](#)

■ 1-2 Governance Structure

The Kirin Group positions respect for human rights as an important management issue. Under the Group CSV Committee, an advisory body to the President, we have the Group Business and Human Rights Meeting, a cross-group body dedicated to human rights issues, which meets twice a year. To promote efforts to respect human rights at major domestic operating companies, we have established the Group Domestic Business and Human Rights Promotion Committee as a subordinate body. In addition, at the operational level, the "Team in Charge of Business and Human Rights," composed of relevant departments, carries out initiatives to respect human rights, including human rights DD, and regularly reports on their content and evaluation to the Group Business and Human Rights Meeting as necessary.

The Group Business and Human Rights Meeting is chaired by the CPO (Chief People Officer), who has broad expertise in human resources strategy and CSV/sustainability, and its members include the relevant officers of the Company and the heads of functional divisions. To supplement specialized knowledge, we also draw on advice from external experts as necessary.

Main agenda items of the Meeting

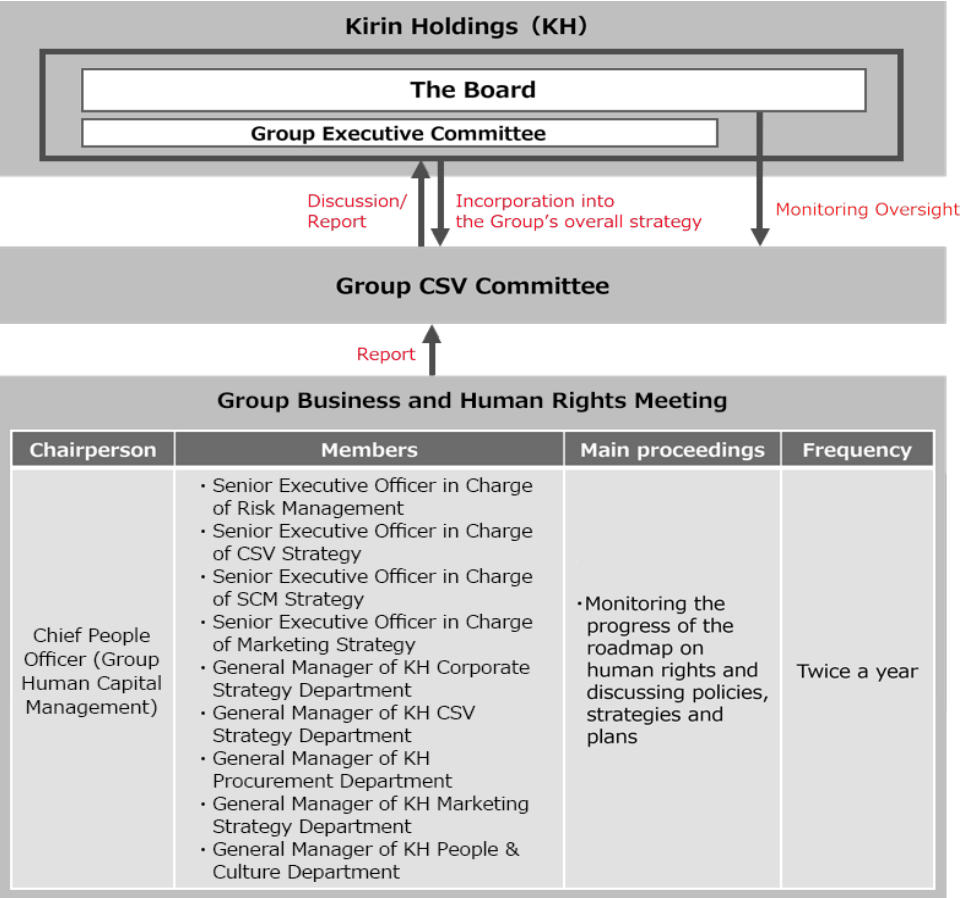
- Review of progress on the Group's medium- to long-term human rights strategy and key KPIs
- Monitoring of progress on human rights DD and action plans
- Responding to new human rights issues in light of geopolitical risks and domestic and international regulatory trends (EU CSDDD, laws on forced labor and child labor in various countries, etc.)
- Review of the status of grievances received through human rights reporting channels and the effectiveness of remedy

The matters discussed are reported to the Group CSV Committee and then regularly reported to the Board of Directors and the Group Executive Committee. Based on the Board's discussions, a mechanism is in place to reflect the perspective of respect for human rights in the Group-wide human rights strategy and policies, and in important management decisions, including M&A and investment projects above a certain size.

For details on the agenda and discussions of the Group Business and Human Rights Meeting and how they are integrated into management decisions, please refer to the "Report on Meetings on Sustainability Issues" and Section 5-3 of this report.

✓ Website [Report on Meetings on Sustainability Issues](#)

▼ Governance Structure



■ 1-3 Relationship with Sustainability Disclosure

The Kirin Group regards disclosure of human rights information as an important means of promoting engagement with stakeholders and enhancing the effectiveness of its efforts to respect

human rights. This report aims to fulfill the accountability required under Principle 21 of the UNGPs by reporting on our Human Rights Policy, governance, human rights DD initiatives and their results.

At the same time, human rights issues are important management issues that affect not only the people involved in our business activities but also business continuity and corporate value. For this reason, the Company discloses information from two perspectives. This report focuses on impacts on human rights and our responses to them. Meanwhile, in our sustainability-related financial disclosures (SSBJ Standards), we disclose human rights-related risks and their management and responses from the perspective of impacts on corporate value.

The Company believes that respect for human rights and the enhancement of corporate value should go hand in hand. We believe that preventing and mitigating adverse impacts on the human rights of people involved in our business activities ultimately leads to reduced business risk and greater resilience. Although this report and our statutory disclosures differ in purpose and target readers, we strive to ensure consistency between them based on a common policy, governance and human rights DD.

CHAPTER 2
2. Identifying and Prioritizing Human Rights Issues

Based on the UNGPs and the OECD Guidelines for Multinational Enterprises, the Kirin Group continuously identifies, assesses and prioritizes potential adverse human rights impacts across its own operations and the entire value chain. We recognize that human rights impacts may extend to all stakeholders involved in our business activities, including customers, business partners, communities and employees.



■ 2-1 Salient Human Rights Issues for Each Stakeholder Group

Customers

We strive to provide products and services that satisfy customers and are safe and reliable, and we take care to ensure that those who need them can use our products and services safely regardless of age, disability, living environment or other factors. We also respect the rights of children, with a focus on health, and as the Kirin Group operates an alcoholic beverage business, we aim to eliminate the harmful use of alcohol as part of our responsibility.

As a pharmaceutical manufacturer, we also strive to ensure a stable supply of pharmaceuticals and their safety and reliability, promote access to medicines, and develop innovative medicines globally to deliver life-changing value (value that has the potential to greatly change treatment and lives) to as many patients as possible.

In the Health Science business, including health foods, we will advance research and development based on our strengths in fermentation and biotechnology, and contribute to improving people's well-being through the creation of new value that solves global health challenges.

Business partners

We require all business partners involved in our value chain to comply with requirements including ensuring safe and healthy working environments, respecting freedom of association and the right to collective bargaining, providing appropriate wages and benefits in accordance with the law, managing working hours appropriately to prevent excessive work, prohibiting harassment and ensuring fair working conditions, as well as prohibiting forced labor and child labor.

Compliance items, including respect for human rights by suppliers, are set out in the "Kirin Group Sustainable Supplier Code" (the "Supplier Code"). We also require business partners other than suppliers to make similar efforts toward respecting human rights. We provide appropriate support to our business partners, such as holding briefings and training sessions to deepen their understanding of respect for human rights according to their characteristics and needs.

Communities

We respect the land rights, right of access to water and other rights of people in countries and local communities affected by our business, including indigenous peoples and smallholder farmers.

Employees

We ensure fair working conditions and safe and healthy working environments for our employees. We promote responsible labor practices, including respect for freedom of association and the right to collective bargaining, fair evaluation and treatment, provision of appropriate wages and benefits in accordance with the law, appropriate management of working hours to prevent excessive work, and the prohibition of harassment.

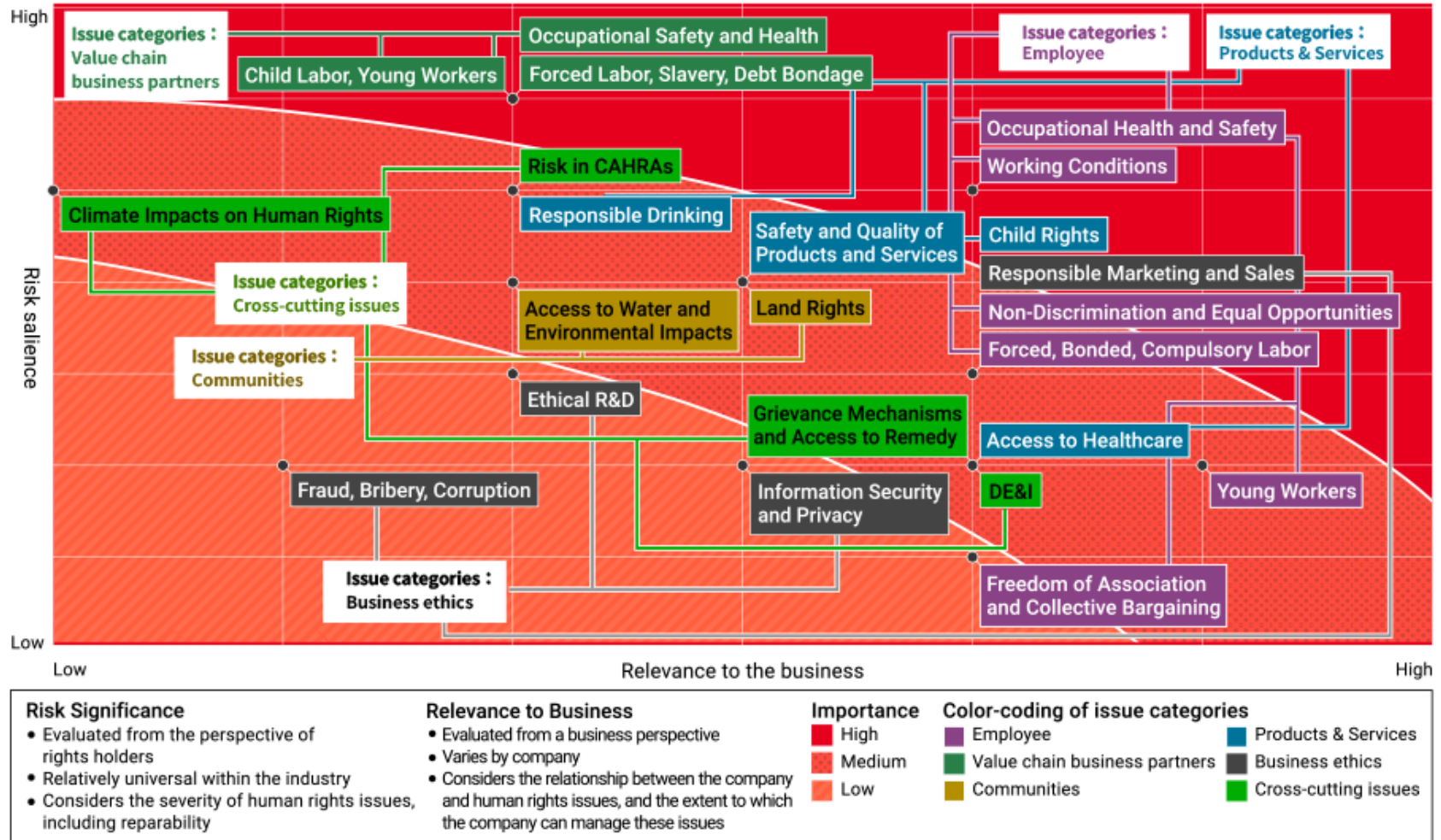
■ 2-2 Process for Identifying and Assessing Human Rights Issues

In 2023, we conducted a comprehensive inventory of potential human rights issues, covering the Kirin Group's business characteristics and regions of operation. As a result of identifying and assessing 23 human rights issues, we identified the following as priority issues: occupational safety and health, and child labor and forced labor at business partners; and occupational safety and health and the workplace environment (long working hours, harassment, etc.) for our own Group employees. In prioritizing human rights issues, we carried out the following process.

- Comprehensively identified industry-specific and region-specific human rights risks by referring to international standards (the International Bill of Human Rights, ILO core labour standards, the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of the Child, the UN Declaration on the Rights of Indigenous Peoples, etc.).
- Conducted desktop research using databases of external human rights organizations, reports by human rights NGOs and international organizations, industry benchmarks, etc.
- Identified the actual adverse impacts that may arise through interviews with relevant internal departments (HR, procurement, legal, sustainability, operating companies, etc.) and engagement with external stakeholders (human rights NGOs, experts, labor unions, etc.).

The identified human rights issues were assessed from the perspectives of "Risk salience(severity and likelihood)" and "relevance to the business," and organized into a human rights risk map.

▼ Kirin Group human rights risk map of 23 issues



■ 2-3 Approach to Materiality Assessment

By assessing the 23 identified human rights issues on two axes, "severity of risk (severity and likelihood)" and "relevance to business," we systematically identify areas where serious adverse human rights impacts may arise. In particular, issues judged to be highly severe are positioned as human rights issues to be addressed as a priority regardless of their likelihood, and are subject to detailed human rights impact assessments and corrective measures.

■ 2-4 Consideration for People in Vulnerable Situations

We recognize that adverse human rights impacts tend to be more severe for people in socially and structurally vulnerable situations. In identifying and assessing human rights issues, the Kirin Group gives particular consideration to the human rights of highly vulnerable people, namely women, children, persons with disabilities, ethnic minorities, indigenous peoples, linguistic minorities and other social minorities.

■ 2-5 Use of the Human Rights Risk Map

The human rights risk map is used for prioritizing human rights DD and for management decisions in the Kirin Group. Human rights issues assessed as highly material are reflected in the following initiatives.

- Selection of target areas for human rights DD and reflection in the Human Rights Policy, strategies and plans
- Sustainable procurement activities
- Operation of Self-Assessment Questionnaires (SAQ)
- Design and improvement of grievance and remedy mechanisms

The results of the assessment of human rights issues are regularly reviewed through the Group Business and Human Rights Meeting and other bodies and reported to management. By prioritizing more serious human rights risks, we aim to prevent and mitigate adverse human rights impacts.

■ 2-6 Continuous Review

Human rights risks change in response to changes in the business environment, social conditions, laws and regulations, and the business portfolio. To respond to climate change, rising geopolitical risks and other factors, the Kirin Group, in principle, conducts a full review of human rights issues every three years. In addition, based on concerns raised by human rights NGOs and international organizations, incidents that have actually occurred, and trends in legal and regulatory amendments, we assess and address emerging risks and new issues, and strive to enhance the effectiveness of our efforts to respect human rights.

In identifying and prioritizing human rights issues, we place importance on meaningful engagement with stakeholders who are or may be adversely affected and their representatives, and we will engage with human rights NGOs, experts, industry associations, labor unions, local communities and others in Japan and overseas.

CHAPTER 3

3. Human Rights Due Diligence

Based on the Human Rights Policy and the Supplier Code, and in line with the UNGPs and the OECD Guidelines for Multinational Enterprises, the Kirin Group promotes efforts to respect human rights among business partners involved in its value chain. The team in Charge of Business and Human Rights, composed of relevant departments to carry out practical work on respecting human rights in Japan and overseas, conducts human rights DD together with Group companies and regularly reports on its progress and results to the Group Business and Human Rights Meeting.

■ 3-1 Basic Process of Human Rights DD

Human rights DD is an ongoing process of identifying, preventing and mitigating adverse human rights impacts and accounting for how they are remedied. In line with the UNGPs, the Kirin Group identifies and assesses adverse human rights impacts among business partners in its value chain through the process shown in the figure below, and works to prevent and mitigate them and make continuous improvements. Throughout the process, we reflect insights gained through engagement with stakeholders such as external experts and human rights NGOs.

▼ Basic process of human rights DD



■ 3-2 Business Partners

The Kirin Group requires all business partners involved in its value chain, from research and development and raw material procurement to the manufacture and sale of products and services, to respect human rights. Based on the Human Rights Policy and related guidelines and codes, we work with raw material suppliers, contractors in the manufacturing and logistics areas, and business partners involved in marketing such as advertising and promotion to prevent and mitigate adverse human rights impacts. Recognizing that measures such as suspending transactions may affect business partners, our basic policy is to pursue improvement through relationship-building. The following chapters report on our human rights DD initiatives in each of the procurement, manufacturing and logistics, and marketing areas.

3-2-1 Procurement

Based on the "Kirin Group Sustainable Procurement Policy" and the Supplier Code, the Kirin Group promotes respect for human rights in raw material procurement. The Supplier Code is built on the pillars of "Safety and Security," "Human Rights," "Occupational Safety and Health," "Environment" and "Ethical Business," and requires business partners to respect internationally recognized human rights, prohibit forced labor and child labor, respect freedom of association and the right to collective bargaining, ensure appropriate working hours and wages, and ensure safe and healthy working environments, among other requirements.

The Company recognizes that the supply chains of raw materials, including agricultural products, may involve human rights risks to workers, plantation workers, smallholder producers and local communities. Therefore, in line with the UNGPs and the OECD Guidelines for Multinational Enterprises, we continuously conduct human rights DD and work to identify, prevent and mitigate adverse human rights impacts. We also position human rights DD not merely as a risk management activity, but as an ongoing process that leads to the improvement of human rights issues and the realization of sustainable supply chains through engagement with suppliers and local communities.

Human rights risks in procurement

In the food domain in Japan, we recognize human rights risks related to the procurement of agricultural raw materials as a material issue. In particular, there are risks such as forced labor and child labor, occupational safety and health, appropriate wages and working hours management, arising from the characteristics of production regions and supply chains. The Kirin Group conducted a risk assessment based on the severity of human rights impacts and relevance to business, and identified tea leaves, grapes, sugarcane, soybeans and coffee beans as priority raw materials.

Results of human rights DD

Since 2019, the Company has continuously conducted risk assessments and human rights DD covering these priority raw materials.

In 2024, we conducted human rights impact assessments and on-site audits, by ourselves and by external specialist organizations, of representative suppliers in the main production regions of priority raw materials. In conducting assessments, in addition to document reviews, we strive to understand the actual circumstances of workers through site visits and engagement. As a result, no serious human rights abuses such as forced labor or child labor were found, but areas requiring improvement were identified at some suppliers with respect to occupational safety and health, wage management and other matters. When issues are identified, the Company formulates improvement plans through meaningful engagement with the business partners concerned and continuously follows up on their implementation. We have confirmed the completion of improvements for the issues identified (including certain items related to work rules, employment contracts and wages, and the absence of emergency lighting from an occupational safety and health perspective), and we implement consistent management from the identification of human rights risks through to improvement. In addition, because human rights risks change with social conditions, climate change, geopolitical risks and other factors, we conduct ongoing monitoring and reviews rather than ending with a one-time assessment.

Focused initiatives on tea leaves

Taking into account the magnitude of human rights risks as well as their importance to our business, the Company positions tea leaves as one of its priority items.

In 2025, in partnership with a tier-1 supplier, we began human rights DD in tea-producing regions of Sri Lanka. Through information gathering on the supply chain and engagement with relevant parties, we are working to understand issues related to working environments and local communities.

In 2026, we assessed on changes in the environment surrounding the production regions, including the impact of the cyclone that occurred in the previous year. To date, no serious human rights abuses such as forced labor or child labor have been detected through these initiatives.

The Company aims to purchase at least 80% of its tea leaves from sustainable sources by 2030. To achieve this target, we are continuing human rights DD and engagement in priority production regions. We plan to conduct human rights impact assessments and on-site audits of approximately 100 plantations, and as of September 2026 have completed audits at 12 plantations.

In addition to reducing human rights risks, the Company aims to improve the sustainability of production regions and the well-being of people involved in the tea industry through collaboration with suppliers and local communities. By operating human rights DD as a continuous improvement process, we are also working to create positive impact across the entire supply chain.

Engagement with suppliers

The Company believes that continuous engagement and collaboration with suppliers are essential to resolving human rights issues. For this reason, we hold supplier briefings every year to share international trends and regulatory changes relating to human rights, as well as our Human Rights Policy and Supplier Code. For issues identified through questionnaires, on-site checks and other means, we provide advice and support for improvement and encourage suppliers to make improvements on their own initiative.

The Company promotes human rights DD not as an audit activity, but as an engagement activity to raise the level of respect for human rights across the entire supply chain.

Building the capabilities of procurement staff

Enhancing the expertise of procurement staff is essential to practicing responsible procurement. The Company regularly provides human rights training for procurement staff, offering opportunities to learn about international trends in business and human rights, the practice of human rights DD, responses to forced labor and child labor, and case studies on high-risk regions and raw materials.

Going beyond knowledge acquisition, we are also working to build practical capabilities that lead to constructive engagement with suppliers and support for improvement. By embedding respect for human rights in procurement operations, we promote continuous improvement across the entire supply chain.

3-2-2 Manufacturing and Logistics

The Kirin Group promotes activities to reduce human rights risks not only among raw material suppliers but also in the manufacturing and logistics areas for its products. In 2025, we conducted human rights DD using a Self-Assessment Questionnaire (SAQ)



for 177 contractors in the manufacturing and logistics areas of Kirin Brewery Company, Limited, Kirin Beverage Company, Limited and Kirin Group Logistics Co., Ltd. to confirm their human rights initiatives. The SAQ questions focus mainly on the following items, which the Company has identified as human rights issues in the manufacturing and logistics areas.

- Management systems, including the existence of a human rights policy, governance and grievance mechanisms
- Prohibition of child labor

- Prohibition of forced labor (including debt bondage, retention of passports and illegal recruitment fees)
- Freedom of association and the right to collective bargaining
- Occupational safety and health
- Appropriate working hours and wages (including the concept of a living wage)
- Human rights of foreign workers and technical intern trainees
- Prohibition of discrimination and harassment
- Response to recent laws and regulations in Japan and overseas (the amended Immigration Control Act, modern slavery acts in various countries, etc.)



Of these, questions with a high potential to lead to legal violations or serious human rights abuses were designated as "red flag items" and were checked and addressed as a priority.

▼ SAQ results

Commissioning company	No. of companies covered by SAQ	No. requiring improvement (corrective action requested)
Kirin Brewery Company, Limited	10	0
Kirin Beverage Company, Limited	29	6
Kirin Group Logistics Co., Ltd.	138	8
Total	177	14

Results and corrective actions

Analysis of SAQ responses found no serious human rights abuses, but we individually requested corrective action from 14 contractors where items requiring improvement were identified in the following areas.

- Management systems for foreign workers
- Occupational safety and health management
- Working hours management in logistics operations



In requesting corrective action, we go beyond simply asking for corrections and support contractors' own initiatives through engagement and information sharing aimed at improvement.

From 2026 onward, we will continue to monitor the status of improvements and confirm the progress and effectiveness of corrective measures.

Verifying effectiveness and future plans

The effectiveness of human rights DD is monitored using KPIs such as the detection rate of red flag items, the completion rate of corrective measures, and the number and handling status of grievances, and we continuously improve the process.

In 2026, we expanded the scope and began human rights DD of contractors in the manufacturing and logistics areas of Mercian Corporation, Koiwai Dairy Products Co., Ltd. and the Health Science business of Kirin Holdings Company, Limited.

3-2-3 Marketing

The Kirin Group recognizes that marketing activities, including advertising and promotion, influence society and people's awareness and behavior. Based on the Human Rights Policy, we work to prevent and mitigate adverse human rights impacts not only in the messaging of our products and services, but also in our advertising production processes and our relationships with business partners such as performers, advertising agencies and media companies.

Relationship between the marketing area and the human rights risk map

The Company identifies the Group's human rights issues through regular human rights risk assessments, and in recent years has recognized that adverse human rights impacts may also arise in advertising and promotion activities and in relationships with the media. Therefore, in addition to addressing content-related risks as before, the Company is also working to prevent and mitigate human rights risks at business partners involved in its marketing activities. The main human rights risks the Company recognizes in the marketing area are as follows.

Content-related risks

- Discriminatory expressions and reinforcement of prejudice and stereotypes
- Insufficient consideration for gender and diversity
- Promotion misleading messages about health and lifestyle

Production process-related risks

- Harassment of performers and production staff
- Long working hours and inappropriate labor practices

Media environment-related risks

- Transactions with media companies suspected of human rights abuses
- Media environments in which hate speech or discriminatory content exists
- Risk of human rights abuses due to governance failures at media companies

Human rights DD initiatives

Reviewing expressions in our own marketing activities

In advertising and promotion activities, we review the appropriateness of advertising expressions (including checks from the perspectives of respect for human rights and ethics) based on the Human Rights Policy and related guidelines.

Engagement and monitoring

Mainly through advertising agencies, we promote efforts to respect human rights by, for example, presenting the Supplier Code to business partners such as media companies, production companies, talent agencies and event companies, and asking them to understand and comply with it. If human rights risks materialize, we gather information, engagement, request improvements and conduct subsequent monitoring, and review transactions and advertising placement decisions as necessary.

Continuous review and future initiatives

We will continue our efforts to respect human rights, including by placing importance on meaningful engagement with business partners.

Example of engagement

In 2025, following the revelation of a serious human rights-related incident relating to respect for human rights at Fuji Television Network, Inc., where the Company placed advertisements, the Company, as an advertiser, recognized the adverse human rights impact connected to its own

value chain, suspended some of its advertising placements, and has been conducting engagement with the company from a human rights DD perspective based on the Human Rights Policy and the UNGPs.

In addition to serving as input for deciding whether to resume advertising placements, the purpose of this engagement is to confirm whether the company's efforts to respect human rights are functioning properly under the commitment of top management and are being embedded on the front lines, leading to improvements in employee awareness and corporate culture.

With advice from external experts, we sent a questionnaire with qualitative and quantitative assessment criteria set in advance, and assessed the company's initiatives based on information obtained through written responses and multiple interviews. Through this series of engagements, we confirmed that the pre-determined qualitative and quantitative assessment criteria had reached the desired level, and that steady progress had been made both in strengthening the compliance system and in improving the corporate culture.

Considering that improving corporate culture takes considerable time, the Company will not fully lift the suspension of advertising placements until it can confirm that the company's efforts to respect human rights and their embedding are continuing and have taken root, and will work to prevent and mitigate adverse human rights impacts through constructive engagement and monitoring with the company.

■ 3-3 Employees

The Kirin Group recognizes its responsibility to respect and protect the human rights of the employees who support its business activities. To fulfill this responsibility, we comply with international human rights and labor standards, and conduct appropriate human rights DD for our own Group employees based on the UNGPs.

Positioning of "employees' human rights" on the human rights risk map

As a result of the Company's human rights impact assessment conducted in 2023, the "workplace environment" of employees, specifically long working hours and harassment in Japan, was identified as a high-risk area following occupational safety and health, and child labor and forced

labor at business partners in the value chain. Based on this, we also began human rights DD in this area at Group companies in Japan.

Human rights DD process

An analysis of free-text comments in the FY2025 "Compliance and Human Rights Awareness Survey" (respondents: 13,598 Kirin Group employees) confirmed that, consistent with the Group human rights impact assessment, long working hours and harassment (particularly power harassment) were cited more frequently than other human rights issues. The Company had already been working to prevent and mitigate these risks through measures such as monitoring working hours, providing individual follow-up to employees working long hours and encouraging the use of paid leave. For the departments where these risks were identified, we worked with the HR departments of each Group company to individually monitor how well the issues were understood and the status of corrective measures. As a result, while measures have been completed or are in progress in many departments, for departments where measures have not yet been implemented, fact-finding investigations and the formulation of improvement plans are underway.

Risks judged to be highly urgent and important (such as cases suspected of violating laws or internal rules) are addressed through the existing case-by-case response scheme, under which the Human Resources Strategy Department of Kirin Holdings Company, Limited and the HR and compliance departments of each Group company work together to verify facts and take corrective action.

Future initiatives

From FY2026 onward, we will continue to conduct the Compliance and Human Rights Awareness Survey as a company-wide common screening tool, while working with each company to design PDCA cycles tailored to the characteristics of each company and department, evolving it into more effective human rights DD. In addition, we regard long working hours as a management issue that hinders the creation of innovation, and will launch a project to address it. This project aims to contribute to realizing our long-term management vision "Innovate 2035!" by improving the well-being of employees working in the Group.

COLUMN①

Aiming to Create Positive Impact through *Kirin Gogo-no-Kocha*

For many years, in the Sri Lankan tea-producing regions that supply tea leaves for "*Kirin Gogo-no-Kocha*," the Kirin Group has engaged with people working on plantations and with local communities, while advancing initiatives that support the future of the people and communities underpinning raw material production, such as improving plantation sustainability, conserving and restoring the natural environment, and expanding educational opportunities. As part of these efforts, we are conducting human rights DD of the tea leaf supply chain in collaboration with a tier-1 supplier. Beyond identifying, preventing and mitigating human rights risks, we aim to achieve both "the prevention and mitigation of adverse human rights impacts" and "the creation of positive impacts on human rights," as set out in the Human Rights Policy.

Since 2025, we have been conducting joint research with the Graduate School of Frontier Sciences, The University of Tokyo, on improving the well-being of people working on tea plantations in Sri Lanka. This research identifies the



elements that make up the well-being of plantation workers and examines measures to achieve both sustainable raw material production and improved livelihoods. In 2024, a preliminary survey was conducted at one large estate, and based on its results, the survey was expanded to three large estates in 2025.

In March 2026, we engaged with workers at the surveyed plantations and deepened our understanding of the challenges and expectations for improving well-being through engagement about their daily lives and working environments. Based on the voices gathered through this engagement, we will consider support measures that contribute to improving occupational safety and labor productivity, such as protection from animals and pests and reducing physical strain, to create an environment where plantation workers can

work with greater peace of mind. In 2027, we plan to survey the same plantations again to verify the effectiveness of these measures, aiming to create the positive impact of improved well-being for plantation workers that goes beyond respect for human rights, and to make the results visible.

Beyond our initiatives for plantation workers, we are also advancing ongoing engagement with local communities and the next generation. As part of this, we hold the "Kirin Nature School in Sri Lanka" at schools attended by the children of plantation workers, providing opportunities to learn about the nature and biodiversity around them. Through this learning, we deepen understanding of the connection between the natural environment and tea production and help nurture the next generation who will shape a sustainable future for the region.



Viewing human rights and the environment as interrelated themes, the Company will continue engagement with local people to achieve both improved well-being for workers and sustainable raw material production, and work toward realizing a sustainable value chain through *Kirin Gogo-no-Kocha*.

COLUMN ②

Response to the Australian Modern Slavery Act

The Kirin Group complies with the laws and regulations of each country and region where it operates and promotes initiatives in line with internationally recognized human rights standards. In Australia, the Modern Slavery Act 2018 requires entities above a certain size to publish an annual statement (Modern Slavery Statement) on the risks of modern slavery (forced labor, human trafficking, debt bondage, child labor, etc.) in their operations and supply chains and on the actions taken to address them.

LION and Blackmores, which are responsible for the Group's businesses in Australia, New Zealand and elsewhere, each publish an annual statement in accordance with the requirements of the Act, summarizing their initiatives to identify, assess, prevent and mitigate modern slavery risks. For details of the two companies' initiatives, please refer to their respective reports below.

✓ [LION Force for Good Report](#)

✓ [Blackmores Group Sustainability Report](#)



CHAPTER 4

4. Grievance Mechanisms and Access to Remedy

The Company believes that it is difficult to completely eliminate human rights risks in the course of its business activities. Therefore, in addition to continuously conducting human rights DD, we believe it is important to have mechanisms that listen to the voices of people involved in our business activities, identify actual and potential adverse human rights impacts at an early stage, and lead to correction and remedy. Leveraging the hotline mechanisms we have long operated, we have established grievance mechanisms that receive the voices of all stakeholders, not only employees but also business partners throughout the value chain.

■ 4-1 Basic Approach

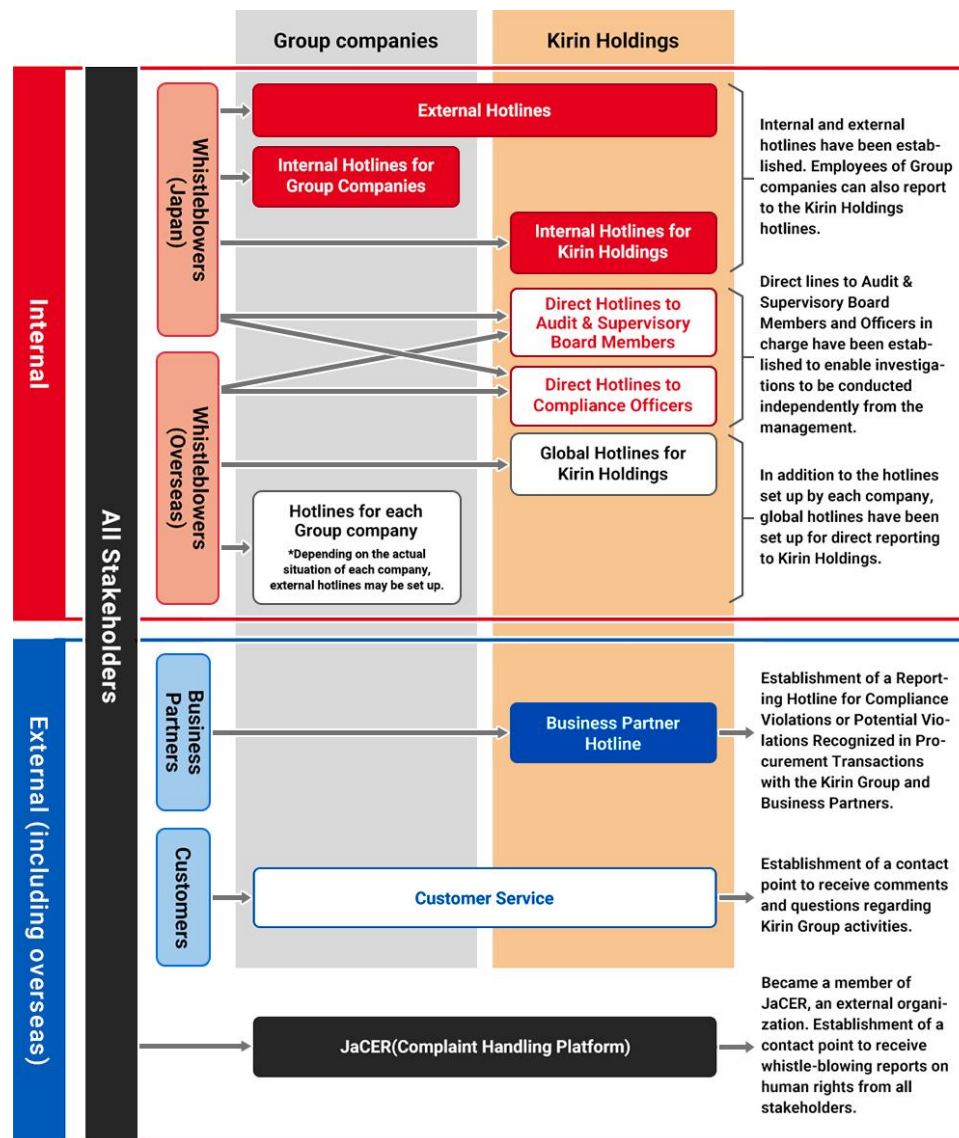
The UNGPs require companies to address three elements: "a policy commitment," "human rights DD," and "processes to enable the remediation of any adverse human rights impacts." The Kirin Group has established various internal and external hotlines. When a report is received, the responsible department conducts an investigation, considers remedial measures and then requests the relevant departments to take corrective and remedial action. Particularly serious matters are submitted to the Group Business and Human Rights Meeting and considered from the perspective of the people adversely affected.

■ 4-2 Whistleblowing and Reporting Channels (Internal and External)

The Group has established multiple internal and external reporting channels to ensure access to remedy that can be used by all stakeholders, including employees and business partners throughout the value chain. We also post hotlines for employees in Japan and overseas on the company intranet and other platforms, and use opportunities such as annual hotline training to raise awareness of the various reporting lines.

- ✓ Website [Providing hotlines](#)
- ✓ Website [Contact from Business Partners \(Business Partner Hotline\)](#)
- ✓ Website [Inquiry](#)

▼ Overview of whistleblowing and reporting channels



■ 4-3 Use of the Engagement and Remedy Platform (JaCER)

To receive human rights-related reports from a wide range of stakeholders, the Kirin Group is a full member of the Japan Center for Engagement and Remedy on Business and Human Rights ("JaCER"), which provides an "engagement and remedy platform" in accordance with the UNGPs, and has established a reporting channel (grievance mechanism). Through this, we receive human rights-related grievances and reports from all stakeholders in the value chain. By receiving grievances through a third-party organization, we ensure fairness and transparency in grievance handling, further promote engagement and remedy, and work to resolve the underlying human rights issues.

Response process and remedy after a report

When a report is received, the Company's responsible department conducts an investigation, considers remedial measures and then requests the relevant departments to take corrective action. Particularly serious matters are submitted to the Group Business and Human Rights Meeting, and responses are considered taking into account the perspective of vulnerable people who are adversely affected. In receiving reports, we ensure the anonymity of reporters and the confidentiality of report contents, and disclose the following list on our website.

✓ Website [List of cases received by JaCER](#)

■ 4-4 Ensuring Effectiveness (Anonymity, Non-retaliation and Disclosure)

The Kirin Group operates its grievance mechanisms with attention to the following points so that they function in line with the effectiveness criteria of the UNGPs.

- Ensuring the anonymity of reporters and the confidentiality of report contents
- Prohibition of retaliation or disadvantageous treatment of reporters, those who cooperate in investigations and their affiliated companies on the grounds of reporting
- Operation of a supplier hotline independent of procurement-related departments
- Regular disclosure, with due consideration for anonymity, on the JaCER website regarding reports received through JaCER

■ 4-5 Initiatives to Enhance the Effectiveness of Remedy Mechanisms

The Kirin Group recognizes the importance of grievance mechanisms and access to remedy. At the same time, we believe continuous improvement is needed to ensure that they are sufficiently accessible and effective for all stakeholders who may be adversely affected.

Going forward, we will pursue the following initiatives with the aim of enhancing the effectiveness of remedy mechanisms as expected by society.

- Raising awareness of reporting channels among stakeholders in the value chain
- Enhancing processes from the receipt of reports and grievances through to response and remedy
- Clarifying escalation and decision-making processes for serious human rights issues
- Expanding disclosure on the operation of remedy mechanisms
- Improving mechanisms through engagement with reporters and relevant stakeholders
- Strengthening collaboration with external specialist organizations, including JaCER

✓ Website [Human Rights Due Diligence and Remedies](#)

✓ Website [Japan Center for Engagement and Remedy on Business and Human Rights \(JaCER\)](#)

CHAPTER 5

5. Embedding Respect for Human Rights in Corporate Culture and Management

■ 5-1 Communicating and Embedding the Human Rights Policy

The Kirin Group revised its Human Rights Policy in 2023 and published it following approval by the Board of Directors of Kirin Holdings Company, Limited. The Human Rights Policy is grounded in international norms such as the UNGPs, the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, and we place importance on embedding it throughout our business activities rather than leaving it as a mere declaration. To enhance the effectiveness of embedding the policy, we promote the following initiatives.

Communication to officers and employees

We communicate the Human Rights Policy to all officers and employees of the Company through the following methods.

- Human rights awareness training for top management, including officers and division heads
- Explanation of the policy in new-hire training and regular human rights training (including e-learning)
- Ongoing communication via the intranet, Teams and other channels
- Messages from the CPO

Multilingual availability

The Human Rights Policy is published in multiple languages to promote understanding and practice at Group sites. In addition to Japanese and English, it has been translated into the local languages of our major countries of operation (Chinese (Traditional and Simplified), French, German, Italian, Thai and Vietnamese). The translated versions are communicated through each Group company's website and postings at business sites, ensuring that officers, employees and all stakeholders can easily access them.

✓ Website [Translations of the Kirin Group Human Rights Policy](#)

Communication to business partners

We present the Human Rights Policy and the Supplier Code to all business partners involved in our value chain, including suppliers, manufacturing and logistics contractors and customers, at the time of contract conclusion and at each stage of the ongoing business relationship, and ask them to understand and comply with them. For major business partners, we explain the intent of the policy directly through briefings, online sessions and other means, and seek to embed it through engagement.

■ 5-2 Incorporating Human Rights Clauses into Business Contracts

To implement the concept of respect for human rights in its business processes, since 2025 the Kirin Group has been introducing clauses on respect for human rights into major business contracts. These clauses require business partners to:

- Comply with applicable laws and regulations and international human rights standards
- Make continuous efforts to prevent, mitigate and remediate adverse human rights impacts
- Cooperate with monitoring by the Company (SAQ, on-site audits, etc.)
- Implement corrective measures if serious human rights abuses are found

If serious human rights abuses are confirmed and no improvement can be expected, we will review the business relationship as necessary. Going forward, we will regularly check how well the Human Rights Policy has been communicated, and continuously monitor the implementation of education and training for employees and business partners and the introduction and operation of human rights clauses, aiming to achieve responsible procurement and sustainable supply chains.

■ 5-3 Integrating Respect for Human Rights into Management Decisions

In addition to day-to-day business operations, the Kirin Group has established a system to assess and take into account human rights impacts in M&A, large capital investments, new business development and other important management decisions.

M&A projects

In 2026, we newly formulated the "KIRIN GROUP M&A Policy" and explicitly set out the concept of respect for human rights in M&A in its most important section, the "Basic Principles for M&A."

Human rights DD is incorporated into the Group-wide M&A process, and at the project review stage we mainly confirm the following matters.

- The status of the target company's human rights policy, governance structure and grievance mechanisms
- The status of identification and assessment of human rights risks at the target company and in its value chain
- The status of compliance with human rights-related laws and international standards in the countries and regions of operation

The assessment results are reflected in investment decisions and used to formulate post-integration improvement plans, and corrective and improvement measures are taken as necessary.

Large investment projects and other important projects

For investment projects above a certain size and new business projects, we also conduct specialized reviews of human rights risks and reflect the results in the decision-making process. In this way, we make management decisions that take into account not only business opportunities and risks but also potential adverse human rights impacts. Going forward, the Company will strengthen the integration of human rights DD into its management processes and position respect for human rights as the foundation for enhancing corporate value and achieving sustainable growth.

■ 5-4 Stakeholder Engagement

Engagement with stakeholders is essential to advancing human rights initiatives through business. We engage in ongoing engagement with a variety of stakeholders on the progress of our efforts to respect human rights and on a wide range of human rights issues. To make its efforts to respect human rights effective, the Kirin Group places importance on engagement with people who are or may be affected (rights holders) and their representatives. At each stage, including the establishment and revision of the Human Rights Policy and human rights DD, we engage in ongoing engagement with external experts, international organizations, human rights NGOs, labor unions, suppliers, workers in production regions and others, and reflect their insights in our initiatives.



This report reflects the opinions and comments received through engagement with external experts and others. Insights gained through engagement in this way are used to expand the scope of human rights DD and enhance disclosure on the progress and results of our initiatives.

Stakeholder engagement held in May 2025

✓ Website [Stakeholder Engagement](#)

Joy brings us together



Kirin Group Human Rights Report 2026