

Joy brings us together



Kirin Group Long-Term Vision

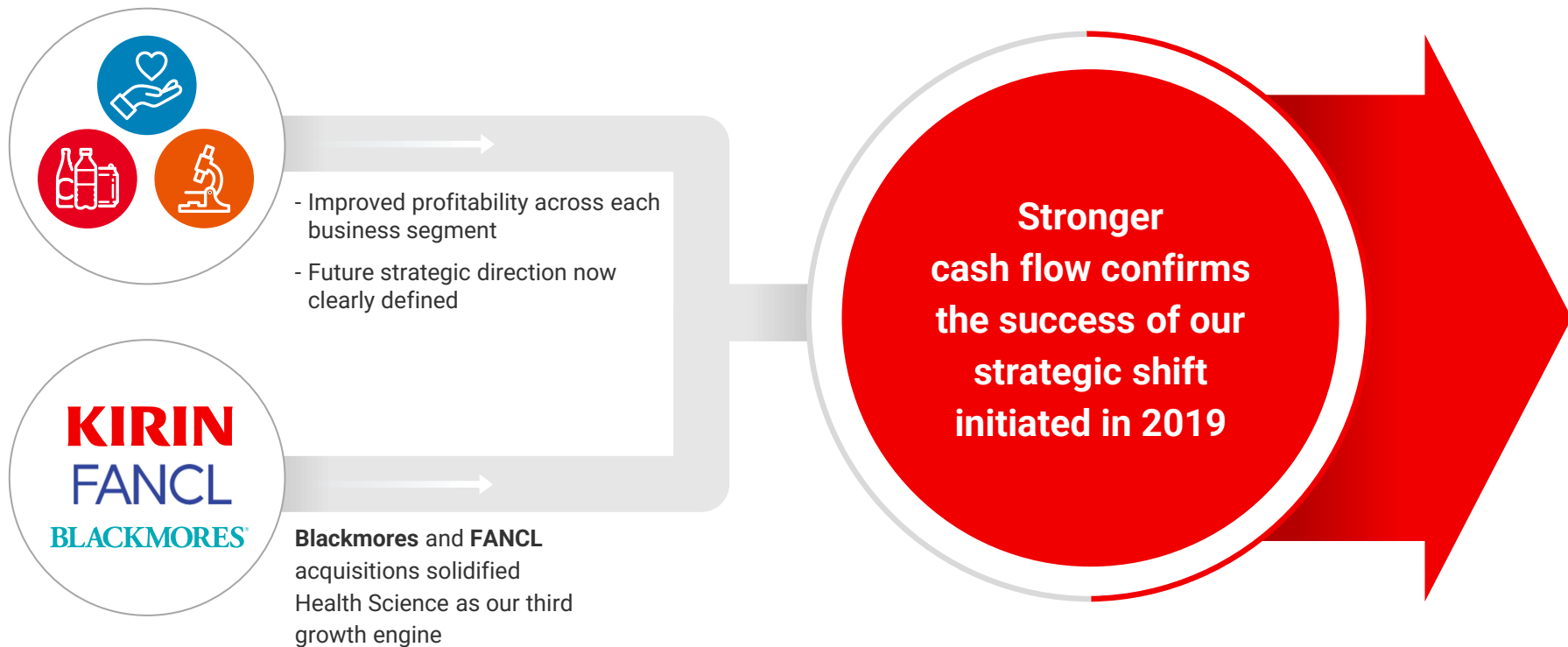
Our Vision for 2035
and a Clear Path towards
Maximizing Corporate Value

FEBRUARY 13, 2026

Kirin Holdings Company, Limited

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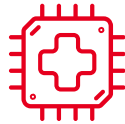
Implementation of Strategic Path (KV2027) Clearly on Track



Preparing for Structural Shifts

We will operate our business based on the premise that values and consumer behavior will continue to change.

FUTURE OUTLOOK



AI will assist health management and purchase decisions



AI-human integrations will shift focus of work towards purpose and impact



Experiences and connections will take precedence over ownership and consumption

Impact on the Kirin Group



AI and lifestyle changes will redefine consumer behavior



Gen Alpha will shape the next decade of consumption

Deliver Sustainable Value Creation While Contributing to People's Well-Being Guided by Our Management Philosophy & Our Commitment to CSV



Current Long-Term Vision

KV2027

A global leader in CSV, creating value across Food & Beverages to Pharmaceutical

2035 Long-Term Vision

The Kirin Group will create the future of mental and physical well-being for people



Financial Targets

- High single-digit % EPS growth
- ROIC \geq 10%
- Balanced, resilient profit portfolio across 3 core businesses
- Unlock valuation



Realize Management Philosophy

Bring joy to society by crafting food and healthcare products inspired by nature and customer insights.

Toward becoming a CSV leader

Become a global CSV leader by creating social and economic value and achieving sustainable growth with society



Financial Targets

Unlock valuation

Achieve upside through stronger earnings (**EPS**) and improved **PER**

Strong EPS Growth



Improved PER

- High single-digit % EPS growth
- ROIC ≥ 10%
- Balanced, resilient profit portfolio across three core businesses

Unlock long-term corporate valuation

Aim for market cap of 3 trillion-yen



Innovation as Growth and Profit Driver

Building up innovations across all three businesses is key to maintaining our position as customers' preferred choice and to realizing mental and physical well-being



Alcoholic Beverages



INNOVATIVE PRODUCTS & SERVICES

- Break away from hypercompetition
- Create products that transform drinking behavior and contribute to mental well-being
- Move toward a high-profit structure through value propositions



Health Science & Non-Alcoholic Beverages



INNOVATIVE PRODUCTS & SERVICES

- Acquire Southeast Asian and Chinese sales rights
- Manage brands across APAC
- Leverage AI to launch new products
- Integrate Non-Alcoholic Beverages into Health Science within the next 10 years



Pharmaceuticals



CREATING LIFE-CHANGING VALUE

- In addition to antibody therapeutics, we will further advance cell and gene therapies to develop medicines that can change people's lives.

Driving Lifestyle-Changing Innovations for Healthier Living

These innovations will differentiate Kirin and elevate people's well-being



Alcoholic Beverages



Beverages require localization tailored to each region.

Set up APAC Innovation Center to

Build RTD consumption habits through No. 1 brand Hyoketsu



Health Science & Non-Alcoholic Beverages

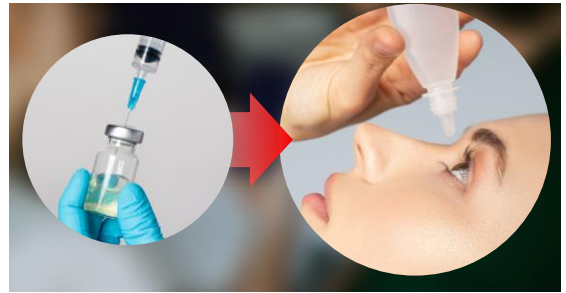


The anti-aging market is experiencing significant growth driven by high social demand.

Deploy proprietary ingredients (LC-Plasma, citicoline) to help people worldwide realize their dreams



Pharmaceuticals



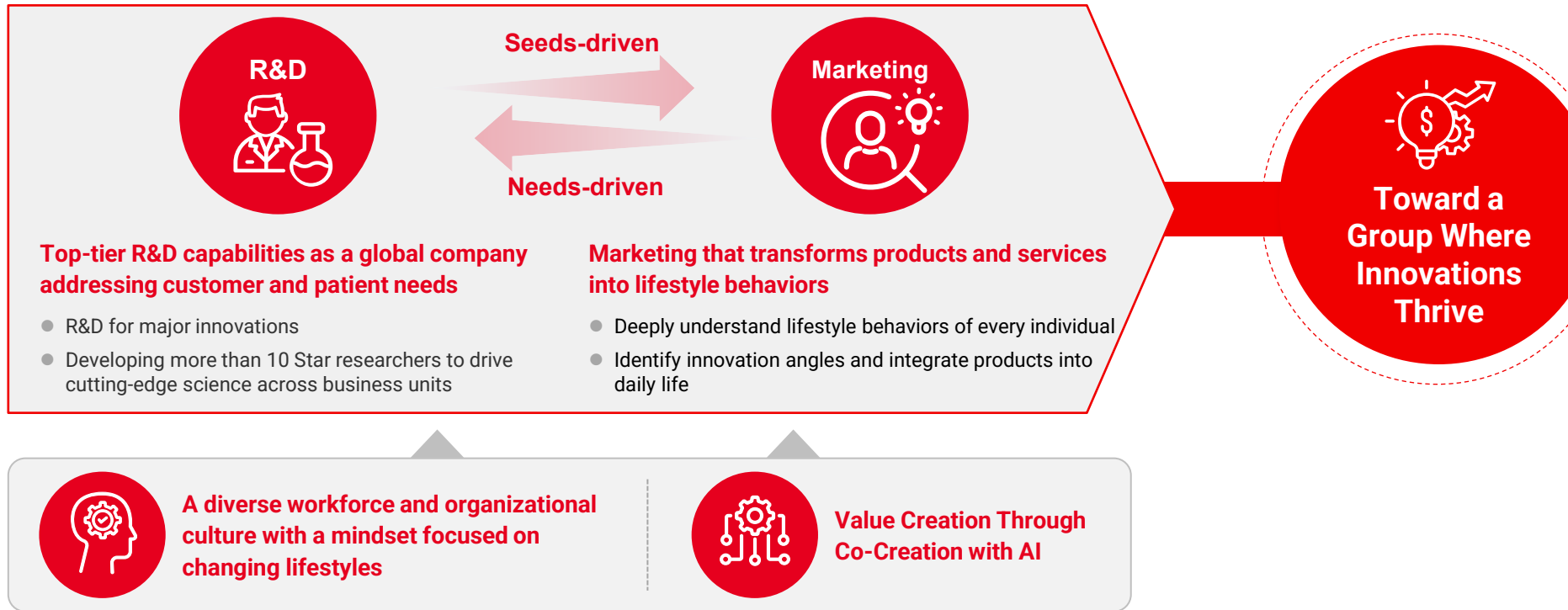
Whereas current therapies involve injections directly into the eye, we are developing "KHK4951" with the goal of achieving a non-invasive, eye drop-based treatment.

Aim to improve patients' quality of life significantly

KIRIN TRANSFORMATION

Take Kirin's Innovative Spirit to the Next Stage to Promote the Mental and Physical Well-Being of Consumers

A two-way innovation process between R&D and Marketing



The Kirin Group will **create the future of mental and physical well-being for people**

Kirin will vitalize the world through innovation by our people and technology, as a global leader in CSV

Joy brings us together





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