

Applying our management philosophy system as we aim to become a global leader in CSV

**The Kirin Group's Corporate Philosophy**

KIRIN brings joy to society by crafting food and healthcare products inspired by the blessings of nature and the insights of our customers

**2027 Vision**

A global leader in CSV, creating value across our world of Food & Beverages to Pharmaceuticals

**"One KIRIN" Values**



Our determination to continuously provide our customers and society with new value propositions based on innovative ideas, and our enthusiasm to meet goals with pride in the companies we work for and the brands we offer.



Our gratitude to our stakeholders for always helping us move forward, and our promise to remain honest and humble in every business activity to serve them better.



Our respect for different perspectives and values that enable constructive discussions, and our belief that the "differences" have the power to change the world and create better solutions.

Joy brings us together

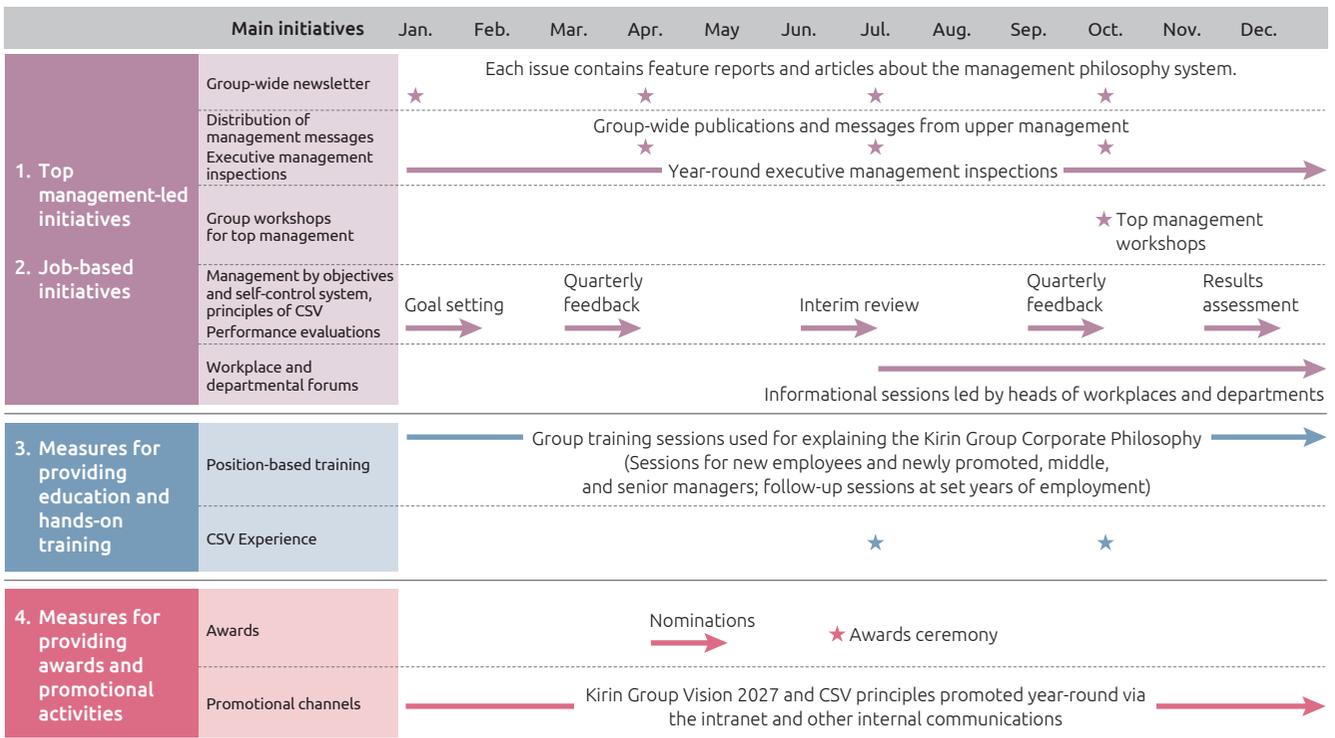


## Educating employees about the Kirin Group's approach to business

In February 2019, the Group formulated the Kirin Group Vision 2027 as a long-term management vision with the goal of being a global leader in creating shared value (CSV). It also created a new mission statement to express its basic management concept of creating new value for stakeholders in and outside the Group. Finally, the Group created a new corporate slogan, "Joy brings us together," to simply convey its fundamental business approach to customers and the public.

On the momentum of these initiatives, all members of the Kirin Group—numbering 31,040 worldwide—are set to put the concept of CSV into practice while striving for sustainable growth.

### 2020 schedule of each category of activities



\* Schedules may change.

### Workplace and departmental forums raises employee awareness and encourages proactive application of CSV

The Kirin Group adopted the current management philosophy system in 2019, and in July and August 2019 held workplace and departmental forums presented by the business and department leaders at its domestic business companies and functional companies to deepen employee understanding of the system. Surveys of the forum participants found that 91% felt they had a "better understanding" of the connection between their work and CSV. The Group also presented a program for leaders of the new direct subsidiary Kyowa Hakko Bio to introduce the history and DNA of the Kirin Group to reinforce their awareness that they are the cores of the Group's Health Science domain.

In 2020 and coming years, we will continue implementing measures necessary to continue deepening understanding of the management philosophy system at all of our business sites and departments while focusing on specific groups, such as younger leaders, for initiatives aimed at raising awareness of the system and encouraging change.



### CSV Experience helps employees make CSV their own

Kirin Holdings presents the CSV Experience for employees of domestic operating companies to further deepen employee understanding of CSV so they can implement it in their business departments.

Program participants visit the production sites for raw materials used in Kirin Group products, join in the cultivation work, and visit regional resource facilities. Afterward, they participate in workshops with local governments and people involved in local revitalization activities to directly experience the processes for resolving issues and creating shared value. Employees that have participated in the program become active promoters of CSV and have introduced other activities to deepen the understanding in their departments.



In 2020, we plan to start offering the program at all of our business companies to generate an even stronger link to our business performance.