

## Employment status

### Employment status of the Sapporo Group

		2016	2017	2018	2019
<b>Number of employees *1</b>	Persons	16,712	16,738	16,768	17,198
	Total in domestic companies	13,593	13,524	13,777	14,697
	Total in overseas companies*2	3,119	3,214	2,991	2,501
<b>Full-time employees</b>	Persons	7,737	7,772	7,797	7,603
	Male	6,145	6,164	6,098	5,954
	Female	1,592	1,608	1,699	1,649
	Female ratio	%	20.6	20.7	21.8
<b>Number in management</b>	Persons	1,599	1,659	1,715	1,696
	Male	1,477	1,524	1,564	1,548
	Female	122	135	151	148
	Female ratio	%	7.6	8.1	8.8
<b>Contracted staf</b>	Persons	8,975	8,966	8,971	9,595
	Male	3,825	3,874	3,853	3,945
	Female	5,150	5,092	5,118	5,650
	Female ratio	%	57.4	56.8	57.1

\*1 Includes contracted staff (excluding full-time employees)

\*2 Excludes some companies

### Employment status in the major five operating companies\*

		2016	2017	2018	2019
<b>Number of employees</b>	Persons	3,807	3,891	3,980	4,049
	Male	3,174	3,213	3,237	3,260
	Female	633	678	743	789
	Female ratio	%	16.6	17.4	18.7
<b>Number in management</b>	Persons	1,032	1,033	1,075	1,063
	Male	1,003	1,000	1,032	1,019
	Female	29	33	43	44
	Female ratio	%	2.8	3.2	4.0
<b>Average Years of Continuous Employment</b>	Years	17.9	17.5	16.7	17.5
	Male	18.8	18.4	17.9	18.2
	Female	13.8	13.1	11.8	12.9
<b>Employed full-time</b>	Persons	116	203	225	191
	Male	81	135	151	131
	Female	35	68	74	60
	Female ratio	%	30.2	33.5	32.9
<b>Leaving employees</b>	Persons	83	80	73	121
	Male	64	56	63	96
	Female	19	24	10	25
	Female ratio	%	2.1	2	1.8
<b>Leaving employees</b>	%	2.1	2.0	1.8	2.9
	Male	%	2.0	1.7	1.9
	Female	%	2.9	3.4	3.1
<b>Turnover rate</b>	%	2.1	2.0	1.8	2.9
	Male	%	2.0	1.7	1.9
	Female	%	2.9	3.4	3.1
<b>Ratio of new graduates leaving within three years of entering</b>	%	9.8	5.6	8.4	11.0

\*Sapporo Holdings, Sapporo Breweries, POKKA SAPPORO Food & Beverage, Sapporo Lion, SAPPORO REAL ESTATE (includes subsidiaries and workplaces at related companies)

## The employment status at Sapporo Breweries (extracted from its registered domicile)

		2016	2017	2018	2019
<b>Number of full-time employees</b>	Persons	2,217	2,273	2,331	2,336
	Male	1,864	1,891	1,913	1,897
	Female	353	382	418	439
	Female ratio	%	15.9	16.8	17.9
<b>Number in management</b>	Persons	607	629	664	639
	Male	588	607	635	608
	Female	19	22	29	31
	Female ratio	%	3.1	3.5	4.4
<b>Number ranked general manager or higher</b>	Persons	-	-	105	97
	Male	-	-	102	94
	Female	-	-	3	3
	Female ratio	%	-	2.9	3.1
<b>Number ranked manager or higher</b>	Persons	-	-	559	542
	Male	-	-	533	514
	Female	-	-	26	28
	Female ratio	%	-	4.7	5.2
<b>Number ranked Chief or higher</b>	Persons	-	-	-	414
	Male	-	-	-	374
	Female	-	-	-	40
	Female ratio	%	-	-	9.7
<b>Number newly appointed to managerial positions</b>	Persons	-	-	43	17
	Male	-	-	37	15
	Female	-	-	6	2
	Female ratio	%	-	14.0	11.8
<b>Employed full-time</b>	Persons	79	131	137	101
	Male	59	88	95	67
	Female	20	43	42	34
	Female ratio	%	25.3	32.8	33.7
<b>Number of new graduate recruits</b>	Persons	-	-	78	75
	Male	-	-	50	47
	Female	-	-	28	28
	Female ratio	%	-	35.9	37.3
<b>Number of mid-career recruits</b>	Persons	-	-	59	26
	Male	-	-	45	20
	Female	-	-	14	6
	Female ratio	%	-	23.7	23.1
<b>Leaving employees</b>	Persons	35	37	28	45
	Male	27	24	25	38
	Female	8	13	3	7
	Female ratio	%	1.6	1.6	1.2
<b>Turnover rate</b>	%	1.6	1.6	1.2	1.9
	Male	%	1.4	1.3	2.0
	Female	%	2.2	3.3	0.7
<b>Ratio of new graduates leaving within three years of entering</b>	%	10	3.4	3.5	5.6

\* Including Sapporo Holdings

## Employment status of individuals with disabilities at Sapporo Breweries (extracted from its registered domicile)

		2016	2017	2018	2019
<b>Number of employed individuals with disabilities</b>	Persons	34	46	47	46
<b>Employment ratio</b>	%	2.1	2.4	2.5	2.3

\* Including Sapporo Holdings

## Ratio of local employees in executive level position in overseas business sites

		2016	2017	2018	2019
<b>Ratio of local employees in executive level position in overseas business sites</b>	Persons	-	-	36	-