



Sapporo Group Business Results Presentation for the Six Months Ended June 30, 2024

*In this document, the name abbreviations are used:

SH: Sapporo Holdings Limited SB: Sapporo Breweries Ltd. SLN: Sapporo Lion Limited.

PS: Pokka Sapporo Food & Beverage Ltd. SRE: Sapporo Real Estate Co., Ltd.

SPB : SAPPORO PREMIUM BEER YGP : Yebisu Garden Place

August 13th 2024

URL <https://www.sapporoholdings.jp/en/>

| | |
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Business results : Increase in sales and profit, things are progressing steadily

| (billions of yen) | 2023 Q2 Result | 2024 Q2 Result | YoY changes (amount) | YoY changes (%) |
|--|-------------------|-------------------|----------------------------|-----------------------|
| Revenue | 238.5 | 247.7 | 9.1 | 3.8% |
| Core operating profit (Revenue - Cost of sales - SG&A expenses) | 3.5 | 3.5 | 0.0 | 1.1% |
| Operating profit | (2.8) | 7.6 | 10.4 | - |
| Profit attributable to owners of parent | (5.1) | 6.1 | 11.2 | - |

- Revenue increased due to strong sales of beer in the Japan alcoholic beverages business
- Core operating profit is on par with last year's despite up-front investments
- Operating profit increased significantly and became black due to the sale of assets and the impact of last year's impairment loss

Major results and challenges in the first half of the fiscal year

Strong sales of beer, mainly Black Label brand



+10%

(beer sales volume)

Black Label canned beer and Yebisu canned beer both outperformed last year due to expansion of customer contact points and acquisition of new customers.

Growth of SPB in the U.S. and APAC



+20%

(SPB sales volume)

Expansion of sales to American chains in the U.S. Realize growth through starting collaboration with Carlsberg in APAC

Profitability improved in the U.S.

Acceleration of SPB growth

Continue efforts to strengthen the Sapporo brand's US chain

Recovery of Stone brand

Focus on investing in core brands in order to achieve recovery

Maximize manufacturing and logistics synergies

Resolve issues related to production efficiency and operations

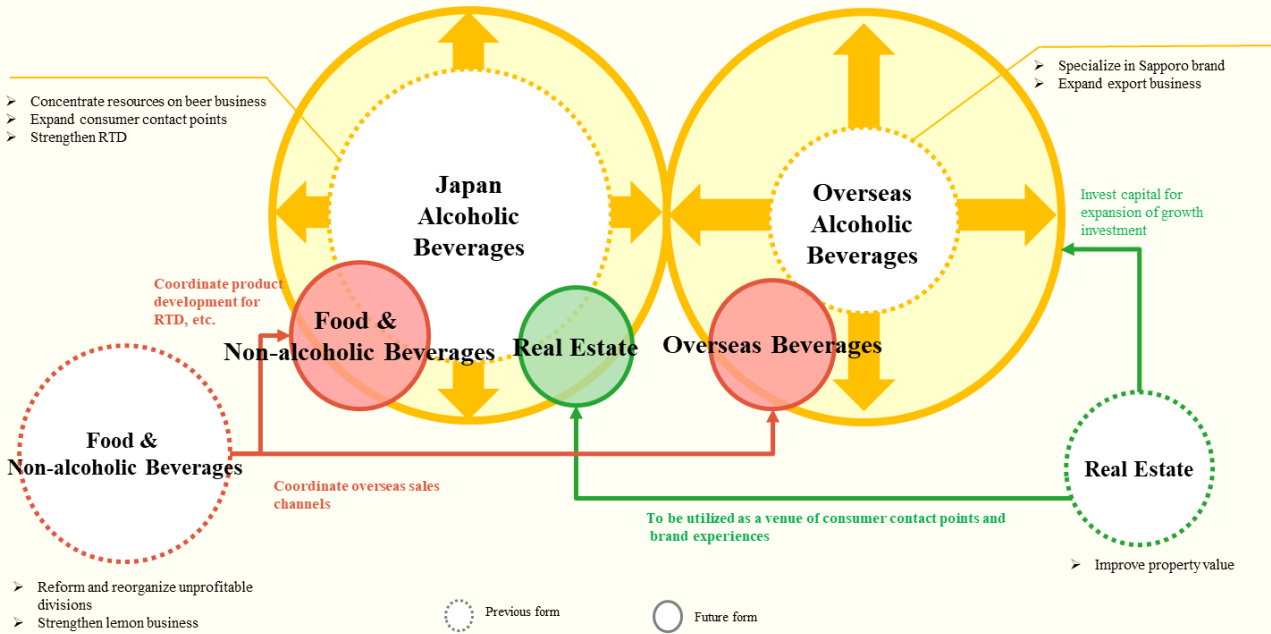
Status of the review for the materialization of the “Medium and Long Term Management Policy”

We are progressing with the review of the materialization of the “Medium to Long Term Management Policies for Increasing Group-wide Corporate Value,” announced in February 2024. The status of these efforts is described in the following slides.

Update to Medium to Long Term Management Policies for Increasing Group-wide Corporate Value

<Image of direction of Sapporo group’s transformation>

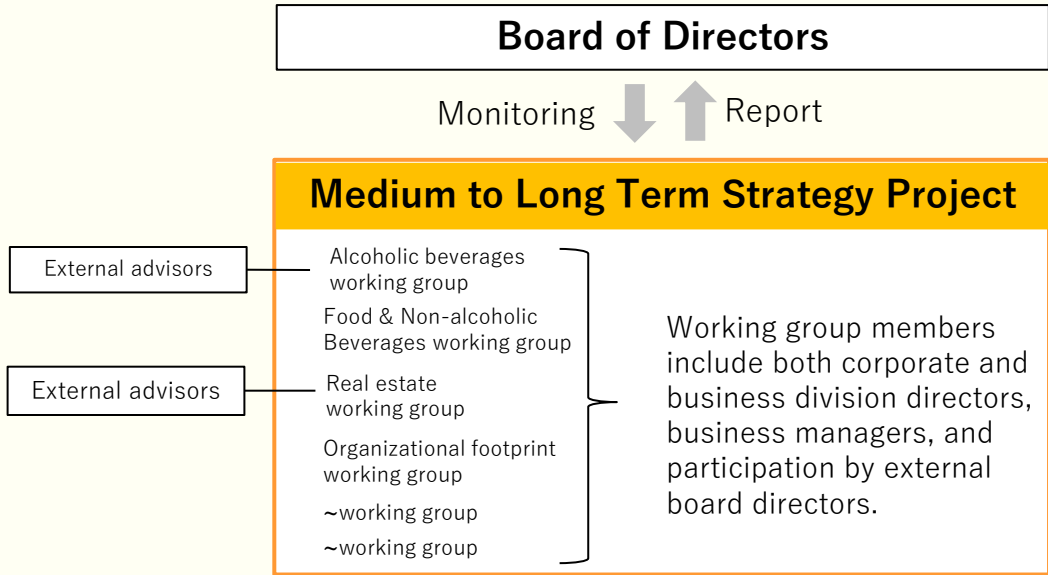
- The Company will further concentrate its management resources to focus on beer businesses with competitive advantages and businesses in which synergies with those competitive businesses can be created.
- The Company develops its market-creation capabilities in alcoholic beverages, which has been the Company’s DNA since its foundation and grows our beer business.



We established a Group Strategy Committee, which includes outside experts, and discussed the management policies for increasing corporate value over the medium- and long- term (ahead of the current Medium-Term Management Plan) , including that of third-party advisors, in terms of multifaceted and objective perspectives.

<Consideration structure>

- The Company has formed a number of working groups drawing from the corporate holding company and business divisions, starting with the alcoholic beverages business.
- Working group members include both corporate and business division directors, business managers, and participation by external board directors.
- In particular, emphasis is being placed on strategy review of the core alcoholic beverages business and the real estate business to maximize total company value extraction. The Company has retained expert external advisors to assist in this review.
- Progress is closely monitored, with monthly update reports to the Sapporo Holdings Board of Directors.



< Review status >

| | |
|------------------------------------|--|
| Japan Alcoholic Beverages | <ul style="list-style-type: none">• The Company aims to acquire a 25% share of the domestic beer market and realize a higher profit ratio from a long-term perspective• Collaborating with the food & non-alcoholic beverages business, the Company will also strengthen the development of "new alcoholic beverages," including non-alcoholic and low-alcoholic beverages under the theme of "wellbeing"• The Company intends to rationalize the value chain by, for example, optimizing manufacturing and logistics, with initiatives recently approved and is reviewing the appropriate allocation of corporate resources. |
| Overseas Alcoholic Beverages | <ul style="list-style-type: none">• Investment in the international business will be increased to ensure the business is a core element of the Company's portfolio, with focus on Sapporo Premium Beer "high quality," "sophisticated taste," and "uniqueness reminiscent of Japan."• In April 2024, the Company established the International Business Department within the corporate headquarters with the objective of a dedicated, experienced, and highly skilled organization exploring investment opportunities, alliances, overseas business opportunities, while realizing fast decision making, and robust governance of process. |
| Real Estate | <ul style="list-style-type: none">• The Company is continuing to consider ways to utilize real estate that will contribute to enhancing the group's future value, as well as the fundamental transformation of the business portfolio. <p><Example> ✓ Various options for the Sapporo Real Estate Development Co., Ltd., which owns and manages multiple properties centered around Ebisu and Sapporo, such as introducing external capital, asset sales.</p> <p> ✓ Tax-qualified spin-offs, as proposed by our shareholders.</p> <ul style="list-style-type: none">• The Company will seek concrete proposals from a wide range of potential strategic partners on ways to enhance the value of the real estate business. →The Company plans to begin soliciting external proposals for the real estate business by mid-September of this year. |
| Others | <ul style="list-style-type: none">• Structural reforms in the food and beverages business (non-alcohol) while also considering the future vision of the business, including the pursuit of synergies with the alcoholic beverages business.• The Company is exploring the optimal organizational structure and institutional design to effectively and efficiently advance each business strategy scenario.• The Company has also begun strengthening the management foundation by fostering a corporate culture that enables talent to be more productive and to drive transformation, utilizing experts in the process. |

⇒ **Further details and status of the Company's Medium to Long Term Management Policies review will be provided during quarterly financial and business disclosures. For important matters, the Company intends to disclose information promptly and appropriately.**

Business Results

Financial Highlights



| | (billions of yen) | 2023 Q2 Result | 2024 Q2 Result | YoY changes (amount) | YoY changes (%) |
|--|-------------------|-------------------|-------------------|-------------------------|--------------------|
| Revenue | | 238.5 | 247.7 | 9.1 | 3.8% |
| Revenue (Excluding liquor tax) | | 184.6 | 193.4 | 8.9 | 4.8% |
| Overseas revenue | | 57.4 | 61.4 | 4.0 | 7.0% |
| EBITDA | | 13.5 | 14.0 | 0.5 | 3.9% |
| Core operating profit <small>(Revenue - Cost of sales - SG&A expenses)</small> | | 3.5 | 3.5 | 0.0 | 1.1% |
| Core operating profit margin | | 1.5% | 1.4% | - | - |
| Other operating income (expense) | | (6.3) | 4.1 | 10.4 | - |
| Operating profit | | (2.8) | 7.6 | 10.4 | - |
| Profit attributable to owners of parent | | (5.1) | 6.1 | 11.2 | - |

Financial Highlights



| (billions of yen) | 2023 Q2 Result | 2024 Q2 Result | YoY changes (amount) | YoY changes (%) |
|---------------------|-------------------|-------------------|----------------------------|-----------------------|
| Revenue by Segment | 238.5 | 247.7 | 9.1 | 3.8% |
| Alcoholic Beverages | 172.5 | 181.0 | 8.5 | 4.9% |
| Japanese | 121.1 | 125.0 | 3.9 | 3.2% |
| Overseas | 42.2 | 46.1 | 3.9 | 9.3% |
| Restaurants | 9.2 | 9.8 | 0.7 | 7.1% |
| Food & Soft Drinks | 55.4 | 55.3 | (0.1) | (0.2%) |
| Japanese | 42.4 | 42.0 | (0.4) | (0.9%) |
| Overseas | 13.0 | 13.3 | 0.3 | 2.1% |
| Real Estate | 10.6 | 11.3 | 0.8 | 7.2% |
| Other | 0.1 | 0.1 | (0.0) | (4.3%) |

| (billions of yen) | 2023 Q2 Result | 2024 Q2 Result | YoY changes (amount) | YoY changes (%) |
|---|-------------------|-------------------|----------------------------|-----------------------|
| Core Operating Profit by Segment | 3.5 | 3.5 | 0.0 | 1.1% |
| Alcoholic Beverages | 5.0 | 5.4 | 0.4 | 8.0% |
| Japanese | 4.5 | 5.2 | 0.7 | 16.5% |
| Overseas | (0.3) | (0.7) | (0.4) | - |
| Restaurants | 0.8 | 0.8 | 0.0 | 0.5% |
| Food & Soft Drinks | 0.5 | 0.2 | (0.3) | (55.2%) |
| Japanese | (0.2) | (0.1) | 0.1 | - |
| Overseas | 0.7 | 0.3 | (0.3) | (49.5%) |
| Real Estate | 1.9 | 2.4 | 0.5 | 25.6% |
| Other • General corporate and intercompany eliminations | (3.9) | (4.5) | (0.6) | - |

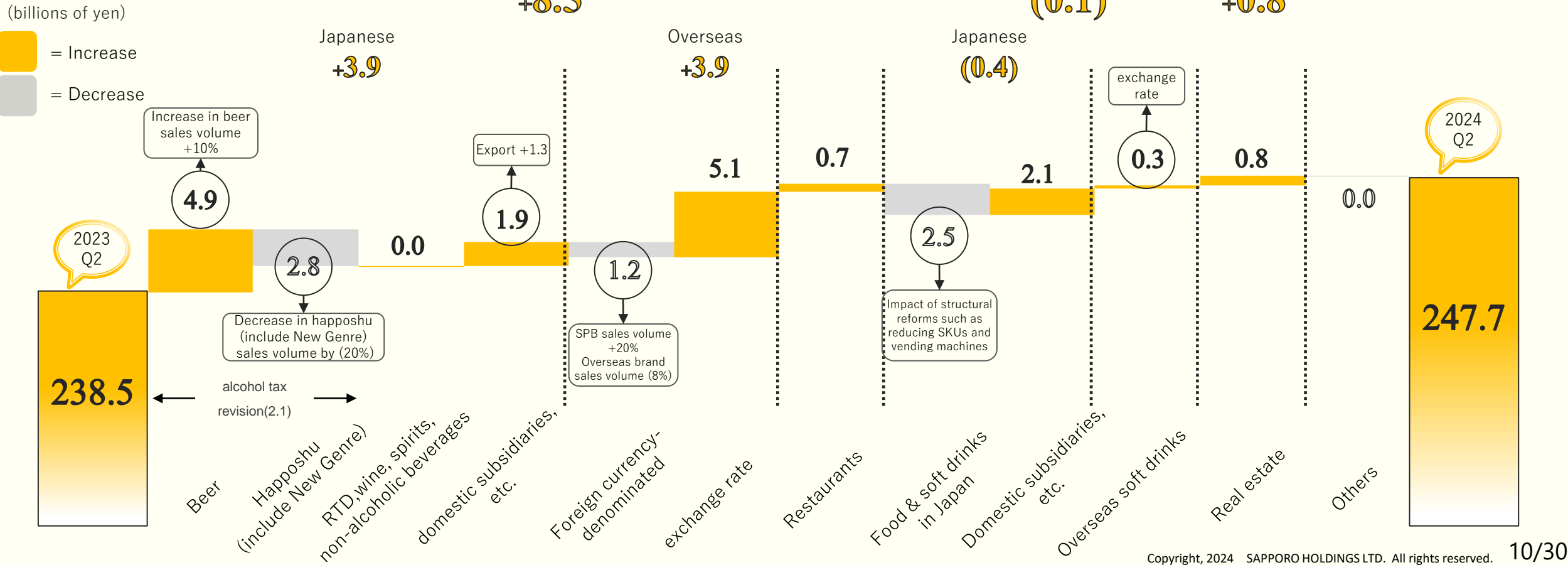
Financial Highlights



Revenue increased for all of our businesses, excluding the Japan Food & Soft Drinks business where structural reforms are being implemented.

Driver of revenue growth is the strong performance of beer in Japanese alcoholic beverages business

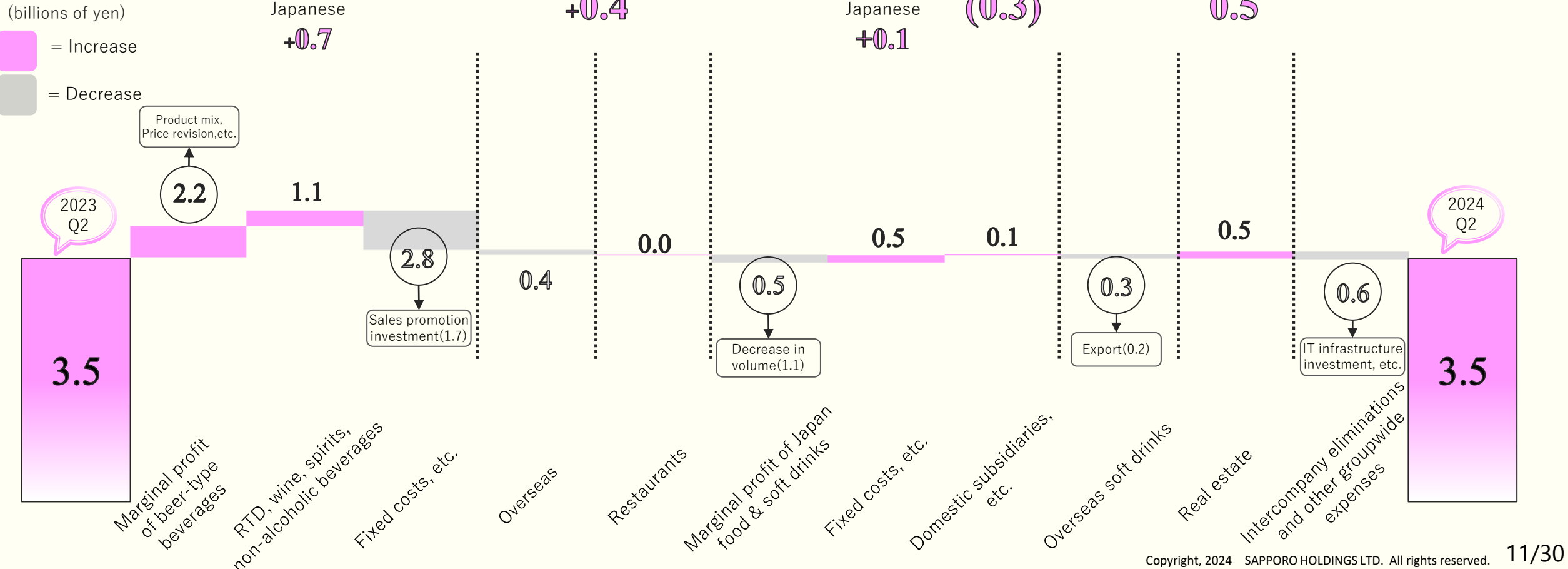
Reasons for changes in sales revenue



Maintained core operating profit on par with last year's, supported by higher sales despite up-front investments

Improvement in the marginal profit of beer-type beverages due to the strong performance of beer sales has contributed to profit

Reasons for changes in core operating profit

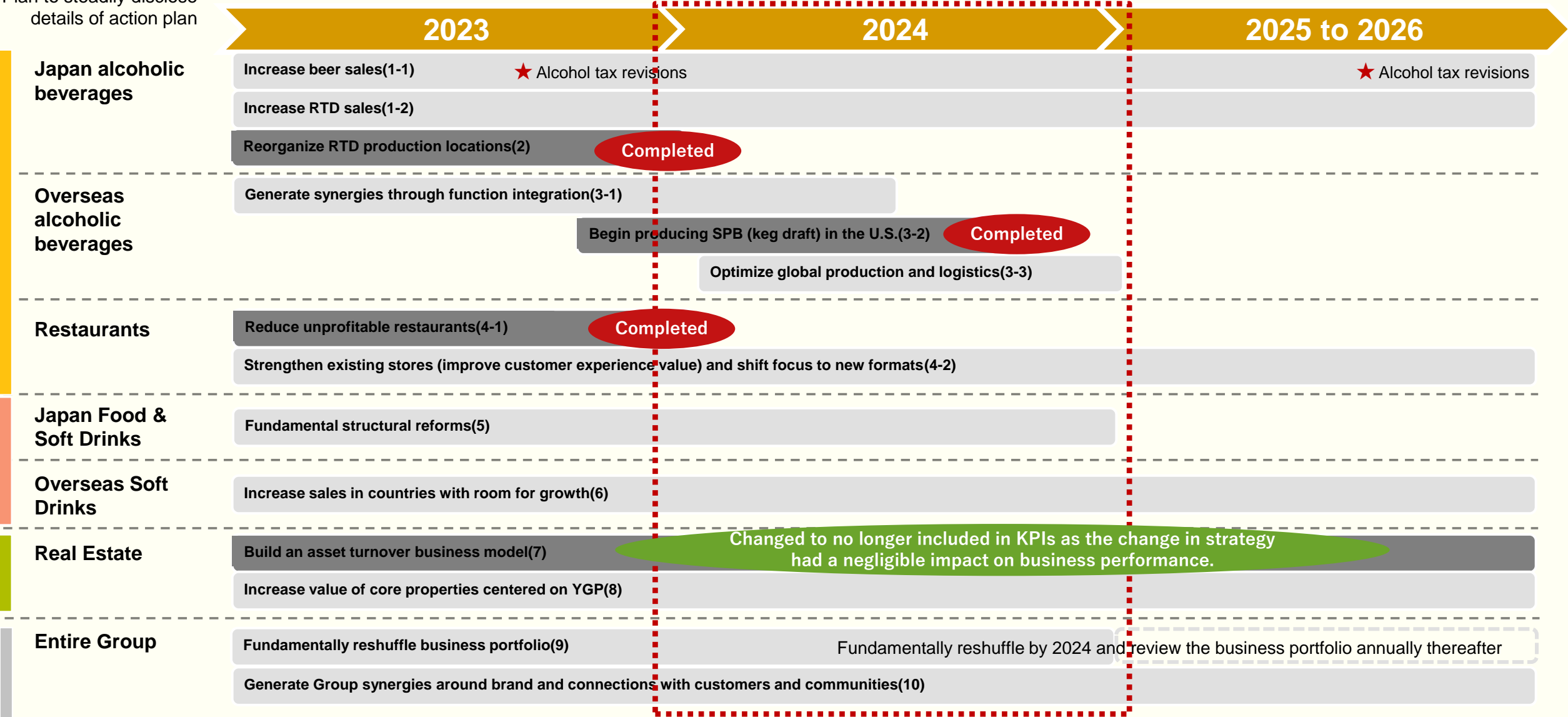


Business Strategies : Action Plan



Plan to steadily disclose details of action plan

On slides after page 13, we have included further explanations for action plan numbers (1-1) through (10)

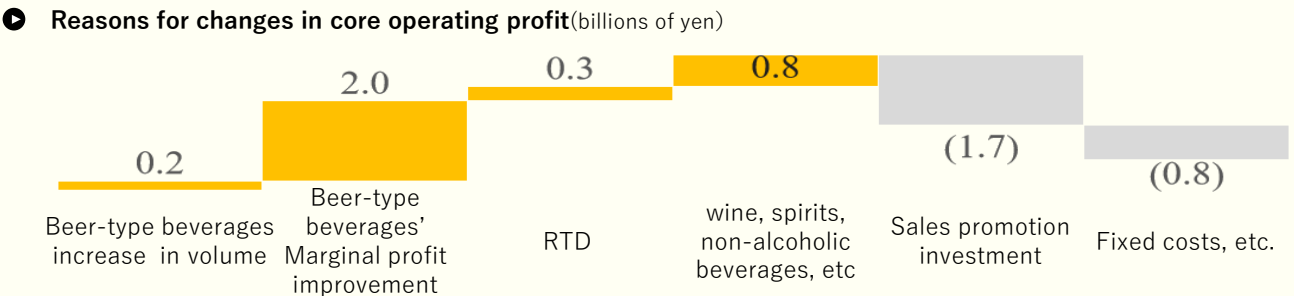


Business Strategies : Alcoholic Beverages



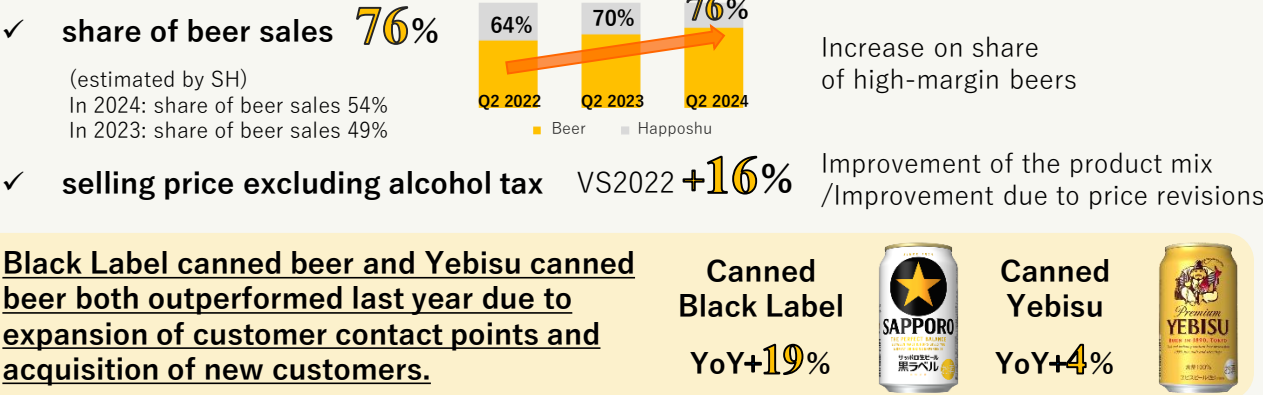
Japanese

Revenue : 125.0billions of yen (YoY+3.9billions of yen、 + 3.2%)
Core operating profit : 5.2billions of yen (YoY+0.7billions of yen、 + 16.5%)



Profit increased due to strong sales of beer, mainly Black Label cans, with effect of improved marginal profit despite expansion of promotional investment in beer

Increase beer sales (1-1) : Strong sales of Black Label continue, steadily outperforming market



Increase RTD sales (1-2) : Koime no Lemon Sour continues to perform strongly, but the total for RTD is a slight increase and behind the target

✓ Total for RTD (cans) VS2022 **+11%** (Sales amount basis)
Reference information) **+2 % y-o-y**
The first half surpassed the previous year but remained below the total demand level
Aim for recovery mainly Koime no Lemon Sour



✓ Share of in-house manufacturing **96%** (much higher level of full-year target 88%)
Since RTD production line in Sendai Plant was put into operation in October 2023, in-house production ratio has been increasing steadily.

Business Strategies : Alcoholic Beverages



Overseas

Revenue : 46.1billions of yen (YoY+3.9billions of yen、 +9.3%)
Core operating profit : (0.7)billions of yen (YoY(0.4)billions of yen)



Strong sales of Sapporo brand continue mainly in the U.S. and APAC, but softer-than-expected sales in Canada and US craft beer markets resulted in a profit decline.

Market overview

The beer market has been soft since last summer due to inflation. A shift to low-cost products is also being seen.

The craft beer market has been soft due to inflation.

The market is shrinking due to the economic downturn and tougher penalties for drunk driving

Growth of the Sapporo brand : Continuous growth of the Sapporo brand volume in the U.S. and APAC

✓ Sapporo sales volume +20% YoY

North America +7%
Other areas +40%



Initiatives in the U.S. market

Expand sales reach under the new sales structure (sales synergy)
Stores handling SPB increased 12%
There is still room to increase

Initiatives in other regional markets

Vietnam: Expand width and depth of customer segment through the SPB brand renewal
APAC: Expand market mainly in the countries that have alliances with Carlsberg alliances
(three target countries, increased by about 2.9 times of last year) *Hong Kong, Singapore, Malaysia

Status of synergies with Stone (3-1~3)

Status of Stone brand

Challenges continue amid an unexpectedly greater downward trend in the craft beer market

Status of manufacturing and logistics synergies

There is a slight delay in the production transfer schedule, and there are issues with production efficiency and operations



Improving profitability in the U.S. is a crucial challenge: implement the following to make improvements

- Accelerate SPB growth : strengthening initiatives of American chains
- Recovery of Stone brand : focus on investing in core brands in order to achieve recovery
- Maximize manufacturing and logistics synergies : resolve issues related to production efficiency and operations

Business Strategies : Alcoholic Beverages



Restaurants

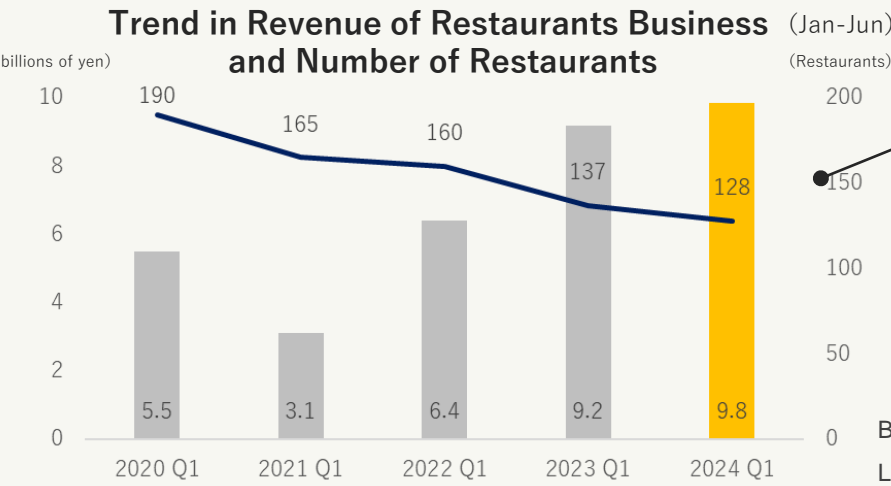
Revenue : 9.8billions of yen (YoY+0.7billions of yen、 +7.1%)
Core operating profit : 0.8billions of yen (YoY+0.0billions of yen 、 +0.5%)

Number of customers and sales per customer at existing stores have been increasing at existing stores, with increases in revenue and profit progressing smoothly as expected

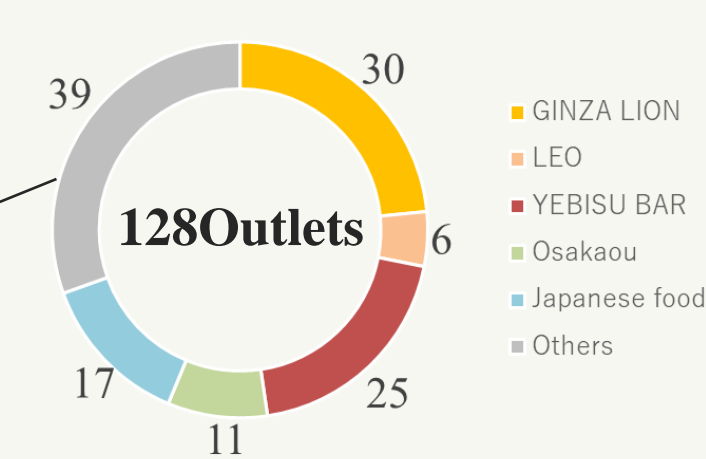
- Strengthen existing stores (improve customer experience value) and shift focus to new formats(4-2)
: The number of stores remains flat, but the number of customers and average sales per customer at existing stores is increasing.

Sales results for existing SLN stores (YoY)

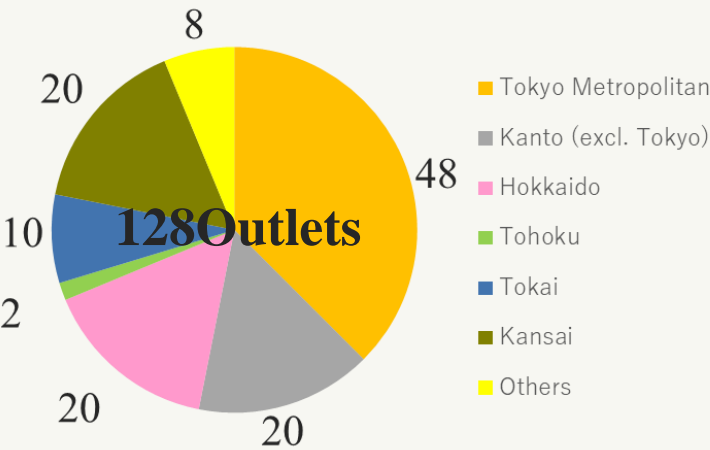
| (YoY) | Jan. | Feb. | Mar. | Apr. | May. | Jun. |
|--------------------|------|------|------|------|------|------|
| revenue | 119% | 118% | 110% | 106% | 103% | 108% |
| number of customer | 113% | 112% | 105% | 103% | 99% | 103% |
| sales per customer | 105% | 105% | 105% | 103% | 104% | 105% |



Composition of Restaurants by Format



Composition of Restaurants by Region



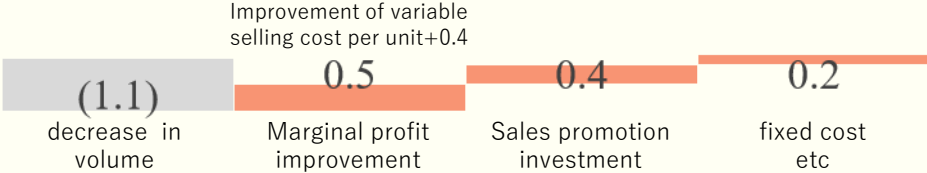
Business Strategies : Food & Soft Drinks



Japanese

Revenue : 42.0billions of yen (YoY(0.4)billions of yen、 (0.9%))
Core operating profit : (0.1)billions of yen (YoY+0.1billions of yen)

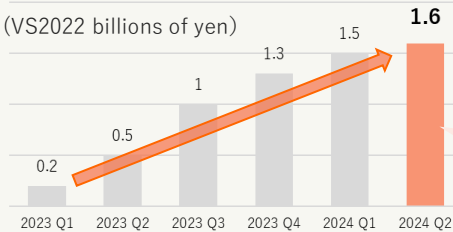
Reasons for changes in core operating profit(billions of yen)



Despite the volume decreased due to product lineup changes and the review of unprofitable vending machines, profit increased due to steady progress in structural reforms, such as improving unit selling prices in relation to selling expenses.

Fundamental structural reforms (5)

- ✓ Status of structural reforms
 - Improvement of variable selling cost per unit
 - Y-o-Y +0.4billions of yen



Cost structure reform initiatives implemented since 2023

- Decrease in disposal value due to SKU reduction +300 million yen
- Reduction of unprofitable vending machine columns +700 million yen
- Variable selling cost unit price improvement +600 million yen

Overseas

Revenue : 13.3billions of yen (YoY+0.3billions of yen、 + 2.1%)
Core operating profit : 0.3billions of yen (YoY(0.3)billions of yen、 (49.5%))

Reasons for changes in core operating profit(billions of yen)



Performance is strong in Malaysia, which is a focus area, but profits fell due to a decline in exports.

Singapore

- Sales through CVS and EC channels have been performing well but slightly fell due to the impact of inflation
- ✓ Singapore sales amount (1%) YoY (sales amount of local currency basis)

Malaysia

- Increase of sales through strengthening of sales structure
- ✓ Malaysia sales amount +27% YoY (sales amount of local currency basis)

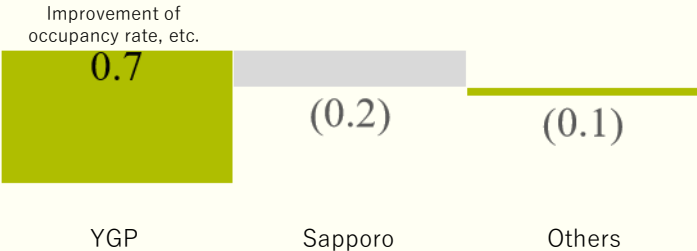
Export

- Revenue fell due to the impact of the suspension of sales to some customers which occurred last year.
- ✓ Export sales amount (42%) YoY (sales amount of local currency basis)

Real Estate

Revenue : 11.3billions of yen (YoY+0.8billions of yen、 + 7.2%)
Core operating profit : 2.4billions of yen (YoY+0.5billions of yen 、 + 25.6%)
EBITDA : 5.4billions of yen (YoY+0.8billions of yen)

Reasons for changes in core operating profit(billions of yen)

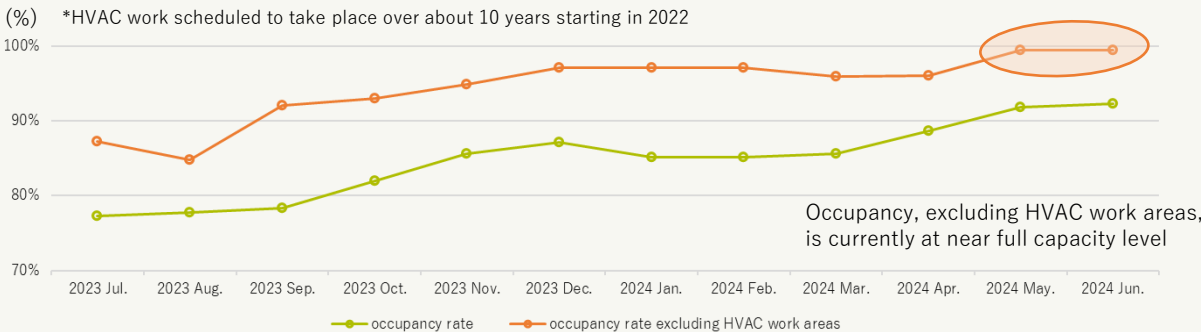


Despite there were impacts from one-time costs associated with the opening of the Sapporo hotel, profits increased due to the improved occupancy rate at YGP.

Initiatives to enhance property value (Ebisu area)

YGP office space occupancy rate

While the occupancy rate was down due to HVAC work*, it improved from last year and is on track to meet the target.



Yebisu Garden Place Center Plaza (Office)

The highest rank of S was received under the “CASBEE-Wellness Office” certification

This is the second S-ranking acquisition in Yebisu Garden Place, following the same ranking obtained for the office tower in August 2023.



Initiatives to enhance property value (Sapporo area)

Sosei Cross opened on August 1st

A new office commercial building, "Sosei Cross," opened in Chuo-ku, Sapporo
Leasing of all office space is completed



Action Plan KPI



※1 Forex assumption: ¥130
※2 Local currency basis (Singapore dollar)

| | | Q2results | | | Full year | | | medium-term plan Target |
|------------------------------|---|--------------------|---------------------|------------------------------|--------------------|---------------------|------------------------------|-------------------------|
| | | 2022 Q2 | 2023 Q2 | 2024 Q2 | 2022 | 2023 | 2024 plan | |
| Japan alcoholic beverages | Reinforcement of Beer / Improving Profitability of Beer-type Bev. | | | | | | | |
| | Increase beer sales: share of beer sales (1-1) | 64% | 70% | 76% | 68% | 73% | 79% | 79% |
| | Improve profit margin: selling price excluding alcohol tax (1-1) | - | +12% (VS2022) | +16% (VS2022) | - | +9% (VS2022) | +11% (VS2022) | +11% (VS2022) |
| | RTD Business Growth and Production Streamlining, Etc. | | | | | | | |
| | RTD growth: RTD(cans) sales amount (1-2) | - | +9% (VS2022) | +11% (VS2022) | - | +19% (VS2022) | +31% (VS2022) | +74% (VS2022) |
| Overseas alcoholic beverages | Increase production efficiency: ratio of in-house production (2) | 69% | 62% | 96% | 73% | 63% | 88% | 88% |
| | Stone Acquisition Synergy / SPB Growth | | | | | | | |
| | Sapporo brand volume (3-1~3) | 3.23 million cases | 3.49 million cases | 4.19 million cases (YoY+20%) | 6.61 million cases | 7.16 million cases | 8.09 million cases (YoY+13%) | 10.0 million cases |
| Japan food & soft drinks | Cost synergy (3-1~3) ※1 | - | \$1.5M | \$5M | - | \$4M | \$11M | \$23M (VS2022) |
| | Cost Structure Reforms (5) | | | | | | | |
| | Expanding Sales and Increasing Logistics Efficiency | - | 0.5billion | 1.6billion (YoY 0,3 billion) | - | 1.3billion | 2.0billion (YoY 0,7 billion) | 2.0billion (VS2022) |
| Overseas soft drinks | Overseas sales amount (6) ※2 exclude OEM sales | - | +7% (VS2022) | (3%) (VS2022) | - | +2.8% (VS2022) | +7.6% (VS2022) | +30% (VS2022) |
| | Increase value of YGP | | | | | | | |
| Real Estate | Rate of increase in average rental price (8) | - | - | - | - | +0.5% (VS2022) | +2.8% (VS2022) | +2.5% (VS2022) |
| | Fundamentally reshuffle business portfolio (9) | | | | | | | |
| Entire Group | | - | 0.4billion (VS2022) | 1.7billion (VS2022) | - | 1.1billion (VS2022) | - | - |
| | | | | | | | | |

Appendix

| | Financial Targets | | | | | | |
|---|-------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------------|
| | Q2 result | | | Full year | | | medium-term plan Target |
| | 2022 Q2 | 2023 Q2 | 2024 Q2 | 2022 | 2023 | 2024 plan | 2026 Target |
| ROE | - | - | - | 3.3% | 5.0% | 5.5% | 8.0% |
| (Approximation) Core operating profit ※ | (2.2) billion yen | 3.5 billion yen | 3.5 billion yen | 9.3 billion yen | 15.6 billion yen | 19.0 billion yen | 25.0 billion yen |
| EBITDA Average growth rate (CAGR) | | | 33.3% | | | 16.7% | About 10% |
| (Approximation) EBITDA ※ | 7.9 billion yen | 13.5 billion yen | 14.0 billion yen | 29.9 billion yen | 36.0 billion yen | 40.7 billion yen | 50.0 billion yen |
| Overseas revenue Average growth rate (CAGR) | | | 19.3% | | | 10.3% | About 10% |
| (Approximation) Overseas revenue ※ | 43.1 billion yen | 57.4 billion yen | 61.4 billion yen | 102.2 billion yen | 119.6 billion yen | 124.4 billion yen | 140.0 billion yen |

※Approximation for achieving financial targets



| | Target for core operating profit margin | | | | | | |
|------------------------------|---|---------|---------|-----------|--------|-----------|---|
| | Q2 result | | | Full year | | | medium-term plan Target |
| | 2022 Q2 | 2023 Q2 | 2024 Q2 | 2022 | 2023 | 2024 plan | 2026 Target |
| Japan alcoholic beverages | 0.1% | 3.7% | 4.2% | 3.5% | 5.3% | 5.7% | 5.7% |
| Overseas alcoholic beverages | 0.7% | (0.8)% | (1.5)% | (0.4)% | (0.3)% | 1.1% | 6.2% |
| Restaurants | (13.3)% | 8.8% | 8.3% | (3.3)% | 10.5% | 8.8% | 5.0% (Aim to maintain 2024 profit level) |
| Japan Food & Soft Drinks | (3.2)% | (0.5)% | (0.3)% | 0.9% | 2.3% | 2.4% | 3.8% |
| Overseas Food & Soft Drinks | 5.9% | 5.1% | 2.5% | 3.6% | (2.2)% | 4.6% | 5.0% |
| Real Estate | 2.2% | 1.9% | 2.1% | 4.9% | 4.7% | 4.7% | 5.7% |

※ EBITDA-based ROA

Balance Sheets



(billions of yen)

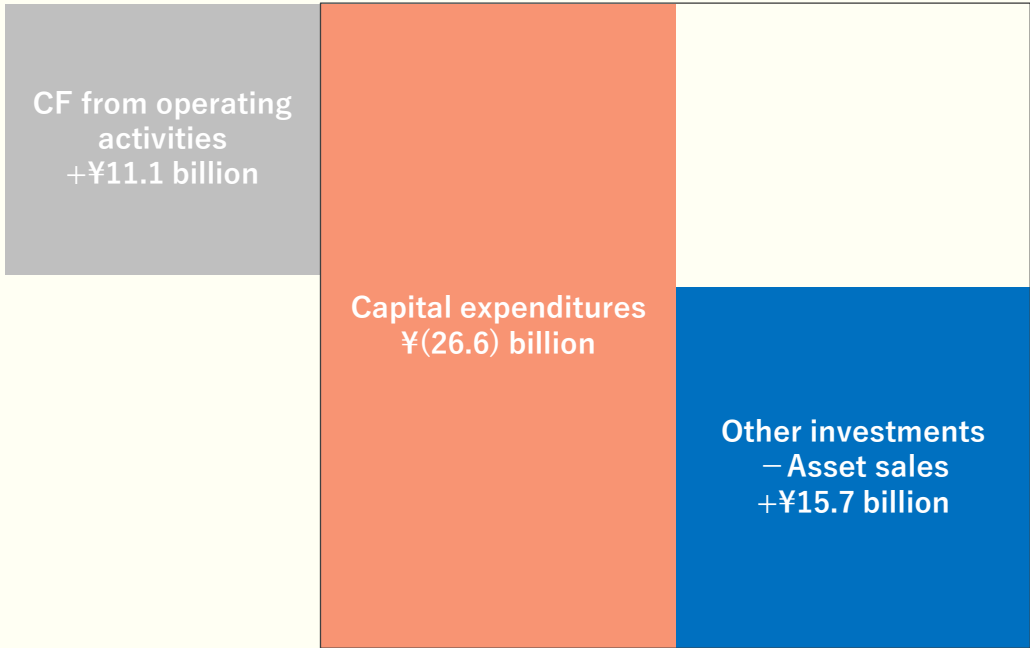
| Total assets | End of 2023 | 2024 Q2 | Change |
|------------------------------------|-------------|---------|--------|
| Cash and cash equivalents | 17.2 | 20.2 | 3.0 |
| Trade receivables | 98.0 | 88.3 | (9.7) |
| Inventories | 47.6 | 51.2 | 3.6 |
| Other current assets | 13.6 | 11.2 | (2.3) |
| Fixed assets and intangible assets | 152.7 | 163.6 | 10.9 |
| Investment property | 211.2 | 222.4 | 11.3 |
| Goodwill | 35.1 | 37.5 | 2.4 |
| Other non-current assets | 88.3 | 94.6 | 6.4 |
| Total assets | 663.6 | 689.0 | 25.5 |

| Total liabilities and equity | End of 2023 | 2024 Q2 | Change |
|---|-------------|---------|--------|
| Trade payables | 38.7 | 38.3 | (0.4) |
| Short-term financial liabilities | 39.7 | 58.2 | 18.5 |
| Other current liabilities | 112.8 | 102.1 | (10.7) |
| Long-term financial liabilities | 182.9 | 170.6 | (12.4) |
| Retirement benefit liability | 3.4 | 3.3 | (0.1) |
| Other non-current liabilities | 102.8 | 112.2 | 9.5 |
| Total liabilities | 480.3 | 484.6 | 4.3 |
| Equity attributable to owners of parent | 182.3 | 203.4 | 21.1 |
| Non-controlling interests | 0.9 | 1.0 | 0.1 |
| Total equity | 183.2 | 204.4 | 21.2 |
| Total liabilities and equity | 663.6 | 689.0 | 25.5 |
| Debt-to-equity ratio (times) :Net | 1.1 | 1.0 | — |
| Balance of financial liabilities | 222.6 | 228.7 | 6.1 |

Status of Each Cash Flow



| (billions of yen) | 2023 Q2 | 2024 Q2 | Change | Change (%) |
|------------------------------|---------|---------|--------|------------|
| CF from operating activities | 24.6 | 11.1 | (13.5) | (55.0%) |
| CF from investing activities | (8.9) | (10.9) | (2.0) | — |
| Free CF | 15.6 | 0.2 | (15.5) | — |
| CF from financing activities | (15.7) | 0.3 | 16.0 | — |



Cash in
¥11.1billion

Cash out
¥(10.9)billion

< Investment total (① + ②) > **¥(10.9) billion**

① **Capital expenditure** (cash basis) : **¥(26.6) billion**
(Property, plant and equipment, intangible assets, investment property)

< Major items >

- Alcoholic Beverages : **¥(9.1)billion**
Japan : ¥(5.7)billion Overseas : ¥(3.4)billion
- Food & Soft Drinks : **¥(1.6)billion**
Japan : ¥(0.8)billion Overseas : ¥(0.7)billion
- Real Estate : **¥(15.0)billion**
Yebisu square and others
- Group-wide : **¥(0.8)billion**

② **Other investments — Asset sale** : **¥15.7 billion**
(Sale of fixed assets、Stock sales, etc.)

Reduced four cross-shareholdings
(amount sold: 8.7 billion yen)

Alcoholic Beverages Data

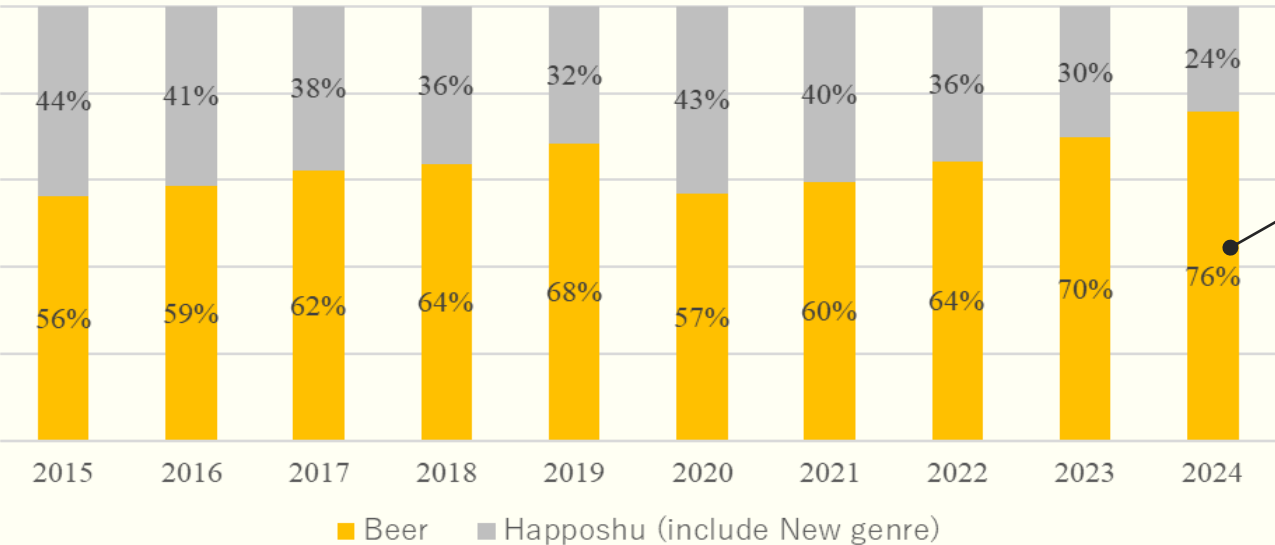


Japanese

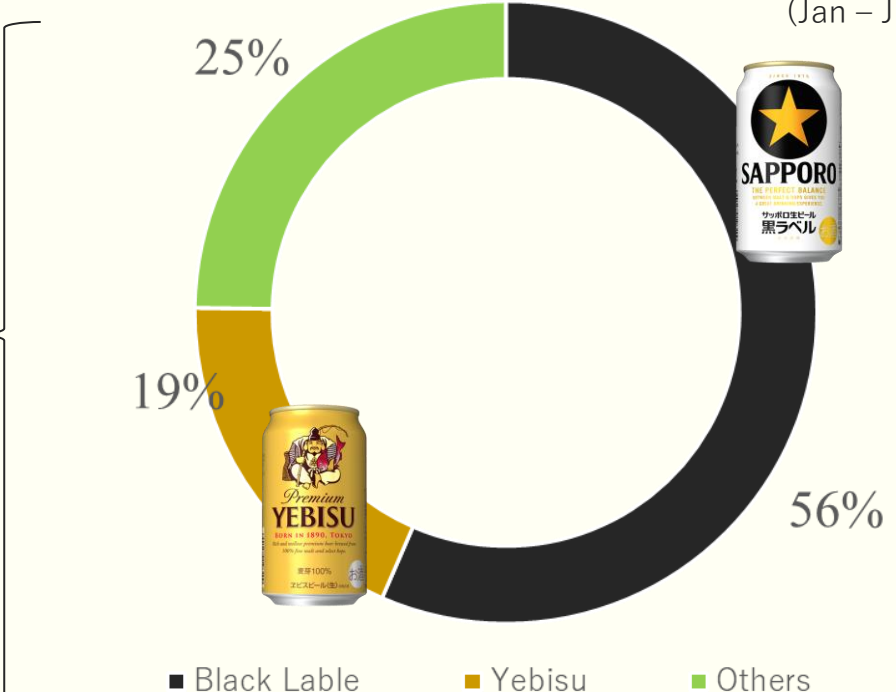
※1 : Following the agreement of the Brewers Association of Japan, there is no disclosure of the sales volume for the first quarter.
The sales volume for the first half and end of the fiscal year shall be disclosed. (10,000 cases)

| Sales Volume:Beer (Japan) (※1) | 2023Q2 | 2024Q2 | YoY Change(%) |
|--|--------|--------|---------------|
| ①Beer (total) | 1,262 | 1,384 | 9.6% |
| Sapporo Draft Beer Black Label (total) | 689 | 782 | 13.6% |
| YEBISU (total) | 265 | 259 | (2.2%) |
| ②Happoshu (include New genre) | 549 | 441 | (19.7%) |
| Beer-type beverages (total ①+②) | 1,811 | 1,825 | 0.8% |

< 10-year change in composition ratio of beer and happoshu(include new genre) > (Jan – Jun)



< Beer lineup sales volume (break down) > (Jan – Jun)



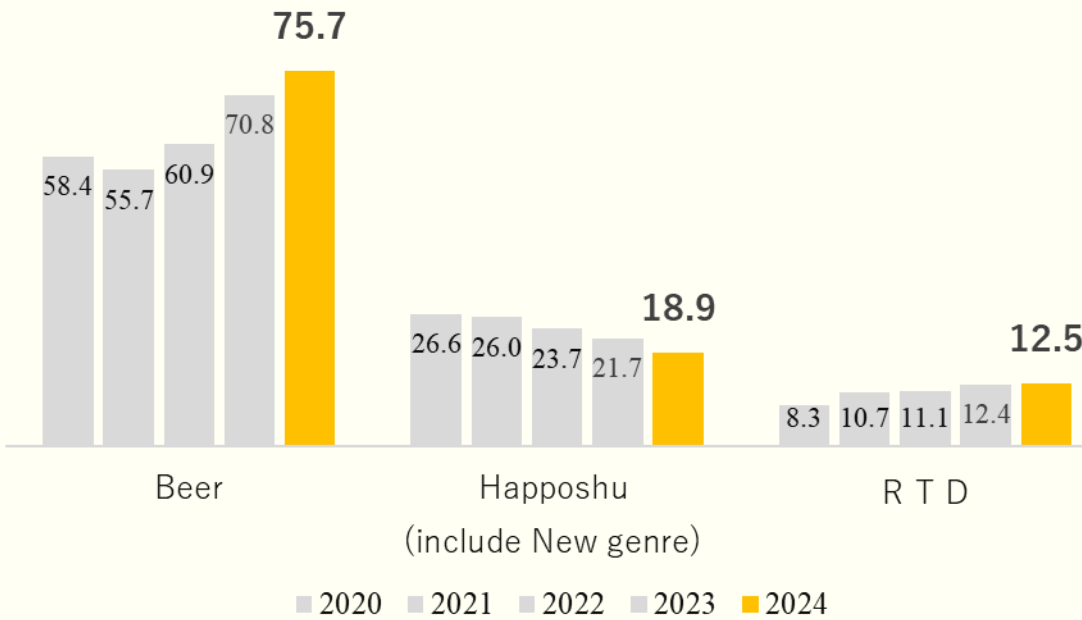
Alcoholic Beverages Data



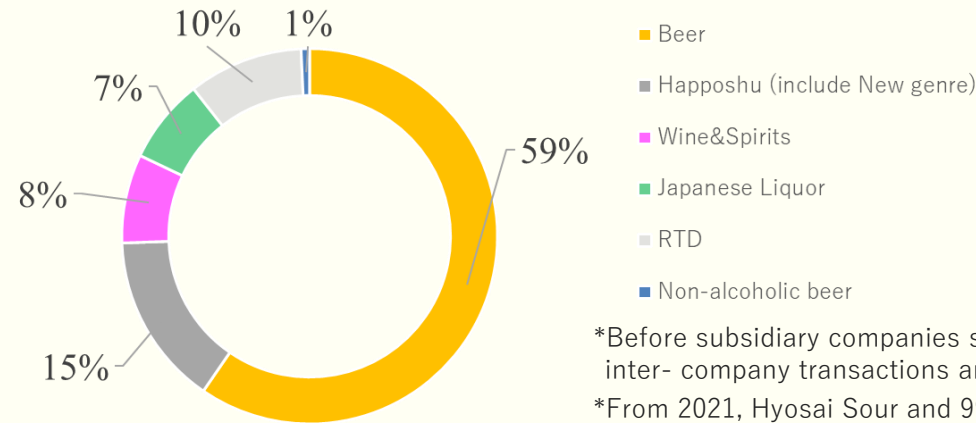
Japanese

| Sales:Beer (Japan) | 2023Q2 | 2024Q2 | YoY Change(%) |
|------------------------------|--------|--------|------------------|
| Beer | 70.8 | 75.7 | 6.9% |
| Happoshu (include New genre) | 21.7 | 18.9 | (13.1%) |
| Beer-type beverages | 92.5 | 94.5 | 2.2% |
| RTD | 12.4 | 12.5 | 1.5% |
| Domestic wines | 1.6 | 1.1 | (34.7%) |
| Imported wines | 3.0 | 2.8 | (8.3%) |
| Wine (total) | 4.6 | 3.8 | (17.6%) |
| Spirits and Shochu (total) | 14.4 | 15.1 | 5.2% |
| Total | 123.9 | 126.0 | 1.8% |

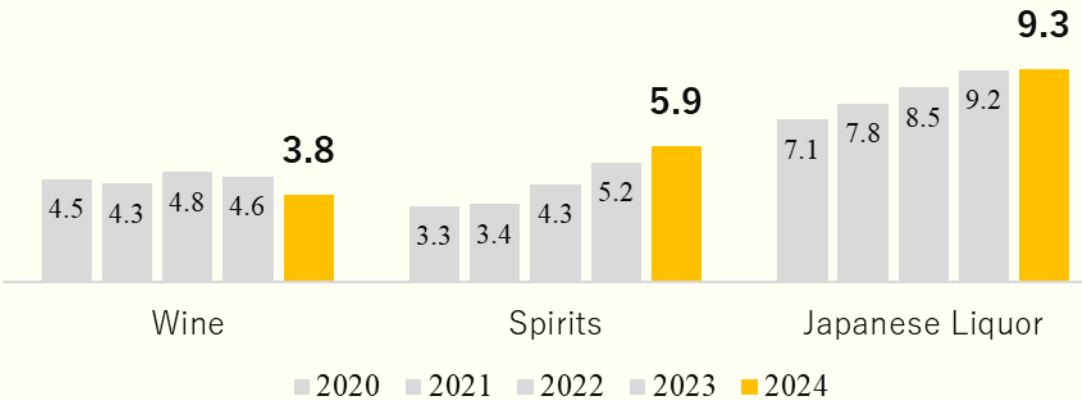
< Jan- Jun sales revenue > (billions of yen)



< Jan- Jun sales breakdown by category >



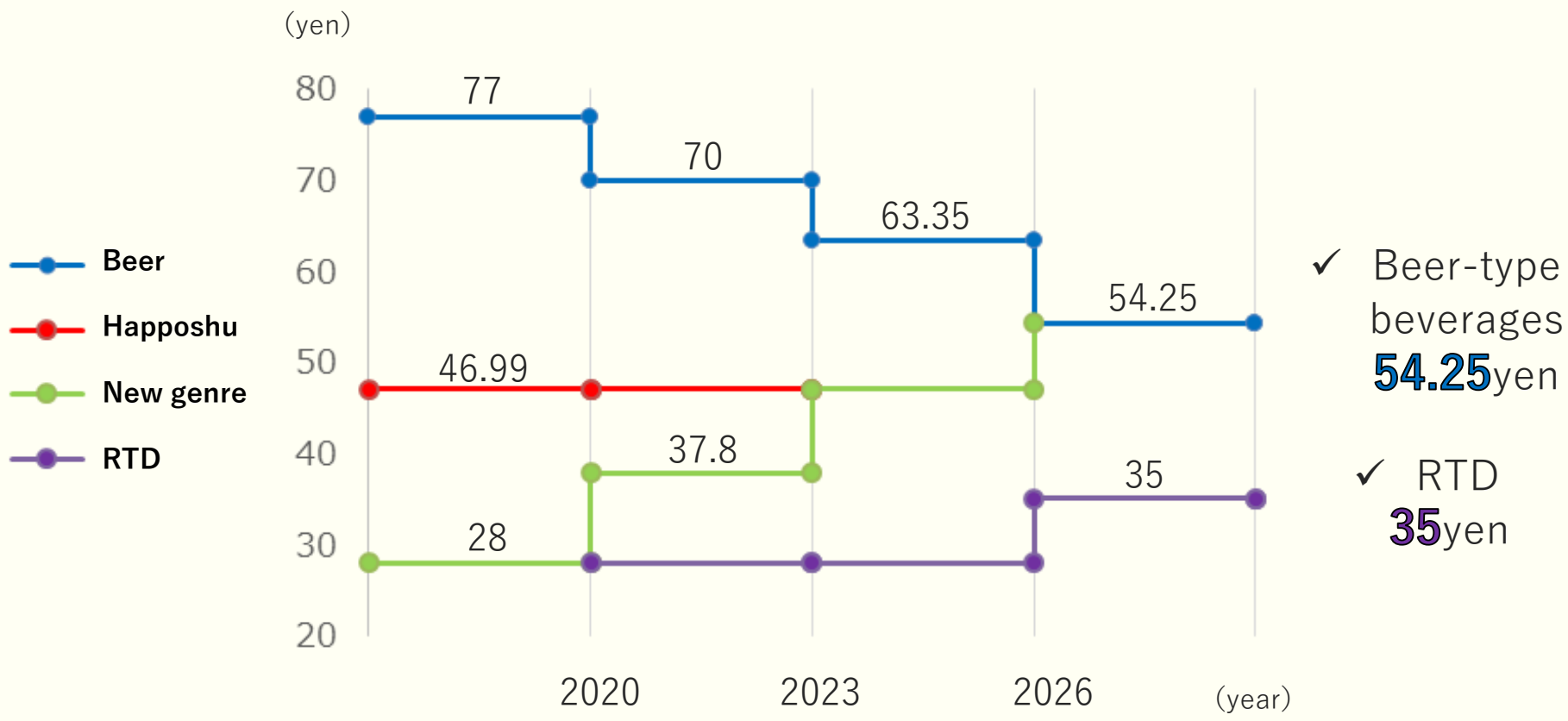
*Before subsidiary companies sales, elimination of inter- company transactions and rebate deduction
*From 2021, Hyosai Sour and 99.99 keg are reclassified from Spirits to RTD.





Japanese

< Changes in the amount of liquor tax per 350 ml >



✓ Beer-type beverages
54.25yen

✓ RTD
35yen

Alcoholic Beverages Data



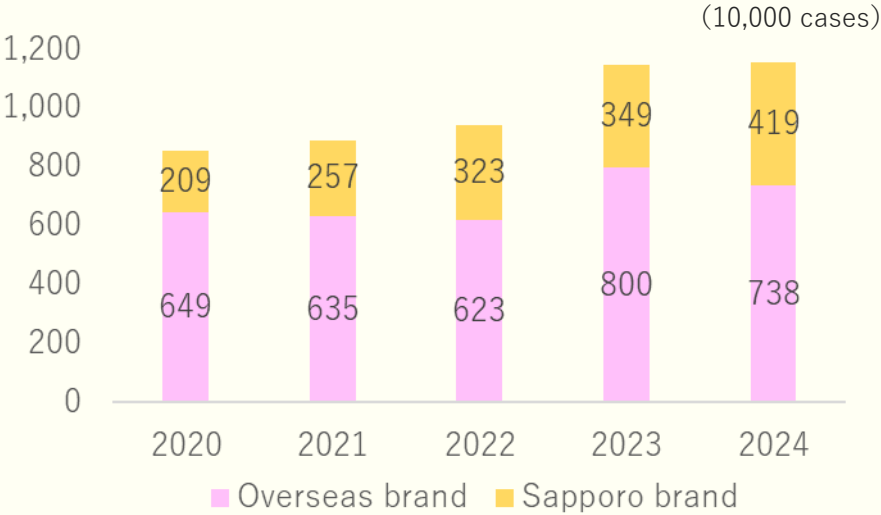
Overseas

(10,000 cases)

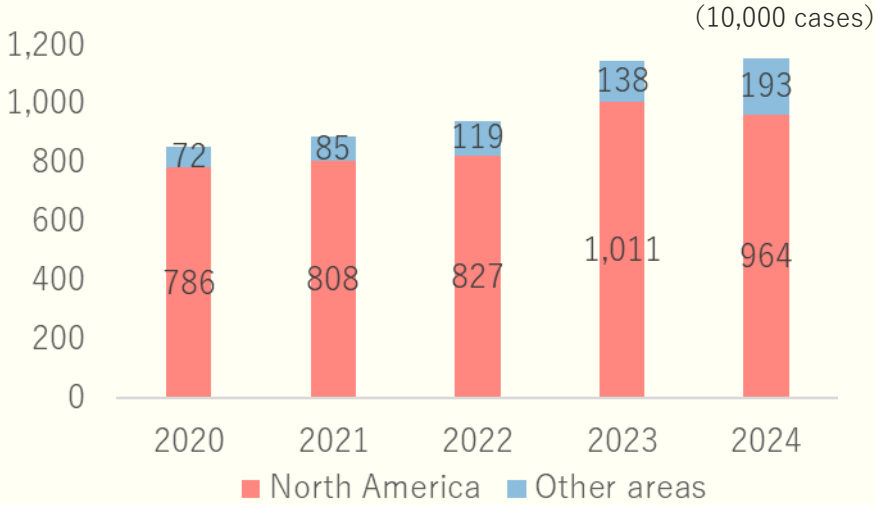
| Sales Volume:Beer (International) | 2023Q2 | 2024Q2 | YoY Change(%) |
|-----------------------------------|--------|--------|------------------|
| Overseas brand (※1) | 800 | 738 | (7.7%) |
| Sapporo brand | 211 | 226 | 7.2% |
| ①North America | 1,011 | 964 | (4.6%) |
| Sapporo brand | 138 | 193 | 40.0% |
| ②Other areas | 138 | 193 | 40.0% |
| Total (①+②) | 1,148 | 1,157 | 0.8% |
| Sapporo brand Total | 349 | 419 | 20.2% |

※1 : SLEEMAN, Anchor, Stone, etc.

< Overseas sales volume by brand (Jan-Jun) >



< Overseas sales volume by Area (Jan-Jun) >



Food & Soft Drinks Data



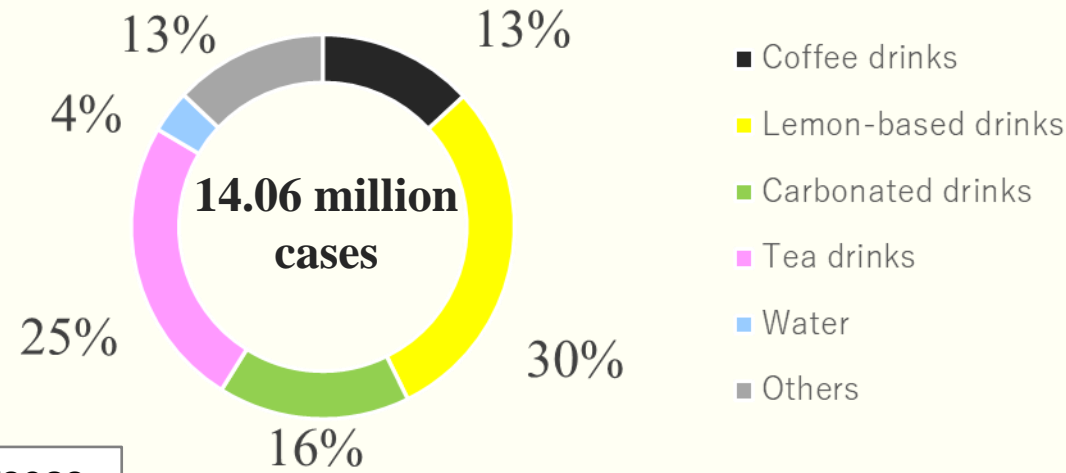
Japanese

(billions of yen)

| Sales:Food & Soft Drinks (Japan) (※1) | 2023Q2 | 2024Q2 | YoY Change(%) |
|---------------------------------------|--------|--------|------------------|
| Soft Drinks | 26.5 | 25.4 | (4.5%) |
| Food (Lemon・Soups・Plant milk) | 13.7 | 12.4 | (9.4%) |

※1 : Only domestic sales(Before Rebate subtracted from sales)

< Japanese soft drinks Sales composition by genre (Jan- Jun)>



Overseas

| Sales:Food & Soft Drinks (Overseas) (※2) | 2023Q2 | 2024Q2 | YoY Change(%) |
|--|--------|--------|------------------|
| Singapore(millions of SGD) | 76 | 76 | (1.2%) |
| Malaysia(millions of SGD) | 12 | 15 | 27.4% |
| International(millions of SGD) | 30 | 17 | (42.3%) |

※2 : Before sales deduction, exclude OEM sales

【Coffee drinks】

✓ Down **16%** y-o-y
(Sales volume)



【Tea drinks】

✓ Down **5%** y-o-y
(Sales volume)



【Lemon based-drinks】

✓ Up **6%** y-o-y
(Sales volume)



【Water】

✓ Down **7%** y-o-y
(Sales volume)



【Carbonated drinks】

✓ Down **18%** y-o-y
(Sales volume)



【Others】

✓ Down **22%** y-o-y
(Sales volume)

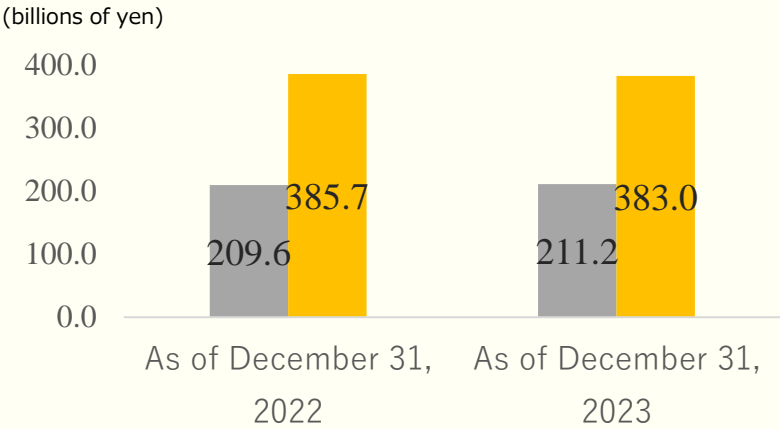
Real Estate

< Major rental properties & occupancy rates : (Averages for 2024 Q2)>

| | Site area (㎡) | Floor area (㎡) | Average Occupancy rate (%) | No. of floors |
|------------------------------------|------------------|-------------------|-------------------------------------|------------------------------------|
| Yebisu Garden Place ⁽¹⁾ | 56,943 | 298,007 | 88 | 40 floors above ground, 5 below |
| Ginza Place | 645 | 7,350 | 100 | 11 floors above ground, 2 below |
| Strata Ginza ⁽²⁾ | 1,117 | 11,411 | 100 | 13 floors above ground, 1 below |

*1: The number of floors is for the office block only. Occupancy rates are for office areas only.
*2: Figures are for entire property. Sapporo owns 922m² of the site (sectional ownership) and 89.72% of the building (joint management)

< Information about Investment property >



■ Carrying value on the consolidated statement of financial position
■ Fair value



(billions of yen)

| < Core Operating profit > | 2023 Q2 | 2024 Q2 | Change |
|-------------------------------|---------|---------|--------|
| Yebisu Garden Place, etc. | 1.5 | 2.2 | 0.7 |
| Other area & other operations | 0.8 | 0.7 | (0.1) |
| Hokkaido | 0.2 | 0 | (0.2) |
| Equity investment, etc | (0.5) | (0.5) | 0 |
| Total | 1.9 | 2.4 | 0.5 |

(billions of yen)

| < EBITDA > | 2023 Q2 | 2024 Q2 | Change |
|-------------------------------|---------|---------|--------|
| Yebisu Garden Place, etc. | 3.3 | 4.2 | 0.9 |
| Other area & other operations | 1.0 | 1.1 | 0 |
| Hokkaido | 0.5 | 0.3 | (0.2) |
| Equity investment, etc | (0.2) | (0.1) | 0.1 |
| Total | 4.6 | 5.4 | 0.8 |

As an intrinsic part of people's lives, Sapporo will contribute to the evolution of creative, enriching and rewarding lifestyles.



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