



2013

Sapporo Group Business Results Presentation for the Three Months Ended March 31, 2013

May 8, 2013

Sapporo Holdings Ltd.

URL <http://www.sapporoholdings.jp/english>

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1. Progress of Implementation of 2013 Basic Strategies

2. Overview of First-Quarter 2013 Results

Reference: Management Targets 2013-2014

Reference: Supplementary Information to First-Quarter 2013 Results

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1. Progress of Implementation of 2013 Basic Strategies

Progress of Implementation of 2013 Basic Strategies

We Promoted three basic strategies for achieving dramatic growth.



Creating new opportunities for growth

- **Restructuring of North American Production Facilities: International Business**
 - Decision to outsource production of Sapporo brand products for the U.S. market from SLEEMAN BREWERIES in Canada to City Brewing Company, LLC, a major contract brewery in the U.S., around July
 - Canada: Meet increased domestic demand for the SLEEMAN brand by boosting production capacity.
 - U.S.: Meet increased demand for Sapporo brand products.
- **Reorganization of Restaurant business in Singapore: Restaurants**
 - Transfer of the restaurant business in Singapore from POKKA Corporation (Singapore) Pte. Ltd. to Sapporo Lion Limited in January
 - Start of beer hall operations overseas
 - Aim to operate ten beer halls in Singapore and elsewhere in Southeast Asia within five years.

Challenges toward growth in all businesses

- See the segment pages in Reference: Supplementary Information to First-Quarter 2013 Results.

Progress of Implementation of 2013 Basic Strategies

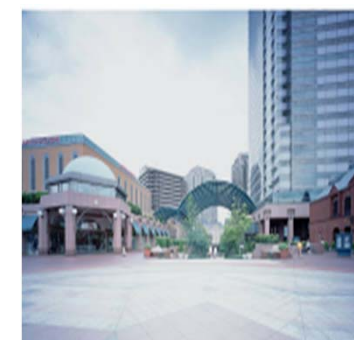
Carrying out growth measures

➤ Activities to enhance the value of existing properties: Real estate

- **In consideration of resolution of excess supply due to a spate of office building construction and recovery in rent levels in the real estate rental market in the second half of 2013 and beyond, enhance the value of existing properties through renewal.**
- Implementation of measures to enhance the value of Yebisu Garden Place in preparation for its 20th anniversary in 2014
 - Office renewal focused on business continuity, including augmentation of emergency power generation equipment in times of disaster, as well as enhancement of office convenience
 - Refurbish commercial and restaurant facilities to enhance the appeal of the entire Ebisu area
- March start of redevelopment efforts at Seiwa Yebisu Building (including expansion of total floor area) in preparation for completion in the autumn of 2014
- Start of consideration in earnest of redevelopment of Sapporo Ginza Building, located in Ginza 4-chome (including expansion of total floor area)



Seiwa Yebisu Building
(artist's rendering)



Yebisu Garden Place
(opened in 1994)

➤ Start of operations at POKKA SAPPORO FOOD & BEVERAGE LTD. in January:

Food & Soft Drinks

➤ Strengthening of the alcoholic beverages and soft drinks business in Southeast Asia:

Food & Soft Drinks

- **Soft Drinks: POKKA Singapore to construct a new plant in Malaysia and augment production capacity**
 - Planned start of construction in Johor State at the end of June, planned full-scale operation in the spring of 2014
 - Resolution of chronic supply shortages in Singapore and export markets
 - Strengthening of the business in Malaysia, the most important market in Southeast Asia, and surrounding countries



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Progress of Implementation of 2013 Basic Strategies

Carrying out growth measures

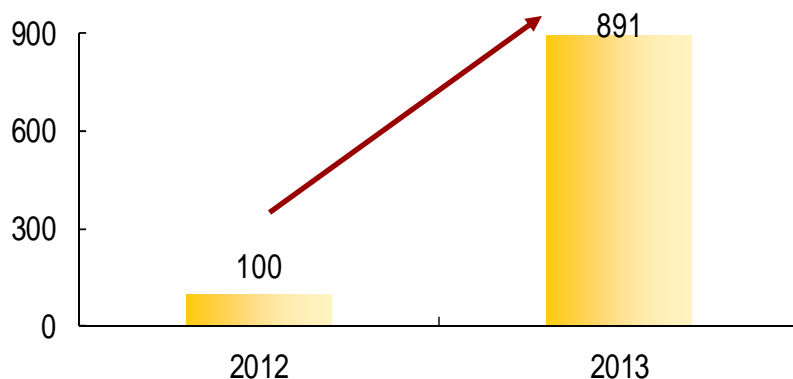
State of progress in Alcoholic Beverages

Business in Vietnam: International Business

- Steady progress with sales volume in Vietnam, where full-scale marketing began in April 2012, and exports to neighboring countries
- Substantial growth in sales volumes in Vietnam during the first Tet (New Year's Holiday) sales season after full-scale market entry
- Supply of beer kegs to expand beer culture in Vietnam. Plans to expand sales activities to Hanoi
- In Vietnam at the end of March, **we delivered to approx. 1,300 outlets in the commercial market, mainly in Ho Chi Minh City, and to approx. 1,600 outlets in the retail market, including convenience stores and large supermarkets.**
- Sequential start of export to neighboring countries in 2013: export to Malaysia, Singapore, Thailand, Australia, New Zealand, South Korea, Indonesia, Hong Kong, the Philippines, Myanmar, Cambodia, and Guam as of March 31
- Sapporo brand has a presence in eight of ten ASEAN countries



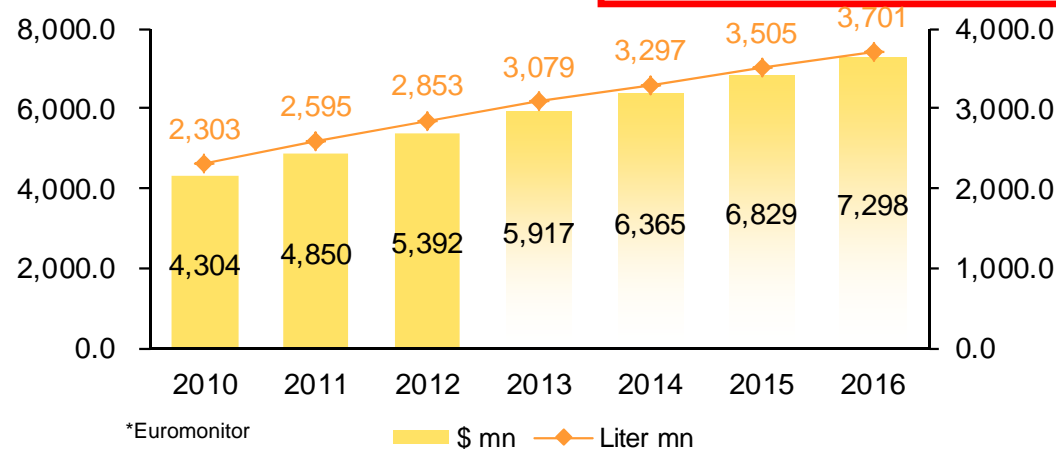
Jan-Mar 2013 sales volume, taking Jan-Mar 2012 volume (excluding exports) as 100



Third largest market in Asia after China and Japan

Beer market in Vietnam*

Expected to reach size of the Japanese market by 2020





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Progress of Implementation of 2013 Basic Strategies

Implementation Status of Strategic Investments (Including Ordinary Capex)

<Capital expenditure (cash basis) and lease payments>

Consolidated total: Approx. ¥3.6 bn

- Property, plant and equipment, intangible assets, lease payments, etc.

<Other investments> Consolidated total: Approx. ¥1.1 bn

Long-term prepaid expenses, investment securities, etc.

<Jan.-Mar. 2013 strategic investment total (incl. ordinary capex)>

- **Approx. ¥4.7 bn**

Credit Ratings

<Credit rating by JCR>

- As of May 8, 2013: A- (stable)

<Credit rating by R&I>

- As of May 8, 2013: BBB+ (stable)

<Achievement of low-cost financing>

- In March 2013, issued ¥10 bn in five-year straight bonds at a low cost

Direction of Long-Term Strategic Investments

- We will continue to actively carry out strategic investments for growth.
- The scale of strategic investment from 2012 to 2016 is anticipated to be from ¥150 to ¥200 billion (in principal, funded from accumulated operating cash flow).
 - Including ordinary capex (approx. half of strategic investments)
 - 2012 strategic investment total: Approx. ¥65.7 bn
 - **2013 strategic investment plan: Approx. ¥ 28.0 bn**

2. Overview of First-Quarter 2013 Results



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Overview of First-Quarter 2013 Results: Special Factors

Breakdown of special factors that prevent meaningful year-on-year comparisons between first quarter net sales and operating income in 2012 and 2013 are shown below. See the Supplementary Information to the Earnings Report for factors behind changes resulting from other business activities.

Net Sales

<International Business>

- April 2012 consolidation of profit and loss account of Silver Springs Citrus, Inc
Jan-Mar 2013 net increase ⇒ approx. +¥2.6 bn

<Food & Soft Drinks>

- January consolidation of profit and loss account of POKKA ACE Malaysia (change from equity method affiliate to consolidated subsidiary)
⇒ approx. +¥1.2 bn

<Real Estate>

- March 2012 inclusion of 15% of trust beneficiary rights for Yebisu Garden Place in the profit and loss account
Jan-Feb 2013 net increase ⇒ approx. +¥0.4 bn

<Consolidated Total>

- Approx. +¥4.2 bn

Operating Income

<International Business>

- April 2012 consolidation of profit and loss account of Silver Springs Citrus, Inc
Jan-Mar 2013 net increase ⇒ approx. +¥0.1 bn

<Food & Soft Drinks>

- January consolidation of profit and loss account of POKKA ACE Malaysia (change from equity method affiliate to consolidated subsidiary)
⇒ approx. +¥0.0 bn

<Real Estate>

- March 2012 inclusion of 15% of trust beneficiary rights for Yebisu Garden Place in the profit and loss account
Jan-Feb 2013 net increase ⇒ approx. +¥0.2 bn

<Consolidated Total>

- Approx. +¥0.3 bn



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Overview of First-Quarter 2013 Results –Consolidated–

Net sales increased by ¥3.1 billion, reflecting factors including a sales increase in Vietnam (a market being developed in the International Business), the impact of yen depreciation, and the special factors mentioned in the previous slide.

Operating income increased by ¥0.8 billion year over year due to lower marketing expenses in the Japanese Alcoholic Beverages business and the special factors mentioned in the previous slide.

Net income improved by ¥1.0 billion as a result of factors including the recording of a ¥3.4 billion gain on sales of investment securities in the extraordinary gains account.

	(billions of yen)		YoY change	
	2012 1Q	2013 1Q	Amount	%
Consolidated net sales	97.3	100.4	3.1	3.2%
Consolidated operating income	(5.5)	(4.7)	0.8	—
Consolidated operating income before goodwill amortization	(4.6)	(3.7)	0.8	—
Consolidated ordinary income	(5.8)	(5.1)	0.6	—
Consolidated net income	(4.1)	(3.0)	1.0	—



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Overview of First-Quarter 2013 Results by Segment

Operating Income

➤ Japanese Alcoholic Beverages

- Owing to timing differences in the original plan from measures implemented in 2012, a year-over-year decrease in Jan-Mar cumulative beer and beer-type beverage sales volume was within expectations.
- Sales volume surpassed the prior-year level in April as planned, and cumulative sales volume developed in line with the original plan.

➤ Food & Soft Drinks

- A Jan.-Feb. sales decrease that resulted from the impact of integration preparations in November and December 2012 contributed to the sales decrease.
- There was a recovery trend from March onward, and topline synergy was demonstrated from the second half onward under the post-integration structure.

➤ General corporate

- In line with the original plan, costs increased due to an inter-segment review of IT-related costs.

	(billions of yen)		YoY change	
	2012 1Q*	2013 1Q	Amount	%
Japanese Alcoholic Beverages	(4.8)	(3.3)	1.5	—
International	(0.4)	(0.1)	0.2	—
North America, other	(0.0)	0.2	0.3	—
Vietnam	(0.4)	(0.4)	(0.0)	—
Food & Soft Drinks	(1.2)	(1.8)	(0.5)	—
Restaurants	(0.2)	(0.3)	(0.0)	—
Real Estate	2.0	2.1	0.1	6.3%
Other	(0.0)	(0.1)	(0.0)	—
General corporate	(0.6)	(1.0)	(0.3)	—
Consolidated operating income	(5.5)	(4.7)	0.8	—
Consolidated operating income before goodwill amortization	(4.6)	(3.7)	0.8	—

*Effective the three months ended March 31, 2013, Sapporo Logistics Systems Co., Ltd., which was previously included in the Japanese Alcoholic Beverages segment, and POKKA Logistics Co., Ltd., which was previously included in the Food & Soft Drinks segment, were reclassified to the Other segment. Additionally, effective the three months ended March 31, 2013, Pokka Food (Singapore) Pte. Ltd. which was previously included in the Food & Soft Drinks segment was reclassified to the Restaurants segment. These changes have been retroactively applied to the above figures for 2012.

Reference: 2013-2014 Management Targets

***2013-2014 management targets are unchanged from the figures announced on February 8, 2013.**

2013-2014 Management Targets

	2006 results	2012 results	Consolidated targets		2016 targets
			2013 targets	2014 targets	
Consolidated net sales *incl. liquor taxes	¥435.0 bn	¥492.4 bn	¥512.0 bn	¥533.0 bn	¥600.0 bn
(excl. liquor taxes)	¥294.0 bn	¥379.7 bn	¥397.3 bn	¥416.0 bn	¥450.0 bn
Consolidated operating income	¥8.6 bn	¥14.4 bn	¥15.3 bn	¥17.8 bn	¥40.0 bn
(before goodwill amortization)	¥8.6 bn	¥18.2 bn	¥19.2 bn	¥21.6 bn	
Consolidated ordinary income	¥5.8 bn	¥13.6 bn	¥14.0 bn	¥16.5 bn	—
Consolidated net income	¥2.3 bn	¥5.3 bn	¥5.5 bn	¥7.0 bn	—
Consolidated operating margin *excl. liquor taxes	2.9%	3.8%	3.9%	4.3%	9.0%
(before goodwill amortization)	2.9%	4.8%	4.4%	5.2%	
D/E ratio	2.1 times	1.9 times	1.8 times	1.7 times	Around 1:1
ROE	2.1%	4.2%	4.1%	5.1%	8% or higher
(before goodwill amortization)	2.1%	7.3%	7.1%	8.0%	

*Assumed exchange rates: 2013-2014: US\$ = ¥85.00, CAN\$ = ¥83.00

*Since the government's consumption tax policy remains uncertain, the above 2014 targets do not take into account the impact of a consumption tax increase.

2013-2014 Management Targets by Segment

		Targets	
		2012 results*	
Net sales	Japanese Alcoholic Beverages	¥269.9 bn	2013 targets
	International	¥36.1 bn	2014 targets
	Food & Soft Drinks	¥129.0 bn	¥275.2 bn
	Restaurants	¥26.6 bn	¥43.3 bn
	Real Estate	¥23.2 bn	¥46.4 bn
	Other	¥7.5 bn	¥136.5 bn
	Corporate and intercompany transactions	—	¥26.8 bn
	Consolidated total	¥492.4 billion	¥23.6 bn
Operating income	Japanese Alcoholic Beverages	¥7.5 bn	¥22.4 bn
	International	(¥0.0 bn)	¥7.0 bn
	Food & Soft Drinks	¥0.3 bn	—
	Restaurants	¥0.5 bn	—
	Real Estate	¥9.3 bn	—
	Other	(¥0.4 bn)	—
	Corporate and intercompany transactions	(¥2.9 bn)	—
	Consolidated total	¥14.4 bn	—
	Consolidated total (before goodwill amortization)	¥18.2 billion	¥512.0 billion
			¥533.0 billion

*Assumed exchange rates: 2013-2014: US\$ = ¥85.00, CAN\$ = ¥83.00

*Effective the three months ended March 31, 2013, Sapporo Logistics Systems Co., Ltd., which was previously included in the Japanese Alcoholic Beverages segment, and Pokka Logistics Co., Ltd., which was previously included in the Food & Soft Drinks segment, were reclassified to the Other segment. Additionally, effective the three months ended March 31, 2013, Pokka Food (Singapore) Pte. Ltd. which was previously included in the Food & Soft Drinks segment was reclassified to the Restaurants segment. These changes have been retroactively applied to the above figures for 2012.

*Since the government's consumption tax policy remains uncertain, the above 2014 targets do not take into account the impact of a consumption tax increase.

Reference: Supplementary Information to First-Quarter 2013 Results

**For information on the profitability of each business, see the Supplementary
Information to our Earnings Report.**



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Japanese Alcoholic Beverages (1)

Results highlights

Net sales declined due to the impact of timing differences from prior-year measures for new-genre products and a year-over-year decrease in total sales volumes for beer and beer-type beverages, despite a volume increase for beer.

Operating income rose as a result of factors including cost reductions, mainly marketing expenses.

*Incl. liquor taxes

	(billions of yen)		YoY change	
	2012 1Q	2013 1Q	Amount	%
Net sales*	50.7	50.2	(0.5)	(1.0%)
Operating income	(4.8)	(3.3)	1.5	—

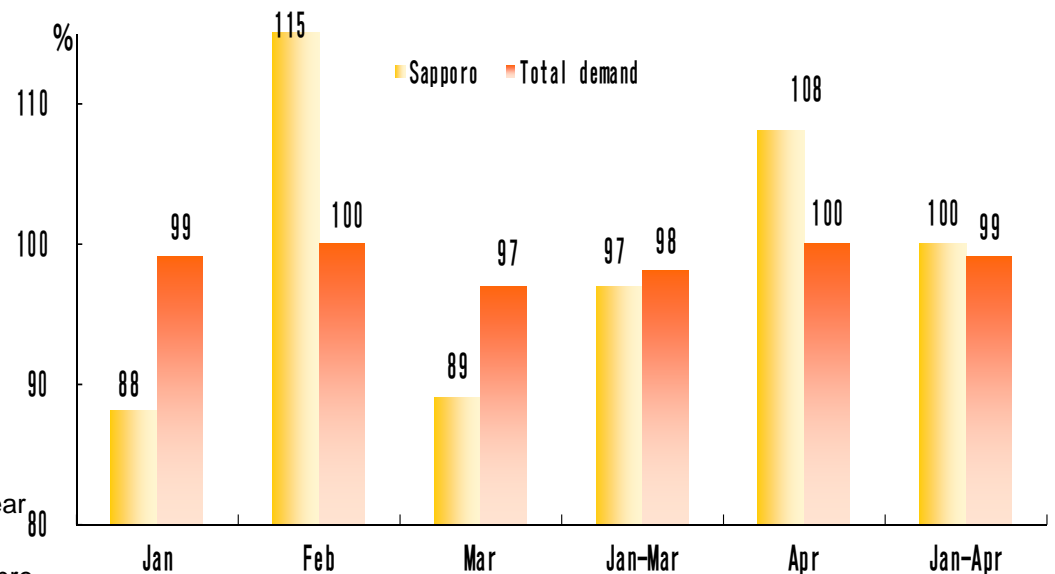
Key points in business plan: implementation status

1. Bolstering of brand strength of core products

- Bolstering of brand strength by concentrating resources on the three core brands, Sapporo Draft Beer Black Label, Yebisu Beer, and Mugi to Hop, as well as on Premium Alcohol Free, a non-alcohol beer-taste beverage.
- Owing to timing differences in the original plan, a year-over-year decline in Jan-Mar cumulative beer and beer-type beverage sales volume was within expectations.
- Sales volume recovered in April as planned, and cumulative sales volume developed in line with the original plan.
- Jan-Mar cumulative results for Premium Alcohol Free showed a 24% year-over-year increase.
- **Decision to launch Goku-zero, the world's first no carbohydrate, no purine new genre beer-type beverage, on June 19**

Planned sales volume of 2.2 million cases (large bottle count)

Jan.-Mar. Cumulative Sales Volume YoY Comparison (Beer, Happoshu, New Genre)



June 19 launch of the world's first no carbohydrate, no purine beer-like beverage





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Japanese Alcoholic Beverages (2)

Key points in business plan: implementation status

2. Growth as a comprehensive alcoholic beverage enterprise

RTD

- Although Bacardi performed favorably, sales volume declined year over year. The decrease is partly attributable to a reaction to the launch of CJ Oishii Makgeolli in January 2012.
- Renewals and line extensions of existing products were implemented, and consumption opportunities and brand awareness were enhanced through increased product trials and greater efforts to attain a market presence.
- Vigorous new product introduction activities from January to March as follows:
 - Feb 6: Nectar Sour Peach renewal
 - Feb 6: Nectar Sour Mix renewal
 - Late Feb: TEA'S HI Earl Grey & Orange renewal
 - Mar 13: Bacardi Mango Mojito limited edition launch
 - Mar 19: Nectar Sour Cherry & Peach limited edition launch
 - Mar 19: TEA'S HI Peach Tea launch

RTD products launched Jan.-Mar.



Wine

- Total net sales rose year over year on growth from imported wines, despite slightly lower sales of domestic wines.
- Imported wines: Strong performance from Yellow Tail and Garcia Carrion
- Domestic wines: Strong performance from Grande Polaire



Western Spirits

- Conclusion of an operating alliance agreement with Bacardi Japan, supplier of the world's No.1 rum brand.

Start of sales in Nov. 2011

- Year-over-year increase in net sales
- Planned April launch of RTD Bacardi Mojito in bottles
- Active business development in both the household and commercial markets



Shochu

- Year-over-year increase in net sales
- Solid performance from Imo Shochu Kokuimo and Mugi Shochu Koimugi blended shochu
- Contribution to the sales increase from Kuroumesyu



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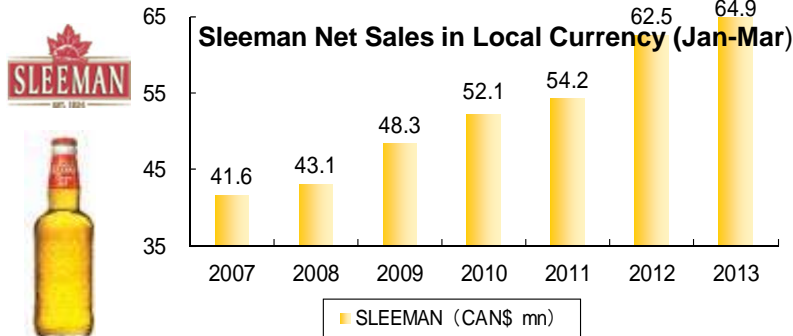
International Business (1)

Results highlights

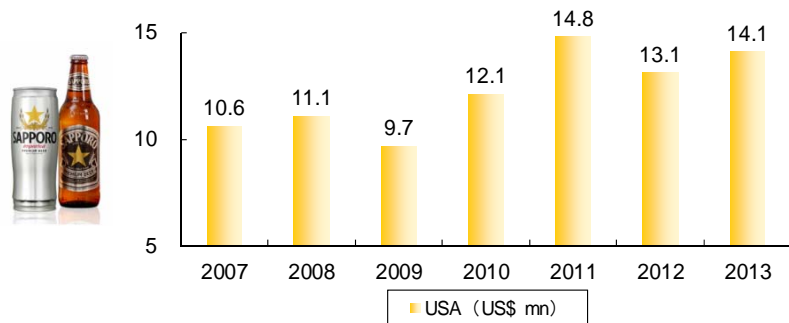
Year-over-year increase in net sales of 69.6% as a result of growth on local currency bases, mainly in North America, the impact of yen depreciation, and the addition of Silver Springs Citrus. Operating income rose as an increase in income from the North American business exceeded growth in expenses for market development in Vietnam.

Key points in business plan: implementation status

1. North American business growth



Sapporo USA Net Sales in Local Currency (Jan-Mar)



Net sales

Operating income

North America, others
Vietnam

	2012 1Q	2013 1Q	YoY change	
			Amount	%
Net sales	5.8	9.9	4.0	69.6%
Operating income	(0.4)	(0.1)	0.2	—
	(0.0)	0.2	0.3	—
	(0.4)	(0.4)	(0.0)	—

(billions of yen)

SLEEMAN (Canada)

- Sales growth on increased investment in marketing of premium brands
 - Sales growth higher than total demand growth in Canada

(Jan-Mar) 7th straight year of year-over-year volume growth!

Unit sales (YoY)	2012 1Q	2013 1Q
SLEEMAN	110%	104%
Canada total demand	Approx 99%	Approx 97%

Sapporo USA (U.S.)

- Expanding from the Japanese-American market into wider US and Asian-American markets

(Jan-Mar) Year-over-year volume growth!
The figures reflect the impact of demand prior to a price increase in April 2011.

Unit sales (YoY)	2012 1Q	2013 1Q
Sapporo USA	86%	110%
US total import beer demand	Approx 96%	Approx 95%

Silver Springs Citrus (U.S.)

- Acquired a 51% stake in Silver Springs Citrus, the largest U.S. maker of private-brand chilled drinks
 - Full-scale entry into the beverage business in the North American market
 - Started consolidation of the profit and loss account from April 2012



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International Business (2)

Key points in business plan: implementation status

2. Expansion in Asia (incl. Oceania)

Developments in Vietnam

- Full-scale entry into the locally produced beer market at the end of February 2012
- Start of full-scale marketing in April 2012
- Sales growth during the first Tet (New Year's Holiday) sales season after full-scale market entry
- Sequential start of export to ASEAN countries and business expansion using Vietnam as a bridgehead



Developments in Singapore

- Household market sales channel expansion in collaboration with POKKA for beer produced in Vietnam
- 2014 sales target: Approx. 150,000 cases (1 case = 355 ml × 24 bottles)
- Aim to be the No. 1 Japanese beer brand.
- Steady progress toward 2013 sales target of double-digit growth



Developments in South Korea

- Strengthened Sapporo brand value and sales structure in South Korea by entering into an alliance with Maeil Dairies Co., Ltd. (market share leader in cheese, low-fat milk, and chilled coffee drinks) in January 2012 and acquiring a 15% stake in M's Beverage Co., Ltd., a wholly owned liquor sales subsidiary of Maeil Non-equity method affiliate
- 2012 sales target of 380,000 cases (1 case = 350 ml × 24 bottles): 420,000 cases sold and target achieved
- 2015 sales target of 1.5 million cases (1 case = 350 ml × 24 bottles)
- Aim to be the No. 1 imported brand.
- Steady progress toward 2013 sales target of double-digit growth

Developments in Oceania

- October 2011 entry into the Australian/New Zealand premium beer market via a licensing agreement with Coopers Brewery Ltd. (No.3 in Australia's beer market, No. 2 in premium beer market with a 17.3% share)
- Full-scale start-up in 2012 Aim to be the No. 1 Japanese beer brand.
- 2012 sales target of 160,000 cases (1 case = 355 ml × 24 bottles): 160,000 cases sold and target achieved
- 2016 sales target of 500,000 cases (1 case = 355 ml × 24 bottles)
- Steady progress toward 2013 sales target of double-digit growth





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Food & Soft Drinks (1)

Results highlights

Sales declined, largely as a result of a Jan.-Feb. sales decrease due to the impact of integration preparations in 2012. Operating income also declined, reflecting the sales decrease.

Key points in business plan: implementation status

(billions of yen)

YoY change

	2012 1Q	2013 1Q	Amount	%
Net sales	28.1	27.6	(0.4)	(1.7%)
Operating income	(1.2)	(1.8)	(0.5)	—
Before GW amortization	(0.6)	(1.1)	(0.5)	—

Soft Drinks and Food (Domestic)

Organization of products in five business categories to leverage the strengths of both companies

おいしい「+」がある
pokkaSapporo

Jan. 2013 start of operation as a new company



Key points in business plan: implementation status

■ Soft Drinks (International)

1. Expand into countries neighboring Singapore
 - Market activation and production capacity expansion measures
2. Bolster sales in existing export markets
 - Strengthening of alliances with agencies in the Middle East and Europe

POKKA brand green tea-based drinks have high market share in Singapore.

*Green tea products boast a market share of 64.6% in Singapore



■ Restaurants (Domestic)

1. Favorable performance from existing outlets, introduction of new seasonal products
Outlets: 163 (96 in Kanto, 35 in Tokai, 25 in Kansai, 6 in Kyushu, 1 in Shikoku)
(As of March 31, 2013)

- Brand image strengthening through an effective remodeling plan

2. Profits up on successful efforts to lift the profit ratio

- Continued outlet renewal using a new brand package
- Active new menu introduction on a regular basis



■ Restaurants (International)

- Outlets: 34 (33 in Hong Kong, 1 in Macao)
(As of March 31, 2013)

- New outlets opened Jan.-Mar. 2013
 - Tonkichi MomijiTei, Mikichi, Cooper Luwak Art Coffee (three branches for each)





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Restaurants

Results highlights

Although cumulative sales at existing outlets were 99% of the prior-year level, net sales increased thanks to the contribution from new outlets opened last year. Operating income also rose due to the sales increase and closing of unprofitable locations.

Key points in business plan: implementation status

1. Strengthening of brand appeal and new outlet opening

New restaurant opening strategy

- Synergy with Japanese Alcoholic Beverages: Opening of YEBISU BAR outlets
 - New outlet opened in front of Kyoto Station, bringing the number of outlets to 10 as of March 31, 2013

International expansion


- Synergy with Food & Soft Drinks and International: Expansion in Singapore
 - Restaurant operating started in Singapore from January 2013
 - Start of overseas expansion of beer halls
 - POKKA FOOD (SINGAPORE) PTE. LTD. which was previously included in the Food & Soft Drinks segment was reclassified to the Restaurants segment



Singapore: Tonkichi



(billions of yen)

			YoY change	
	2012 1Q	2013 1Q	Amount	%
Net sales	5.6	5.7	0.0	1.8%
Operating income	(0.2)	(0.3)	(0.0)	—



YEBISU BAR Kyoto Yodobashi

- Locations opened Jan-Mar 2013: 2
 - All outlets are performing as planned

2. Earnings structure reform

- Locations closed Jan-Mar 2013: 9
- Locations operating as of March 31, 2013: 186 in Japan
10 in Singapore



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Real Estate (1)

Results highlights

Both sales and operating income increased from March of last year, partly due to the contribution from the 15% trust beneficiary rights we acquired in Yebisu Garden Place. A stable revenue structure was maintained amid weakening of rent levels in the Tokyo metropolitan area office leasing market.

Key points in business plan: implementation status

Boosting the value of existing properties

Yebisu Garden Place

- Maintenance and improvement of the occupancy rate and achievement of appropriate rent levels
 - Maintained high occupancy rates and rent levels as of the end of March at Yebisu Garden Place and other major Tokyo properties (table at right) compared to the 91% average for office buildings in Tokyo's 5 central wards
 - Undertaking of value enhancement measures, including augmentation of emergency power generation equipment for completion in spring 2014

Redevelopment of the Ginza and Ebisu Areas

- Redevelopment of Seiwa Yebisu Building
 - Start of redevelopment to include total floor area expansion, with the aim of completion in the autumn of 2014
 - Departure of all tenants completed in October 2012 in line with the construction plan*
- Redevelopment Sapporo Ginza Building
 - Start of consideration in earnest of redevelopment to include total floor area expansion in preparation for redevelopment of the Ginza 4-chome area

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(billions of yen)

YoY change

	2012 1Q	2013 1Q	Amount	%
Net sales	5.3	5.3	0.0	0.4%
Operating income	2.0	2.1	0.1	6.3%

(As of March 31, 2013)

Major rental properties in Tokyo's 23 wards	Site area (m ²)	Floor area (m ²)	Occupancy rate (%)	No. of floors
Yebisu Garden Place *1	56,943	298,007	92%	40 floors above ground, 5 below
Seiwa Yebisu Building*	2,617	—	*0%	6 floors above ground, 1 below
Yebisu Square	1,561	9,126	100%	7 floors above ground, 1 below
Shibuya Sakuragaoka Square	1,200	9,268	100%	10 floors above ground, 1 below
Sapporo Ginza Building	530	4,232	96%	10 floors above ground, 4 below
Strata Ginza *2	1,117	11,411	100%	13 floors above ground, 1 below

Site areas are taken from the land registry. Floor areas are as per building certification. Occupancy rates are averages for Jan–Mar 2013.

*1: Figures are for entire property. Number of floors for office wings/buildings 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)

For more details about our Real Estate business's properties, visit the following website:
(<http://www.yebisu-gp.jp/business/index.html>)



Sapporo Ginza Building
(completed 1970)



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Real Estate (2)

Overview of Real Estate Business

- The majority of operating income from the Real Estate business is from real estate leasing.
 - The property portfolio largely comprises properties in Tokyo (5 central wards: see previous page).
 - **Unrealized gain on real estate for lease was ¥125.7 billion as of Dec. 31, 2012.**

Operating Income

(billions of yen)

	2012 1Q	2013 1Q	Change (value)	FY2012	FY2013 est.	Change (value)
Real estate leasing						
Tokyo's 23 wards	1.8	1.9	0.0	8.6	7.8	(0.8)
Other areas	0.2	0.3	0.0	1.0	0.9	(0.0)
Real estate leasing total	2.0	2.2	0.1	9.6	8.8	(0.8)
Sales	–	–	–	–	–	–
Other operations*	(0.0)	(0.0)	–	(0.2)	(0.5)	0.2
Total	2.0	2.1	0.1	9.3	8.3	(1.0)

EBITDA

**Other operations* includes back-office operations.

EBITDA = operating income + depreciation and amortization

	2012 1Q	2013 1Q	Change (value)	FY2012	FY2013 est.	Change (value)
Real estate leasing						
Tokyo's 23 wards	2.7	2.7	0.0	12.1	11.2	(0.9)
Other areas	0.4	0.4	0.0	1.7	1.6	0.0
Real estate leasing total	3.1	3.2	0.0	13.8	12.9	(1.0)
Sales	–	–	–	–	–	–
Other operations*	(0.0)	(0.0)	(0.0)	0.1	(0.1)	(0.2)
Total	3.1	3.2	0.0	14.0	12.7	(1.3)

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