



SAPPORO

Sapporo Group Business Results for 2018 - Management Plan for 2019

February 14, 2019

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

Management Plan for 2019

-Year of Change-

- Structural Reform and Foundation Building

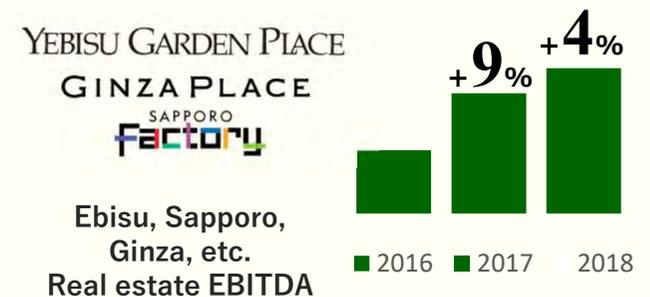
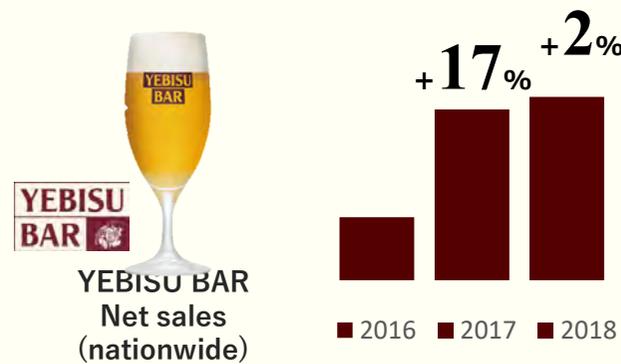
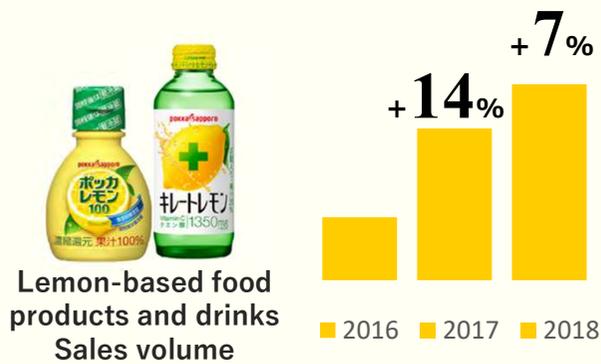
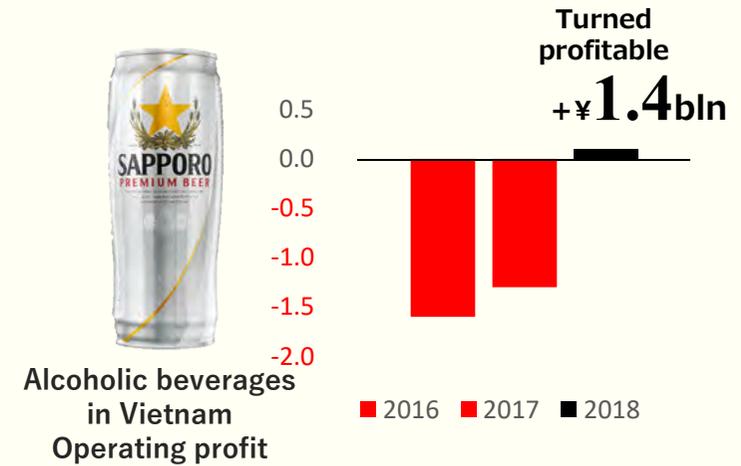
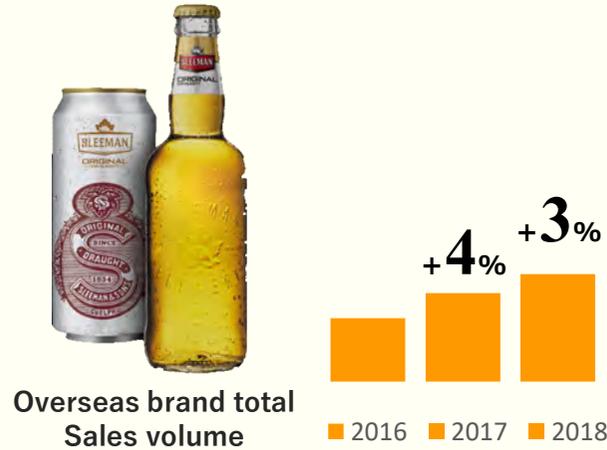
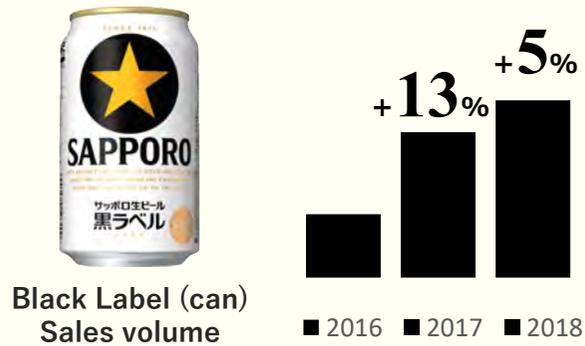
- Selection and Concentration

Review from 2017 to 2018

2017
- 2018



Results (strengthening of core brands)



*Overseas brands: SLEEMAN + ANCHOR + SAPPORO PREMIUM

Review from 2017 to 2018

2017
- 2018



Results (transformation of the Group management platform)



R & D



●Research on hops

Won the top award for the third consecutive time at the 36th European Brewery Convention
→Sapporo is the only Japanese company that has won an award at the convention

●Research on lemons

-Promoted research on citric acid and lemon polyphenols
-Quantified sensations such as the pleasant taste of lemon-based drinks and applied it in new product development

●Research on SBL88 lactic acid bacteria

- Utilized research results of barley-derived SBL88 lactic acid bacteria in the development of products such as soymilk and miso

●Environmental technology

- Received the 2018 JSBBA Award for Achievement in Technological Research



Personnel,
human
resources



●Work style improvement

- Revised the teleworking system
- Introduced super flexible working hours system
- Introduced hourly paid holiday system
- Obtained Platinum Kurumin certification
- Nikkei Smart Work Management rating improved

●Health and productivity management

- Drafted the Health Creation Declaration
- Certified as “2018 Excellent Enterprise of Health and Productivity Management” (White 500)

●Human resources development, recruitment

-Newly established management development program
- Expanded cross-border global meetings
-Global human resources development through GPC training, etc.
-In Rakuten Min-Shu survey on best company to work for, Sapporo Breweries ranking improved from 189th last time to 32nd



Finance

●Asset efficiency improvement

-Reviewed strategic cross-shareholdings and shares worth ¥8.2 billion in total were sold off

●Financial strategy (procurement)

-Promoted extension of procurement terms, stabilization of interest rates, standardization of redemption timing
-Issued convertible bonds

●SR/IR

- Sapporo Group's first Integrated Report issued

●Other

-Began voluntary application of IFRS



2018
攻めのIT経営銘柄
Competitive IT Strategy Company

●Selected as Competitive IT Strategy Company

-Reform of legacy system
-Integration of core system
-Utilization of AI, etc.

Review from 2017 to 2018

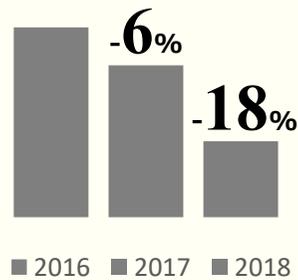
2017
- 2018



Issues (delay in new-genre category, canned coffee, overseas alcoholic beverages and soft drinks, which were given lower priority)



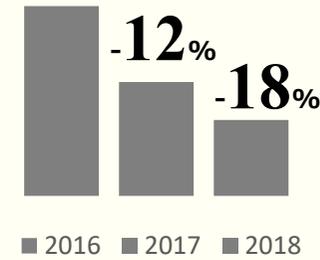
Mugu to Hop
Sales volume



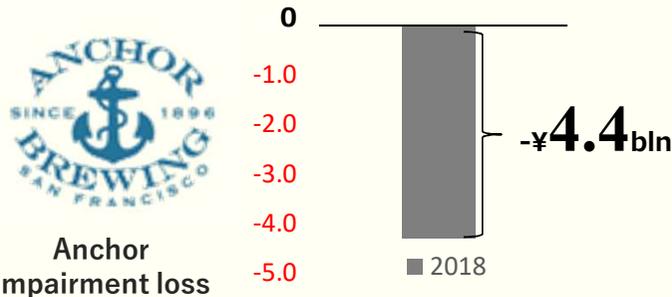
Delayed in competition as strengthening of beer was prioritized



Coffee drinks
Sales volume



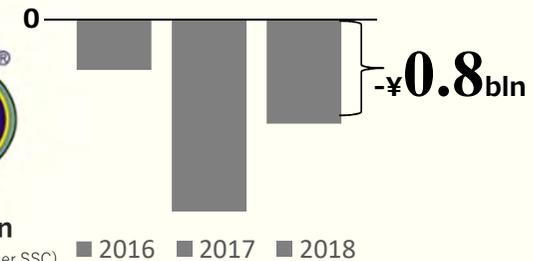
The style of coffee consumption has changed and canned coffee market is stagnant



Our resources were geographically dispersed due to the pre-acquisition policy of expanding across the U.S. We switched to a strategy of concentrating on Anchor's local area, but the craft beer market in San Francisco stagnated due to new emerging craft beers and outflow of demand to wine and spirits → We therefore recorded an impairment loss.



North American
soft drinks (CPF + Former SSC)
Operating profit



Health consciousness increased further in the U.S. and demand for orange juice declined
The rise in price of Florida-grown oranges also weighed on business performance and results of former SSC worsened
*Former SSC has merged with CPF

Positioning of 2019

2019



SPEED150

First Medium-Term Management Plan
(2017-2019)

Transformation with unprecedented speed
Towards shift to growth stage

2017 - 2018

<Achievements>

- Transformation of the Group management platform
- Strengthening of core brands

<Issues>

- Major environmental changes in the alcoholic beverage and soft drinks businesses in Japan and overseas
⇒ Resulting in delayed progress

2019

<Themes>

- **Structural reform and foundation building**
- **Selection and focus**

We position 2019 as a year of change in which we will solve all issues

2020 -

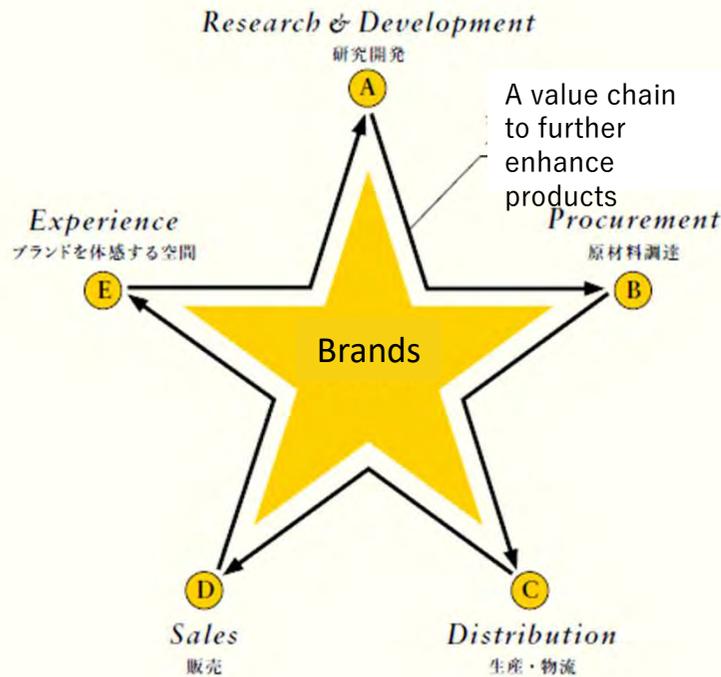
- Law revision towards unification of liquor taxes
- Tokyo Olympic and Paralympic Games
- The 130th anniversary of Yebisu beer
- Dynamic growth of the Sapporo Group

Structural Reform and Foundation Building

2019



Main initiatives for 2019



Research & Development

- Research into whiteness of beer foam (see Appendix for reference)
⇒ Toward relaunch of Black Label
- To apply the results of research on hops, lemons, and soy beans
New launches: March: "Papatto Miso Powder" April: Lemon the Rich



Raw Materials Procurement

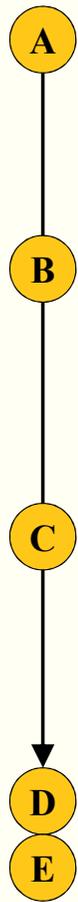
- Vineyard in Hokuto, Hokkaido (to start planting saplings in 2019, first harvest expected in 2021)
- Continue and further develop initiatives to promote lemon production in collaboration with the Hiroshima Prefectural Government.
- Raw materials procurement utilizing Yasuma Co., Ltd.'s knowhow

Production, Distribution

- Strengthen production facility for ready-to-drink products
- Introduce production facility for secondary in-bottle fermentation sparkling wine
- Establish new hybrid plant for cup soup in Sapporo Sendai Brewery
- Establish new soy milk yogurt production line
- Consider further joint distribution, open Sapporo Logistics University (human resources development)

Sales, Space to Experience Our Brand

- Establish a European sales subsidiary
- Add spaces for consumers to experience brands, such as Yebisu Bar
- Promote Ebisu urban development, refurbish Sapporo Factory
- Establish Furusato Nagoya Lemon Orchard to develop lemon-related communications



Overall administration	- Streamlining of Head Office functions and transformation of business administration (segment changes, etc. ⇒ *See the next slide)
Personnel, HR, finance	- Cross-border human resources development, work style reform, promotion of diversity - Continue with initiatives to improve balance sheet quality

Structural Reform and Foundation Building

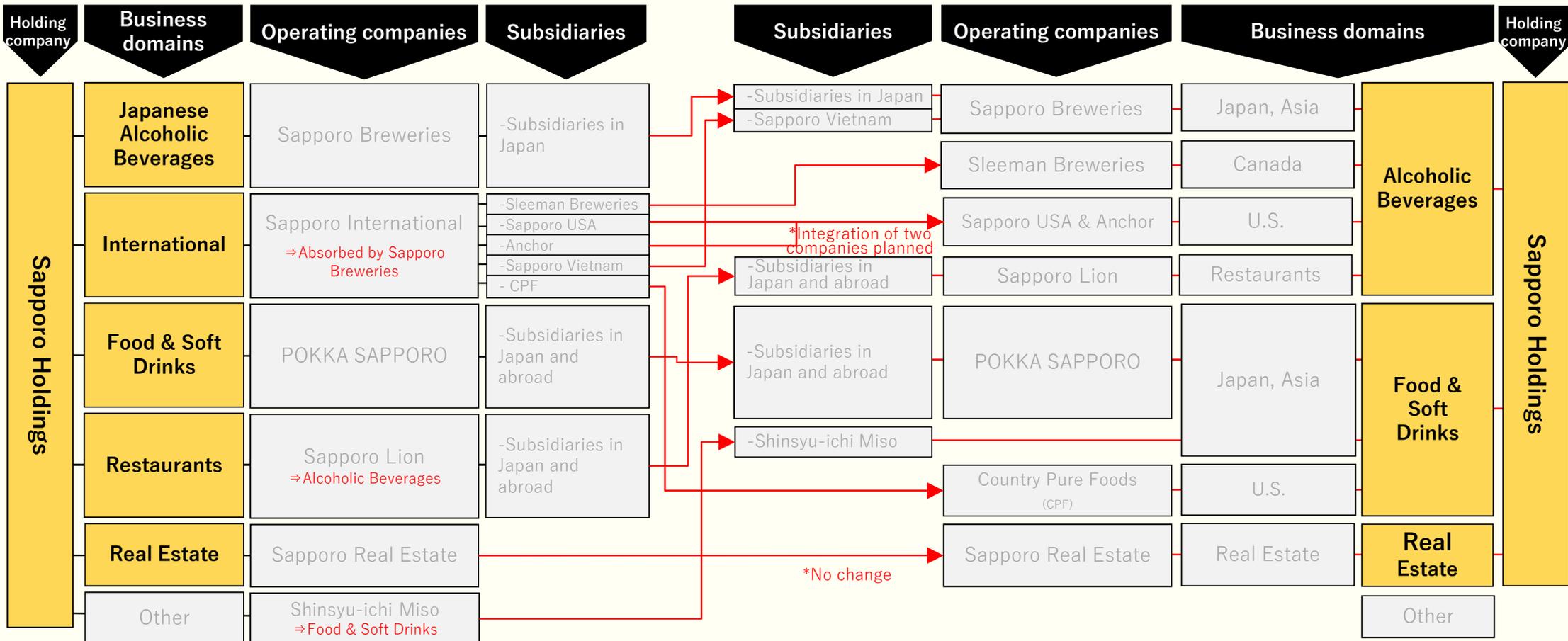
2019



Before From a 5 business domain structure to a 3 business domain structure

(Existing segments through 2018)

(Revised segments from 2019)



Selection and Concentration

2019



2019: Particularly important categories and their positions

Priority

2018
Results

High
(Good results)

Medium
(Results in line with the
previous year)

Low
(Poor results)

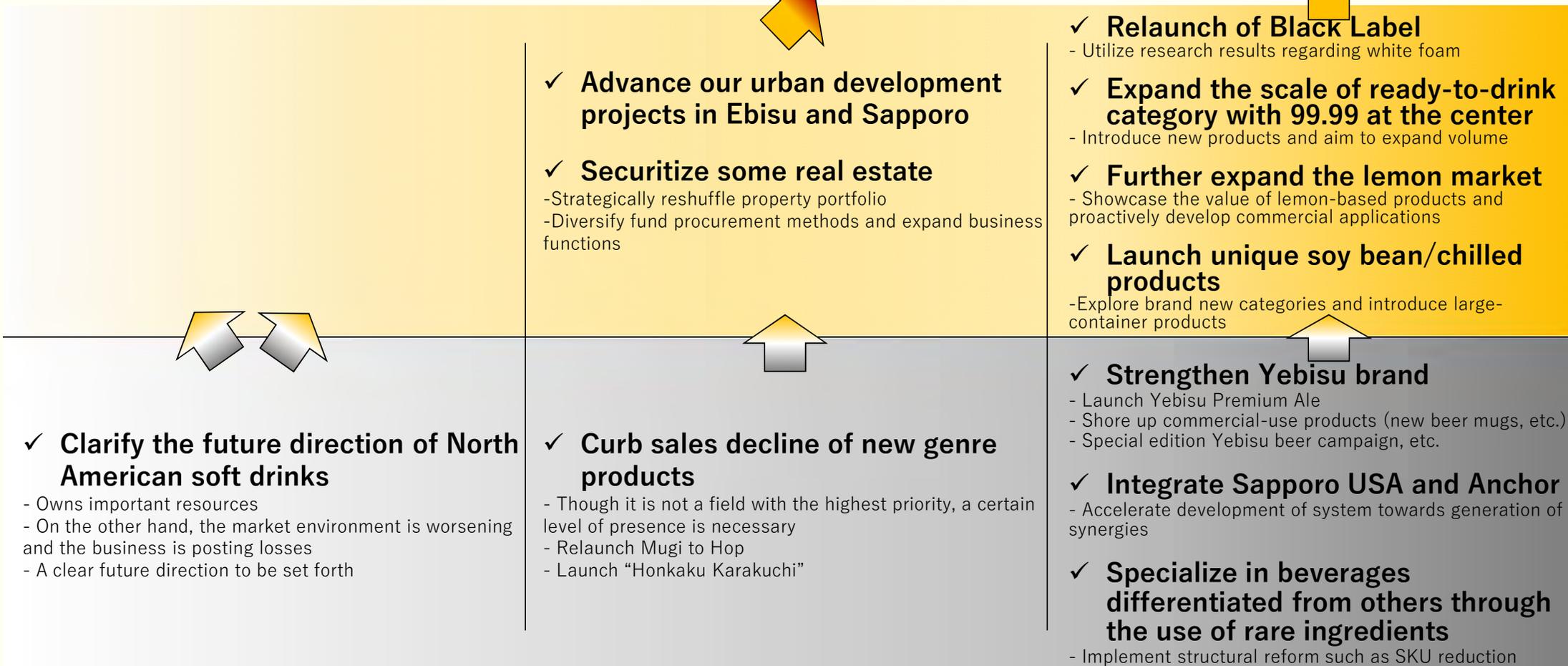
	Non-Focus (Controlled investment, reduced scale, etc.)	Maintenance (Maintenance of status quo or stable growth)	Focus (Proactive investment, growth)
High (Good results)	<p><u>Low priority but favorable performance</u></p> <p>-Not applicable</p>	<p><u>Favorable performance with stable growth targeted</u></p> <p>-Real Estate business</p>	<p><u>Favorable performance with strong growth targeted</u></p> <p>- Standard beer in Japan - Ready-to-drink products - Lemon-based food, soft drinks - Soy beans and chilled products, miso</p>
Medium (Results in line with the previous year)	<p><u>Low priority, poor performance</u></p> <p>-North American soft drinks</p>	<p><u>Poor performance but strong growth targeted</u></p> <p>-New genre</p>	<p><u>Poor performance but strong growth targeted</u></p> <p>-Japanese premium beer -American alcoholic beverages -Japanese soft drinks</p>
Low (Poor results)			

Select-and-Focus Approach

2019



2019: Concrete initiatives in the particularly important categories



Management Plan for 2019

2019



(billions of yen)

	2018 (IFRS)	2019 (IFRS)	YoY changes (amount, %)	
Consolidated Revenue (incl. liquor tax)	521.9	548.8	26.9	5.2%
Revenue(excl. liquor tax)	398.7	425.8	27.0	6.8%
Overseas revenue to total (excl. liquor tax)	22.7%	23.9%	1.2%	-
EBITDA	40.4	42.0	1.6	4.0%
Consolidated Operating profit	10.8	12.6	1.8	16.4%
Profit attributable to owners of parent	8.5	8.7	0.2	2.1%
Balance of Net debt ※Net	218.4	238.9	20.5	9.4%
D / E ratio ※Net	1.3 times	1.3 times	-	-

Special Factors in the Business Results

2019



- One consolidated subsidiary to be added; the impact of exchange rates on operating profit is expected to be negligible

<Special factors in the 2019 plan (YoY)>

Business segment	Details	Impact on revenue
Food & Soft Drinks	Yasuma Co., Ltd. April 2019: Consolidation of income statement to commence	Approx. +¥5.0 billion

<Estimates of foreign exchange rates>

	2018	2019 plan
US\$	¥110.45	¥110.00
EUR	¥130.35	¥128.00
CAN\$	¥85.23	¥88.00



	Impact on revenue
Alcoholic Beverages	Approx. +¥2.2 billion
Food & Soft Drinks	-
Real Estate	-

-: negligible impact

Revenue by Segment

2019



	2018 IFRS	2019 IFRS	YoY changes (amount)	YoY changes (%)
Revenue by Segment	521.9	548.8	26.9	5.2%
Alcoholic Beverages	330.0	346.0	16.0	4.8%
Japan & Asia	252.1	264.1	12.0	4.8%
North America	50.3	54.5	4.2	8.3%
Restaurants	27.6	27.4	(0.2)	(0.6)%
Food & Soft Drinks	161.3	172.2	10.9	6.7%
Japan & Asia	133.4	142.7	9.3	7.0%
North America	27.9	29.5	1.6	5.6%
Real Estate	24.5	24.6	0.1	0.5%
Other	6.0	6.0	0.0	(0.5)%

(billions of yen)

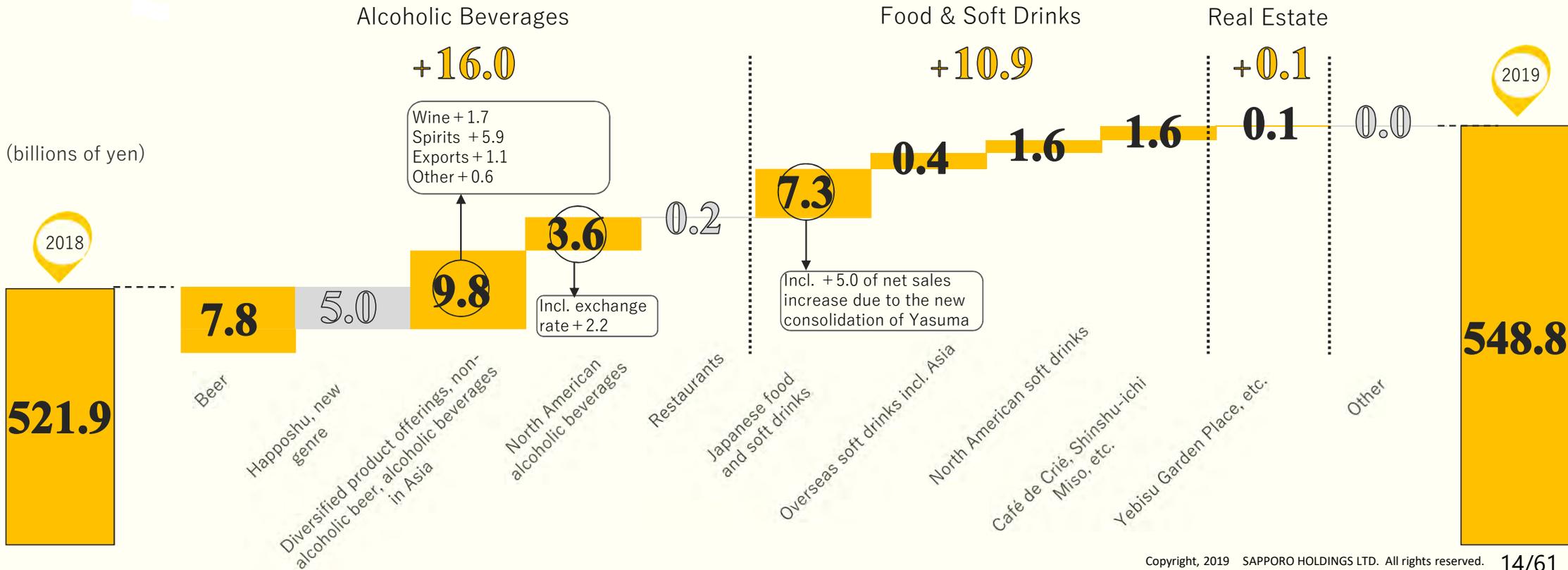
Main Factors Contributing to Changes in Revenue

2019



🔍 : We will focus on core brands in Japan and abroad and aim to increase revenue

■ = Increase
■ = Decrease



Operating Profit by Segment

2019



(billions of yen)

	2018 IFRS	2019 IFRS	YoY changes (amount)	YoY changes (%)
Operating Profit by Segment	10.8	12.6	1.8	16.4%
Alcoholic Beverages	3.9	9.7	5.8	151.5%
Japan & Asia	6.9	7.3	0.4	5.7%
North America	(2.8)	2.3	5.1	-
Restaurants	(0.2)	0.1	0.3	-
Food & Soft Drinks	1.1	1.7	0.5	47.8%
Japan & Asia	1.9	2.1	0.2	10.0%
North America	(0.8)	(0.4)	0.4	-
Real Estate	12.0	12.1	0.1	0.4%
Other	0.2	0.1	(0.0)	(43.4)%
General corporate and intercompany eliminations	(6.4)	(11.0)	(4.6)	-

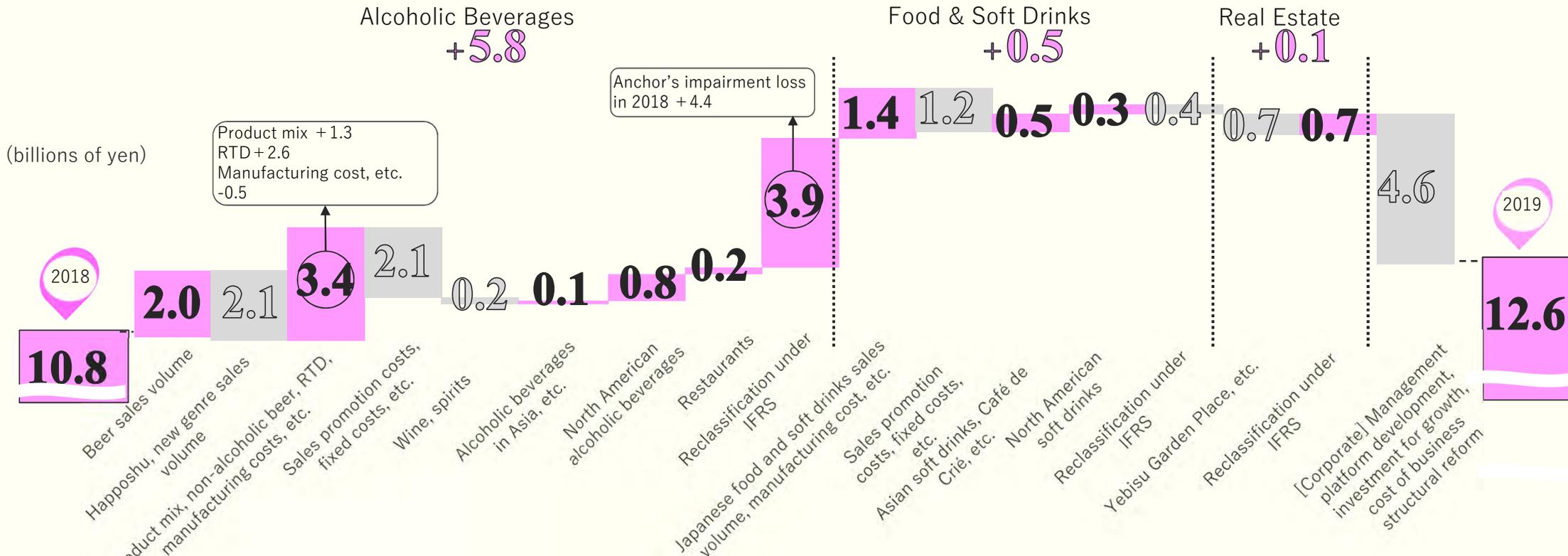
Main Factors Contributing to Changes in Operating Profit

2019



We expect profits to increase by growing core brands despite plans for structural reform-related investment and temporary loss as part of corporate expenses

= Increase
 = Decrease



*Reclassification under IFRS: Other non-operating revenues and expenses as well as extraordinary income and loss.

(Reference) Conversion Table of Revenue, Operating Profit by Segment

2019

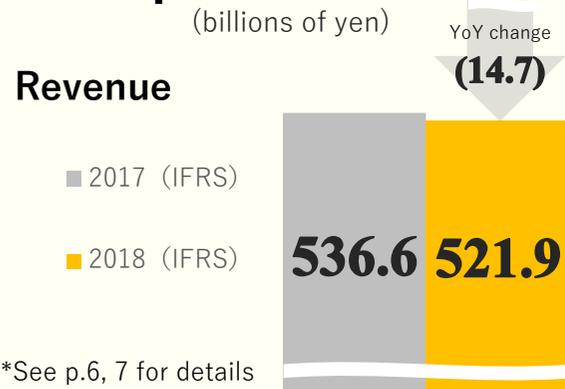


*() denotes new segment (billions of yen)	Former segments (5 business domain structure)	New segments (3 business domain structure)	Difference	Remarks
Revenue	548.8	548.8	-	
Japanese Alcoholic Beverage (Alcoholic Beverages)	264.1	346.0	81.9	
International (-)	84.0	-	(84.0)	<ul style="list-style-type: none"> • North American alcoholic beverages and Vietnam moves to Alcoholic Beverages ¥54.5 billion • North American soft drinks moves to Food & Soft Drinks ¥29.5 billion
Food & Soft Drinks (Food & Soft Drinks)	136.0	172.2	36.2	
Restaurants	27.4	-	(27.4)	• To Alcoholic Beverages ¥27.4 billion
Real Estate (Real Estate)	24.6	24.6	-	
Other	12.7	6.0	(6.7)	• Shinshu-ichi Miso moves to Food & Soft Drinks ¥6.7 billion
	Former segments (5 business domain structure)	New segments (3 business domain structure)	Difference	Remarks
Operating profit	12.6	12.6	-	
Japanese Alcoholic Beverage (Alcoholic Beverages)	7.3	9.7	2.4	
International (-)	1.9	-	(1.9)	<ul style="list-style-type: none"> • North American alcoholic beverages and Vietnam moves to Alcoholic Beverages ¥2.3 billion • North American soft drinks moves to Food & Soft Drinks -¥0.4 billion
Food & Soft Drinks (Food & Soft Drinks)	2.1	1.7	(0.4)	
Restaurants	0.1	-	(0.1)	• To Alcoholic Beverages ¥0.1 billion
Real Estate (Real Estate)	12.1	12.1	-	
[Corporate] Other	(10.9)	(10.9)	-	• Shinshu-ichi Miso moves to Food & Soft Drinks ¥0.0 billion

Sapporo Group Business Results for 2018



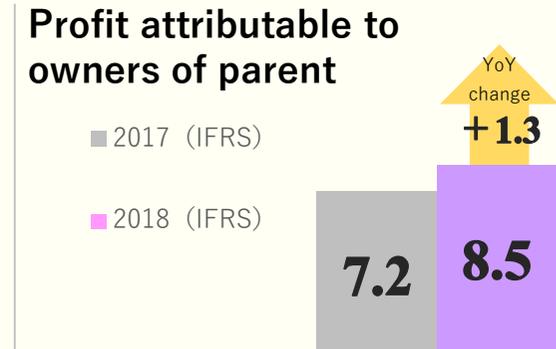
While the slowness in the first half was offset by the recovery in the second half to the revised plan's level, operating profit declined due to the impairment loss on Anchor



- Sales decline in Japanese Alcoholic Beverages (new genre, etc.)
- Sales decline in Food & Soft Drinks (canned coffee, etc.)
- Impact of -¥2.1 billion due to earthquake and other natural disasters
*Sapporo Holdings' own calculation



- Profit declined due to revenue decline
- Recorded ¥4.4 billion in impairment loss on Anchor in the U.S.
- Impact of -¥1.0 billion due to earthquake and other natural disasters
*Sapporo Holdings' own calculation



- Income taxes declined due to business reorganization including termination of Sapporo International

2018 Results Highlight

2018



Balance of net debt

(billions of yen)

■ 2017 (IFRS)
■ 2018 (IFRS)

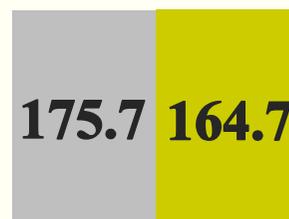


D/E ratio **1.3** times YoY change ± 0.0 times

Equity

*See p.34, 35 for detailed BS

■ 2017 (IFRS)
■ 2018 (IFRS)

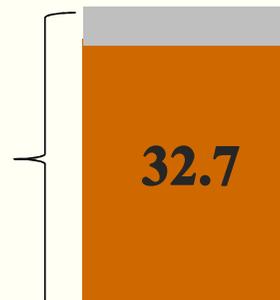


Dividend per share **¥42** YoY change +¥2.0

Cash basis investment

*See p.36 for details

2018 plan
35.8



Transformation of the Group management platform



<Oct. to Dec.>

- Disseminated contents of research into bone health and lemons -PR video on bone health and lemons (https://news-tv.jp/_ct/16958903)-

*See slide 5 and Appendix for the annual highlights

Group topics

<Oct. to Dec.>

- Chiba Brewery received the Kanto Bureau of Economy, Trade and Industry Director-General's Factory Greening Award -Commended for 30 years of continued greening promotion activities and local community contribution activities since the brewery's construction -
- Held a business contest for jointly creating new businesses with start-up companies -Members selected from the general public aim to create next generation businesses in the fields of alcoholic beverages, food and soft drinks-

*See Appendix for the annual highlights

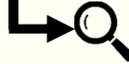
Revenue by Segment

2018



	① : 2017 (Japanese GAAP)	② : 2017 (IFRS)	Change <difference due to accounting standards> (②-①)	③ : 2018 (IFRS)	YoY change (③-②)	YoY change (rate) (③-②)
Consolidated revenue	551.5	536.6	(15.0)	521.9	(14.7)	(2.7)%
Japanese Alcoholic Beverages*	281.2	261.5	(19.8) <small>(Rebate subtracted from revenue -19.9)</small>	250.9	(10.6)	(4.1)%
International*	67.3	78.6	11.3 <small>(Change in price to include liquor tax +11.5)</small>	79.5	0.9	1.1%
Food & Soft Drinks	137.9	132.1	(5.8) <small>(Rebate subtracted from revenue -5.2)</small>	127.2	(4.9)	(3.7)%
Restaurants	29.1	28.6	(0.5) <small>(Rebate subtracted from revenue -0.5)</small>	27.6	(1.1)	(3.7)%
Real Estate	24.1	23.9	(0.2)	24.5	0.6	2.5%
Other	11.8	11.8	0.0	12.2	0.4	3.0%

*The export business of Sapporo International Inc. has been transferred to Sapporo Breweries Ltd. effective January 1, 2018. The consolidated financial statements for fiscal 2017 have been adjusted retroactively to reflect these changes.

 Factors are explained in the next slide

Main Factors Contributing to Changes in Revenue

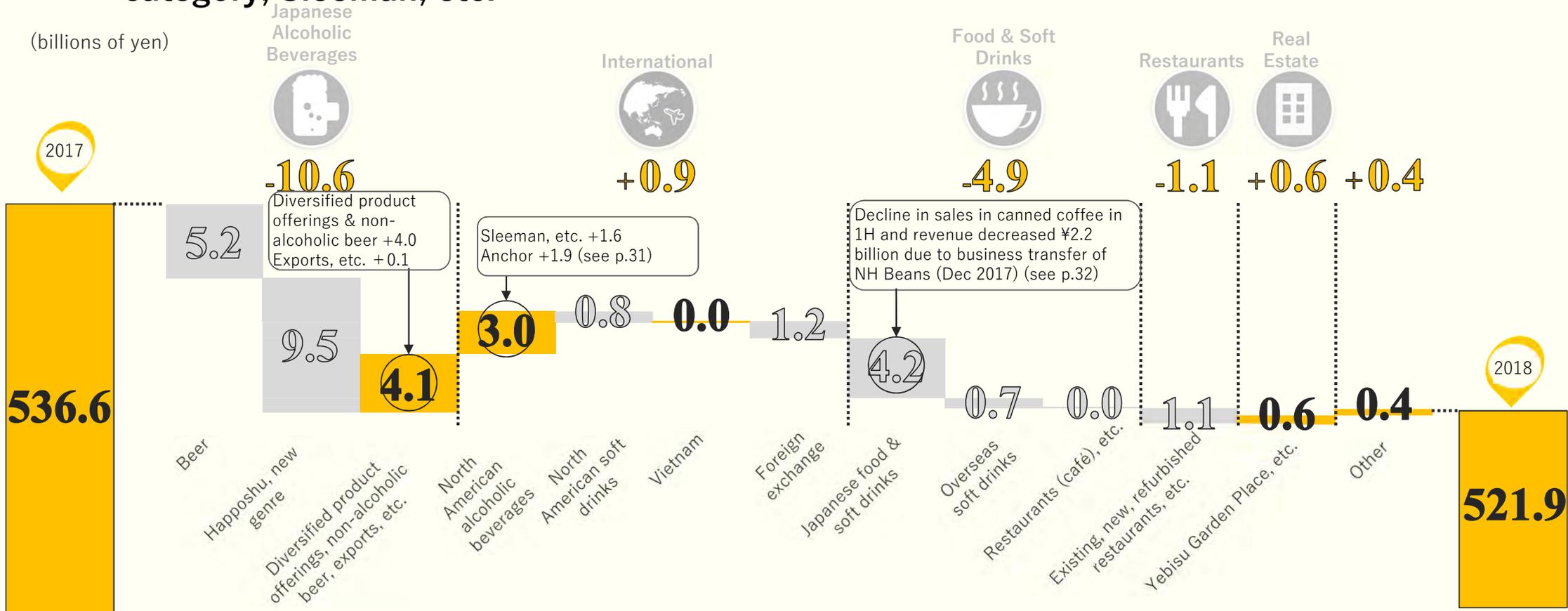
2018



Overall revenues fell as domestic beer and beer-type beverages and soft drinks remained slow although revenues increased in ready-to-drink category, Sleeman, etc.

■ = Increase
■ = Decrease

(billions of yen)



*In 2018, the export business of Sapporo International Inc. was transferred to Sapporo Breweries Ltd.

Operating Profit by Segment

2018



	① 2017 (Japanese GAAP)	② 2017 (IFRS)	Change <difference due to accounting standards> (②-①)	③ 2018 (IFRS)	(billions of yen) YoY change (③-②)
Consolidated operating profit	17.0	12.8	(4.2)	10.8	(2.0)
Japanese Alcoholic Beverages*	12.2	10.0	(2.2)	6.7	(3.3)
International*	(1.7)	(2.7)	(1.1)	(3.4)	(0.7)
Food and Soft Drinks	0.6	2.4	1.9	2.0	(0.4)
Restaurants	0.3	(0.5)	(0.8)	(0.2)	0.3
Real Estate	11.3	10.3	(1.0)	12.0	1.8
Other	0.1	(0.1)	(0.2)	0.1	0.2
Corporate	(5.7)	(6.6)	(0.8)	(6.5)	0.1

(Depreciation and amortization -3.4, retirement benefit expenses -1.3, etc.)

(Depreciation and amortization -1.1, retirement benefit expenses -0.6, etc.)

(Non-amortization of goodwill +1.7, depreciation and amortization -0.1, etc.)

(Non-amortization of goodwill +2.1, reclassification -0.4)

(Depreciation and amortization -0.1, reclassification -0.7)

(Depreciation and amortization -0.5, reclassification -0.4)

(Reclassification -0.2)

(Retirement benefit expenses -0.7, reclassification -0.1)

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Factors are explained in the next slide

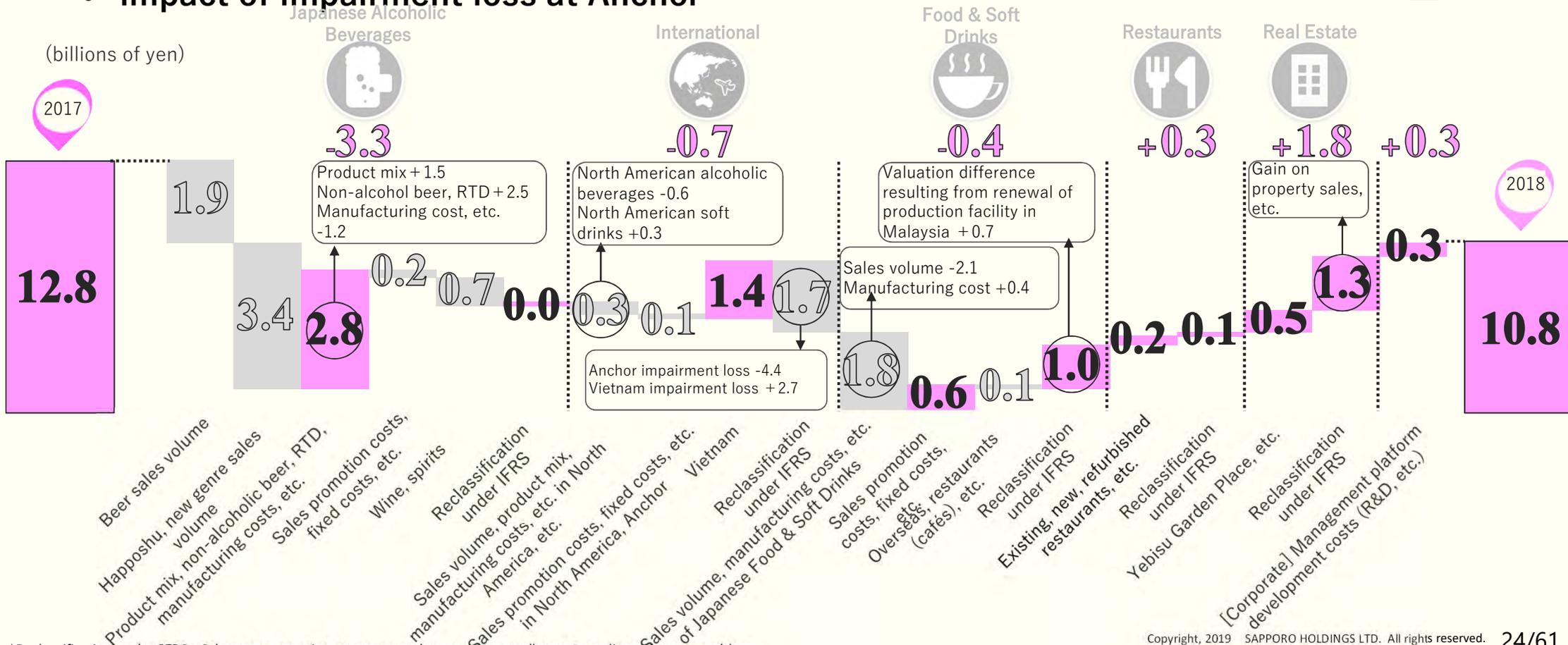
Main Factors Contributing to Changes in Operating Profit

2018



: Vietnam turned profitable and Real Estate saw increased profits, but profit declined due to lower sales of domestic beer and beer-type beverages and impact of impairment loss at Anchor

= Increase
 = Decrease



*Reclassification under IFRS: Other non-operating revenues and expenses as well as extraordinary income and loss



Japanese Alcoholic Beverages

Revenue **250.9** YoY Change **-10.6**

IFRS Operating profit **6.7** YoY Change **-3.3**

2018

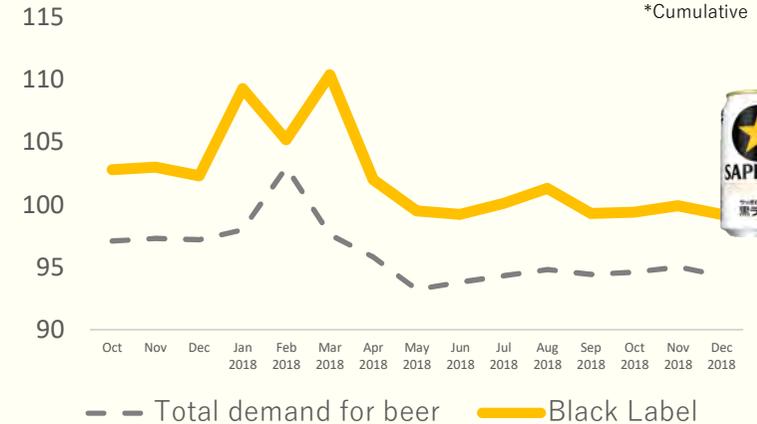
*YoY change is on an IFRS basis

Positive

- Black Label brand (can) was up **5%** year on year maintaining momentum significantly exceeding the total demand growth rate for beer
- Ready-to-drink beverages were up **69%** year on year making it a year in which their presence was enhanced within a rapidly growing market

*Black Label is based on sales volume and RTD on sales value

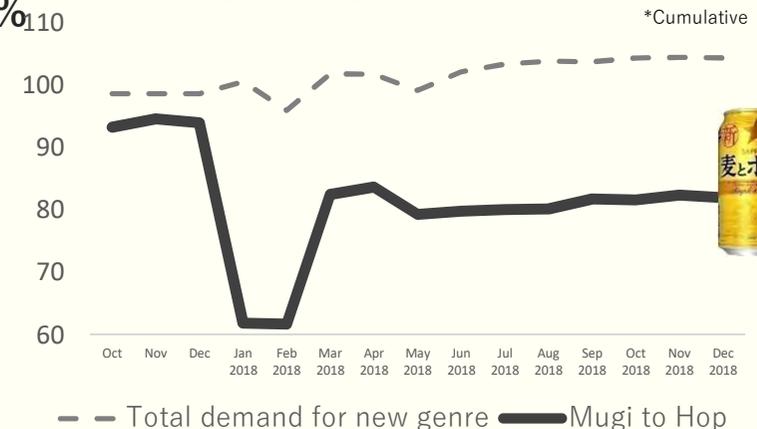
<YoY changes in Black Label brand sales volume>



Negative

- Sales volume of new genre products was down **14%** year on year
 - Mugi to Hop relaunch
 - Shored up sales by launching Honkaku Karakuchi
- Products in the high price range beer market were down **10%** year on year
 - Launched Yebisu Premium Ale
 - Refreshed communications with new focus on “Japan”

<YoY changes in Mugi to Hop brand sales volume>





International

Revenue **79.5** YoY Change **+0.9**

IFRS Operating profit **-3.4** YoY Change **-0.7**

2018

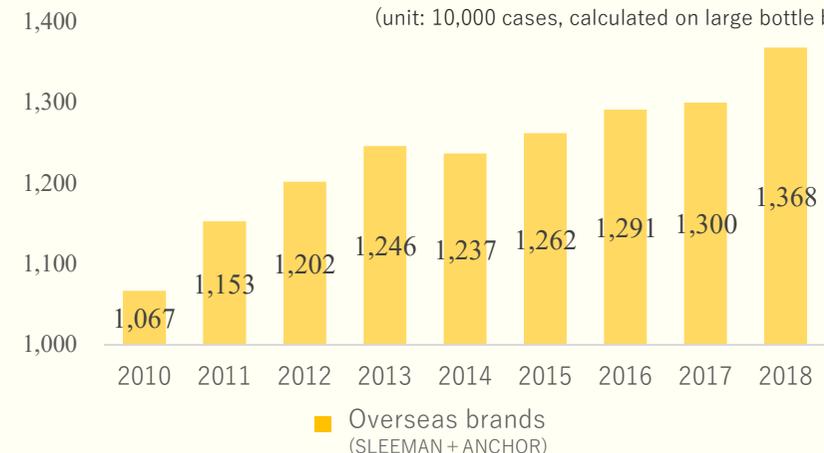
*YoY change is on an IFRS basis

Positive

- Sales at Sleeman in Canada continued to increase
- Vietnam turned profitable for the first time
- Performance of former SSC* of North American soft drinks improved **¥0.9** billion

*Former SSC: Silver Spring Citrus; integrated with CPF in 2018

<Changes in overseas brand sales volume (cumulative from Jan. to Dec.)>
(unit: 10,000 cases, calculated on large bottle basis)



Negative

- Rising logistics expenses placed pressure on profits in North America
- Impairment loss of **¥4.4** billion recorded for Anchor
 - Since resources became geographically dispersed due to our pre-acquisition policy of expanding across the U.S., we began to focus on brand strengthening centered on Anchor's local area. However, the craft beer market in San Francisco stagnated because of the rise of microbreweries and outflow of demand to wine and spirits, resulting in the recording of an impairment loss. We merged Anchor with Sapporo USA and reshuffled management and will work on re-strengthening the brand. We will also work on creating a framework, incorporating Sleeman in Canada, for generating synergies across North America.



Food & Soft Drinks Revenue **127.2** YoY Change **-4.9**

IFRS Operating profit **2.0** YoY Change **-0.4**

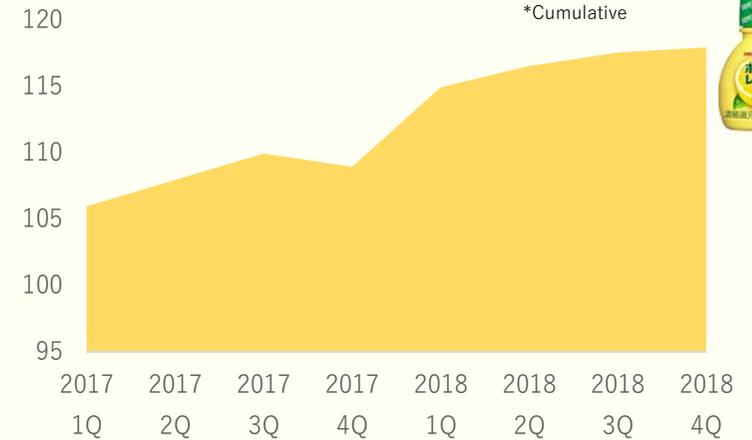
2018

*YoY change is on an IFRS basis

Positive

- Sales volume of lemon-based products was up **18%** year on year
Lemon-based drinks also grew by **4%**
- Maintained high share in Singapore with sales also staying strong

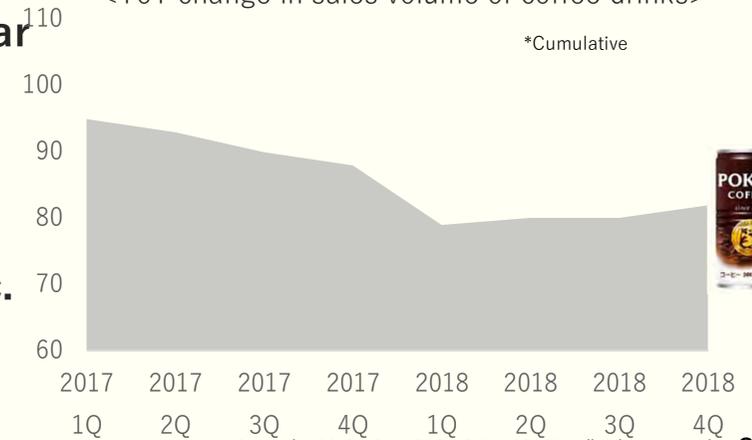
<YoY change in sales volume of lemon-based products>



Negative

- Sales volume of coffee drinks was down **18%** year on year
→ Pursue structural reforms to increase the share of lemon-based drinks, etc.
- Export sales were stagnant in the Middle East, etc.
→ Review of portfolios in countries in which we have a presence
Reduce the share of Middle East through new expansion

<YoY change in sales volume of coffee drinks>





Restaurants

Revenue **27.6** YoY Change **-1.1**

IFRS Operating profit **-0.2** YoY Change **+0.3**

2018

*YoY change is on an IFRS basis

Positive

- Strong performance by Yebisu Bar format, up **2%** year on year
- Though raw material prices rose and difficulties in acquiring human resources continued, cost increases were kept in check by improving store operations and menu control
- Improved profitability in Singapore on the back of structural reforms



iPhone

Android



エビスを飲んでランクアップ！

エビス、もしくはピヤカクテル1杯のご注文につき、1エビススタンプが貯まる！
貯まれば貯まるほど自分のステータスがUP！
スタンプ数に応じて嬉しい特典もたくさんご用意しております。

Negative

- Existing store sales were down **2%** year on year
→ Struggled mainly in the Japanese restaurant format (reservations in large groups declined)
Implement restaurant format change in line with changing times

Topic

- 2019 Sapporo Lion 120th anniversary



これまでも、
これからも、
ひたむきに。





Real Estate

Revenue **24.5** YoY Change **+0.6**

IFRS Operating profit **12.0** YoY Change **+1.8**

2018

*YoY change is on an IFRS basis

Positive

- All mainstay properties maintained stable occupancy rates
- Improved profitability to end above initial plan at the beginning of the year
- Recorded a gain on property sales through reshuffling of property portfolio
(Sold two properties for about ¥1.1 billion)

YEBISU GARDEN PLACE



GINZA PLACE



*Contract basis, rounded off at first decimal place

Negative

- No significant factors

Topic

- 2019 Yebisu Garden Place 25th Anniversary

Sapporo Factory 25th Anniversary





➤ Impact of exchange rates on operating profit is negligible

<Special factors in business results (YoY)>

Business segment	Details	Impact on revenue
International	ANCHOR BREWING COMPANY, LLC Consolidated subsidiary from October 2017	Approx. +¥1.9 billion
Food & Soft Drinks	NH Beans *Former Nihon Beans Business transfer in December 2017	Approx. -¥2.2 billion

<Impact of foreign exchange rates>

	2017	2018
US\$	¥112.17	¥110.45
EUR	¥126.70	¥130.35
CAN\$	¥86.47	¥85.23
SG\$	¥81.26	¥81.86



	Impact on revenue
Japanese Alcoholic Beverages	-
International	Approx. -¥1.2 billion
Food & Soft Drinks	-

- : negligible impact

Changes in Balance Sheets

2018



🔍 : Total assets declined ¥25.0 billion compared with the end of the previous year

(billions of yen)

■ Cash and cash equivalents

■ Trade receivables
→ Decrease in accounts receivable

■ Inventories

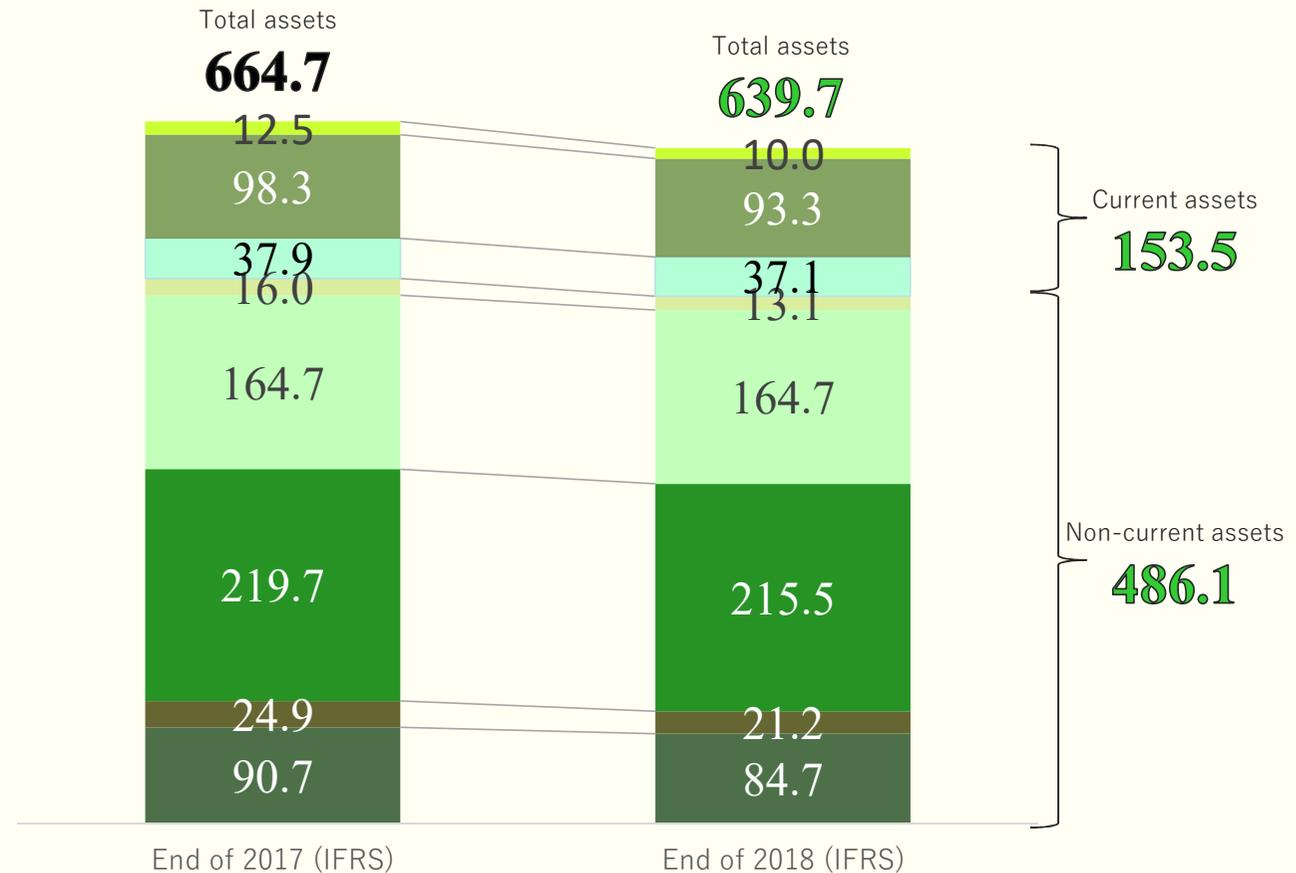
■ Other current assets

■ Fixed assets

■ Investment property

■ Goodwill
→ Impairment loss of Anchor

■ Other non-current assets
→ Decrease in investment securities

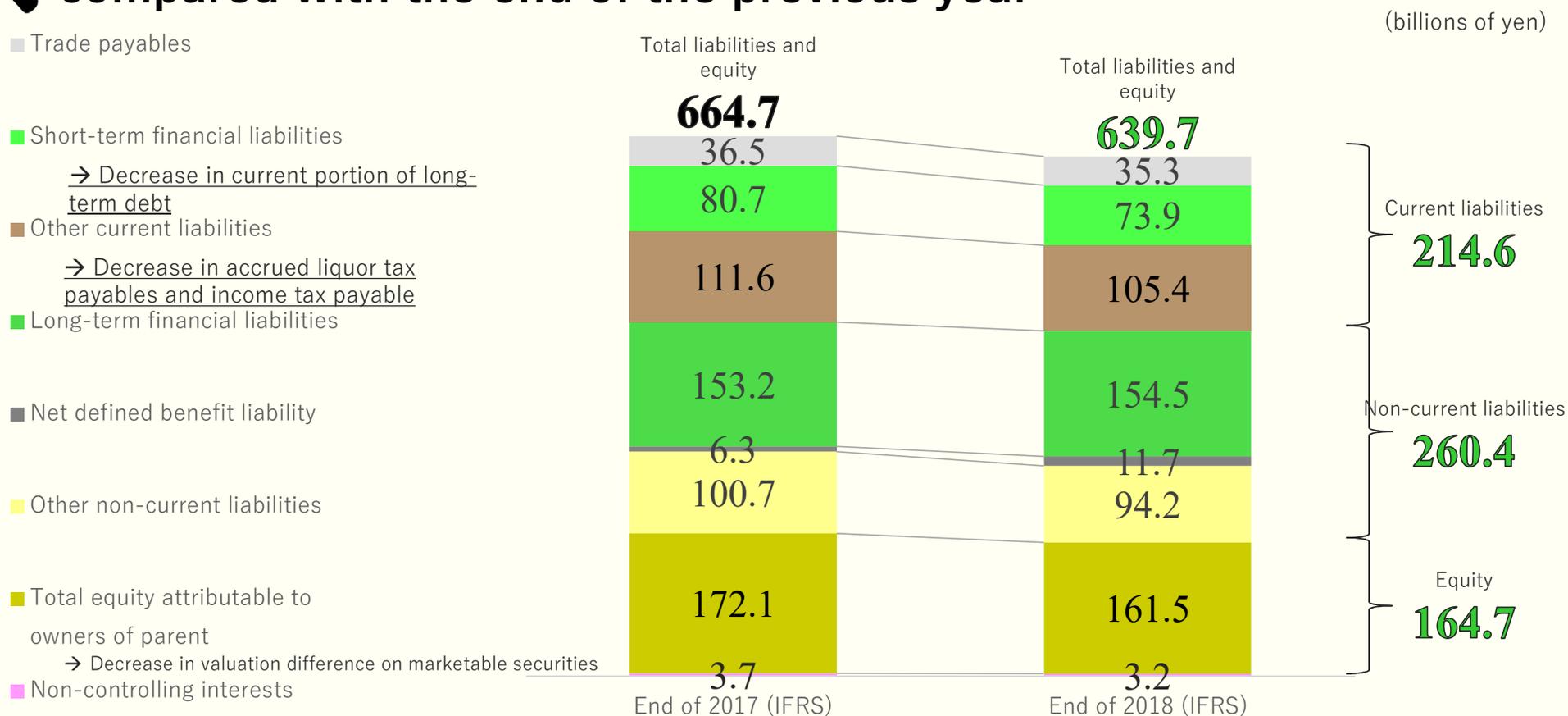


Changes in Balance Sheets

2018



🔍 : Total liabilities down by ¥14.1 billion, total equity down by ¥11.0 billion compared with the end of the previous year





➤ Investment on a cash basis was ¥32.7 billion

(billions of yen)

<Consolidated cash flow statements>

	2017	2018	Change	%
Cash flow from operating activities	33.8	30.8	(3.0)	(8.8)%
Cash flow from investment activities	(17.9)	(18.7)	(0.9)	-
Free cash flow	15.9	12.1	(3.8)	(24.0)%
Cash flow from financing activities	(13.9)	(14.5)	(0.6)	

<Changes in cash basis investment>



① <Capital expenditure>

about **¥15.8 billion** in consolidated total
(tangibles, intangibles)

<Major items>

- Relating to “Alcoholic Beverages,” “Food,” and “Soft Drinks”:
 about ¥13.3 billion
 Mini brewery-related work, filter introduction-related work, etc. :
 about ¥4.8 billion
 Capital investment in Sleeman, etc. : about ¥1.7 billion
 Soy milk-related work: about ¥2.5 billion, etc.

- SGM Group infrastructure streamlining, etc.:
 about ¥1.9 billion

*SGM: Sapporo Group Management Ltd.

② <Investment properties> about **¥7.2 billion** in consolidated total

③ <Lease fees> about **¥4.3 billion** in consolidated total

*Except lease fees for restaurant rent

④ <Other investment> about **¥5.4 billion** in consolidated total

(Long-term prepaid expenses, investment securities, etc.)

① + ② + ③ + ④ <2018 investment total>

(Cash basis; including current capital expenditure, lease fees)

approx. **¥32.7 billion**

(Reference) Conversion Table of Revenue, Operating Profit by Segment

2018



* () denotes new segment (billions of yen)	Former segments (5 business domain structure)	New segments (3 business domain structure)	Difference	Remarks
Revenue	521.9	521.9	-	
Japanese Alcoholic Beverage (Alcoholic Beverages)	250.9	330.0	79.1	
International (-)	79.5	-	(79.5)	<ul style="list-style-type: none"> • North American alcoholic beverages and Vietnam moves to Alcoholic Beverages ¥51.5 billion • North American soft drinks moves to Food & Soft Drinks ¥28.0 billion
Food & Soft Drinks (Food & Soft Drinks)	127.2	161.3	34.1	
Restaurants	27.6	-	(27.6)	• To Alcoholic Beverages ¥27.6 billion
Real Estate (Real Estate)	24.5	24.5	-	
Other	12.2	6.0	(6.2)	• Shinshu-ichi Miso moves to Food & Soft Drinks ¥6.7 billion
	Former segments (5 business domain structure)	New segments (3 business domain structure)	Difference	Remarks
Operating profit	10.8	10.8	-	
Japanese Alcoholic Beverage (Alcoholic Beverages)	6.7	3.9	(2.8)	
International (-)	(3.4)	-	3.4	<ul style="list-style-type: none"> • North American alcoholic beverages and Vietnam moves to Alcoholic Beverages -¥2.6 billion • North American soft drinks moves to Food & Soft Drinks -¥0.8 billion
Food & Soft Drinks (Food & Soft Drinks)	2.0	1.2	(0.9)	
Restaurants	(0.2)	-	0.2	• To Alcoholic Beverages -¥0.2 billion
Real Estate (Real Estate)	12.0	12.0	-	
[Corporate] Other	(6.4)	(6.3)	0.1	• Shinshu-ichi Miso moves to Food & Soft Drinks -¥0.1 billion

Appendix: Reference Materials (FY2018)

Appendix

Major sales & sales volume

Major Sales and Sales Volume

Alcoholic Beverage (Japan)

(10,000 cases)

	Fiscal 2017	Fiscal 2018	YoY	Full-year estimate for fiscal 2019	YoY
Sapporo Draft Beer Black Label (total)	1,701	1,687	99%	1,760	104%
YEBISU (total)	961	857	89%	870	102%
1 Beer (total)	3,102	2,991	96%	3,100	104%
2 Happoshu (total)	335	257	77%	200	78%
3 New genre beer products (total)	1,422	1,217	86%	1,150	95%
Beer, happoshu, and new genre (total 1+2+3)	4,859	4,466	92%	4,450	100%
Non-alcoholic beer taste beverage	70	93	132%	85	92%

(billions of yen)

	Fiscal 2017	Fiscal 2018	YoY	Full-year estimate for fiscal 2019	YoY
Domestic wines	5.1	4.7	92%	5.3	115%
Imported wines	8.5	8.2	97%	9.3	113%
Wine (total)	13.6	12.9	95%	14.7	114%
RTD, Spirits and Shochu (total)	31.2	35.3	113%	41.2	117%
Subtotal	44.9	48.3	108%	55.9	116%
Rebate subtracted from sales	(7.2)	(8.5)	-	-	-
Total	37.7	39.8	105%	-	-

*Full year estimate for rebate subtracted from sales is not disclosed.

Beer (International)

(10,000 cases)

	Fiscal 2017	Fiscal 2018	YoY	Full-year estimate for fiscal 2019	YoY
Overseas brand (SLEEMAN, Anchor, etc.)	1,300	1,368	105%	1,398	102%
Sapporo brand	643	628	98%	711	113%

Soft Drinks (POKKA SAPPORO FOOD & BEVERAGE)

(10,000 cases)

	Fiscal 2017	Fiscal 2018	YoY	Full-year estimate for fiscal 2019	YoY
Soft Drinks(*1)	4,551	4,370	96%	4,450	102%

*1 : Excludes sales other than Japan and soy milk drinks sales in Japan

Sales Breakdown for Japanese Alcoholic Beverages

Sales (including liquor tax)

(billions of yen)

	Year ended December 31, 2017	Year ended December 31, 2018	Change	Change (%)
Beer	171.0	165.8	(5.2)	(3.0)%
Happoshu	12.8	9.9	(2.9)	(22.7)%
New genre	46.7	40.2	(6.6)	(14.0)%
Subtotal	230.5	215.9	(14.6)	(6.3)%
Rebate subtracted from sales	(12.7)	(12.3)	0.4	-
Total	217.8	203.6	(14.3)	(6.5)%

Sales (excluding liquor tax)

(billions of yen)

	Year ended December 31, 2017	Year ended December 31, 2018	Change	Change (%)
Beer	84.6	82.5	(2.1)	(2.5)%
Happoshu	7.1	5.5	(1.6)	(22.4)%
New genre	32.3	27.8	(4.5)	(13.9)%
Subtotal	124.1	115.9	(8.2)	(6.6)%
Rebate subtracted from sales	(12.7)	(12.3)	0.4	-
Total	111.3	103.6	(7.8)	(7.0)%

Appendix Japanese Alcoholic Beverages



【Beer】 (sales volume)

Jan-Dec down **4%** y-o-y (total demand down 6%)

- ✓ Black Label Brand total down **1%** y-o-y
(Sales of the canned version : **up 5%** y-o-y)
- ✓ Yebisu Brand total down **11%** y-o-y

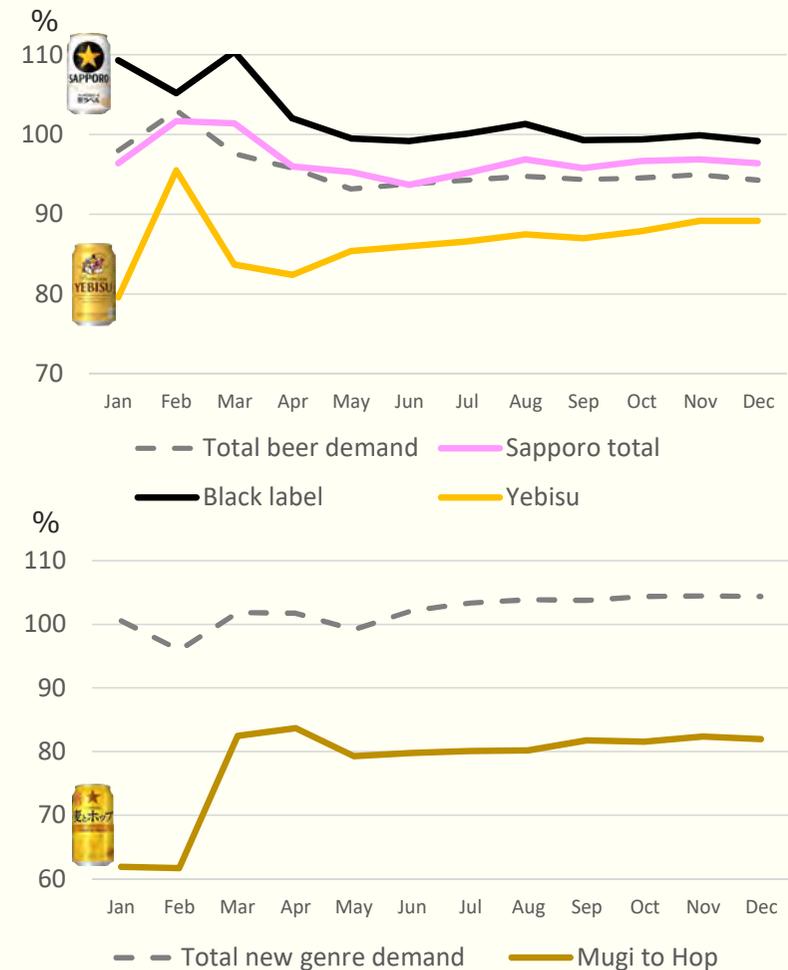
【Happoshu and new genre】 (sales volume)

- ✓ Jan- Dec down **16%** y-o-y
(total demand up 1%)
- ✓ Mugi to Hop Brand total down **18%** y-o-y

【Wine, Spirits and other】 (revenue)

- ✓ Wine : down **5%** y-o-y
- ✓ RTD : **up 69%** y-o-y
- ✓ Spirits : **up 12%** y-o-y
- ✓ Japanese liquor : down **10%** y-o-y

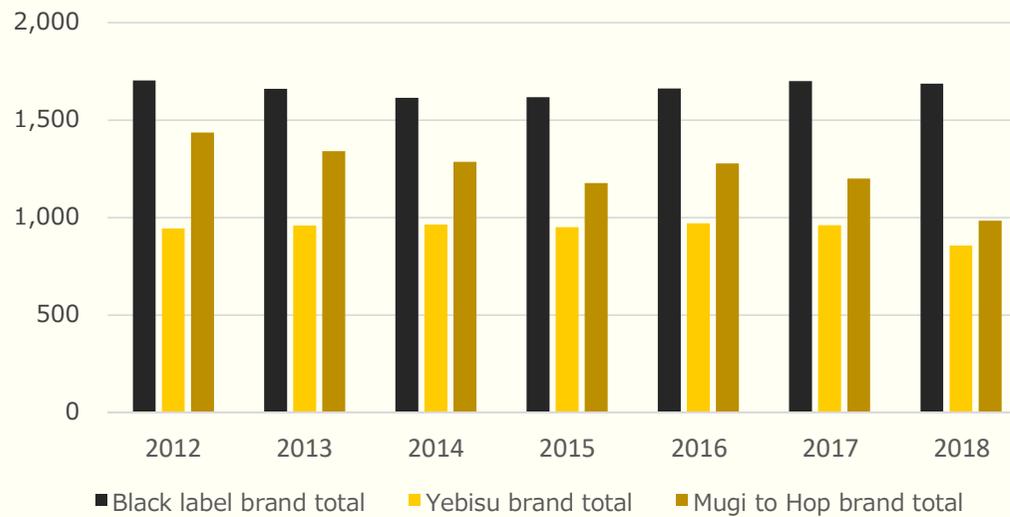
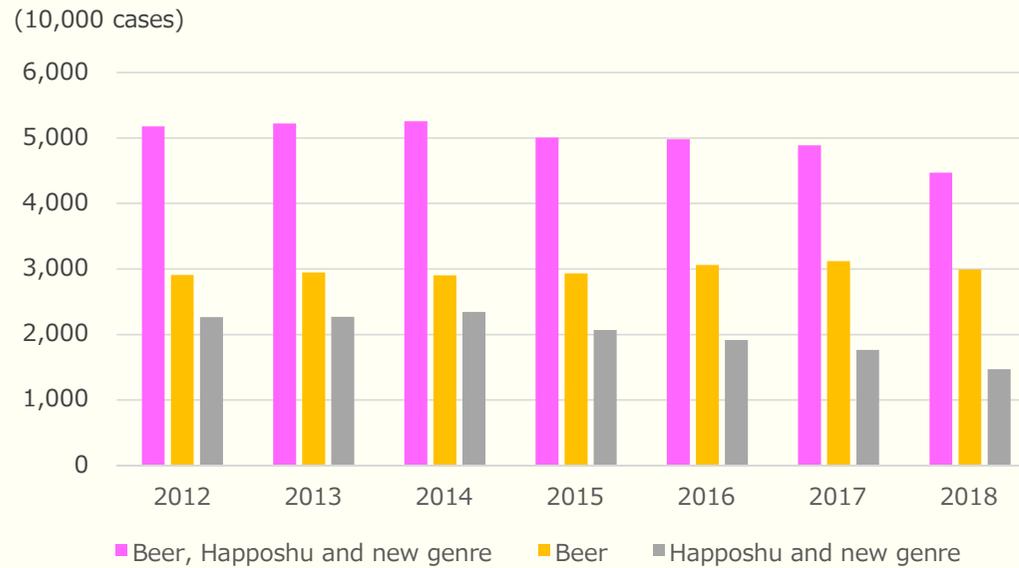
<Y-o-y change in sales volume of 3 core brands>



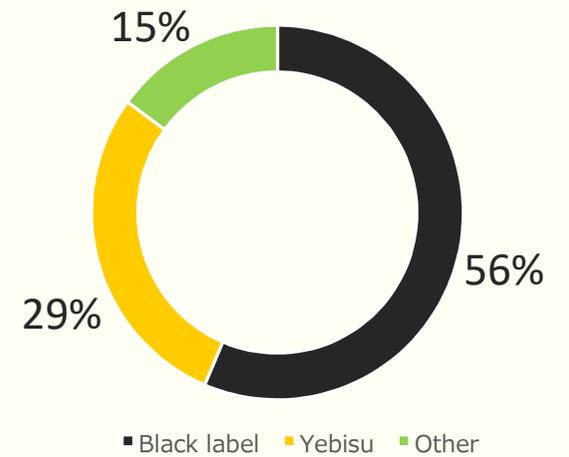
Appendix Japanese Alcoholic Beverages



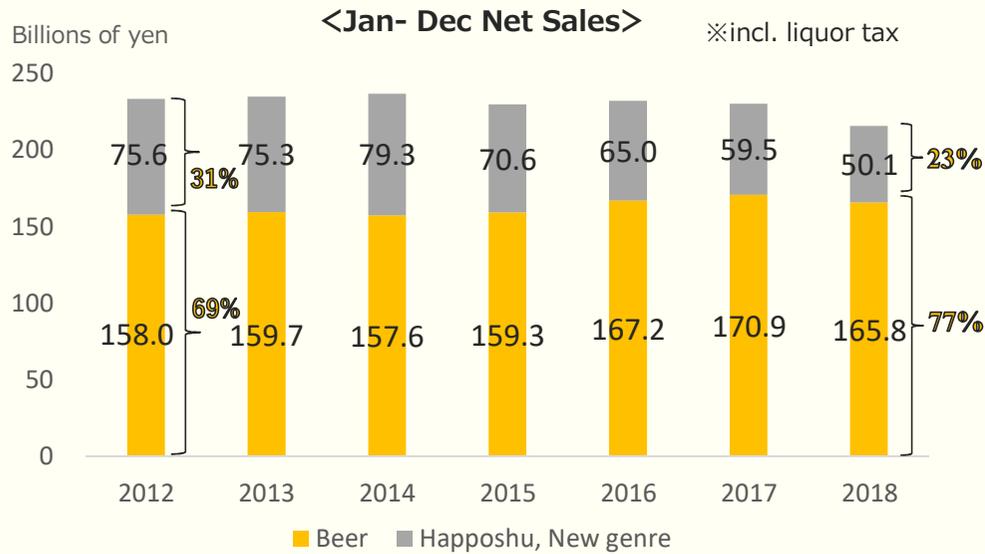
<3 core brand Jan- Dec Sales volume change>



<Beer lineup (Jan- Dec breakdown)>

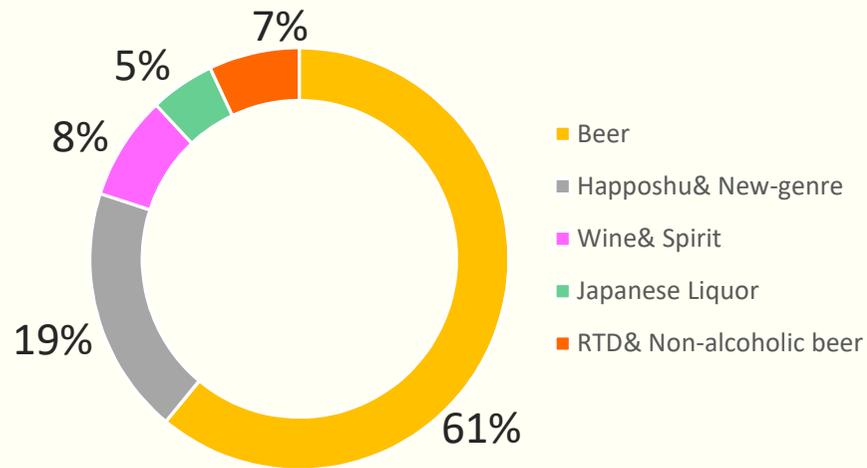


Appendix Japanese Alcoholic Beverages

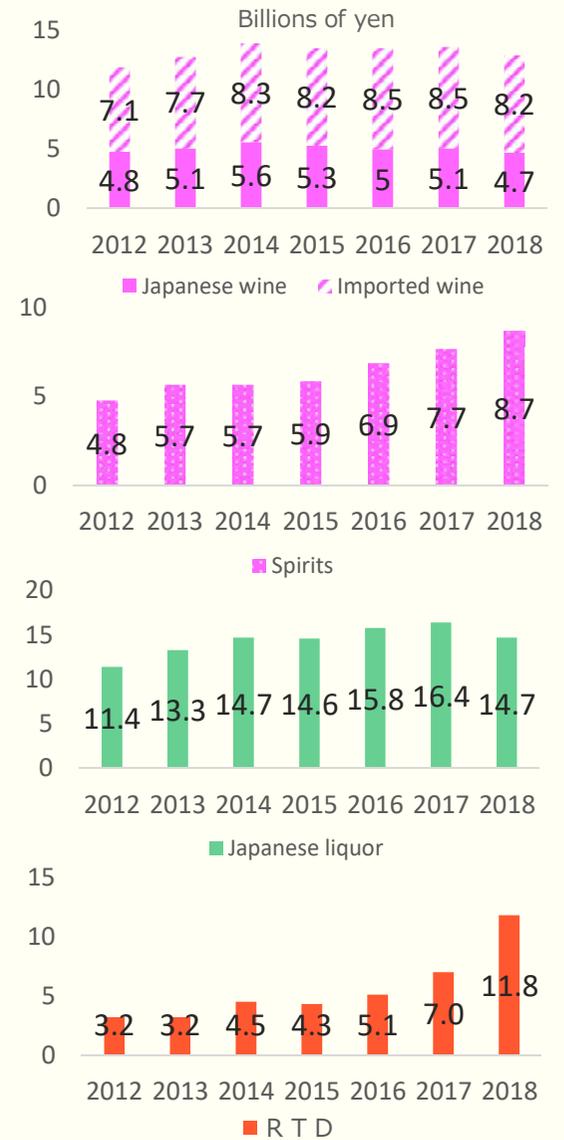


<Jan- Dec sales breakdown by category>

*before subsidiary companies sales, elimination of inter- company transactions and rebate deduction

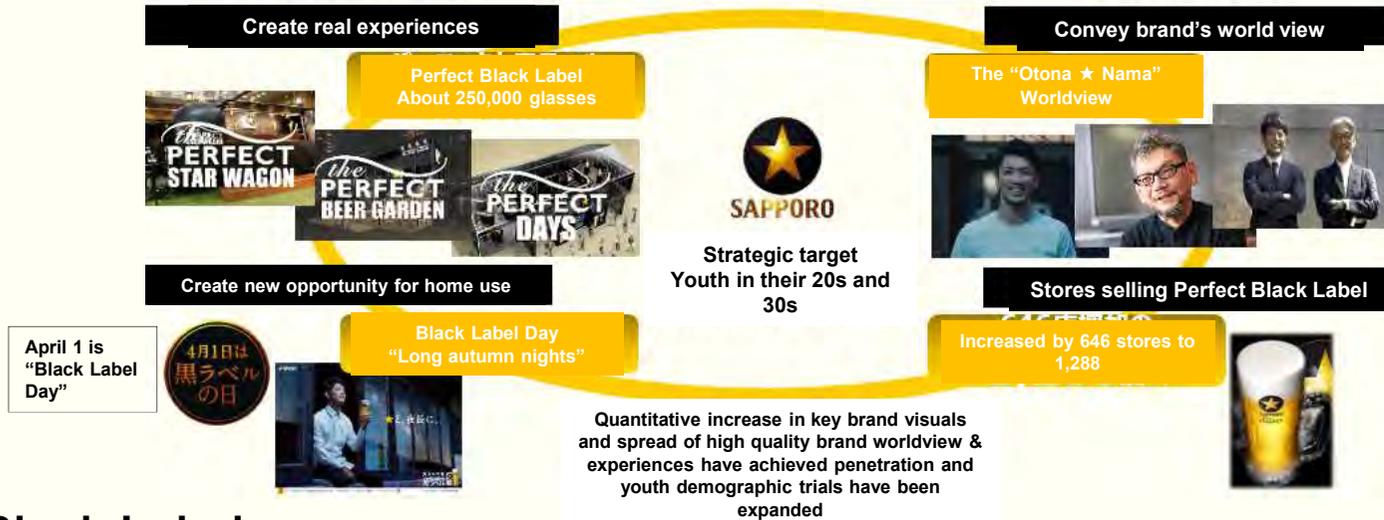


*All Figures are before rebate deduction



Sapporo Draft Beer Black Label 2018

2018年テーマ：完璧な生ビールを。実感・体験



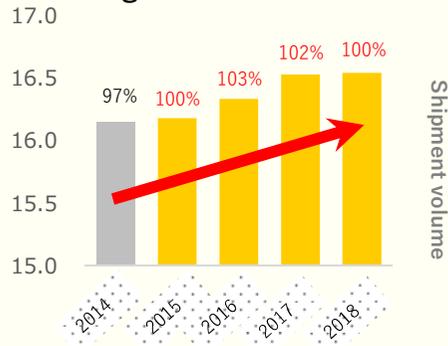
Appendix



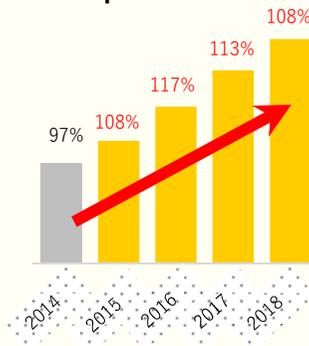
Black Label saw

4 consecutive years of sales growth

Black Label total (can, bottle, keg)
YoY change since 2014



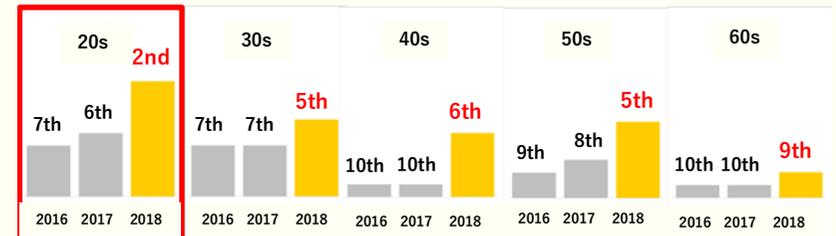
Black Label cans
shipment volume



Rank rose in all age groups

Sales value ranking by brand in "beer taste"
category by age group

Source: True Data supermarket panel
2016 to 2018; October single month; single can purchase amount



Sapporo Draft Beer Black Label 2019

Reviewed manufacturing process to realize beautiful white foam. Relaunch of Black Label

Freshness Retention Manufacturing Process

2000: Won the JSBBA Award for Achievement in Technological Research¹ for 2000

Malt with enduring taste

2015: Won the Japanese Society of Breeding Award²

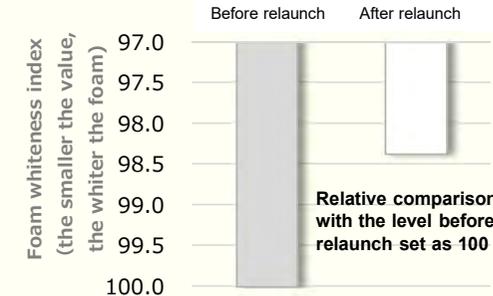
Foam quality improvement

2015: Won the JSBBA Award for Achievement in Technological Research³

- Sapporo's proprietary process management system that significantly helps to maintain the freshness of the aroma and taste of beer by controlling the contact with oxygen across the entire manufacturing process and by transferring into beer ingredient-derived reducing agents that eliminate reactions that compromise the freshness of beer.
- Malt that is created from barley that does not contain substances that cause deterioration in the beer's flavor
- Comprehensive initiatives to improve foam quality from manufacturing to retail stages through development of barley with superior foam retention, brewing process measures, development of draft beer dispensers and taps



What is meant by whiter and more beautiful foam?

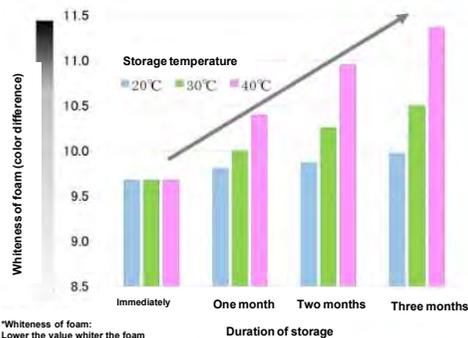


Black Label – becoming the perfect draft beer with further advancements to its beautiful, white foam

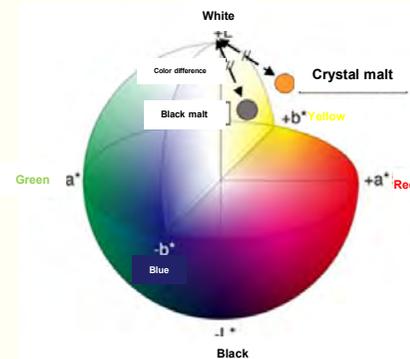
First in the world¹! Method to measure color of beer foam developed!²

Discovered that the fresher the beer, the whiter the foam, and presented findings at the global Brewing Summit.

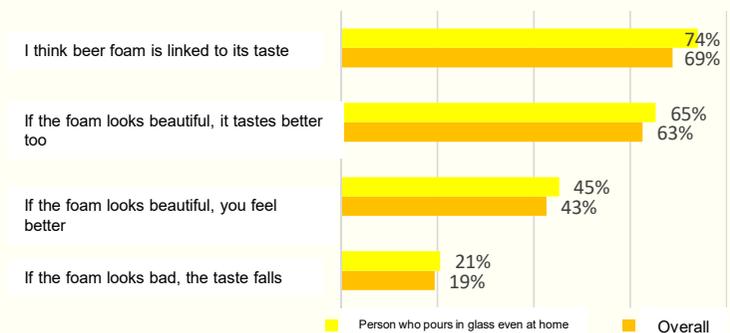
Change in whiteness of foam when amber colored beer is stored³



Crystal malt enhances the color of foam



Study of consumer impressions of beer foam (Sapporo study 2018 Online survey responses)



Beer foam impacts its taste

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Appendix



1,3: Based on research by Sapporo

2: The color spectrum as seen by human eyes can be reproduced by utilizing a special filter developed by Prof. Shimodaira of Shizuoka University (currently a specially appointed professor) in collaboration with PaPaLab Co., Ltd. Further, through two-dimensional colorimetry, it is possible to accurately reproduce and measure color as seen by human eyes and compare not only color but also texture and pattern.

Yebisu 2018 – Despite shrinking of the overall high-price-range beer market, Yebisu Beer performing strongly!



Appendix



Yebisu 2019 – Further scaling up of the brand towards the 130th anniversary



Yebisu Premium Ale
To be launched on Feb 26, 2019

A full-fledged ale blessed with Yebisu technologies for creating deep aromas, flavors and aftertastes

The unique aspects that Yebisu pays special attention to

Long-term aging requiring extra time and effort

Aged slowly taking 1.5 times more time than usual

Perfected with a rounded, full flavor and premium aroma

Choice hop "Cascade"

Hop acclaimed for its citrus-like aroma

Luxurious flavoring with Cascade

Selected European malts

Malts that create the foundation for beer taste

As with the malt used in Yebisu Beer, Yebisu has been particular about sourcing malts from Europe, the home of beer



Special edition Yebisu
"The 7th year"
Gift campaign

To be ready in 2020 after seven long years!

Yebisu's new commercial
「ここに、ニッポンの幸せ。エビス」



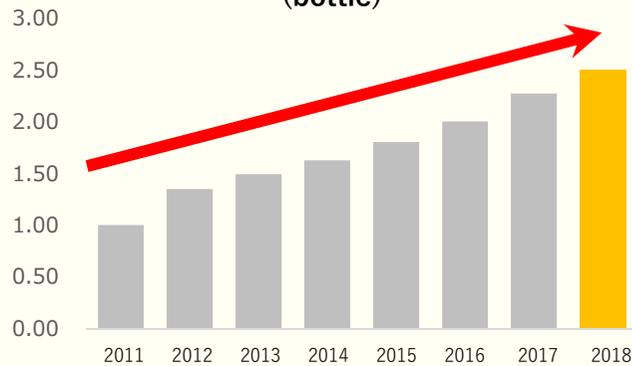
Beer Brand with a Distinct Personality

Sapporo Lager Beer

- The beer brand with the longest history among existing brands in Japan
- Nicknamed Akaboshi
- The Akaboshi★Tanteidan website and retro-chic store sales promotion tools



7 consecutive years of growth!
(bottle)



Sales figures for 2011 set as 1.0



Sapporo Classic
18 consecutive years of sales growth!

Sapporo Classic brand only

- Limited to Hokkaido area
- Pioneer in regional beer
- Along with launch of seasonal cans, strengthened PR activities promoting various regions of Hokkaido

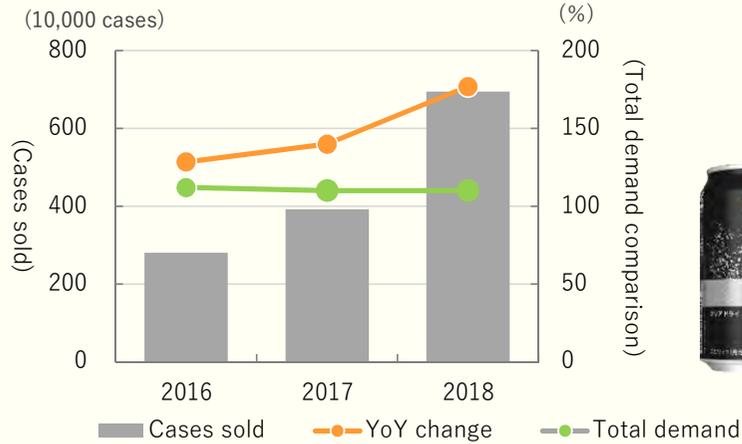
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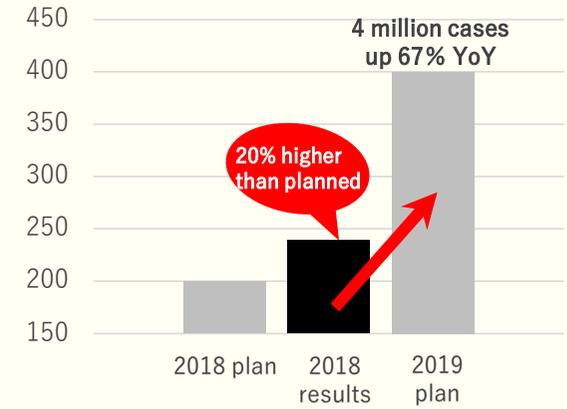
Appendix



Ready-to-Drink beverage results



99.99 (Four Nine) plan and results



2019 Ready-to-Drink business strategy

Concentrated investment to be made in “99.99” and “Lemon The Rich”



To be launched on March 5, 2019



To be launched on April 2, 2019

レモンの良いところを選びすぐった
リッチなサワー

果汁を超えた、
贅沢ブレンド。

果汁 + 果皮 + レモンオイル + レモンパルプ

果皮による、ほろ苦い味わい。

～リッチな濃い味わいの秘密～
レモン果汁に、
希少な「レモン果皮由来のオイル」と
「レモン果皮」、「レモンのパルプ分」を
加えることで、香り高く深みのある
濃い味わいを実現しました。

レモンパルプ
パルプによる、
コクのある美味しさ。

レモンオイル
レモンオイルの
さわやかな香り。

<Major new products (Beer, Happoshu and New genre)> *incl. improved products (※I)



Yebisu Kaoru Rouge



Yebisu Wa No Houjun
(Special Edition)



Black Label
Special edition
(Tohoku malt 100%)



Fuku Yebisu
(New Year Edition)



Sapporo Fuyumonogatari
(Winter Limited Edition)



Sapporo Classic 2018
Furano VINTAGE
(Hokkaido Special Edition)



Fumisoukai Nishite
(Special Edition)



Sapporo Lager Beer
(Limited Edition)



Innovative Brewer SECRET TAP
Brew #001,002,003
(Craft beer)



Shizuoka Bakushu
(Shizuoka Edition)



Ginza Lion
Beer Hall Special Edition



Mugi To Hop
(※I)



Mugi To Hop
<Red>



Mugi To Hop
Fuyukomugi Special
Edition



Sapporo Draft Beer Black Label
(Special Edition)



Black Label
(New Year Edition)

Appendix
Japanese Alcoholic
Beverages



<Major new products (RTD, Wine and Japanese liquor)>



Otoko Ume sour
(Honey Flavor Plum RTD)



Rirakusu
(Peach vinegar Flavor RTD)



Limecello
(Italian Lime RTD)



Coto Coto
(Fruit flavor RTD)



Beaujolais Nouveau
2018 series



Beaujolais Villages Nouveau



Ai no Skal ichigo sour
(Strawberry Flavor RTD)

99.99
クリアなうまさが止まらない。
NEW!
99.99%の高純度ウォッカが
CHU-HIを足える。
SAPORO CHU-HI 99.99
Clear Grape Fruit ALC.9%

SAPORO CHU-HI 99.99
Clear Grape Fruit ALC.9%



Honkaku Imo Shochu



Sapporo red wine 1.8L



Ai no Skal mikan sour
(Mandarin Flavor RTD)



Momo sugoi nectar sour
(Peach Flavor RTD)



Umekaku
(Darjeeling Flavor RTD)



Umekaku
(Red Apple Flavor RTD)

Appendix
Japanese Alcoholic
Beverages





Taittinger Chosen as the Official Champagne for the 31st Tokyo International Film Festival!

- Chosen for the second consecutive year!-



Appendix



Champagne Taittinger, which is imported and sold by Sapporo Breweries Ltd., has been chosen as the official champagne for the 31st Tokyo International Film Festival to be held from October 25 to November 3, 2019.

Taittinger is a rare major champagne maison, still owned and managed by the Taittinger family, which is also the company's name. The estate is headed by Pierre-Emmanuel Taittinger, the fourth family member since Pierre Taittinger to do so, carrying forward the spirit of the Taittinger family, cultivated over many long years. The company owns vast vineyards totaling 288ha in area in the Champagne region, and delivers consistently high quality taste in a unique delicate and elegant style based primarily on Chardonnay grapes.

Taittinger has been actively involved in the field of gastronomy and art, raising the cultural value of Champagne. As part of that initiative, Taittinger will be served to guests for the opening and closing parties of the film festival.

Taittinger, through this endeavor, will strive to broadly communicate the brand's worldview while also enhancing the cultural value of champagne.

http://www.sapporobeer.jp/news_release/0000022045/index.html

Appendix



Launched HOPPIN' GARAGE, a next-generation service aimed at creating value through full-fledged user innovation

-Business tie-up with a start-up operating a C-to-C community-



In October 22, 2018, Sapporo Breweries Ltd. launched HOPPIN' GARAGE, a next generation service aimed at creating value through full-fledged user innovation by leveraging a C-to-C community.

This service produces beer in very small lots based on novel ideas collected from general consumers, and has the ultimate aim of actually commercializing the products, taking into account user evaluation within the community and commercial feasibility, delivering it to the world as a beer brand born from user innovation.



The service will be operated in collaboration with KitchHike, Inc.,¹ a rapidly growing startup managing a food community, taking into account contemporary consumer behavior trends such as C-to-C, sharing, and real experiences. Based on a jointly created beer-lovers C-to-C community, we will develop a next-generation service that offers the yet-to-be-experienced value of “creating a one-of-a-kind beer that one wants to drink, and sharing it with fellow members in person.” We want to obtain out-of-the-box ideas from beer-lovers and use Sapporo’s *monozukuri* skills to deliver the enjoyment of beer to more customers. In that spirit, we will work to carve out a new era of beer making.

We at Sapporo Breweries would like to take advantage of this service to enhance our corporate value by using it to get closer to our customers and strengthen our product development and communication strengths.

http://www.sapporobeer.jp/news_release/0000022043/index.html

Appendix International



【Overseas brand】

(Products of Sleeman and Anchor)

✓ Jan- Dec **up 5%** y-o-y *sales volume

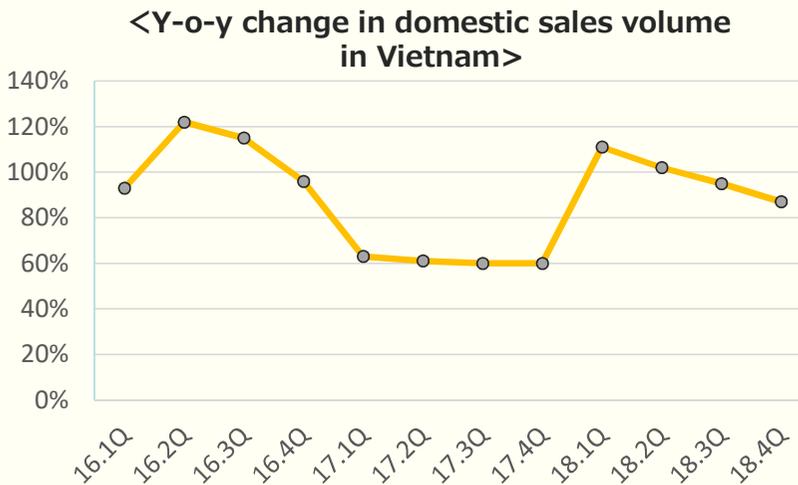
【Sapporo brand】

(included export sales volume from Japan)

✓ Jan- Dec **down 2%** y-o-y *sales volume

【Vietnam】

✓ Jan- Dec **down 13%** y-o-y *domestic sales volume
 Total sales volume (included export) **up 55%** y-o-y

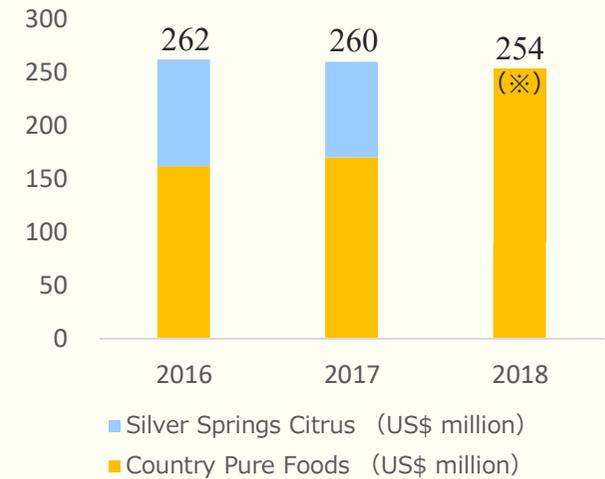


【U.S. soft drinks business】

✓ Jan- Dec **down 2%** y-o-y
 *sales revenue after elimination of inter- company transactions

<U.S. soft drinks business Sales Revenue in Local Currency (Jan- Dec)>

*sales revenue after elimination of inter- company transactions
 (※)SSC and CPF integrated in Apr 2018

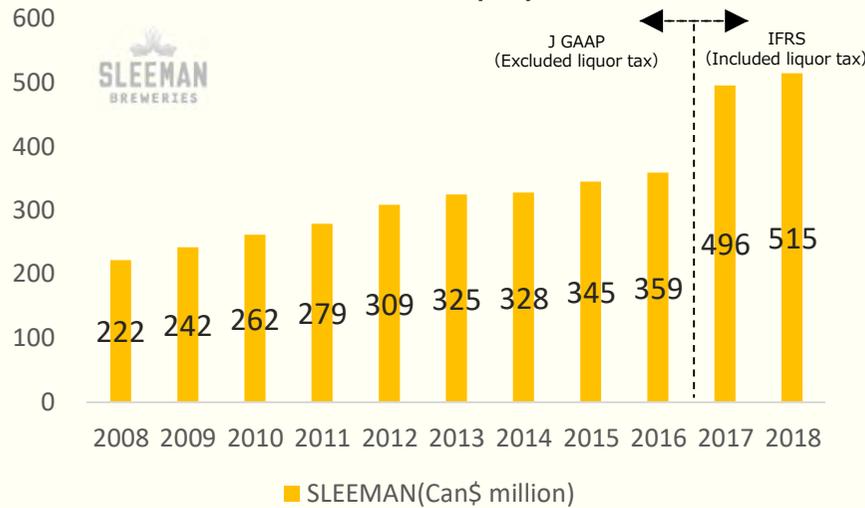


Appendix International

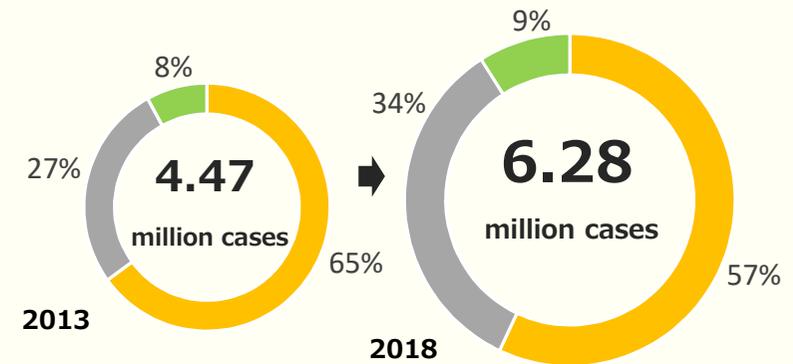


<SLEEMAN : Sales Revenue in Local Currency (Jan- Dec)

*before elimination of inter- company transactions



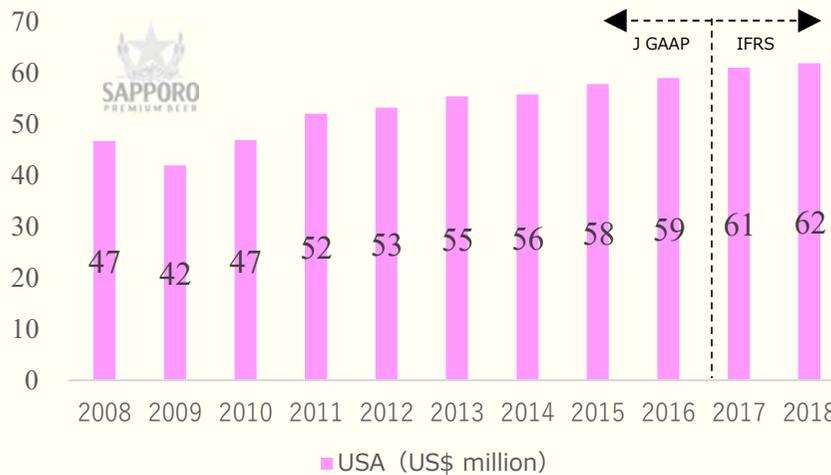
Sapporo brand sales volume breakdown by geographic area



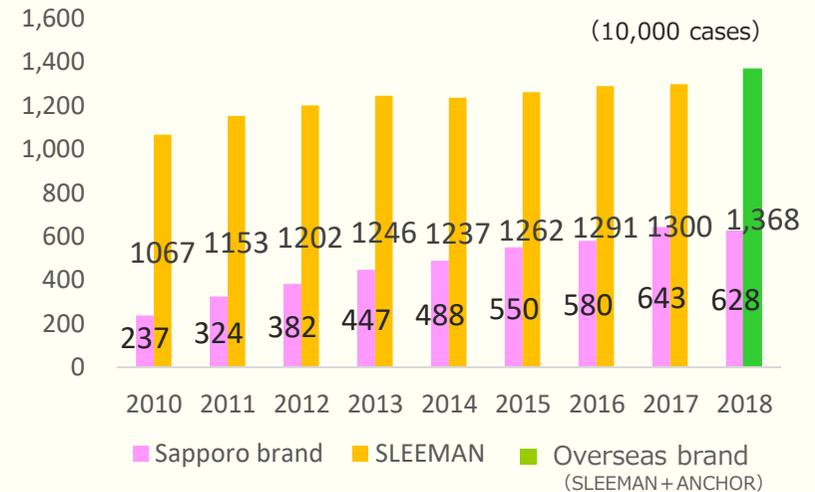
North America : Canada, U.S.
 Asia : Vietnam, Singapore, South Korea, etc.
 Oceania, etc. : Australia, Europe, etc.

<Sapporo U.S.A. : Sales Revenue in Local Currency (Jan- Dec)

*before elimination of inter- company transactions



<Trend of overseas sales volume of Sapporo brand products (Jan- Dec)>



【Lemon-based drinks】



✓ Jan- Dec **up 4%** y-o-y *sales volume

【Unsweetened tea drinks】

✓ Jan- Dec **up 1%** y-o-y *sales volume

【Coffee drinks】

✓ Jan- Dec **down 18%** y-o-y *sales volume

【Lemon-based food products】

✓ Jan- Dec **up 18%** y-o-y *sales volume

【Soups】

✓ Jan- Dec **down 7%** y-o-y *sales volume

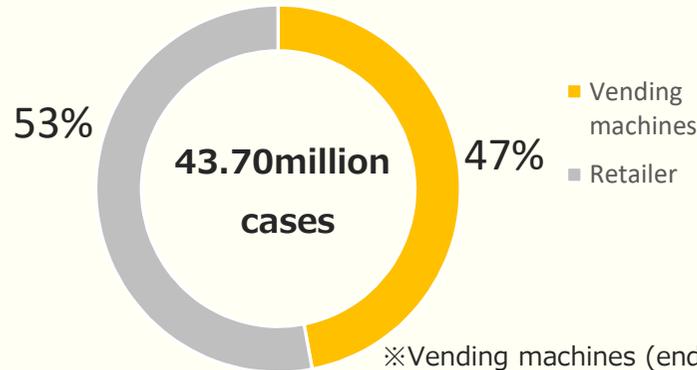
【Soy milk, chilled products】

✓ Jan- Dec **up 8%** y-o-y *sales volume

Appendix Food & Soft Drinks

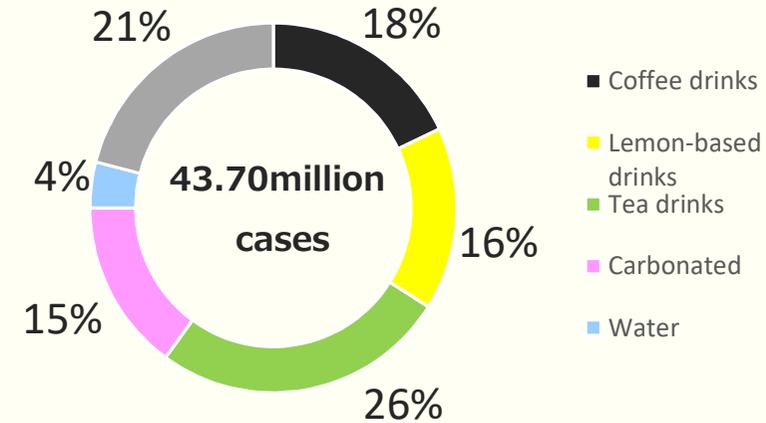


<Japanese soft drinks
POKKA SAPPORO Food & Beverage
Sales composition by sales channel
(Jan- Dec)>

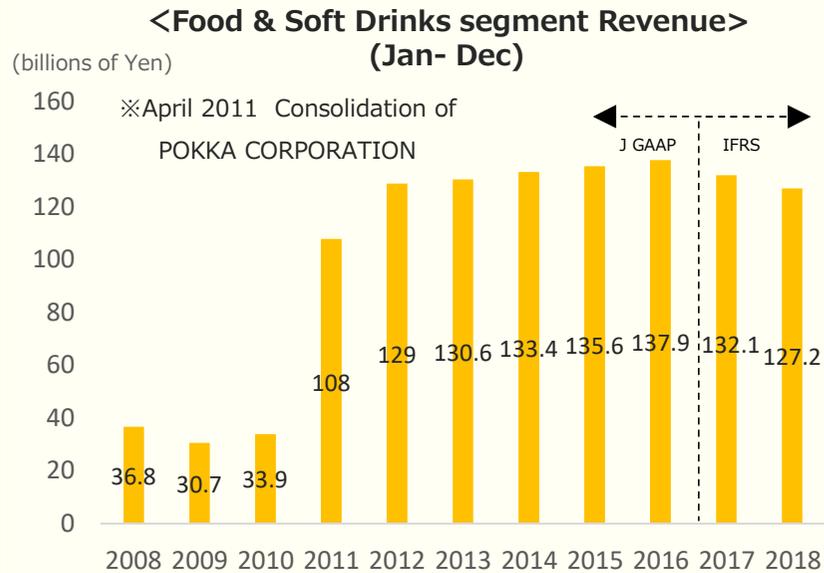


※Vending machines (end of Dec.)
own brand machines : about 82,000
+ Multi-brand machines

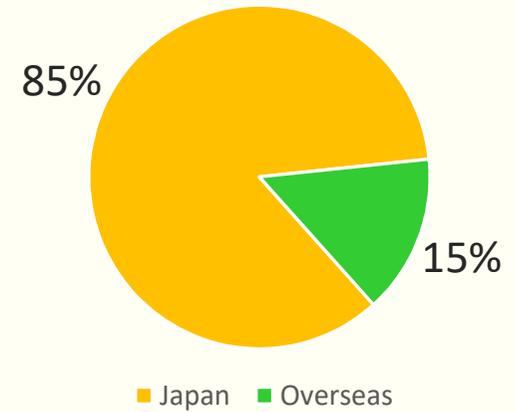
<Japanese soft drinks
Sales composition by genre
(Jan- Dec)>



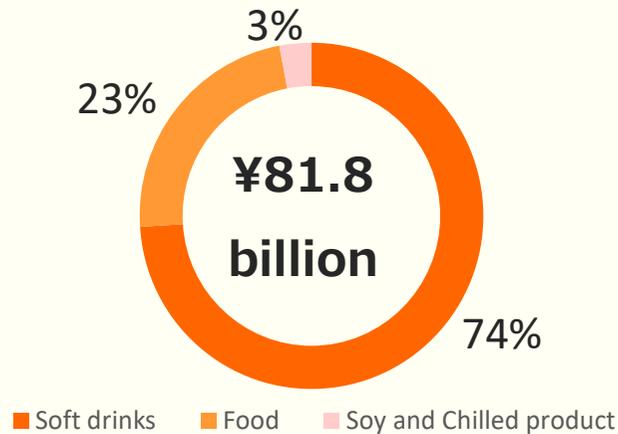
Appendix Food & Soft Drinks



<Food & Soft Drinks segment Revenue break down by geographic area>



<Japanese soft drinks POKKA SAPPORO Food & Beverage Sales composition (Jan- Dec)>



<Overseas soft drinks POKKA Corporation (Singapore) Sales composition (Jan- Dec)>



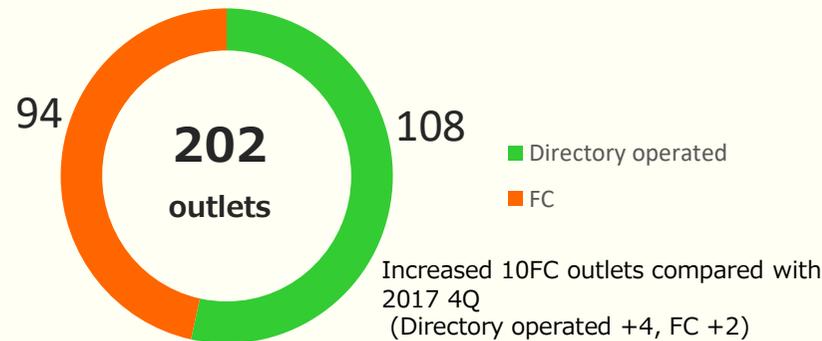
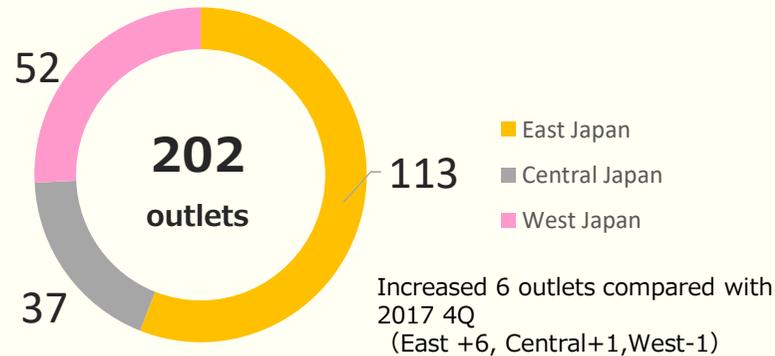
Appendix Food & Soft Drinks



【Pokka Create CO., Ltd.】

✓ Jan- Dec Revenue **¥8.6** billion
unchanged y-o-y

<Number of outlets as of Dec. 31, 2018 : 202>



<New & refurbish outlets >



<Major New products (Drink and instant soup) >



Left: Chocolate drink
Rght: Milk shake



JELEETS coffee jelly



JELEETS Pudding Shake



Café de Crie
Black coffee



Yuzu
Kagabo hojicha



Hibiscus tea



Jikkuri kotokoto instant soup



Jikkuri kotokoto
Bottle can soup



Kireto lemon
Calcium drink



Lemon vinegar
"Lemon no su"



Pear juice



Karao
spice cup soup



Jikkuri kotokoto cup
soup



Risorante
Cup-based risotto



Appendix
Food & Soft Drinks



Appendix



Did you know that lemons are good for bone health?
Started broadcasting PR video on “bone health and lemons” from mid-October 2018



Sustained consumption of lemons promotes bone health!

POKKA SAPPORO Food & Beverages Ltd. has been carrying out various functional studies into lemons. Given the growing interest in extending healthy life expectancy against the backdrop of a super-aging society, the company has been focusing on the increasing awareness of the importance of preventing issues such as osteoporosis and reduced physical mobility, both of which can cause people to become confined to their beds. In 2016, it was confirmed that sustained consumption of calcium together with lemon can curb decreases in bone density¹. Further, the citric acid in lemon was found to help in making calcium more easily absorbable by the body (the chelate effect)² and in a study on daily lemon consumption and health condition conducted in 2017 on 120 residents of Osakikamijima-cho in Hiroshima Prefecture, it was found that women who consumed more lemons tended to have higher bone density³.

Continued consumption of lemons contributes to bone health!

*1... [Confirmed impact of long-term consumption of lemon juice on bone health](#)

*2... [Boosting of calcium absorption from small intestine by citric acid and analysis of its mechanism](#)

*3... [Full-sale launch of the long-term observational/interventional lemon study in Osakikamijima-cho, Hiroshima Prefecture](#)

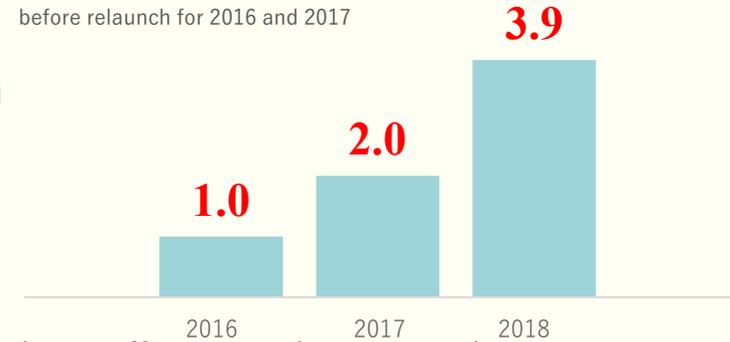
https://www.pokkasapporo-fb.jp/company/news/release/181004_01.html

★See <https://news-tv.jp/ct/16958903> for PR video of Bone Health and Lemons.

Rated highly as a “vinegar beverage that is easy to drink and tasty”
 Strong sales of “Lemon kaju o hakko sasete tsukutta lemon no su” series



Sales of “Lemon kaju o hakko sasete tsukutta lemon no su”
 Supplement: Relative value when 2016 sales are defined as “1.0”; Based on sales volume (number of bottles); products before relaunch for 2016 and 2017



[Left] Lemon kaju o hakko sasete tsukutta lemon no su (6-fold dilution type)
 Lemon kaju o hakko sasete tsukutta lemon no su Diet Straight

POKKA SAPPORO Food & Beverages Ltd. has been offering products using lemon vinegar made by fermenting lemon juice since 2004 and these products have been cherished primarily by highly health/beauty-conscious female consumers. With the drinking vinegar market expanding over the past several years, last year the company improved the flavor to make it easier to drink and switched to convenient paper-based containers. As a result, sales of Lemon kaju o hakko sasete tsukutta lemon no su and Lemon kaju o hakko sasete tsukutta lemon no su Diet Straight together increased 96%*1 compared with a year earlier.

*1... The Company's sales figures: Total sales of the two products from the Lemon kaju o hakko sasete tsukutta lemon no su series from January to December 2018 compared with a year earlier (on a sales volume basis [number of bottles])

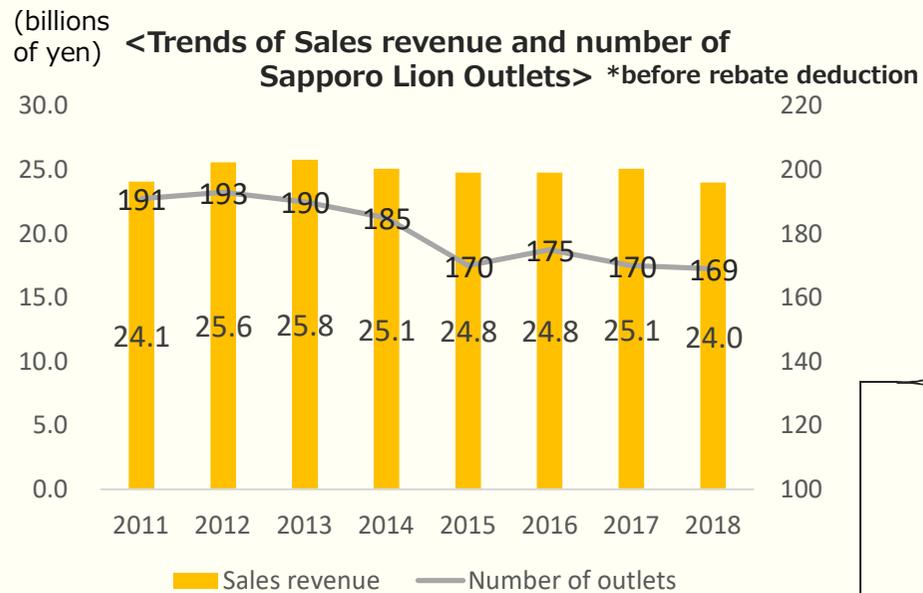
We will strive to further expand demand to spread the benefit of lemons to as many customers as possible through Lemon kaju o hakko sasete tsukutta lemon no su.

https://www.pokkasapporo-fb.jp/company/news/release/190117_01.html

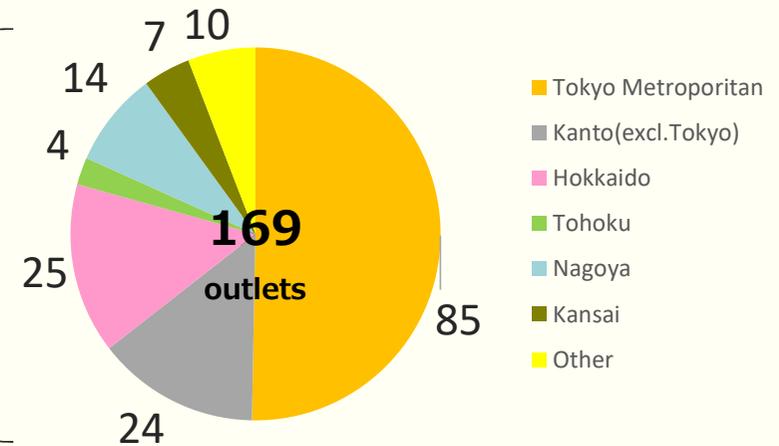
Appendix



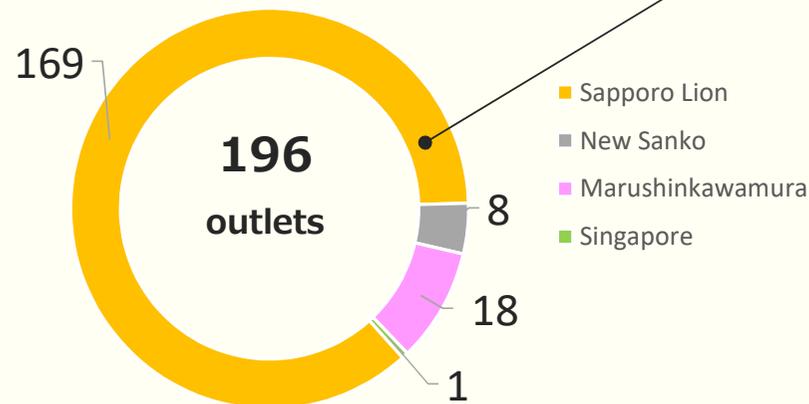
Appendix Restaurants



<Sapporo Lion outlets> As of Dec 31, 2018



<Restaurants segment total number of outlets>



<Brands>



Appendix Real Estate



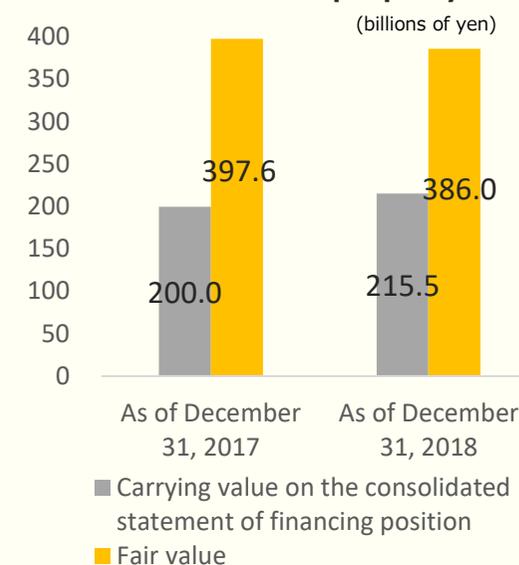
<Major rental properties & occupancy rates : (Averages for 2018)>

	Site area (m ²)	Floor area (m ²)	Occupancy rate (%)	No. of floors
Yebisu Garden Place ⁽¹⁾	56,943	298,007	100	40 floors above ground, 5 below
Ebisu First Square	2,596	16,012	99	12 floors above ground, 1 below
Ebisu Square	1,561	8,644	100	7 floors above ground, 1 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>



<Operating profit> (billions of yen)

	2017	2018	Change
Yebisu Garden Place, etc.	-	8.1	-
Hokkaido	-	1.1	-
Other area & other operations	-	3.8	-
General corporate	-	(1.0)	-
Total	-	12.0	-

※There's no disclosure of operating income for 2017

<EBITDA> (billions of yen)

	2017	2018	Change
Yebisu Garden Place, etc.	-	11.3	-
Hokkaido	-	1.2	-
Other area & other operations	-	4.9	-
General corporate	-	(1.1)	-
Total	-	16.3	-

※Under IFRS,
EBITDA = Profit from operations before non - recurring items + Depreciation and amortization

Various Initiatives by the Sapporo Group (2018)

<Alliances>

- Start of joint modal shift in Kansai – Chugoku/Kyushu
- Estimated CO₂ emission reduction of about 1,500t (about 74% compared to existing figures)-

http://www.sapporobeer.jp/news_release/0000021883/index.html

<Awards, certifications>

- Chiba Plant received the Kanto Bureau of Economy, Trade and Industry Director-General's Award for factory greening
- Commended for 30 years of continued greening promotion and local community contribution activities since the plant's establishment -

http://www.sapporobeer.jp/news_release/0000022052/index.html



- Agriculture, Forestry and Fisheries Minister's Award at the 27th Global Environment Awards -In recognition of biomass energy technology development applying brewing technologies-

http://www.sapporoholdings.jp/news_release/0000020423/index.html

- Tokyo Energy Service Co., Ltd.

Received Kanto Bureau of Economy, Trade and Industry Director-General's Award -In recognition of promotion of energy-saving initiatives-

<https://www.sapporo-re.jp/pdf/sapporore/store/storage/20180207kantokeizaisangyokyoku.pdf>

- Won Gold at the first "gan-ally-bu" Awards

-Strengthening the company with dialogue and systems that allow employees with cancer to work more comfortably-

http://www.sapporobeer.jp/news_release/0000022032/index.html

- Advance start in 6 prefectures in Tohoku of joint collection of beer pallets

http://www.sapporobeer.jp/news_release/0000022035/index.html

- Certified as "2018 Excellent Enterprise of Health and Productivity Management-White 500"

-Ranked in the top 20% and won five-star rating-

http://www.sapporoholdings.jp/news_release/0000020422/index.html



Member of SNAM

- Selected as a member of the SNAM Sustainability Index again in 2018

-Sapporo Group's ESG-related initiatives have been highly rated-

http://www.sapporoholdings.jp/news_release/0000020442/index.html

- Selected as a 2018 Competitive IT Strategy Company

http://www.sapporoholdings.jp/news_release/0000020438/index.html



- Selected as for the FTSE4Good Index Series and FTSE Blossom Japan Index (both leading ESG investment indexes).

http://www.sapporoholdings.jp/news_release/0000020447/index.html

Various Initiatives by the Sapporo Group (2018)

<Assistance, donations, etc. (partial selection)>

-Donated amount equivalent to the beer sales at Sapporo Beer Festival –Supporting home turf of Hokkaido through support for promotion of Ainu culture-

http://www.sapporoholdings.jp/news_release/0000020417/index.html

Donated earnings from charity sales at Hakone Ekiden relay race to town of Hakone -Sapporo Breweries supports town of Hakone-

http://www.sapporobeer.jp/news_release/0000021831/index.html

-Tohoku restoration support activities through shareholder benefit plan in FY2017

-Supporting a new project in which overseas high school students disseminate safety information about food grown in Fukushima-

http://www.sapporoholdings.jp/news_release/0000020425/index.html

-Two years from Kumamoto Earthquake: Support to Mashiki-machi Next Generation Nurturing Project

-Held Live Comedy Show in Mashikimachi for Adults and Children as the first initiative for the year-

http://www.sapporoholdings.jp/news_release/0000020431/index.html

-Donation of part of sales to Chiba Environment Restoration Fund

http://www.sapporobeer.jp/news_release/0000021987/index.html

<Other>

-Held a business contest for jointly creating new businesses with start-up companies

-Members selected from general public aim to create next generation businesses in the fields of alcoholic beverages, food, and soft drinks-

http://www.sapporoholdings.jp/news_release/0000020455/index.html

-“Keppare! Hokkaido”

-Sapporo Beer Garden supports Hokkaido with a special limited-time-only plan! Donated part of sales as relief funds for 2018 Hokkaido

Eastern Iburi earthquake-

http://www.sapporobeer.jp/news_release/0000022040/index.html

-Donated part of sales to the Chiba Prefecture Traffic Safety Association

http://www.sapporobeer.jp/news_release/0000022061/index.html

-Donated support funds for 2018 Hokkaido Eastern Iburi earthquake to the Hokkaido Government

-“What can we do for our hometown?”-

http://www.sapporobeer.jp/news_release/0000022053/index.html

-Donations to the afflicted areas of 2018 Hokkaido Eastern Iburi earthquake

http://www.sapporoholdings.jp/news_release/0000020452/index.html

-Tohoku restoration support with shareholder special benefit plan
-Utilized to support education for children who will play major roles in restoration of Tohoku-

http://www.sapporoholdings.jp/news_release/0000020443/index.html





SAPPORO

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

