



**SAPPORO**

# **Sapporo Group Business Results Presentation for the Nine Months Ended September 30, 2020**

**November 6<sup>th</sup> 2020**

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

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# Progress with Management Plan

# Progress with Group Management Plan 2024 Initiatives



▶ Strengthened initiatives in each business. Making progress as shown below in narrowing loss margins and achieving further growth in fields in which we have strengths

• Initiatives for businesses whose earnings will significantly decline

<p><b>POKKA SAPPORO</b> Food &amp; Beverages</p>	<p>Boldly implement structural reform and restore profitability in 2021</p>
<p>Sapporo Lion</p>	<p>Boldly implement measures to restore profitability at all restaurants</p>

• Initiatives for further accelerating growth

<p>Sapporo Breweries (Japan)</p>	<p>Strengthen implementation of initiatives and accelerate strengthening of the beer business</p>
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• Direction for new initiatives

<p>Overall</p>	<p>Increase corporate value with “beer” + “restaurants” + “real estate”</p>
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<p>Progress</p>
<p>Continued strategic removal of vending machines &amp; cost reductions Will implement Early Retirement Incentive Program before year end Will close about 30 outlets before year end Decision made to close about 10 outlets next fiscal year Will implement voluntary retirement program before year end Will continue rent reduction/exemption negotiations</p>
<p>Continued investment in beer Black Label brand (cans) still performing strongly</p>
<p>Began deliberations on new value creation</p>

## Progress with 2020 Full Year Plan

● Market recovery delayed by resurgence of COVID-19 infection meaning Food & Soft Drinks and restaurant-related business were unable to achieve targets  
 Meanwhile, beer and beer-type beverages, led by canned products, cumulatively exceeded targets with no major deviation from plan overall

Sales (y-o-y)		Jun-Mar	Apr-Jun	Jul~Sep			Oct-Dec Forecast	
				Result	Plan	Change		Supplementary
Sapporo Breweries (Sales Volume)	Beer type beverages total	+3%	(14%)	(9%)	(11%)	+1%	Canned products exceeded targets	▲4%
	cans	+16%	+12%	+6%	+0%	+6%	Both beer and new genre exceeded targets	+9%
	bottles · kegs	(18%)	(65%)	(41%)	(33%)	(8%)	Plan's targets not reached due to resurgence of COVID-19 infection	▲28%
Sapporo Lion (Sales)		(25%)	(86%)	(64%)	(59%)	(6%)	Plan's targets not reached due to resurgence of COVID-19 infection	▲40%
Pokka Sapporo (Sales)	Soft Drinks total	+5%	(20%)	(7%)	(2%)	(5%)	Both vending machines and over-the-counter sales fell short of targets	▲3%
	Vending machines	(8%)	(30%)	(18%)	(12%)	(6%)	Targets not met as people continued to refrain from outings more than expected due to COVID-19	▲12%
	Foods total※	+7%	+9%	+10%	+15%	(5%)	Soup did not reach targets (grew year on year)	+14%

※Lemon based product · Soup · Plant milk

# Business Result

# Review of Nine Months Ended September 30, 2020

- ▶ [Result] While there was a reversal from the temporary demand ahead of the consumption tax hike last year for household products, cumulative figures exceeded the previous year's level  
New genre continued to grow partly due to temporary demand ahead of the liquor tax hike

Black Label brand canned product sales volume



Up **3%** YoY

New genre sales volume



Up **30%** YoY

Japanese liquor sales



Up **24%** YoY

Lemon-based drink sales



Up **15%** YoY

Soup sales



Up **6%** YoY

Plant milk sales



Up **22%** YoY

# Review of Nine Months Ended September 30, 2020

- ▶ [Issues] Commercial-use beer, restaurant-related business, and vending machine soft drink business continued to slump due to the impact of COVID-19  
 RTDs struggled as 99.99 (Four Nines) made little progress

Beer (bottles · kegs)  
sales volume



Down **43%** YoY

RTD  
Sales



Down **16%** YoY

Sapporo Lion  
sales



Down **62%** YoY

Overseas Sapporo  
Brand sales volume



Down **28%** YoY

Beverage  
sales volume



Down **9%** YoY

Café de Crié sales



Down **28%** YoY

# Results Highlight



(billions of yen)	2019 3Q	2020 3Q	YoY changes (amount)	YoY changes (%)
<b>Revenue</b>	361.0	315.3	(45.7)	(12.7%)
Revenue (Excluding liquor tax)	272.9	238.4	(34.5)	(12.6%)
Overseas revenue	54.4	48.9	(5.5)	(10.1%)
<b>EBITDA</b>	24.4	18.4	(6.0)	(24.6%)
<b>Core operating profit</b>	6.4	1.2	(5.2)	(81.7%)
<b>Core operating profit margin</b>	1.8%	0.4%	(1.4%)	—
<b>Operating profit</b>	7.8	(2.0)	(9.8)	—
<b>Profit attributable to owners of parent</b>	4.6	(0.9)	(5.5)	—
<b>D/E ratio (times) ※Net</b>	1.3	1.3	0.1	—

The balance of debt excludes the balance of lease obligations.

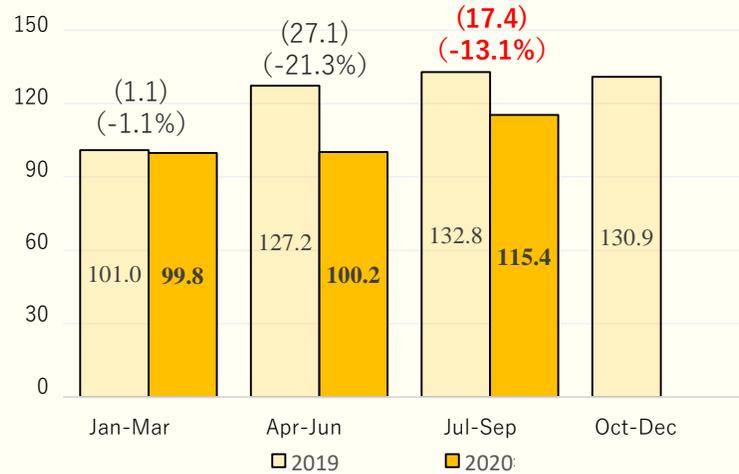
# Results Highlight



▶ While earnings are on a gradual recovery trend accompanying the market recovery, performance still down year on year

## Revenue

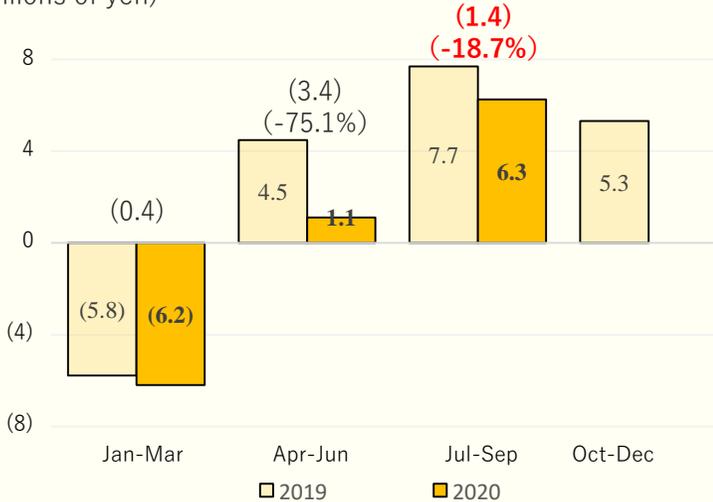
(billions of yen)



- ▶ Commercial-use beer and restaurants continue to struggle
- ▶ Household products continue to perform strongly thanks to stay-at-home demand

## Core operating profit

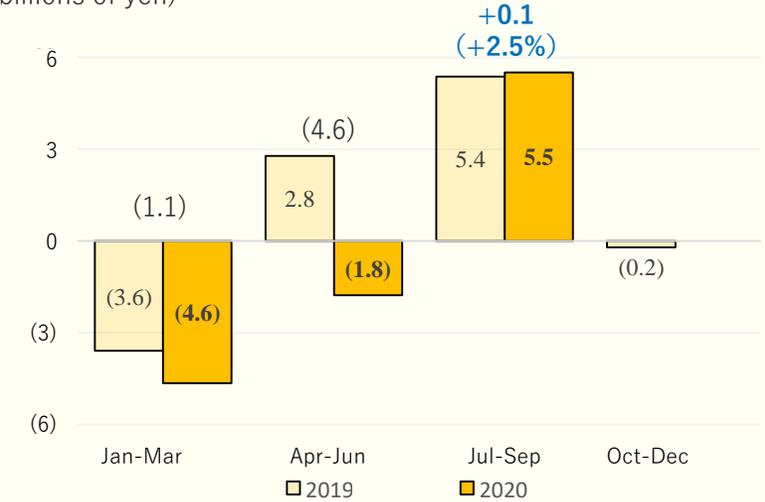
(billions of yen)



- ▶ Profit declined due to the slump in the restaurant business, but core operating profit excluding restaurant-related business was in line with previous year's level (cumulative Jan-Sep) due to cost control → See next slide

## Profit attributable to owners of parent

(billions of yen)



- ▶ 2019  
1Q: Sale of real estate +¥1.9 billion
- ▶ 2020  
2Q: Loss from COVID-19 -¥3.5 billion  
Early retirement program lump sum payments -¥1.2 billion  
3Q: Sale of real estate +¥1.0 billion

# Results Highlight

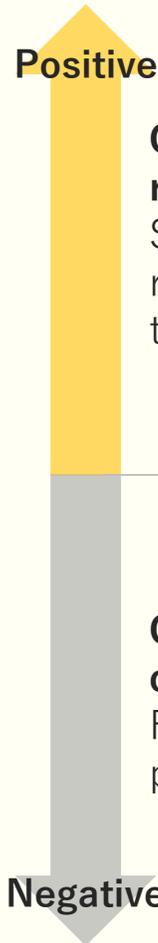
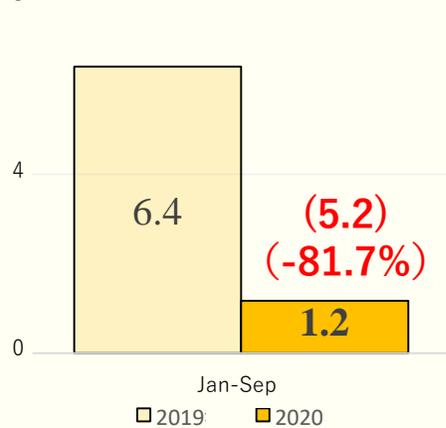


▶ While overall profit declined due to slump in the restaurant business, core operating profit excluding the restaurant business was in line with previous year's level (cumulative Jan-Sep)

## Core operating profit (consolidated) ① + ②

Large profit decline overall, primarily attributable to restaurant-related factors

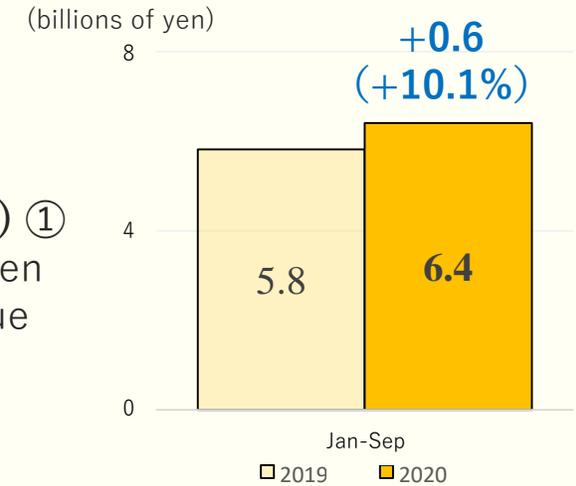
(billions of yen)



## Core operating profit (excl. restaurant-related companies\*) ①

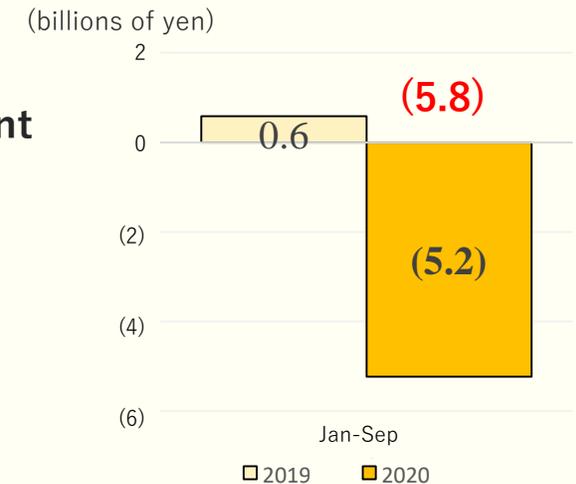
Similar level as previous year when restaurant business excluded, due to cost control

\*Restaurant business (Lion Group)  
Shinseien POKKA CREATE

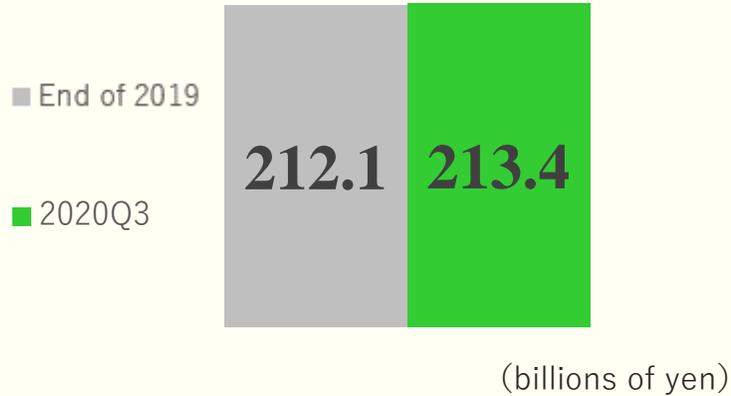


## Core operating profit (restaurant companies\* alone) ②

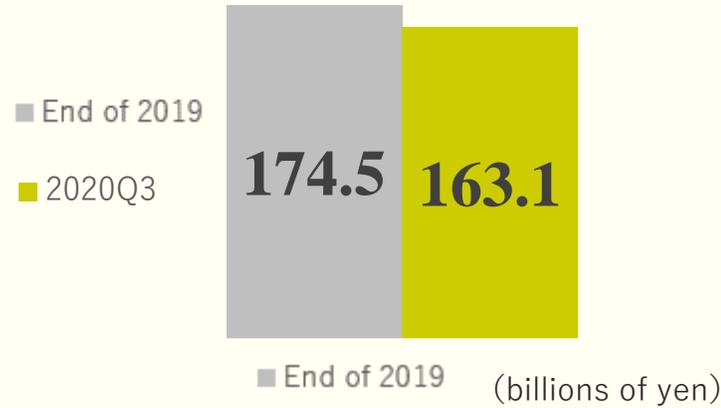
Factors behind profit decline primarily restaurant-related



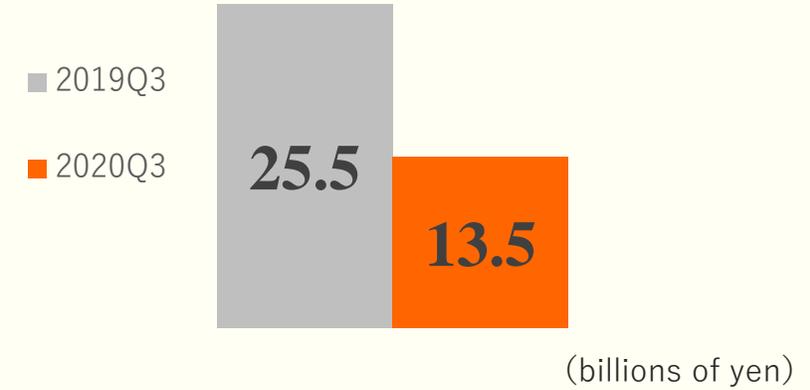
## Balance of net debt



## Equity



## Capital expenditure (cash basis)



## Transformation of the Group management platform



### <July-September>

- Mizuho Eco Finance rating rises to AA, the highest possible  
<https://www.sapporoholdings.jp/news/dit/?id=8665>
- Selected as one of the Noteworthy DX Companies 2020  
<https://www.sapporoholdings.jp/news/dit/?id=8690>

## Group Topics

### <July-September>

- Opened ecommerce store “# HoshiniNegaio” to support ecommerce businesses of restaurant companies  
[https://www.sapporobeer.jp/news\\_release/0000012087/](https://www.sapporobeer.jp/news_release/0000012087/)
- Opened YEBISU GARDEN FARM, a farm nurtured together with the local community  
[https://www.sapporo-re.jp/pdf/sapporo-re/store/storage/cname\\_20200828105741.pdf](https://www.sapporo-re.jp/pdf/sapporo-re/store/storage/cname_20200828105741.pdf)

# Revenue by Segment



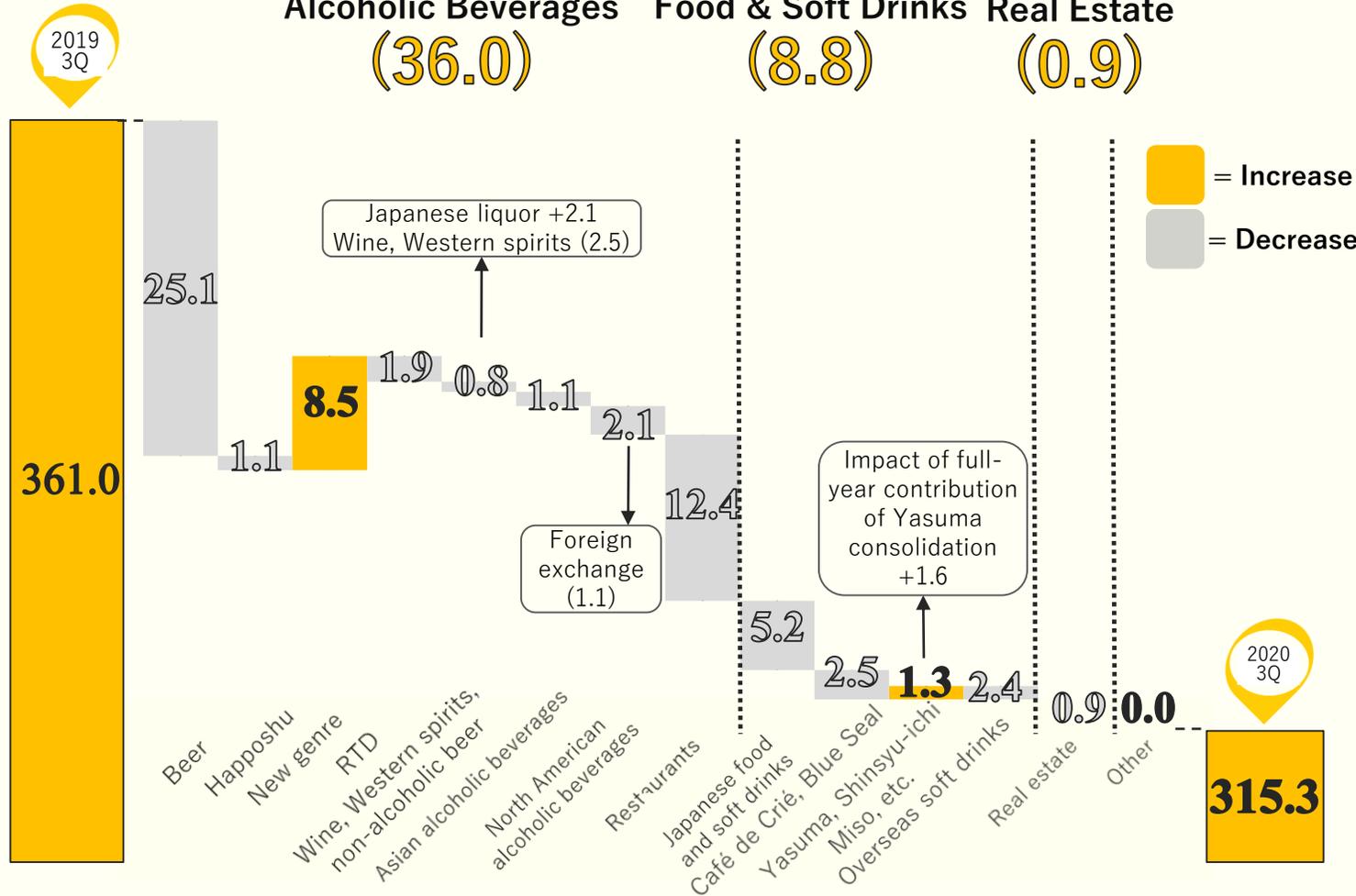
(billions of yen)	2019 3Q	2020 3Q	YoY changes (amount)	YoY changes (%)
<b>Revenue by Segment</b>	361.0	315.3	(45.7)	(12.7%)
<b>Alcoholic Beverages</b>	242.8	206.8	(36.0)	(14.8%)
Japan & Asia	185.4	164.0	(21.4)	(11.5%)
North America	36.6	34.5	(2.1)	(5.8%)
Restaurants	20.7	8.3	(12.4)	(60.0%)
<b>Food &amp; Soft Drinks</b>	99.8	91.0	(8.8)	(8.9%)
<b>Real Estate</b>	18.3	17.5	(0.9)	(4.7%)
<b>Other</b>	0.1	0.1	0.0	(12.6%)


 Factors are explained  
in the next slide

# Main Factors Contributing to Changes in Revenue

Revenue declined overall, despite new genre and Japanese liquor sales growth and contribution from Yasuma consolidation, as sales at other businesses fell

(billions of yen)



	YoY difference			
	Total	Jan-Mar	Apr-Jun	Jul-Sep
<b>Total</b>	<b>(45.7)</b>	<b>(1.1)</b>	<b>(27.1)</b>	<b>(17.4)</b>
<b>Alcoholic Beverages</b>	<b>(36.0)</b>	<b>(3.0)</b>	<b>(19.3)</b>	<b>(13.7)</b>
Beer	(25.1)	(2.8)	(13.2)	(9.1)
Happoshu	(1.1)	(0.3)	(0.3)	(0.5)
New genre	8.5	2.8	3.3	2.4
RTD	(1.9)	(1.1)	0.0	(0.9)
Wine, spirits, non-alcoholic beer	(0.8)	0.3	(1.0)	(0.0)
Asian alcoholic beverages	(1.1)	(0.2)	(0.6)	(0.2)
North American alcoholic beverages	(2.1)	(0.1)	(1.7)	(0.3)
Restaurants	(12.4)	(1.5)	(5.8)	(5.1)
<b>Food &amp; Soft Drinks</b>	<b>(8.8)</b>	<b>1.8</b>	<b>(7.2)</b>	<b>(3.4)</b>
Japanese food and soft drinks	(5.2)	0.7	(4.2)	(1.7)
Café de Crié, Blue Seal	(2.5)	(0.0)	(1.6)	(0.9)
Yasuma, Shinsyu-ichi	1.3	1.7	(0.2)	(0.2)
Miso, etc.				
Overseas soft drinks	(2.4)	(0.5)	(1.2)	(0.7)
<b>Real Estate</b>	<b>(0.9)</b>	<b>(0.0)</b>	<b>(0.6)</b>	<b>(0.3)</b>
<b>Other</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

# Core Operating Profit by Segment



(billions of yen)	2019 3Q	2020 3Q	YoY changes (amount)	YoY changes (%)
<b>Core Operating Profit by Segment</b>	6.4	1.2	(5.2)	(81.7%)
<b>Alcoholic Beverages</b>	4.7	0.3	(4.4)	(93.3%)
Japan & Asia	4.3	4.1	(0.3)	(6.7%)
North America	0.2	0.2	0.1	55.4%
Restaurants	0.2	(4.1)	(4.3)	-
<b>Food &amp; Soft Drinks</b>	(1.0)	(2.3)	(1.3)	-
<b>Real Estate</b>	7.9	8.0	0.2	1.9%
<b>Other · General corporate and intercompany eliminations</b>	(5.1)	(4.8)	0.3	-

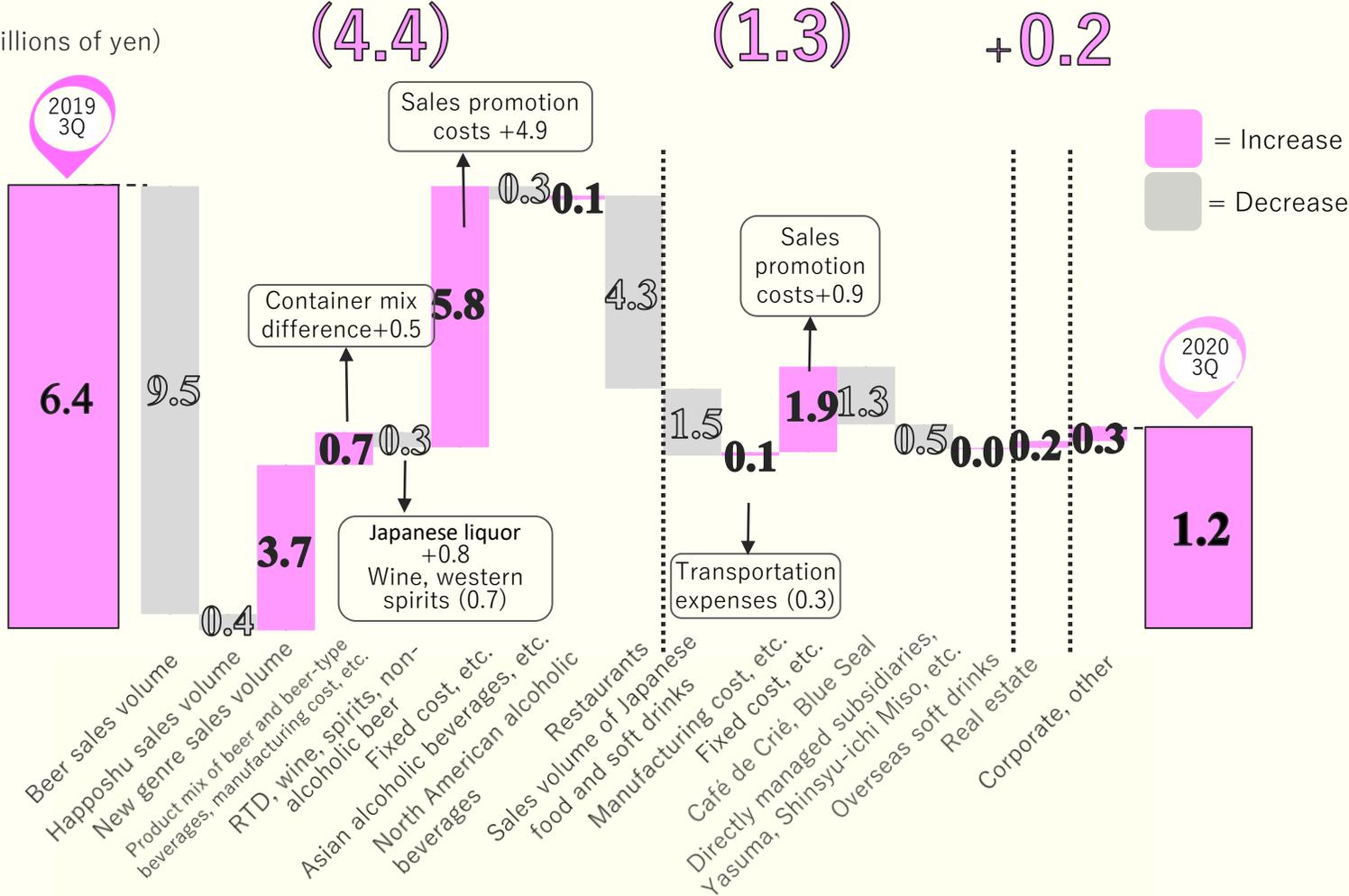
Factors are explained in the next slide

# Main Factors Contributing to Changes in Core Operating Profit

While overall profit declined due to slump in restaurant business, core operating profit excluding restaurant-related business was in line with previous year's level due to increased profit from increased new genre and Japanese liquor sales and cost control primarily targeting promotion costs

(billions of yen)

Alcoholic Beverages (4.4) Food & Soft Drinks (1.3) Real Estate +0.2



	YoY difference			
	Total	1 Q	2 Q	3 Q
<b>Total</b>	<b>(5.2)</b>	<b>(0.4)</b>	<b>(3.4)</b>	<b>(1.4)</b>
<b>Alcoholic Beverages</b>	<b>(4.4)</b>	<b>(1.3)</b>	<b>(2.0)</b>	<b>(1.1)</b>
Beer sales volume	(9.5)	(1.0)	(5.1)	(3.4)
Happoshu sales volume	(0.4)	(0.1)	(0.0)	(0.3)
New genre sales volume	3.7	1.2	1.5	1.0
Product mix of beer and beer-type beverages, manufacturing cost, etc.	0.7	(0.2)	0.4	0.5
RTD, wine, spirits, non-alcoholic beer	(0.3)	0.1	(0.1)	(0.3)
Fixed cost, etc.	5.8	(0.1)	2.7	3.3
Asian alcoholic beverages, etc.	(0.3)	(0.1)	(0.2)	(0.0)
North American alcoholic beverages	0.1	(0.1)	0.0	0.2
Restaurants	(4.3)	(0.8)	(1.3)	(2.1)
<b>Food &amp; Soft Drinks</b>	<b>(1.3)</b>	<b>0.6</b>	<b>(1.6)</b>	<b>(0.3)</b>
Sales volume of Japanese food and soft drinks	(1.5)	0.6	(1.7)	(0.4)
Manufacturing cost, etc.	0.1	(0.3)	0.3	0.1
Fixed costs, etc.	1.9	0.0	1.2	0.7
Café de Crié, Blue Seal	(1.3)	(0.2)	(0.6)	(0.5)
Directly managed subsidiaries, Yasuma, Shinsyu-ichi Miso, etc.	(0.5)	0.2	(0.6)	(0.2)
Overseas sales	0.0	0.3	(0.2)	(0.1)
<b>Real Estate</b>	<b>0.2</b>	<b>0.1</b>	<b>0.1</b>	<b>(0.0)</b>
<b>Other</b>	<b>0.3</b>	<b>0.2</b>	<b>0.1</b>	<b>0.1</b>

# Profit attributable to owners of parent

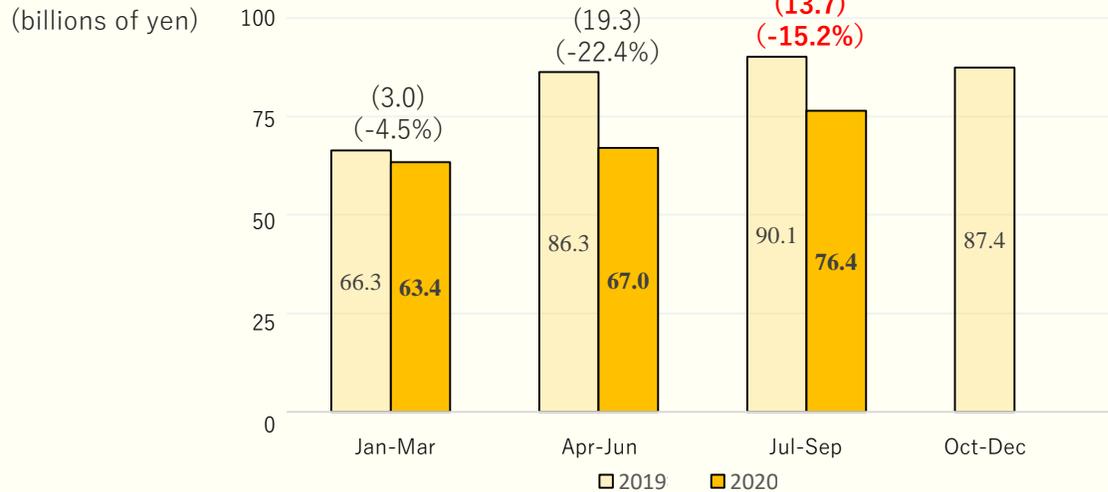


(billions of yen)	2019 3Q	(Details)	2020 3Q	(Details)
<b>Core operating Profit</b>	<b>6.4</b>		<b>1.2</b>	
Other operating income	3.1	Proceeds from sale of Yebisu Square +1.9	2.7	Proceeds from sale of real estate +1.0
Other operating expenses	1.8		5.9	Coronavirus losses (3.5) The expenses for Early retirement (1.2)
<b>Operating Profit</b>	<b>7.8</b>		<b>(2.0)</b>	
<b>Profit before tax</b>	<b>7.0</b>		<b>(2.9)</b>	
Income taxes	2.5		(1.7)	
<b>Profit</b>	<b>4.2</b>	Loss from discontinued operations(0.2)	<b>(1.2)</b>	
Loss attributable to non-controlling interest	(0.3)		(0.2)	
<b>Profit attributable to owners of parent</b>	<b>4.6</b>		<b>((0.9))</b>	

# Alcoholic Beverages

## Continued to underperform previous year as commercial-use beer and restaurant business struggled due to the impact of COVID-19

### <Revenue>



### <Core operating profit>



Positive

- Restaurant market gradually recovering
- Gold Star continued to be strong partly due to temporary demand ahead of liquor tax hike
- Koime no Lemon Sour no Moto continued to perform strongly
- Sales volume at Sleeman in Canada exceeded previous year's level
- Commercial-use beer and restaurants continued to underperform previous year's level
- RTD slumped reflecting sluggish growth of 99.99
- Slump in commercial-use beer in North America due to impact of COVID-19

Negative

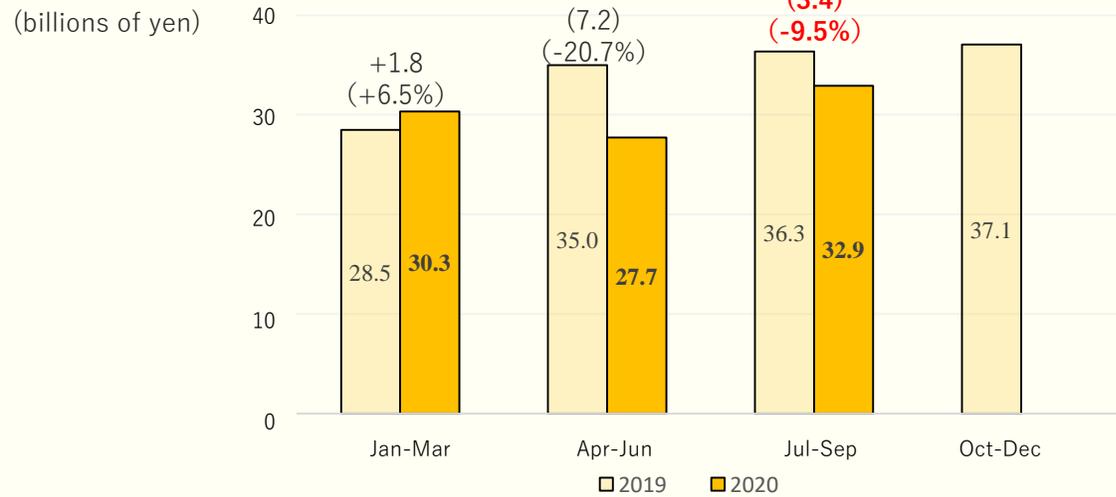
### <Future initiatives>

- Continue with investment to strengthen beer, the two-pillar new genre strategy
- Earnings structure reform of commercial-use beer business and RTD business
- Close unprofitable companies in restaurant business

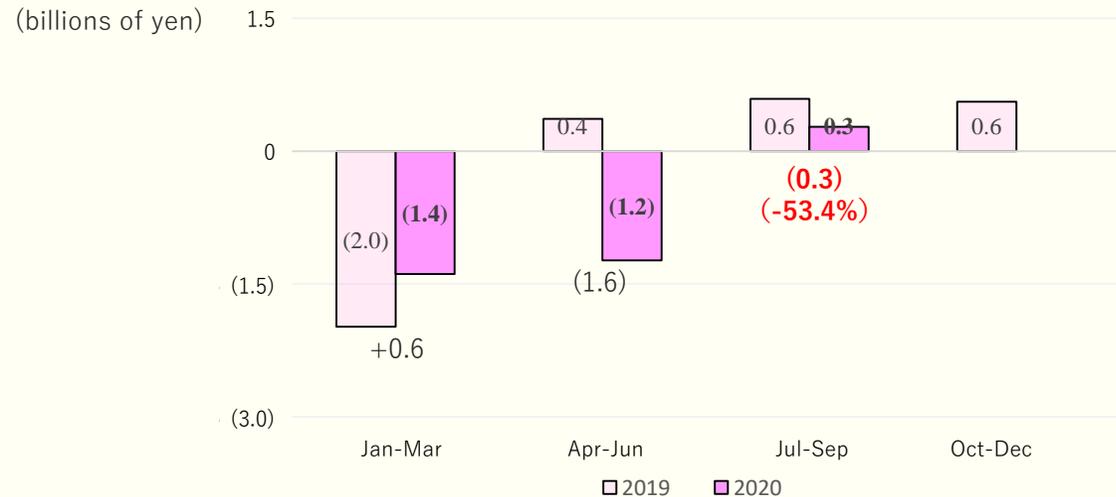
# Food & Soft Drinks

▶ Revenue and core operating profit declined reflecting sluggish vending machine soft drink sales and restaurant slump, despite strong performance of lemon-based products and food products

## <Revenue>



## <Core operating profit>



Positive

- Lemon-based products were strong
- Soup, plant-based milk products exceeded the previous year's levels

Negative

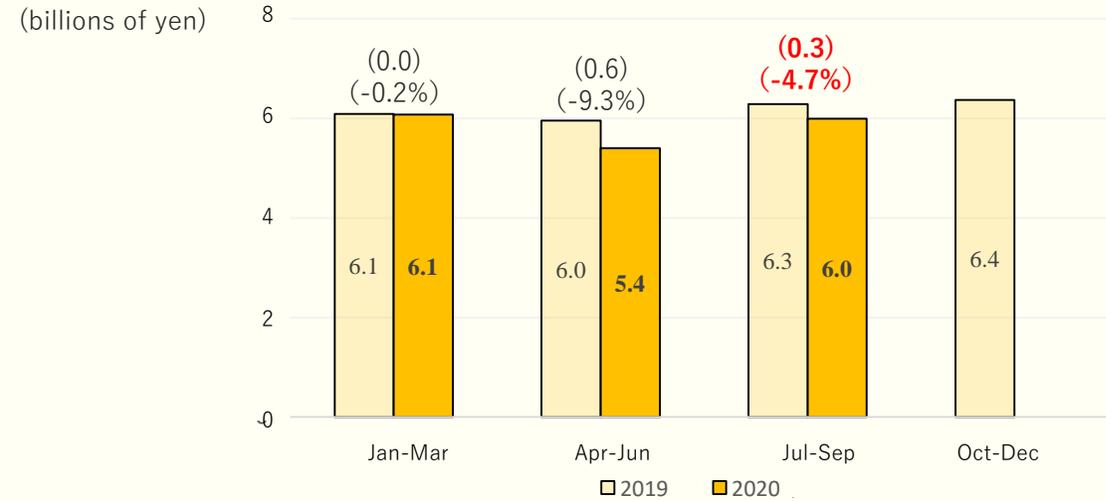
- Limited recovery in vending machine soft drink sales
- Restaurants continued to underperform previous year's level

## <Future initiatives>

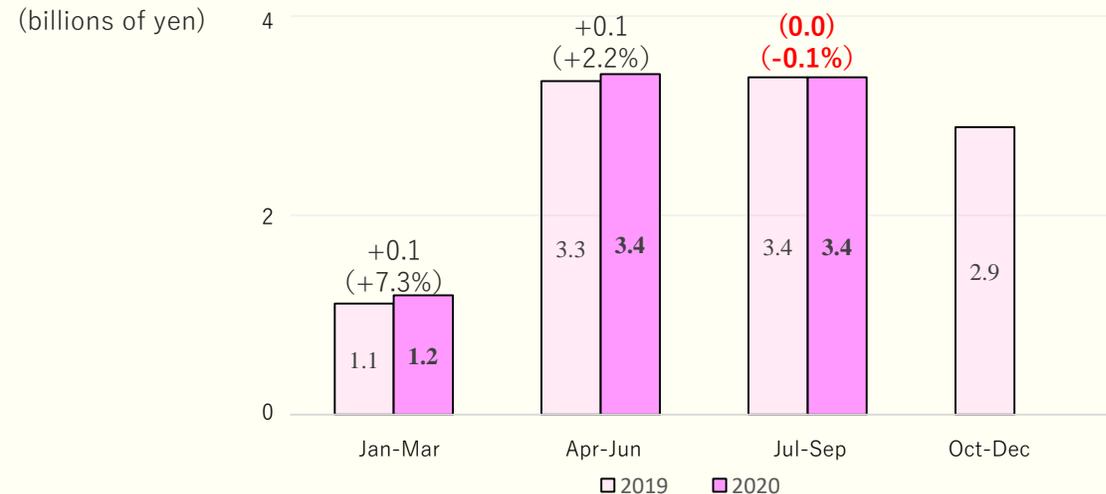
- Continue with strategic removal of vending machines, cost reductions
- Formulate and deploy over-the-counter soft drink sales strategy for each channel
- Further enhance profitability of food business
- Close unprofitable outlets in restaurant business

## While Sapporo Factory struggled, Yebisu Garden Place remained solid

### <Revenue>



### <Core operating profit>



### Positive

- High offices and rental housing occupancy rates maintained
- Commercial facility sales and visitors on recovery track

### Negative

- Office vacancy rates expected to rise towards year end
- Impact of COVID-19 on commercial facilities including Sapporo Factory

### <Future initiatives>

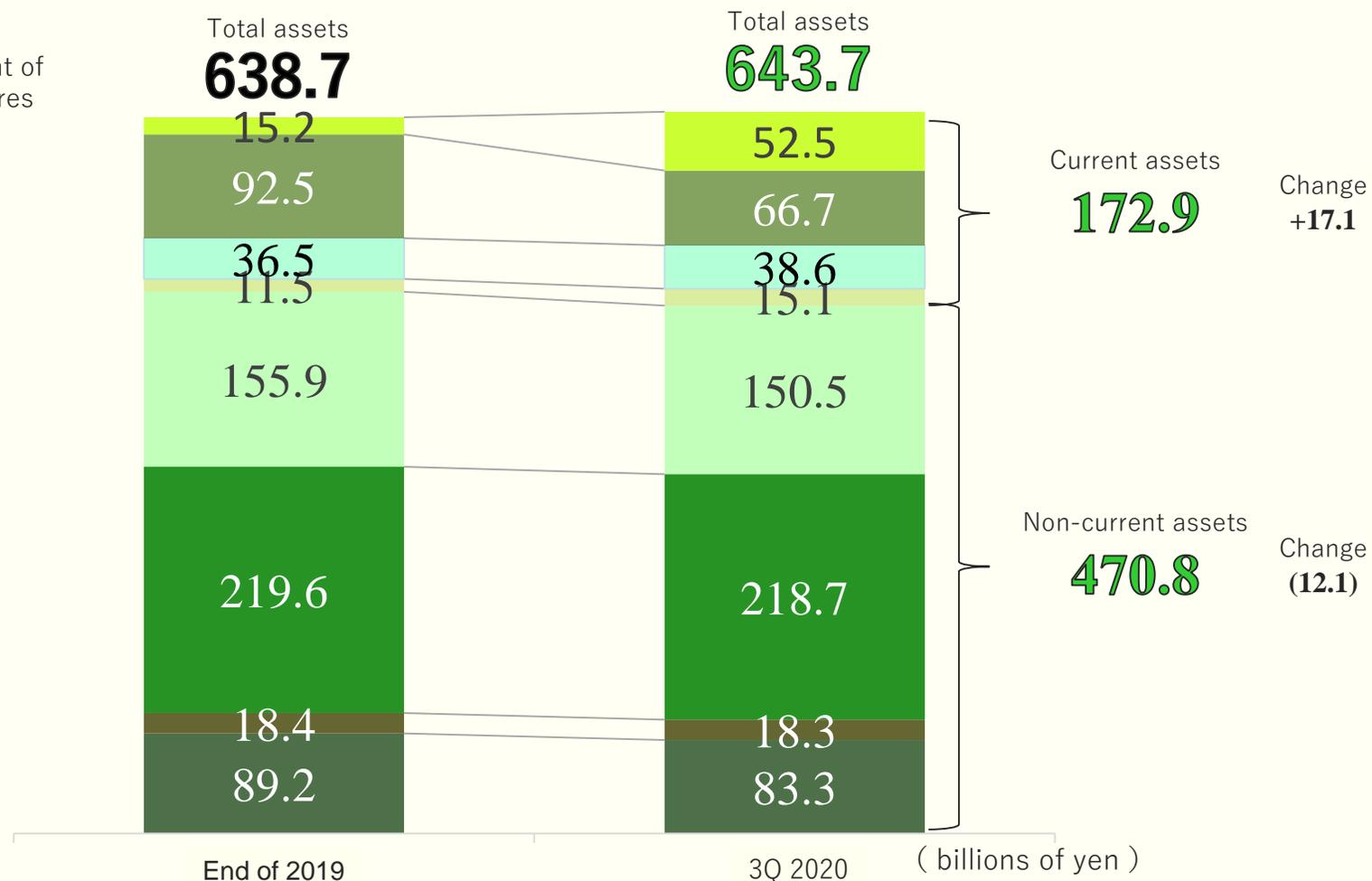
- Strengthen leasing to enhance property values and refurbish environs of rental properties (Ebisu Mitsukoshi area)

# Changes in Balance Sheets



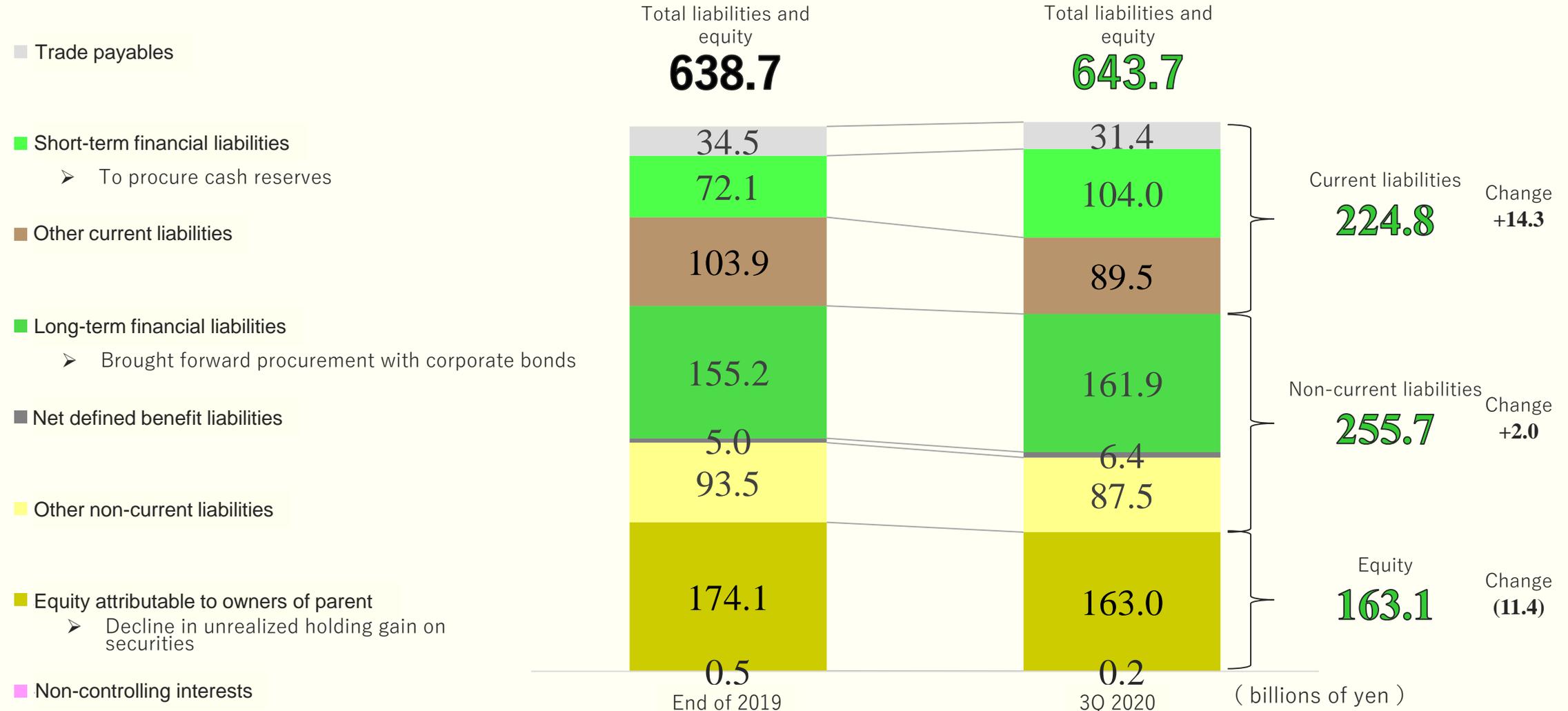
## ▶ Total assets increased ¥5.0 billion from previous year end

- Cash and cash equivalents
  - Increased cash in hand and early procurement of corporate bonds as COVID-19 countermeasures
- Trade receivables
  - Seasonal factors
- Inventories
- Other current assets
- Fixed assets
- Investment property
- Goodwill
- Other non-current assets
  - Due to decline in market value of securities



# Changes in Balance Sheets

▶ Total liabilities increased ¥16.4 billion from previous year end, total equity fell ¥11.4 billion



# Financial Status

## ▶ Investment on a cash basis was **¥20.2 billion**

### <Consolidated cash flow (CF) statement>

(billions of yen)	2019 3Q	2020 3Q	Change	Change (%)
CF from operating activities	34.4	21.3	(13.0)	(37.9)%
CF from investing activities	(21.9)	(14.3)	7.6	—
Free CF	12.4	7.0	(5.4)	(43.6)%
CF from financing activities	(0.3)	30.3	30.6	—

### <Changes in amount of investment (cash basis)>



### <Investment total (①+②+③)> **¥20.2 billion**

① **Capital expenditure** (cash basis) : **¥13.5 billion**  
(Property, plant and equipment, intangible assets, investment property)

#### <Major items>

- Alcoholic beverages: **¥5.8 billion**  
Sapporo Breweries: ¥3.7 billion Sleeman Breweries: ¥1.5 billion

- Food & Soft Drinks: **¥2.0 billion**  
POKKA Sapporo: ¥0.9 billion

- Real Estate: **¥3.8 billion**  
Investment properties: ¥3.5 billion

- Group-wide: **¥1.8 billion**

② **Lease fees: ¥2.8 billion**  
(excluding lease fees for renting restaurant premises)

③ **Other investments: ¥3.9 billion**  
(including long-term prepaid expenses, investment securities, etc.)

# Appendix

# Appendix : Major sales volume & sale



## Sales Volume:Beer (Japan) ※1

(10,000 cases)

	Jan. 1 - Sep.30, 2019	Jan. 1 - Sep.30, 2020	Change	Change(%)	Year ending December 31, 2020 (Forecast)	Change	Change(%)
Sapporo Draft Beer Black Label (total)	—	—	—	(23.2%)	1,380	(287)	(17.2%)
YEBISU (total)	—	—	—	(19.3%)	670	(162)	(19.5%)
1 Beer (total)	—	—	—	(21.8%)	2,460	(547)	(18.2%)
2 Happoshu (total)	—	—	—	(17.6%)	175	(35)	(16.7%)
3 New genre beer products (total)	—	—	—	30.2%	1,410	279	24.7%
Beer, happoshu, and new genre (total 1+2+3)	—	—	—	(7.7%)	4,045	(302)	(6.9%)
Non-alcoholic beer taste beverage	55	44	(11)	(20.0%)	71	0	0.0%

## Sales Volume:Beer (International)

(10,000 cases)

	Jan. 1 - Sep.30, 2019	Jan. 1 - Sep.30, 2020	Change	Change(%)	Year ending December 31, 2020 (Forecast)	Change	Change(%)
Overseas brand (SLEEMAN, Anchor, etc.)	1,007	1,033	26	2.6%	1,329	6	0.5%
Sapporo brand	276	215	(61)	(22.0%)	274	(91)	(24.9%)
North America	1,283	1,248	(34)	(2.7%)	1,604	(85)	(5.0%)
Sapporo brand	187	120	(67)	(35.8%)	159	(72)	(31.1%)
Other areas	187	120	(67)	(35.8%)	159	(72)	(31.1%)
Total	1,470	1,369	(101)	(6.9%)	1,763	(157)	(8.2%)

## Sales:Alcoholic Beverage (Japan)

(billions of yen)

	Jan. 1 - Sep.30, 2019	Jan. 1 - Sep.30, 2020	Change	Change(%)	Year ending December 31, 2020 (Forecast)	Change	Change(%)
Domestic wines	3.1	2.6	(0.5)	(17.6%)	3.7	(0.6)	(13.5%)
Imported wines	5.4	4.2	(1.2)	(21.6%)	6.7	(1.7)	(20.3%)
Wine (total)	8.5	6.8	(1.7)	(20.1%)	10.4	(2.3)	(18.0%)
RTD, Spirits and Shochu (total)	28.0	27.5	(0.5)	(1.8%)	37.7	(0.1)	(0.2%)
Subtotal	36.6	34.3	(2.3)	(6.3%)	48.2	(2.3)	(4.6%)
Rebate subtracted from sales(*2)	(7.1)	(6.9)	0.3	—	—	—	—
Total	29.4	27.4	(1.9)	(6.6%)	—	—	—

## Sales:Beer (Japan) \*including liquor tax

(billions of yen)

	Jan. 1 - Sep.30, 2019	Jan. 1 - Sep.30, 2020	Change	Change(%)
Beer	119.9	94.8	(25.1)	(20.9%)
Happoshu	6.1	5.1	(1.1)	(17.5%)
New genre	28.1	36.6	8.5	30.4%
Subtotal	154.1	136.5	(17.6)	(11.4%)
Rebate subtracted from sales	(8.4)	(8.0)	0.4	—
Total	145.7	128.5	(17.2)	(11.8%)

## Sales:Food & Soft Drinks (Japan) ※2

(billions of yen)

	Jan. 1 - Sep.30, 2019	Jan. 1 - Sep.30, 2020	Change	Change(%)
Soft Drinks	51.7	47.2	(4.6)	(8.8%)
Food (Lemon · Soups · Plant milk)	19.7	21.5	1.7	8.6%

※1 : Following the agreement of the Brewers Association of Japan, the sales volume for the first half and end of the fiscal year shall be disclosed.

※2 : Pokka Sapporo is only domestic sales.

# Appendix : Alcoholic Beverages (Japan)



<Domestic beer and beer-type beverages:  
YoY change in sales volume by genre>  
(Jan – Sep)

[Beer and beer-type beverages total] down **8%** YoY

- ✓ Beer: down **22%** y-o-y
- ✓ Happoshu: down **18%** y-o-y
- ✓ New genre: up **30%** y-o-y

<Major domestic brands: YoY change in sales volume>  
(Jan – Sep)

✓ Black Label brand  
down **23%** y-o-y  
(cans: up **3%** y-o-y)



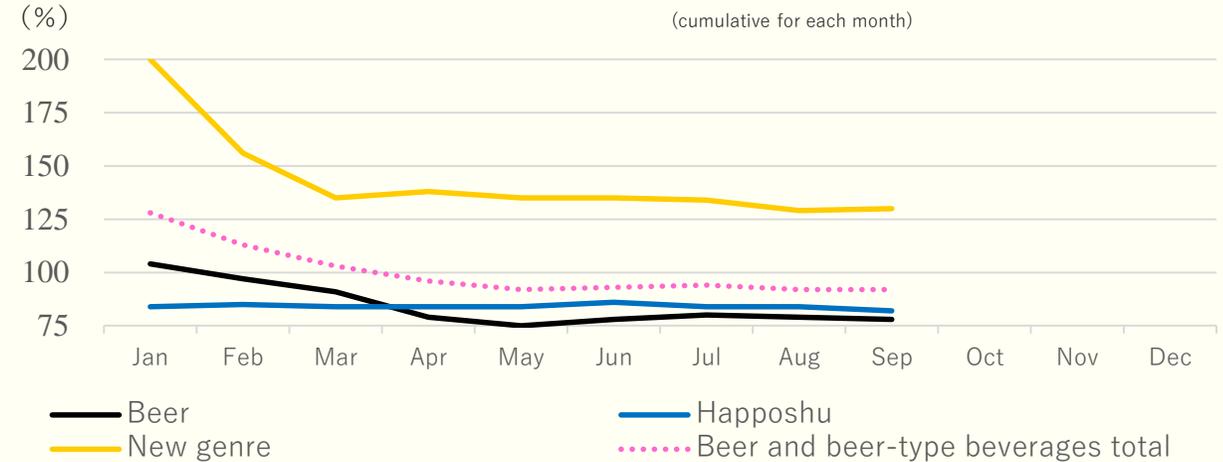
✓ Yebisu brand  
down **19%** y-o-y



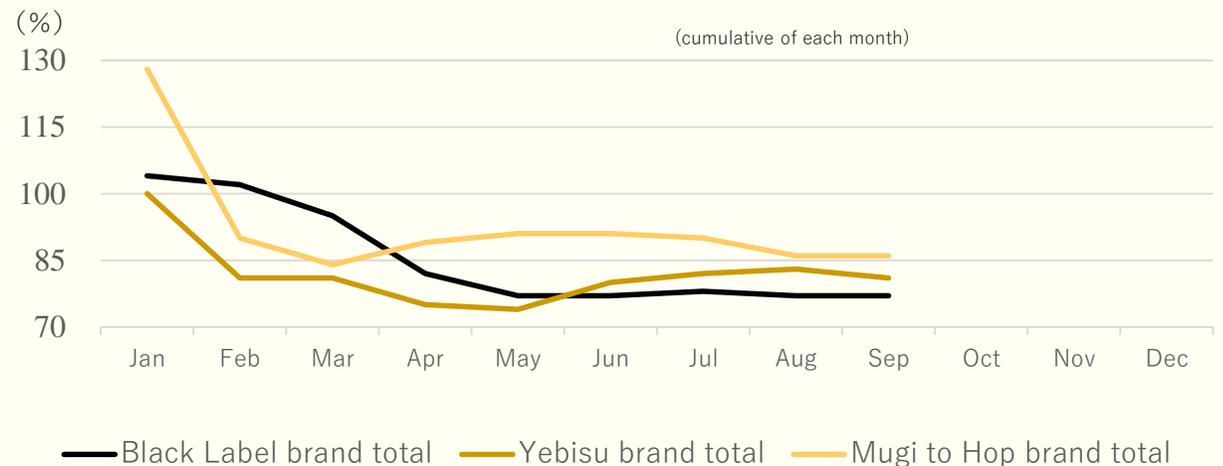
✓ Mugi to Hop brand  
down **14%** y-o-y



<YoY changes in sales volume of beer and beer-type beverages by genre>



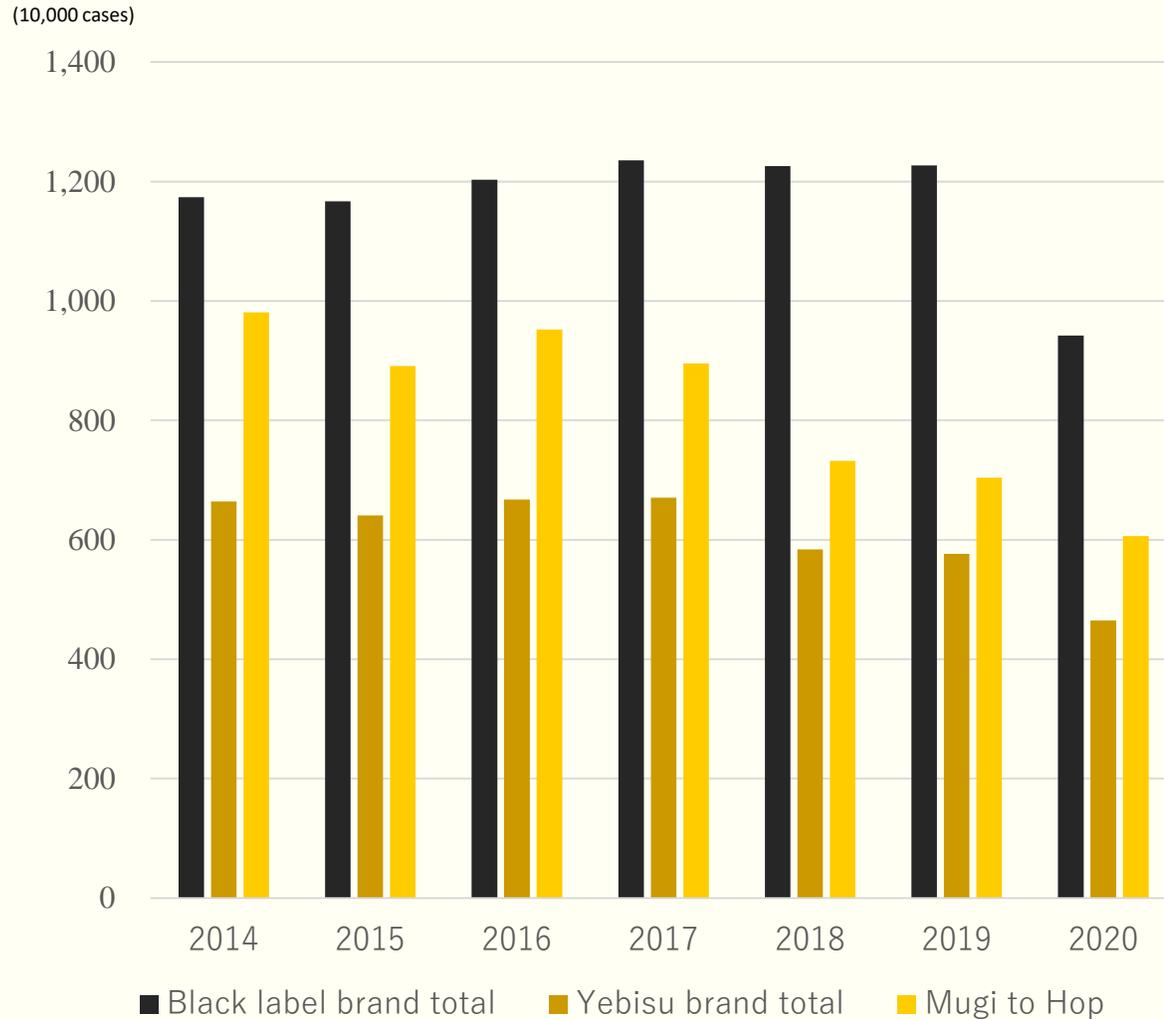
<YoY changes in sales volume of main brands>



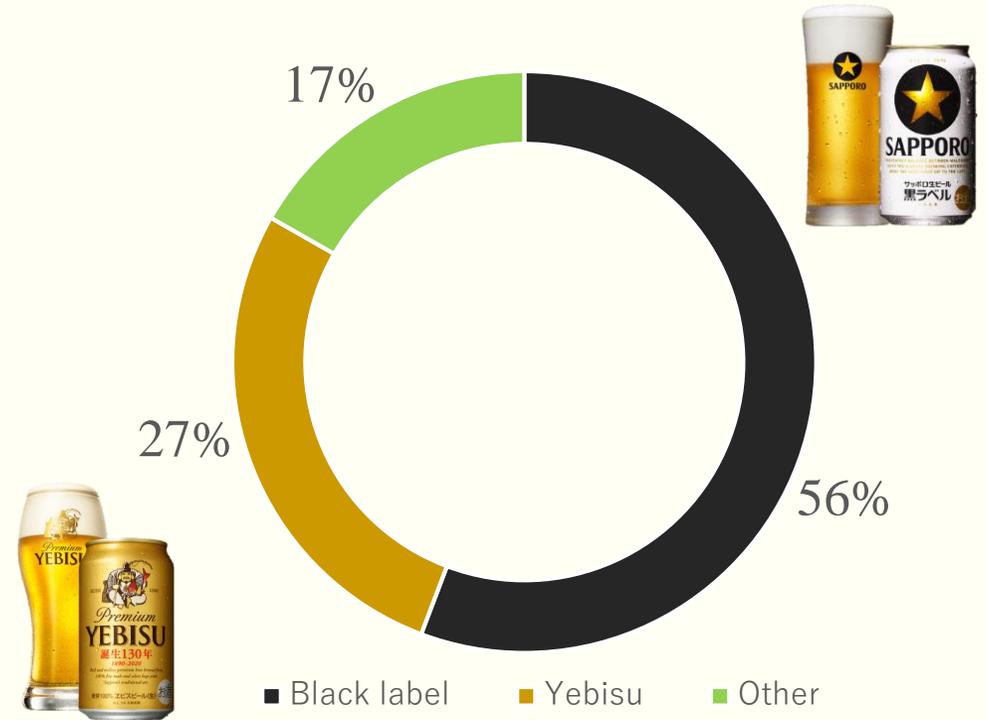
# Appendix : Alcoholic Beverages (Japan)



< Main brand Jan- Sep Sales volume change >



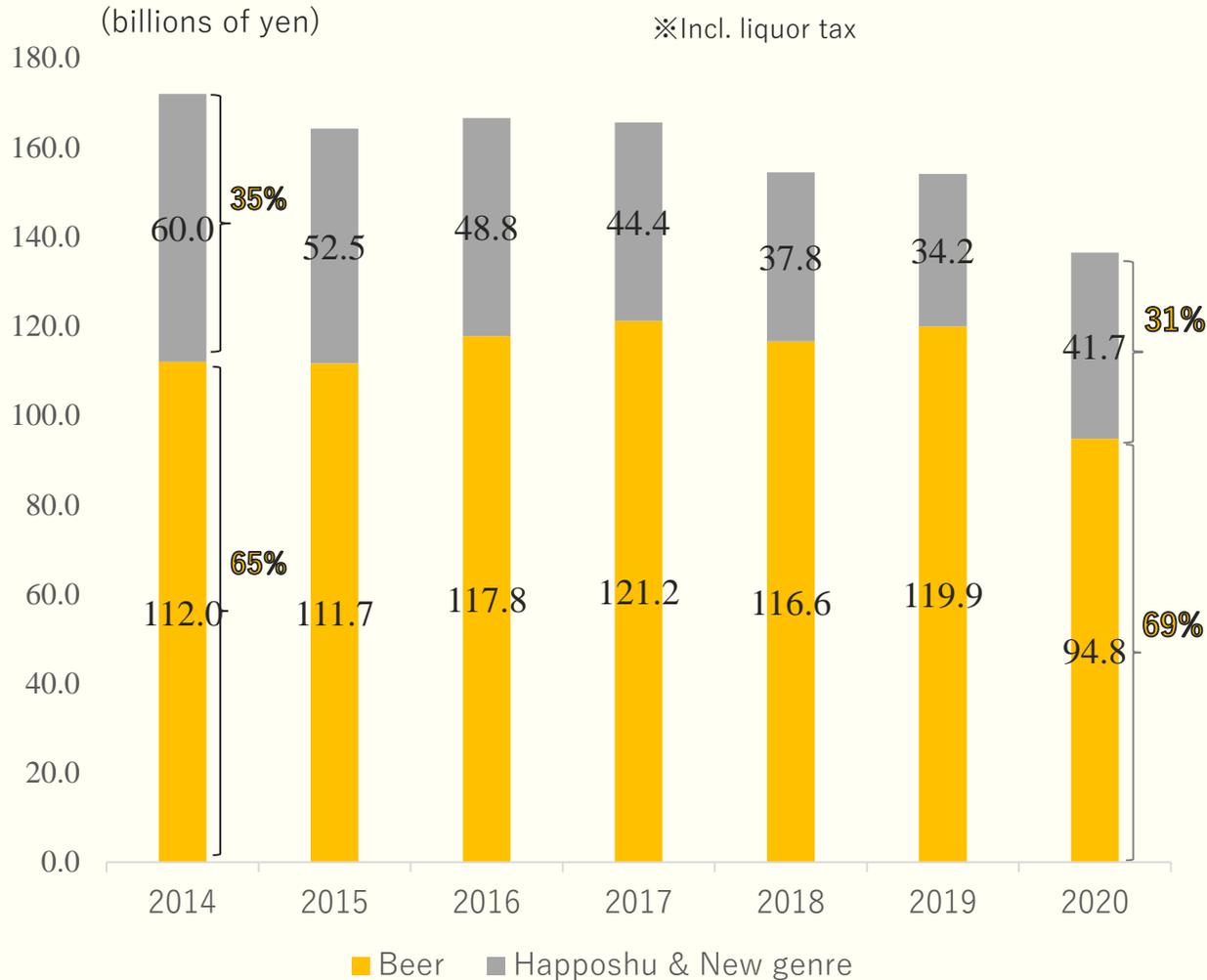
< Beer lineup (Jan- Sep break down) >



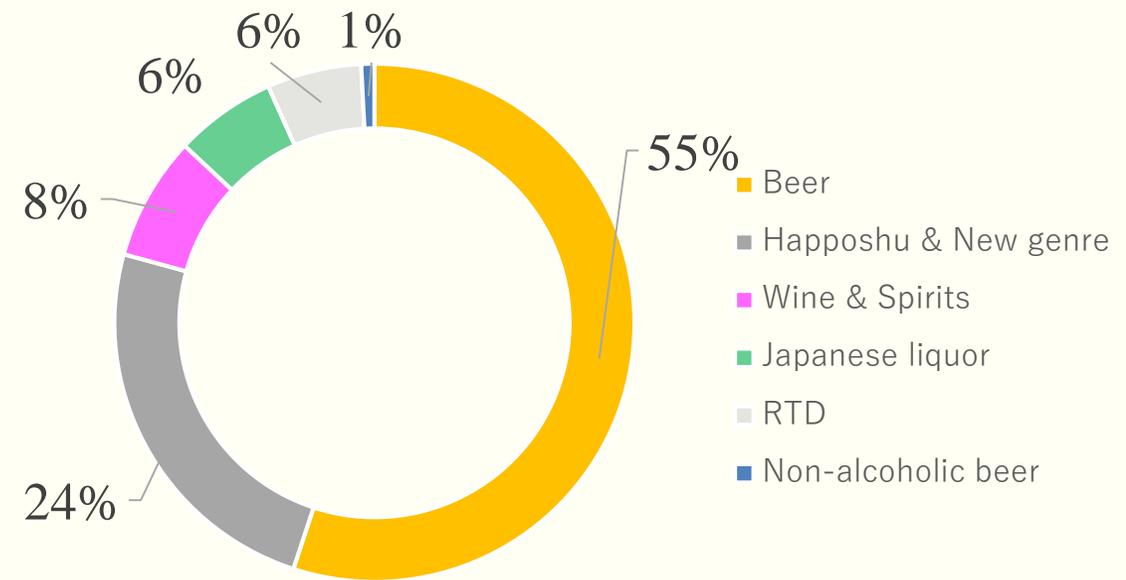
# Appendix : Alcoholic Beverages (Japan)



< Jan- Sep sales revenue >



< Jan- Sep sales breakdown by category >

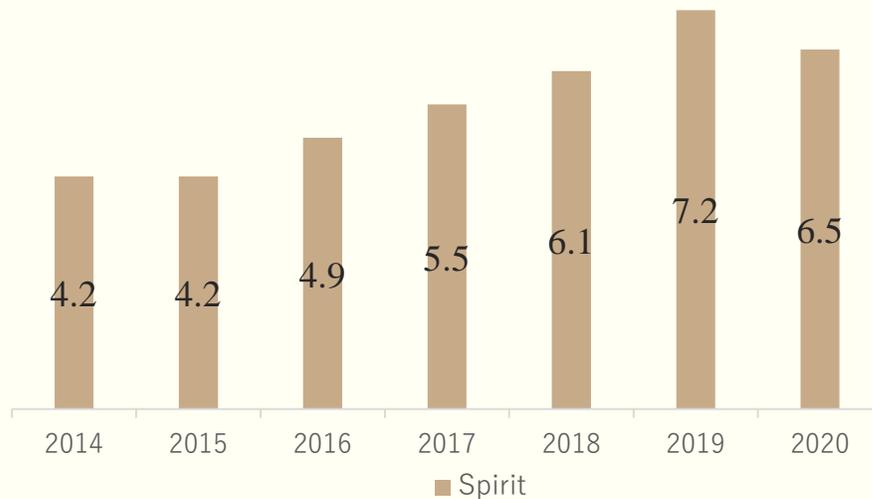
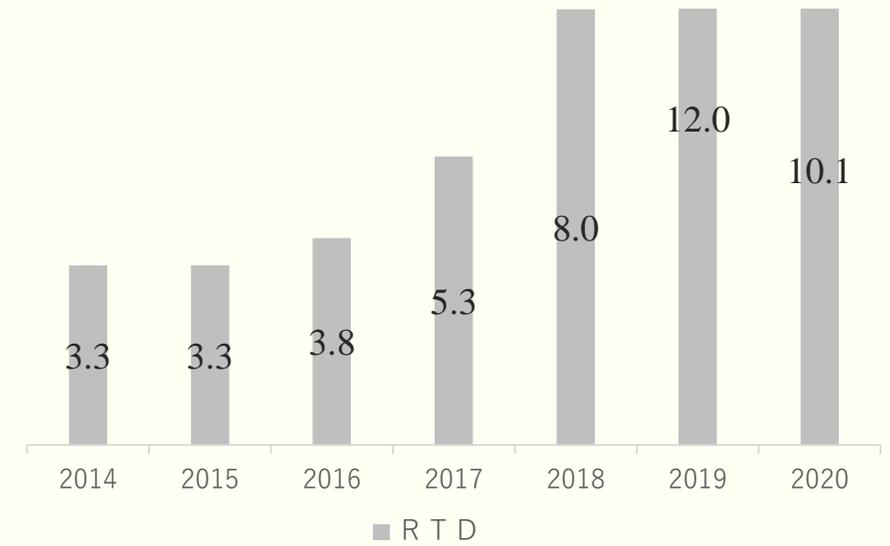
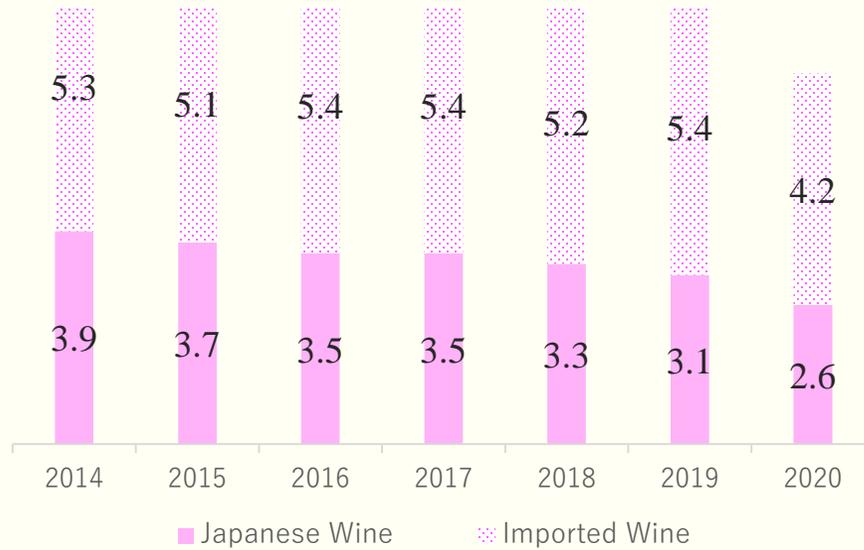


\*before subsidiary companies sales, elimination of inter-company transactions and rebate deduction

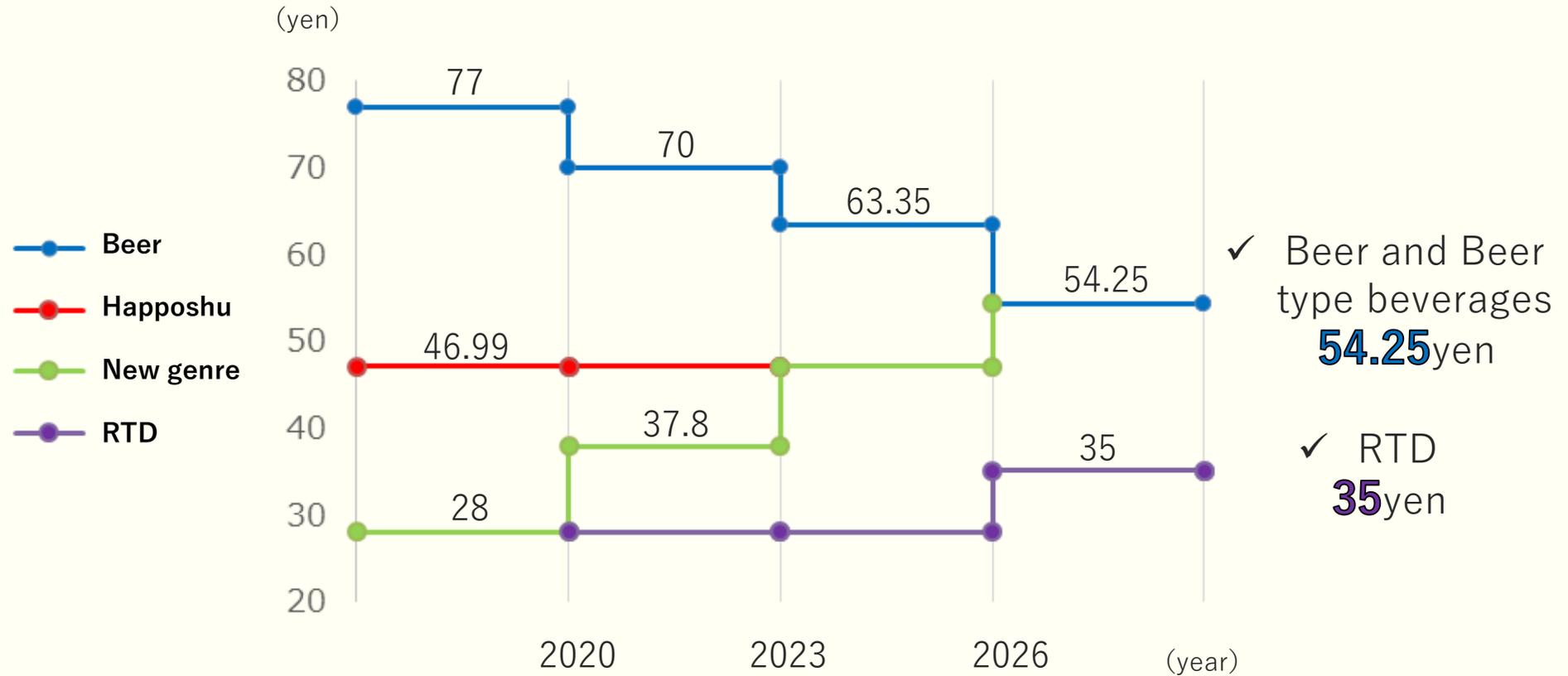
# Appendix : Alcoholic Beverages (Japan)



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



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



# Appendix : Alcoholic Beverages (Overseas)



## < Overseas beer : YoY change in sales volume >

【North America Total down **3%** y-o-y  
(Jan - Sep)

✓ Overseas brand  
up **3%** y-o-y



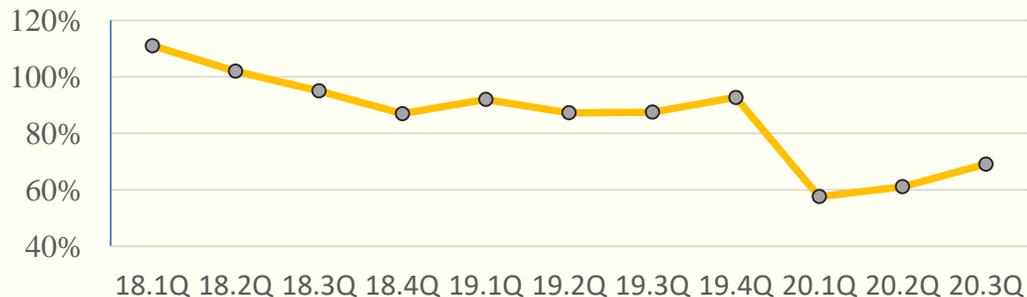
✓ Sapporo brand  
down **22%** y-o-y



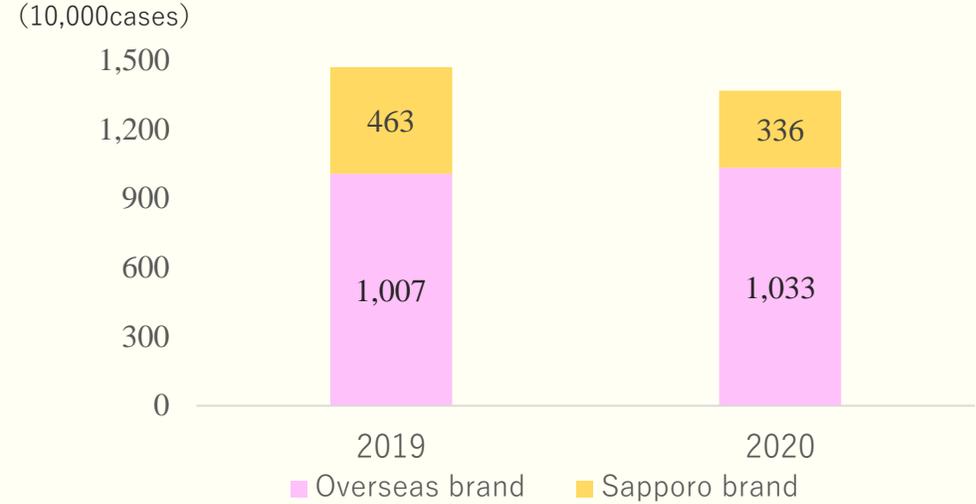
【Other Areas Total】 down **36%** y-o-y  
(Main area : Asia pacific , Europe , Oceania) (Jan - Sep)

✓ Sapporo brand : down **36%** y-o-y

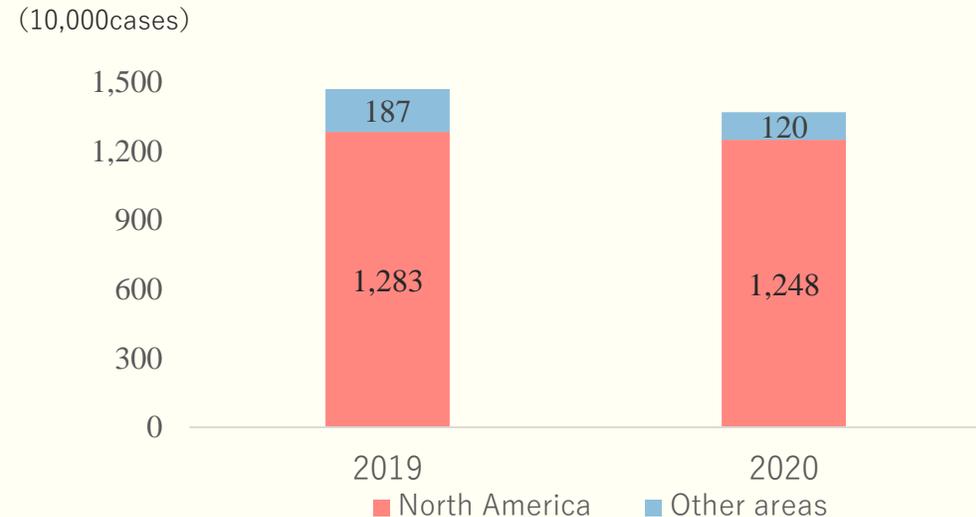
## < Y-o-y change in domestic sales volume in Vietnam >



## < Overseas sales volume by brand (Jan-Sep) >



## < Overseas sales volume by Area (Jan-Sep) >



# Appendix : Alcoholic Beverages (Restaurants)

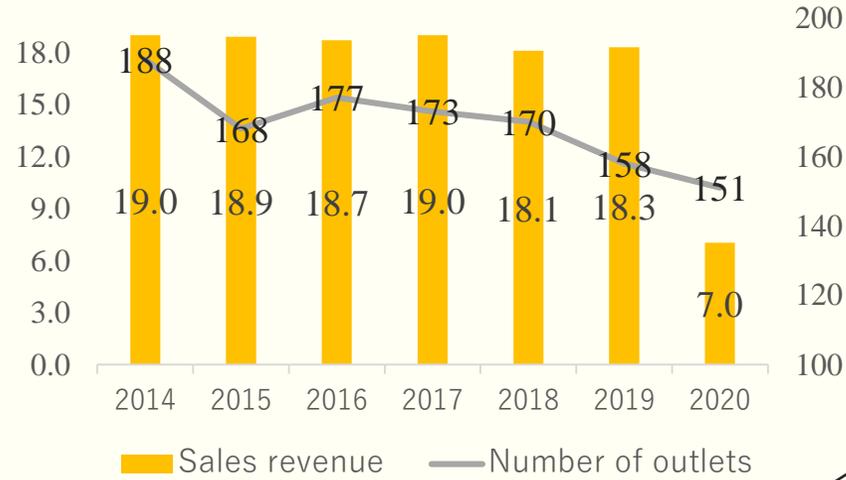


## < Sales revenue and number of Sapporo Lion Outlets >

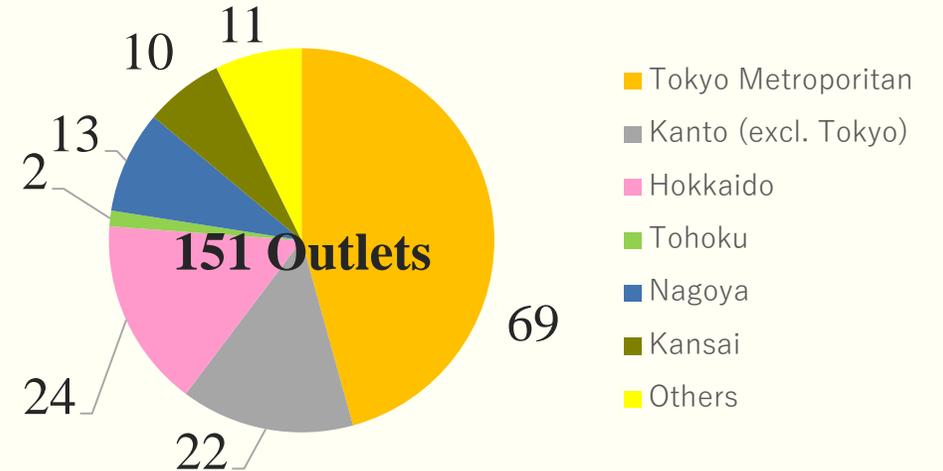
(Billions of yen)

※before rebate deduction

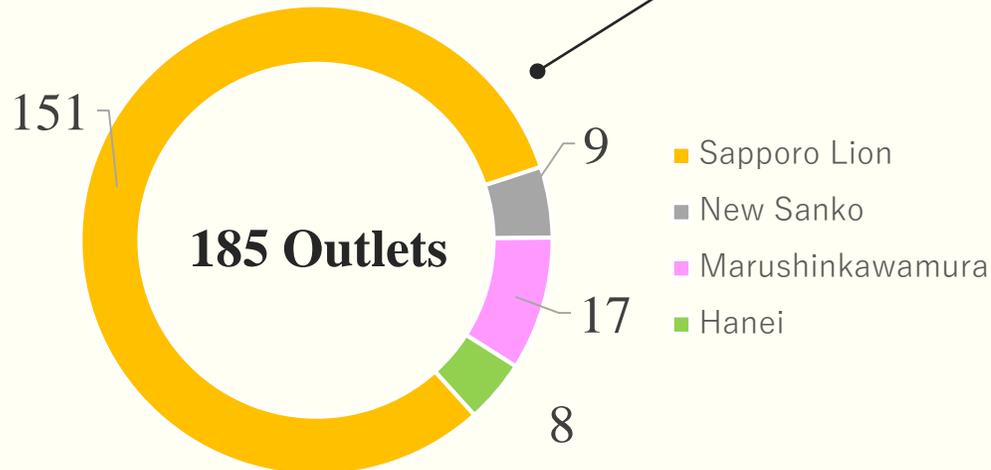
(Jan- Sep)



## < Sapporo Lion outlets As of Sep 30, 2020 >



## < Total number of outlets >



## < Brands >



# Appendix : Food & Soft Drinks



< Japanese soft drinks  
 POKKA SAPPORO Food & Beverage >  
 Sales volume & Sales by genre (Jan- Sep)

## 【Lemon based-drinks】

✓ **up 19%** y-o-y  
 (Sales volume)



## 【Lemon-based food products】

✓ **up 8%** y-o-y  
 (Sales)



## 【Unsweetened tea drinks】

✓ **down 24%** y-o-y  
 (Sales volume)



## 【Soups】

✓ **up 6%** y-o-y  
 (Sales)



## 【Coffee drinks】

✓ **down 18%** y-o-y  
 (Sales volume)

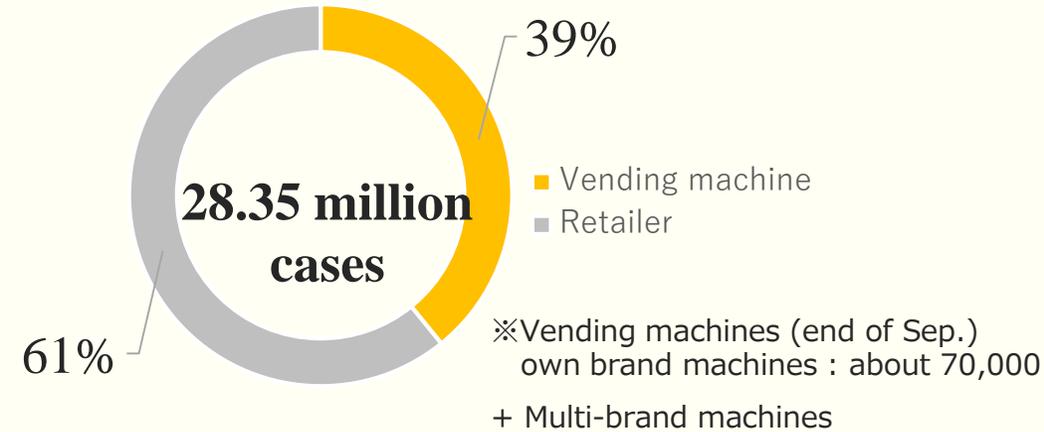


## 【Soy milk, chilled products】

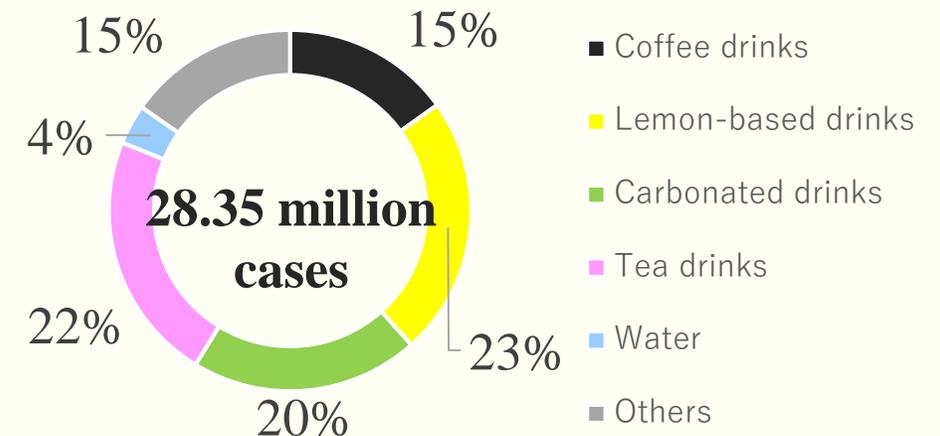
✓ **up 22%** y-o-y  
 (Sales)



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



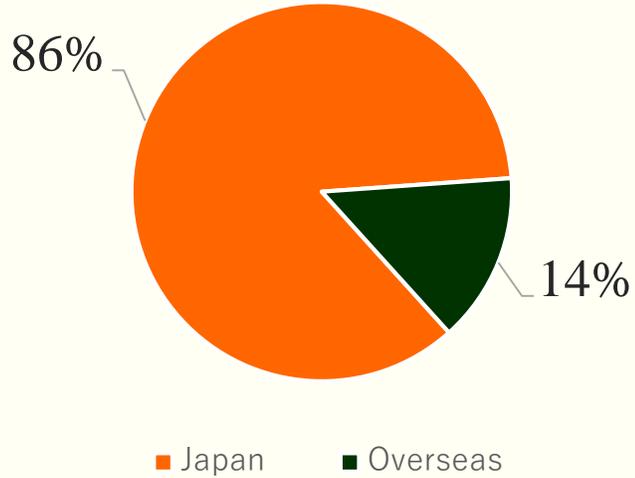
< Japanese soft drinks  
 Sales composition by genre (Jan- Sep)>



# Appendix : Food & Soft Drinks



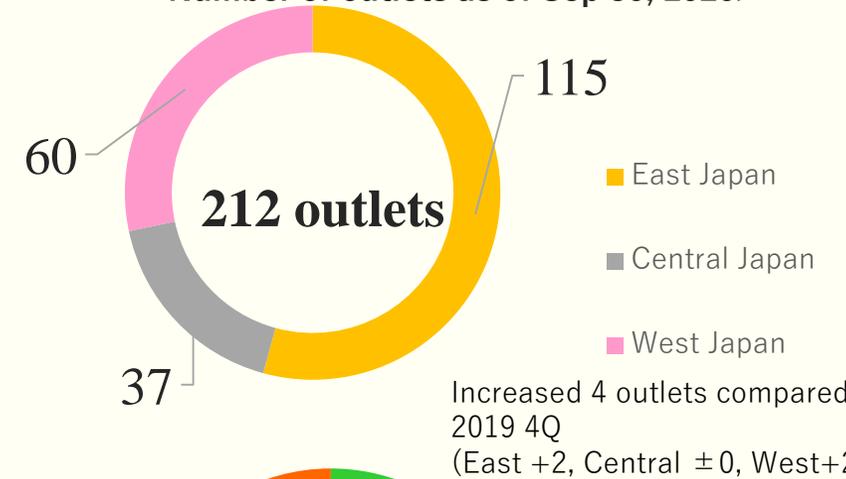
< Food & Soft Drinks segment  
Revenue break down by geographic area >



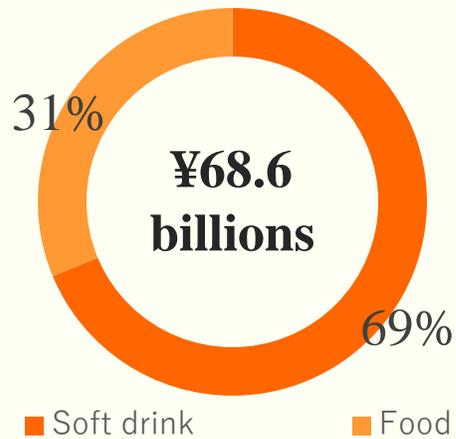
## 【 Pokka Create Co., Ltd .】

✓ Jan- Sep Sales revenue **¥ 4.8 billion**  
down **28%** y-o-y

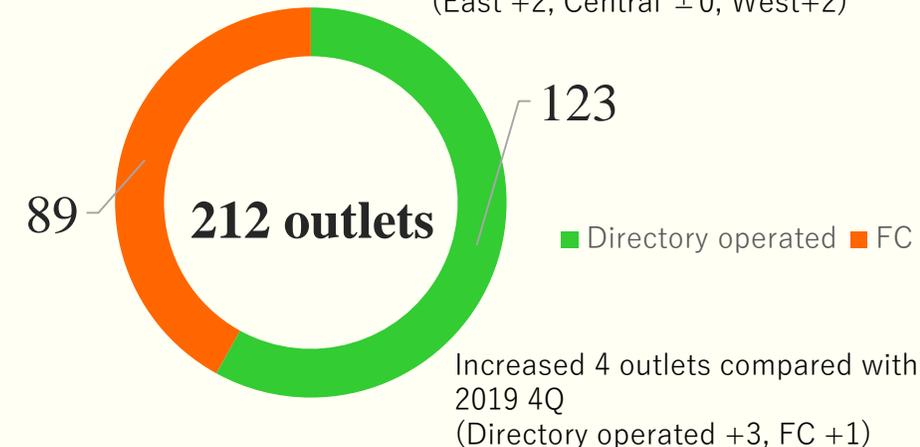
< Number of outlets as of Sep 30, 2020 >



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



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



# Appendix : Real Estate



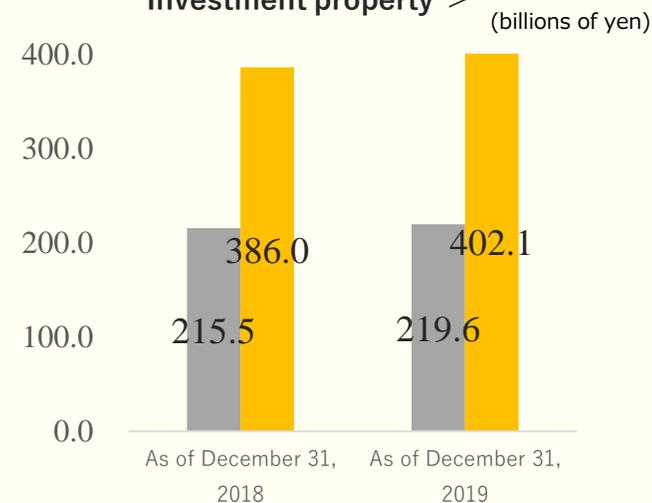
## < Major rental properties & occupancy rates : (Averages for 2020 3Q )>

	Site area (m <sup>2</sup> )	Floor area (m <sup>2</sup> )	Occupancy rate (%)	No. of floors
Yebisu Garden Place <sup>(1)</sup>	56,943	298,007	<b>99</b>	40 floors above ground, 5 below
Ebisu First Square	2,596	16,012	<b>100</b>	12 floors above ground, 1 below
Ginza Place	645	7,350	<b>100</b>	11 floors above ground, 2 below
Strata Ginza <sup>(2)</sup>	1,117	11,411	<b>100</b>	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 922m<sup>2</sup> of the site (sectional ownership) and 89.72% of the building (joint management)

## < Information about Investment property >



■ Carrying value on the consolidated statement of financial position

■ Fair value

(billions of yen)



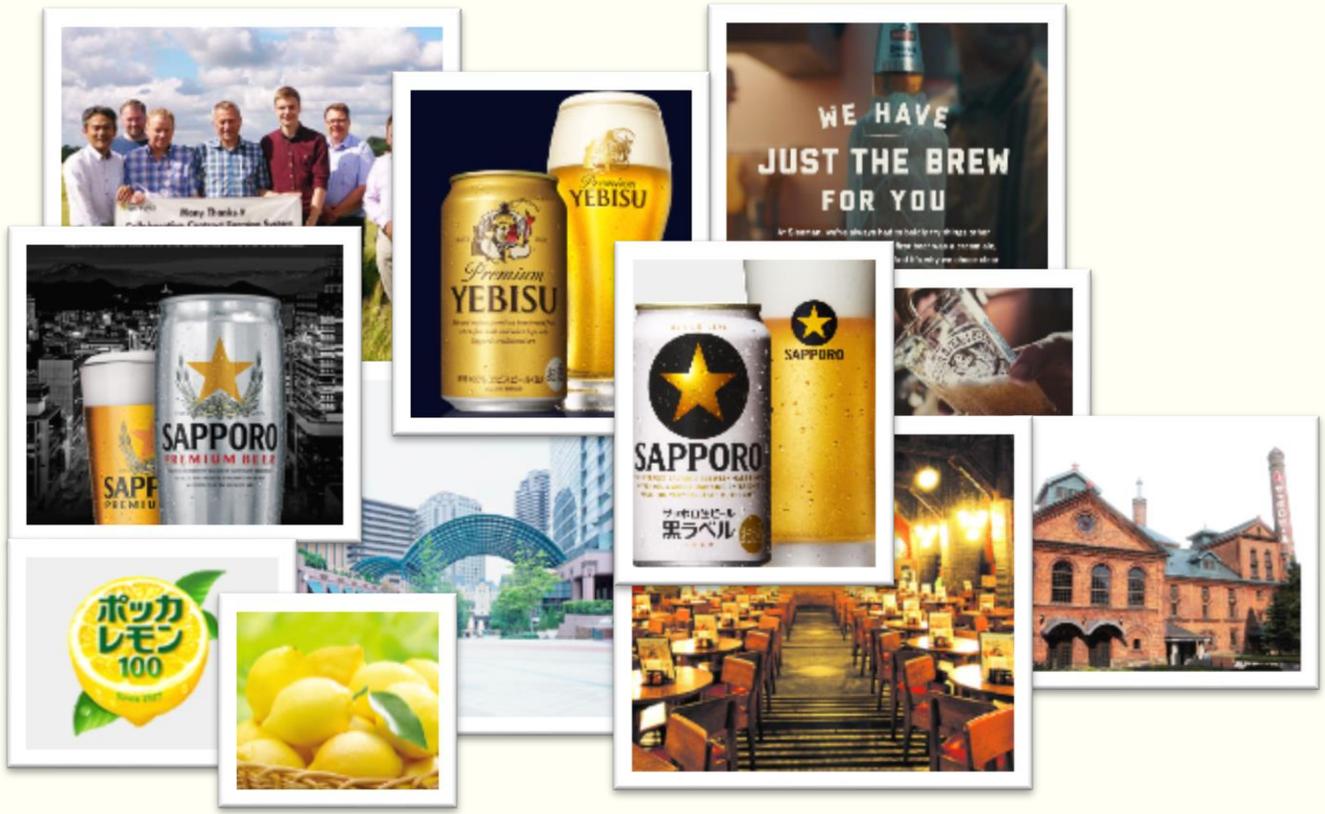
(billions of yen)

< Core Operating profit >	2019 3Q	2020 3Q	Change
Yebisu Garden Place, etc.	5.9	6.0	0.1
Other area & other operations	1.9	2.0	0.1
Hokkaido	0.9	0.7	(0.2)
General corporate	(0.9)	(0.8)	0.1
Total	7.9	8.0	0.2

## < EBITDA >

(billions of yen)

	2019 3Q	2020 3Q	Change
Yebisu Garden Place, etc.	8.1	8.2	0.1
Other area & other operations	3.1	3.2	(0.2)
Hokkaido	1.3	1.1	0.1
General corporate	(0.8)	(0.6)	0.2
Total	11.7	11.8	0.1



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

