

FACT BOOK

Updated on September 30, 2019

Sapporo Holdings Ltd.

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



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①Sapporo Group Overview

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Long-Term Management Vision

[2026 Group Vision]

The Sapporo Group will be a company with highly unique brands in the fields of "Alcoholic Beverages", "Food", and "Soft Drinks" around the world.

※Changes to reportable segments from January 1, 2019

Previous segment (until 31 Dec, 2018)	
① Japanese Alcoholic Beverages	Sapporo Breweries
② International	Sapporo International
③ Food & Soft drinks	Pokka Sapporo Food & Beverage
④ Restaurants	Sapporo Lion
⑤ Real Estate	Sapporo Real Estate

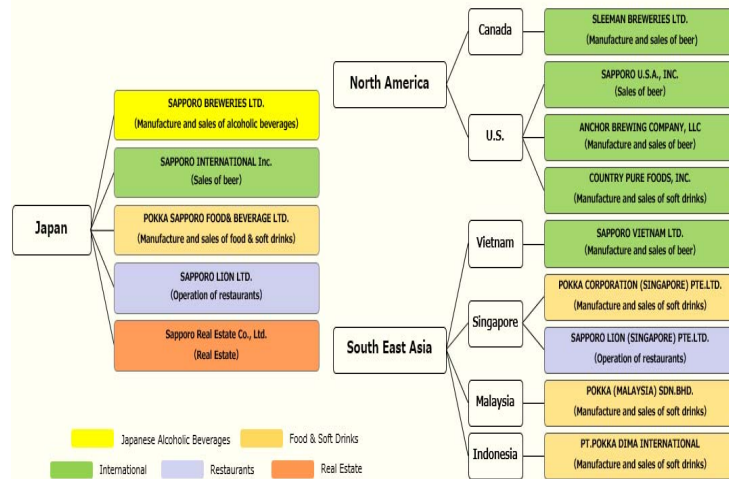
Current segments (from 1 Jan, 2019)	
① Alcoholic Beverages	Sapporo Breweries · Sapporo Vietnam Sleeman Breweries Sapporo USA · Anchor Brewing Sapporo Lion
② Food & Soft Drinks	Pokka Sapporo Food & Beverage Country Pure Foods Shinsyu-ichi Miso
③ Real Estate	Sapporo Real Estate

Sapporo Group

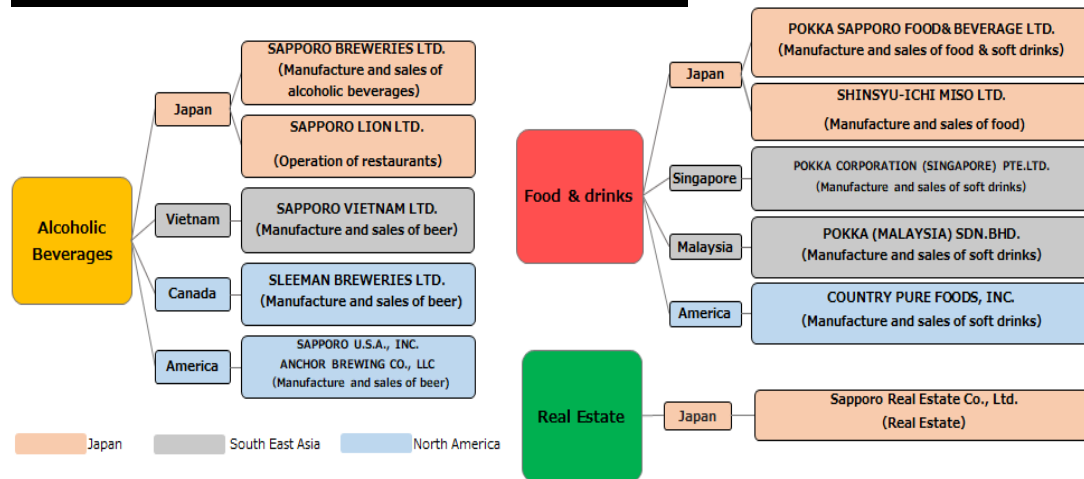
Long-Term Management Vision

Group Companies by Geographic Area

Sapporo Group Companies by Geographic Area



Current segments (from 1 Jan, 2019)





SAPPORO

Domestic Businesses

Sapporo Breweries Ltd.



Alcoholic Beverages

Pokka Sapporo Food & Beverage Ltd.



Shinsyu-ichi Miso Ltd.



Soft Drinks

Pokka Sapporo Food & Beverage Ltd.



Foods

Sapporo Lion Ltd.



Restaurants

Sapporo Real Estate Co., Ltd.



Real Estate

Overseas Businesses

Sleeman Breweries Ltd.



Sapporo Vietnam Ltd.



Alcoholic Beverages

Sapporo U.S.A., Inc.
Anchor Brewing Company, LLC



Country Pure Foods, Inc.



Pokka Corporation (Singapore) Pte. Ltd.



Soft Drinks

Sapporo Lion (Singapore) Pte. Ltd.



Restaurants

Sapporo Group

Main products

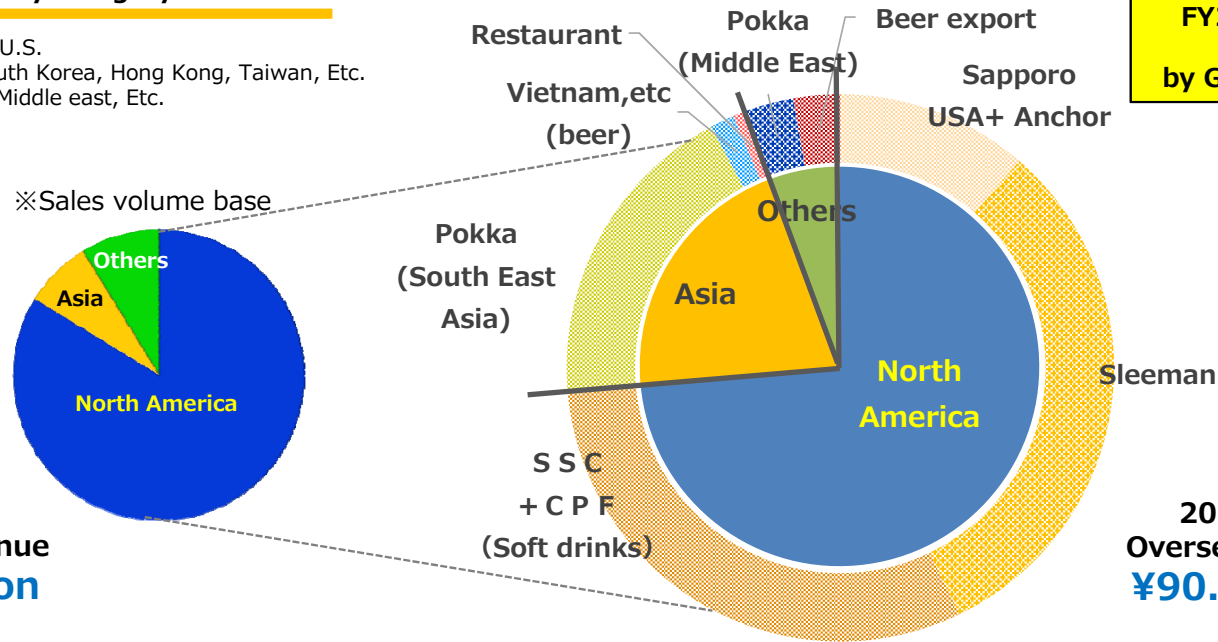


SAPPORO

Trend of Overseas Revenue
Revenue Breakdown by Geographic Area
Revenue Breakdown by category

North America : Canada, U.S.
 Asia : Southeast Asia, South Korea, Hong Kong, Taiwan, Etc.
 Other: Oceania, Europe, Middle east, Etc.

FY2018 Revenue Breakdown by Geographic Area



2010 year Overseas revenue
¥25.4 billion
 (Beer only)

2018 year Overseas revenue
¥90.7 billion

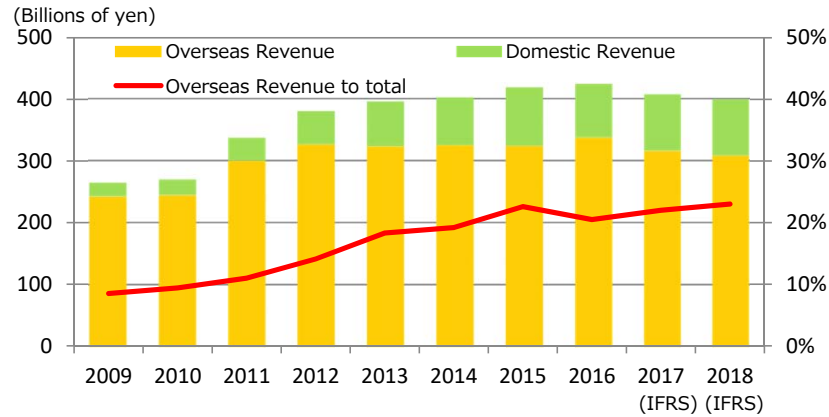
Sapporo Group

Trend of Overseas Revenue

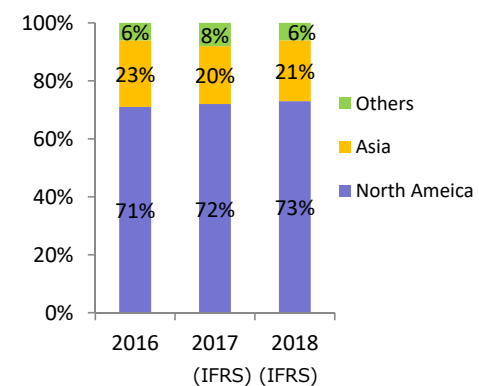
Sales Breakdown by Geographic Area

Sales Breakdown by category

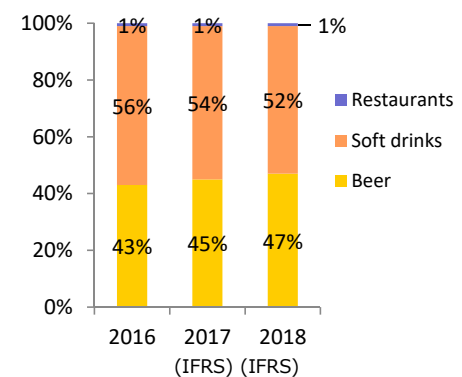
★ Overseas revenue (excluding liquor tax)



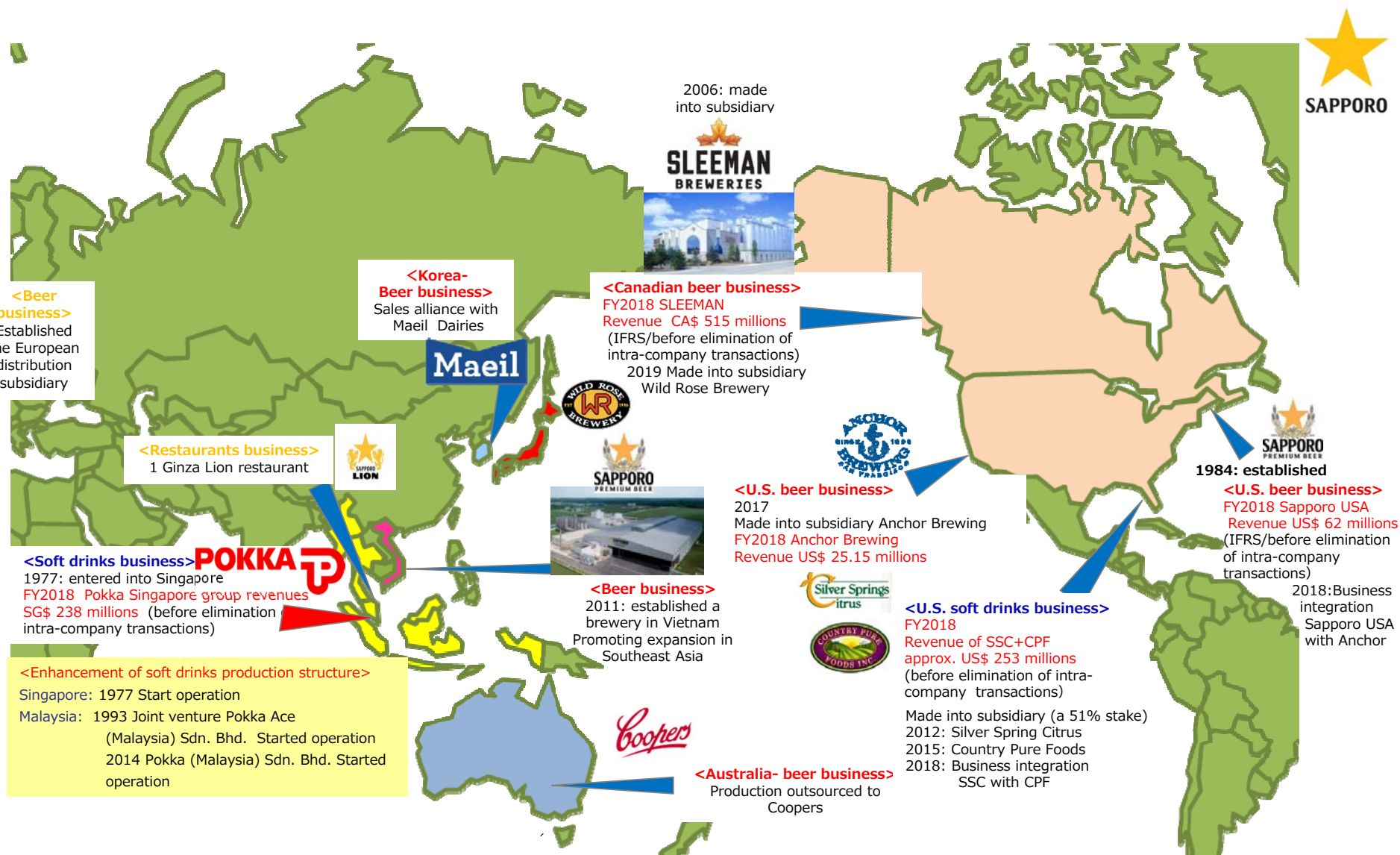
★ Sales Breakdown by geographic area



★ Sales Breakdown by category



Sapporo Group
International
Expansion



②Market Data by country & Sapporo Group Activities

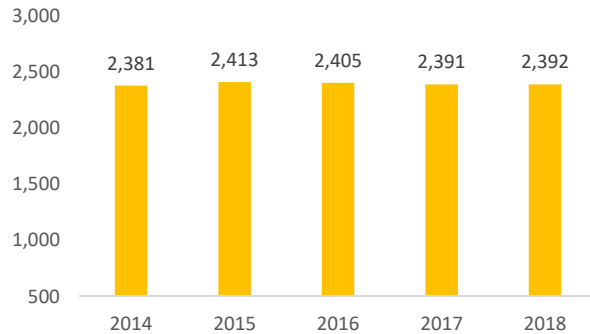
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Canada Beer Market Data

★ Canada- Market sizes (million litres)

Source: Euromonitor (Calculated by Sales Volume)



SLEEMAN BREWERIES LTD.

The third-largest beer manufacturer in Canada

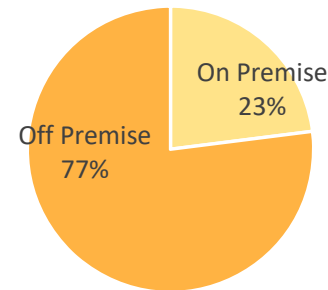
In 2006, The Sapporo Group made SLEEMAN BREWERIES LTD. into a consolidated subsidiary. SLEEMAN BREWERIES LTD. is the third-largest beer manufacturer in Canada with a strong reputation in premium beer. Since the acquisition, SLEEMAN has achieved a 12-year streak of revenue increases.

★ Corporate profile

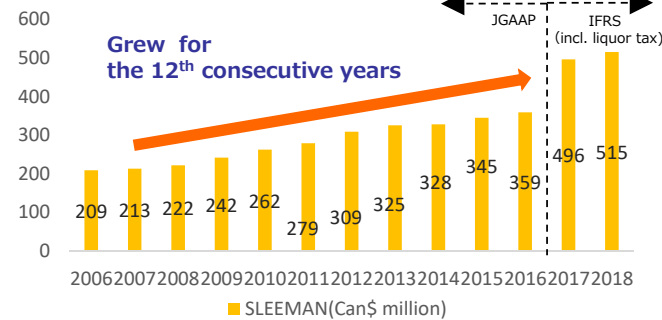
Paid in Capital 299mnCA\$
 Acquisition price 293.6mnCA\$ in 2006
 Location Guelph, Ontario
 Established 1834
 Production base 3 places (Guelph, Vernon and Chambly)
 Capacity 200,000KL per year (Guelph 120,000KL, Vernon 60,000KL, Chambly 20,000KL)
 Business field Production and sales of beer

★ Canada- Sales of beer by channel (2018)

Source: Euromonitor (Calculated by Sales Volume)



★ SLEEMAN Revenue (before elimination of inter-company transactions) in local currency



★ Brewery



★ Canada- Beer brand by price category

Price Category	Brand	Difference
HIGH	Heineken	+15~30%
	Corona	
	Unibroue Sapporo Premium	
Premium	Okanagan Spring Sleeman	+5~10%
Main-Stream	Labatt Molson	±0
LOW	Bush Key stone Old Milwaukee Pabst Blue Ribbon	-10%

*Highlight in red: Our sales brand



SAPPORO



CANADA

Beer Market Data

Sapporo Group Activities



★ Sales and production base in Canada

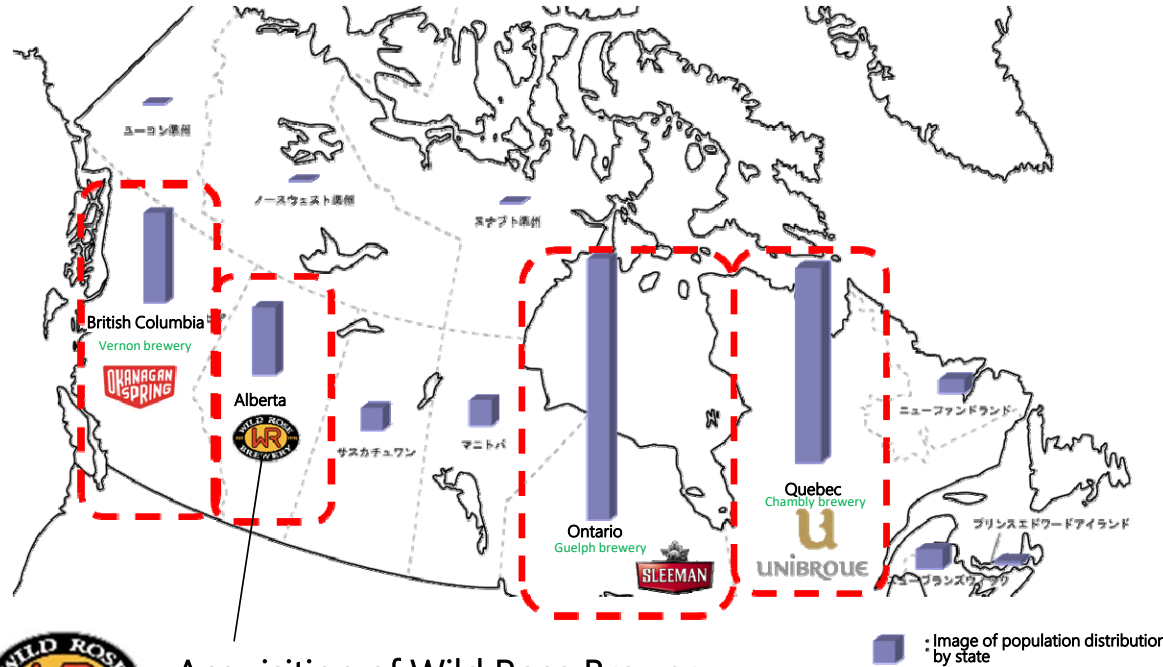


Image of population distribution by state



Acquisition of Wild Rose Brewery

We acquired Wild Rose, which, although small in size, has a high market share in Calgary in Alberta Province, and enabled us to secure a local brand and production base in one of the four crucial areas of Sleeman.

<Wild Rose Brewery Company profile>

- Location: Calgary, Alberta, Canada
- Established: 1996
- Annual sales: 2018: 20,928HL (about 165,000 cases of large bottles)
- Production capacity: 33,300HL/year (about 261,000 cases of large bottles)
- Sales breakdown: 100% premium brand
- Sales by province: Alberta 100% (of which 74% in Calgary City)
- Sales by container: Kegs 60%, bottles (one-way) 28%, can 12%
- Sales: 2018 – approx. 8 million \$CA



CANADA
Beer Market Data
Sapporo Group Activities

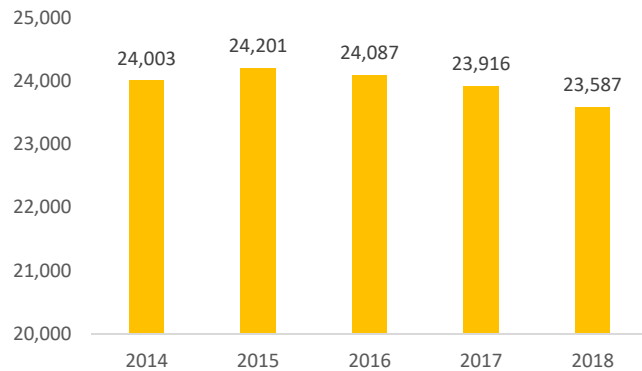


SAPPORO

America Beer Market Data

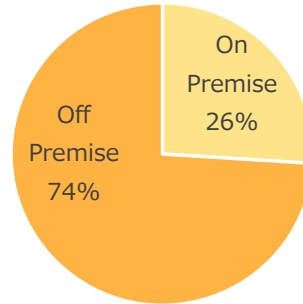
★ America- Market sizes (million litres)

Source: Euromonitor (Calculated by Sales Volume)



★ America- Sales of beer by channel (2018)

Source: Euromonitor (Calculated by Sales Volume)



★ America- Beer brand by price category

Price Category	Brand	Difference	
HIGH	Craft	Anchor Steam Samuel Adams Heineken	+40~ 50%
	Non U.S.	Sapporo Premium Corona Samuel Adams	
Super Premium		Michelob Blue moon Shock top	+30~ 40%
	Premium	Budweiser Coors Miller	±0
LOW	Popular	Busch Pabst Highlife Keystone	-10~ 30%

*Highlight in red: Our sales brand

UNITED STATES OF AMERICA

Beer Market Data

Sapporo Group Activities

SAPPORO U.S.A. Inc.& ANCHOR BREWING COMPANY, LLC

★ Sales and production bases in U.S

= Crucial area



We set four crucial area- California, which together account for 40% of our sales, Texas, Florida, and New York

Other than Anchor, we don't have any other local brands or production bases

To build a brand portfolio and SCM frameworks is a pressing challenge

※Integrated Sapporo USA with Anchor Brewing from Apr 2019



SAPPORO U.S.A Inc.

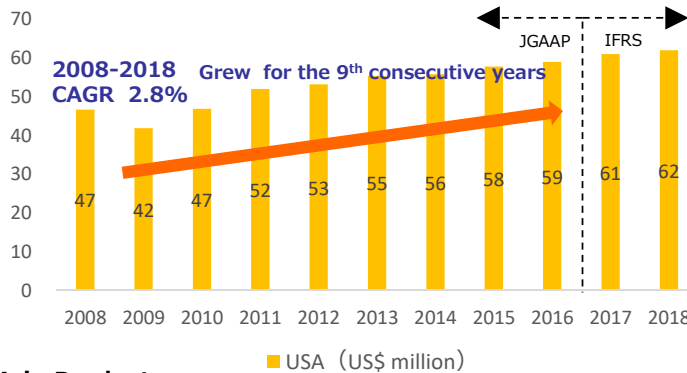
TOP Asian beer seller for 32 consecutive years

SAPPORO BREWERIES started exporting beer to the United States from 1964. Then, in 1984 we established Sapporo U.S.A to import Sapporo Draft Beer from Japan and strengthened the foothold for business expansion in North America and South East Asia.

★Corporate profile

Local subsidiary	Sapporo U.S.A., Inc.
Paid in Capital	7.2 million\$
Established	July 1984
Business Field	Sales of beer

★Sapporo U.S.A. Revenue (before elimination of inter-company transactions) in local currency *Sapporo brand only



★Main Products

Distinctive 650ml can product
Nickname "Silver Cup"



※Integrate Sapporo USA with Anchor Brewing from Apr 2019

ANCHOR BREWING COMPANY, LLC

The San Francisco's beloved over 120-year-old brewery

In August 2017, The Sapporo Group acquired all of the equity interest of Anchor Brewing Company.

Anchor is a prominent and historic US beer producer founded in 1896 in San Francisco. "Anchor Steam Beer," its flagship brand, is said to be an icon that ignited the current craft beer boom in the US. Armed with its strong brand power primarily in San Francisco, where it is based, as well as other areas across the US, it has been enjoyed by countless beer lovers throughout the years.

The addition of Anchor's strong brand power and network to the Sapporo Group's US beer business portfolio through the conclusion of this agreement is expected to accelerate its speed of growth in the US.

★Corporate profile

Local subsidiary	Anchor Brewing Company, LLC
Location	San Francisco, California, USA
Acquisition price	¥11.913 million
Established	1896
Production base	1 place (San Francisco, California)
Capacity	26,910KL per year
Annual Revenue	Approx. 25.15 mn\$ (FY 2018)
Business field	Production and sales of beer



★Main Products





UNITED STATES OF AMERICA

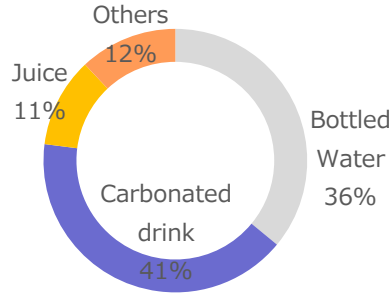
Soft drinks Market Data

Sapporo Group Activities

America Soft drinks Market Data

★ America- Soft drinks market Sales breakdown by category in 2018

Source: Euromonitor (Calculated by Sales Volume)



COUNTRY PURE FOODS, INC.

★ Corporate profile

Paid in Capital 62.5mn\$

(including additional Paid in Capital)

Location Akron, Ohio

Established SSC in 1921 and CPF in 1948

Production base 5 places Ohio, Florida (2), Connecticut, Texas)

Business field

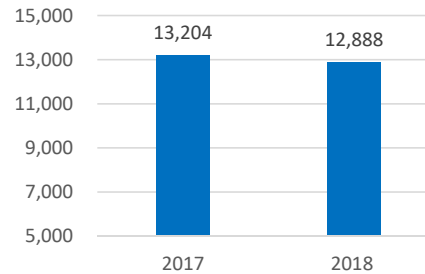
- Manufacture and sales of food service juice in the healthcare and education sectors
- Manufacture and sale of retail chain PB label juice
- Manufacturing services and sales for leading juice companies
- Manufacturing and sales of PB beverages for supermarkets.
- Commissioned manufacturing of chilled beverages for major beverage manufactures

★ Production bases



★ America- Juice market sizes (million litres)

Source: Euromonitor (Calculated by Sales Volume)

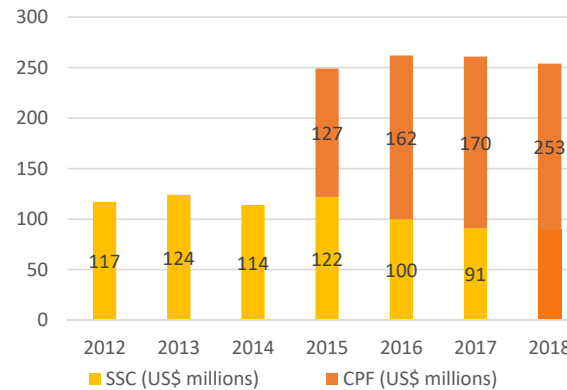


★ SSC+CPF Revenue

*SSC: Acquired in January 2012, Started PL consolidation from 2nd quarter of 2012

*SSC: Irregular earnings of 15 months following acquisition of CPF in 2015

*Apr 2018 Integrated 2 companies



Sapporo Group's Activities

*Joint Venture with Toyota Tsusho America Inc.

Jan 2012 Acquired Silver Springs Citrus, Inc. 51% share*
Acquisition cost :18.35mn yen.

Market Share20%

Top U.S. PB Chilled fruit juice manufacturer

Feb 2015 Acquired Country Pure Foods, Inc. 51% share*
Acquisition cost :48.61mn yen.

For educational and health care sectors

Non-commercial chilled fruit juice market share 10%

May 2016 Acquired the frozen fruit juice business of The Ridgefield's Brand Corporation, Inc. through

Frozen fruit juice business for U.S school meals

Apr 2018 Integrated Silver Springs Citrus, Inc. (SSC) with Country Pure Foods, Inc. (CPF)



SAPPORO

★ Main Products



Smooth-Frozen SideKicks

Smooth-Frozen® 100% Juice



Healthy menu options for student in the cafeteria



VIETNAM

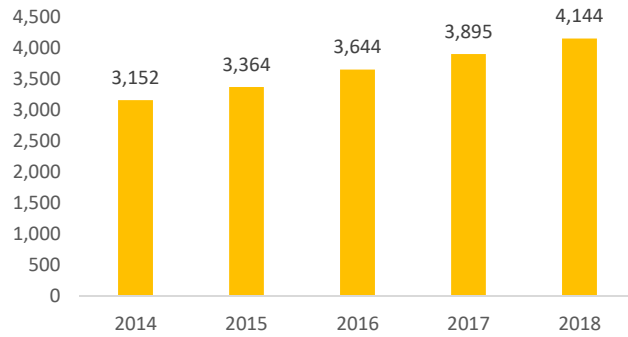
Beer Market Data

Sapporo Group Activities

Vietnam Beer Market Data

★ Vietnam- Beer Market sizes (million litres)

Source: Euromonitor (Calculated by Sales Volume)



SAPPORO VIETNAM LTD. (SVL)

In 2011 Construction of Sapporo Vietnam Limited Long An Brewery is completed. This is the first brewery in Vietnam belonging to a Japanese brewery, and for the Sapporo Group.

In our strategy for Southeast Asia, we position Vietnam as the bridgehead to expand sales of "Sapporo Premium", and by utilizing geographical advantages; we are exporting beer to 7 countries among 10 Southeast Asia countries.

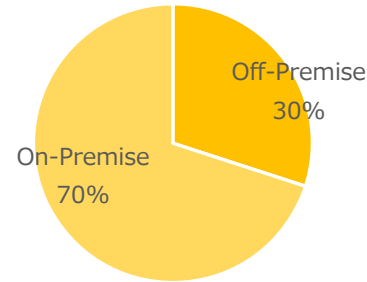
In 2017, aiming to optimize the group global supplychain network, we transferred the manufacturing of can 650ml from Sleeman breweries (Canada) to Vietnam.

★ Corporate profile

Local subsidiary	Sapporo Vietnam LTD.
Paid in Capital	708,595mn VND (≈39mn\$)
Established	2010
Entry into business	Nov.2011
Capacity	Completed construction of Sapporo Long An Brewery 60,000KL per year
Business field	Production and sales of beer

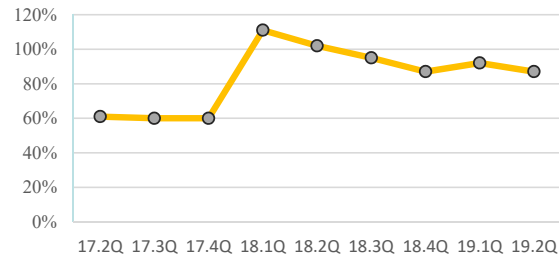
★ Vietnam- Sales of beer by channel (2018)

Source: Euromonitor (Calculated by Sales Volume)



★ Sapporo Vietnam-

Y-o-y change in domestic sales volume



SAPPORO

★ Vietnam- Beer brand by price category

Price Category	Brand	Difference
HIGH Premium	Sapporo Premium	+25%~
	Heineken	40%
	Budweiser	
Mainstream	Tiger	
	Saigon Special	±0
	Blue cap	
LOW Economy	333 Larue	-35%~ 40%

*Highlight in red: Our sales brand

★ Main Products





SINGAPORE

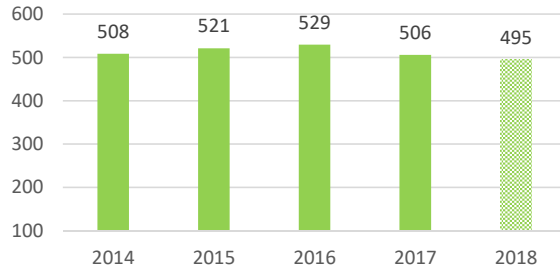
Soft drinks market Data

Sapporo Group Activities

Singapore Soft drinks Market data

★ **Singapore Soft drinks market sizes (million litres)**

Source: Euromonitor (Calculated by Sales Volume)



POKKA CORPORATION (SINGAPORE) PTE. LTD.

In 1977, we established Pokka Corporation (Singapore) Pte. Ltd. to become the first Japanese beverage manufacturer to found a base overseas. Since then, we have continued to develop POKKA brand beverages over 40 years.

In Singapore, lead by our JASMINE GREEN TEA products, we boast an overwhelming share of the tea beverages market. We are also increasing the presence of the POKKA brand through fruit juice beverages and coffee beverages.

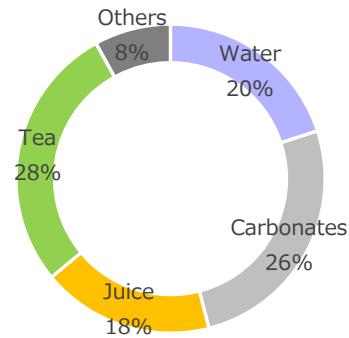
The POKKA brand is exported from Singapore to approximately 60 countries worldwide, including South East Asia and the Middle East, and we intend to achieve further growth based on our policy of **“Right Products to Right Market.”**

★ **Corporate profile**

Local subsidiary	POKKA CORPORATION (SINGAPORE) PTE.LTD.
Paid in capital	26mn SG\$
Entry into business	Jan.1977
	Established POKKA CORPORATION (SINGAPORE) PTE.LTD
Production Capacity	Approx. 8mn cases
Business field	Production and sales of Soft Drinks

★ **Singapore Sales of soft drinks by category (2018)**

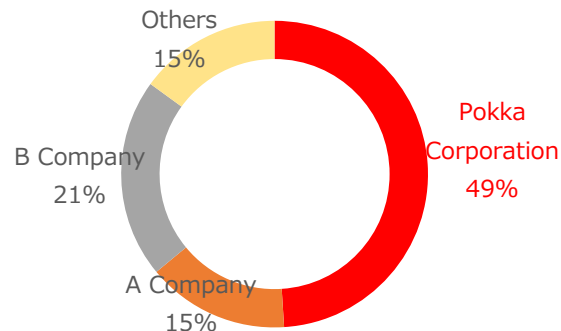
Source: Euromonitor (Calculated by Sales Volume)



★ **Pokka Corporation Market share of TEA category in Singapore in 2018**

Off Premise share 49% No.1

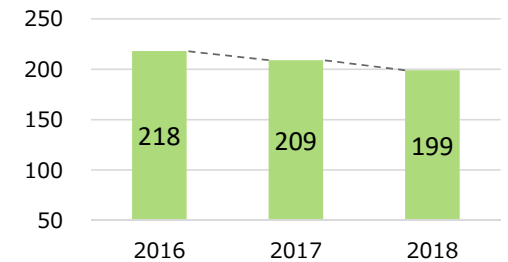
Source: Euromonitor
%Share- Off-trade Volume-2018



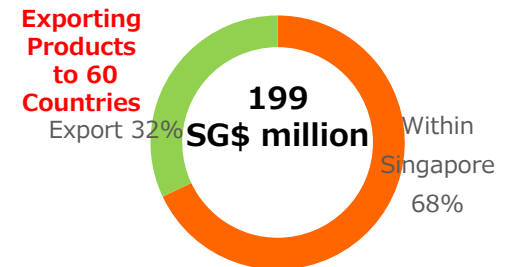
★ **Pokka Corporation Main Products**



★ **Pokka Corporation Revenue (SG\$ Million)**



★ **Pokka Corporation Sales composition in 2018**





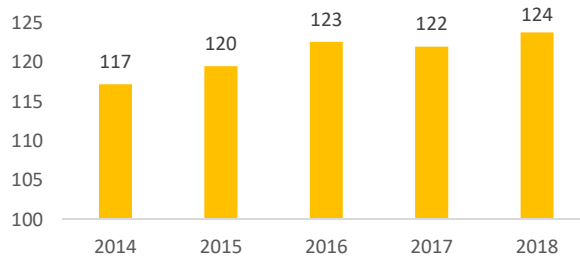
SINGAPORE MALAYSIA

Sapporo Group Activities (Beer and Soft drinks)

Singapore Beer Market data

★ Singapore Beer Market data (million litres)

Source: Euromonitor (Calculated by Sales Volume)



★ Sapporo group

Beer business in Singapore of Sapporo

- Expanding sales channel to off premise market with POKKA CORPORATION (SINGAPORE) from 2010
- Sales volume in 2018
Up 40% in comparison with 2017
4 times in comparison with 2010

Malaysia

POKKA (MALAYSIA) Sdn. Bhd.

Local subsidiary	POKKA (MALAYSIA) Sdn. Bhd
Paid in capital	34mn SG\$
Established	Aug, 2014
Capacity	Approx. 6mn cases per year
Business field	Production and sales of Soft Drinks Obtained Malaysian Halal certification, which is trusted word-wide

SAPPORO LION (SINGAPORE) PTE. LTD.

★ Corporate profile

Local subsidiary	SAPPORO LION (SINGAPORE) PTE. LTD.
Paid in capital	4mn SG\$
Entry into business	Aug. 1991
	Established POKKA FOOD(SINGAPORE) PTE .LTD. Operating Restaurants business Jan. 2013 Made POKKA FOOD (SINGAPORE) into Sapporo Lion Subsidiary Operating「GINZA LION BEER HALL」
Business field	Operating beer halls and restaurants, Production and sales of cake



Ginza Lion Beer Hall in Singapore

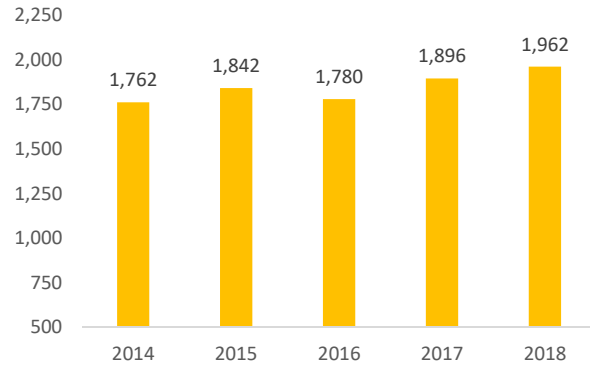




Korea Beer Market Data

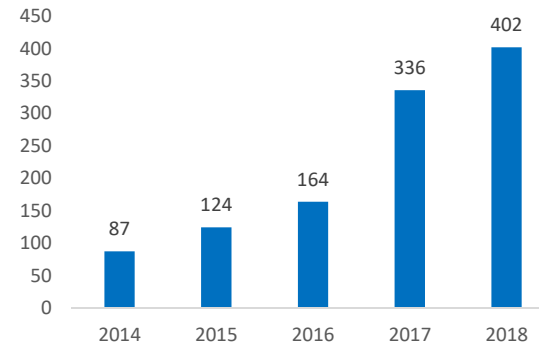
★ Korea- Beer market sizes (million litres)

Source: Euromonitor
(Calculated by Sales Volume)



★ Korea- Import beer market sizes (million liters)

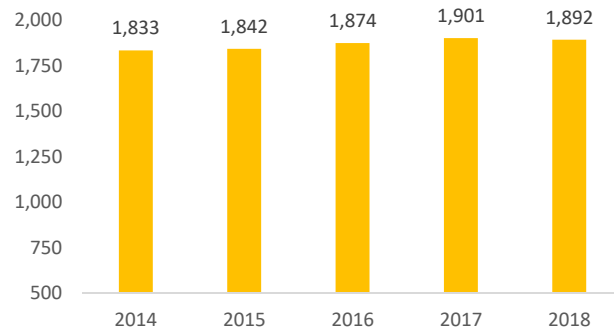
Source: Euromonitor
(Calculated by Sales Volume)



Australia Beer Market Data

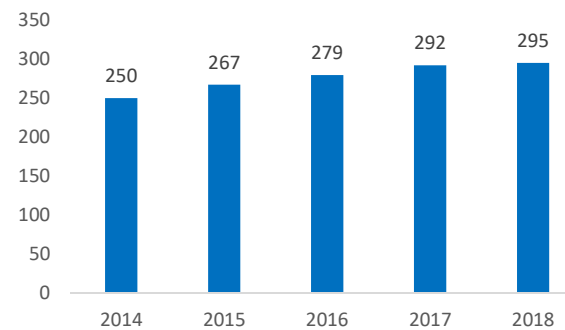
★ Australia- Beer market sizes (million litres)

Source: Euromonitor
(Calculated by Sales Volume)



★ Australia- Import beer market sizes (million liters)

Source: Euromonitor
(Calculated by Sales Volume)



★ Sapporo Group Activities



- Nov. 2010 Formed an alliance with Maeil Dairies Co., Ltd.
- Jan. 2012 Acquired 15% of the share of M's Beverage Co., Ltd., a wholly owned subsidiary of Maeil Dairies
Driving forward sales expansion efforts
- **Sep. 2017 Launched Yebisu Beer**
- Sales volume in 2018 **10 times** in comparison with 2011



SAPPORO



Aiming to enhance the value of Sapporo Brand

★ Sapporo Group Activities



- Jul. 2011 License agreement with Australian No.3 beer manufacturer, Coopers Brewery
- Start local Production and sales by Coopers
- Sales volume in 2018 Up 17% than 2017
3.8 times in comparison with 2012



KOREA
AUSTRALIA

Beer Market Data

Sapporo Group
Activities

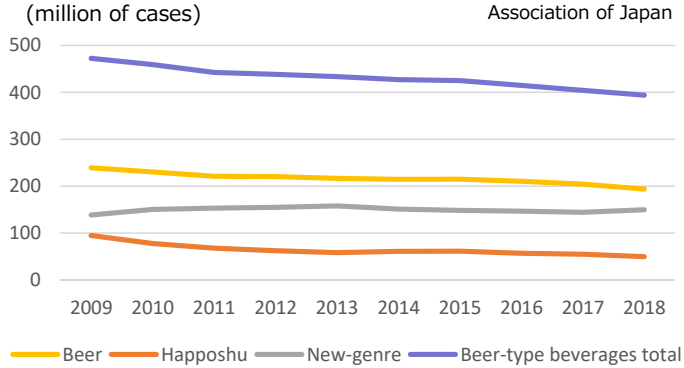


JAPAN

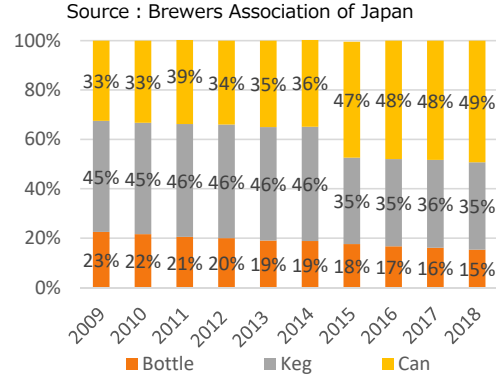
Beer Market Data

Japan Beer Market Data

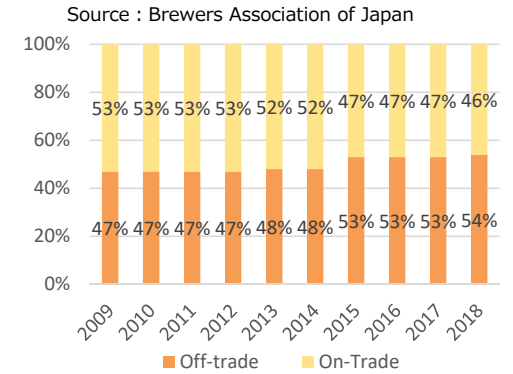
★ Japan-Total taxed shipments volume of beer-type beverages (Million of cases, Total of 5 companies)



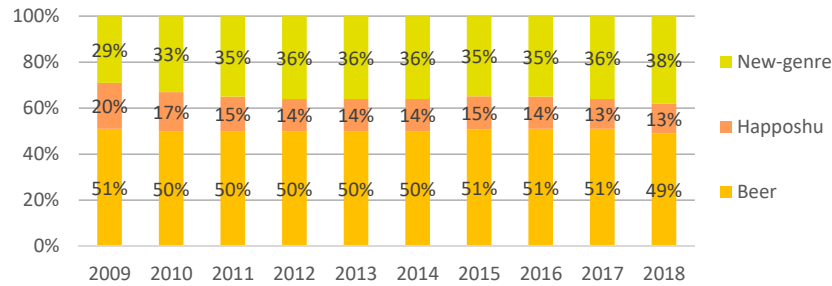
★ Japan-Composition of taxed shipments of beer by container type (Total of 5 companies)



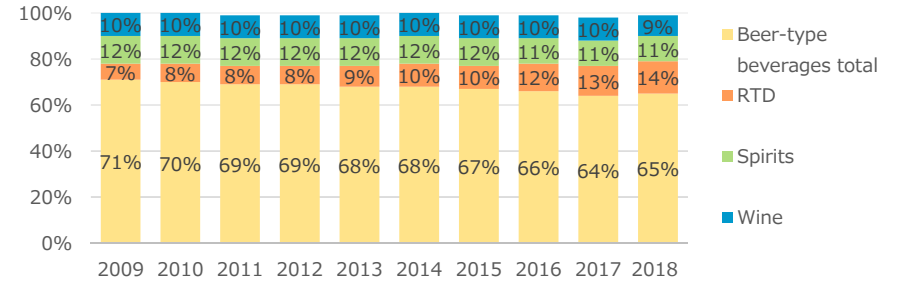
★ Japan: Composition of taxed shipments of beer by sales channels (Total of 5 companies)



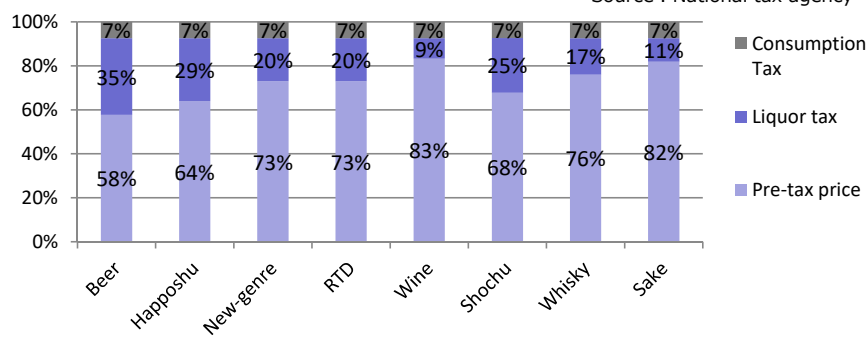
★ Japan- Composition of taxed shipments by product category (Total of 5 companies)



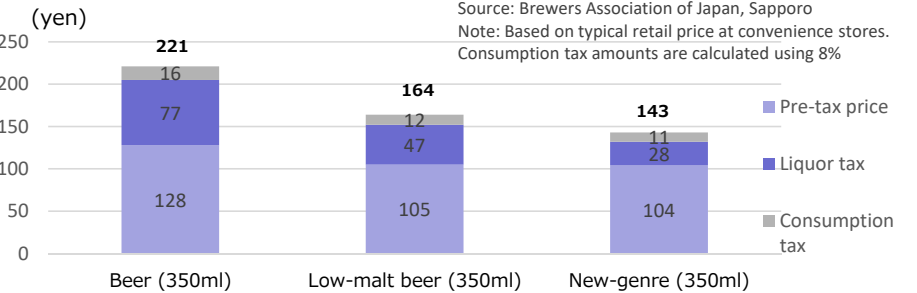
★ Japan- Sales of Alcoholic Drinks by Category (Sales volume)



★ Japan- Comparison of the liquor tax by category



★ Japan- Retail Price Breakdown



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JAPAN

Beer Market Data

Sapporo Group Activities

SAPPORO BREWERIES LTD.

Founded in 1876, Sapporo Breweries, Ltd. has always been known for its focus on the finest ingredients, and its insistence on delivering quality products while continuing to delight its customers with new and exciting possibilities. In our beer division, this focus on great taste, and on product quality and safety, is the foundation on which we will continue to grow the value of our Sapporo and Yebisu brands. With the development of completely new products, we maintain our tradition of being the pioneer in the industry, constantly offering our customers value and taste. Moreover, the quality of the products coming out of our wine and liquor division has been recognized in contests, and we are now seeking to enter into the shochu segment, with "manufacturing that insists on the finest ingredients" as our guiding principle, as well as the growing low-alcohol product segments. Sapporo Breweries remains committed to responding to the changing expectations of its customers, with originality and creativity.

★ Corporate profile

Paid in capital 10.0bn yen
Entry into business

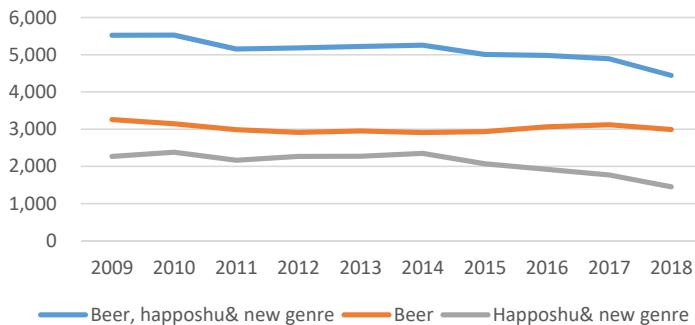
Sep. 1876 Established the Kaitakushi Brewery
Sep. 1949 Established Nippon Breweries, Ltd.
Jan. 1964 Nippon Breweries, Ltd., renamed Sapporo Breweries Ltd.
Jul. 2003 Started operation under a holding company framework, with Sapporo Holdings Limited as a pure holding company
Newly established Sapporo Breweries Ltd.

Production Base Brewery 6 (Hokkaido, Sendai, Nasu, Chiba, Shizuoka, Hita), Japanese liquor plant 2, Winery2

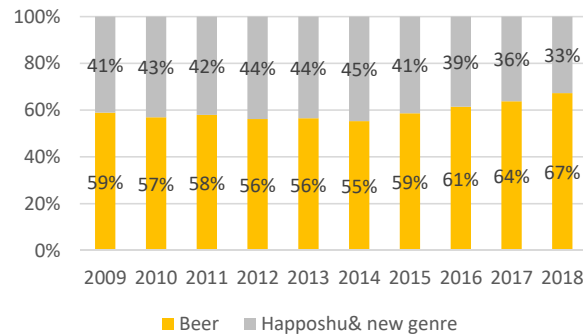
Business field Production and sales of beer and beer-type beverages, wine, Japanese liquor, etc.

★ Sapporo: Total taxed shipments volume of beer-type beverages

(10,000 cases)



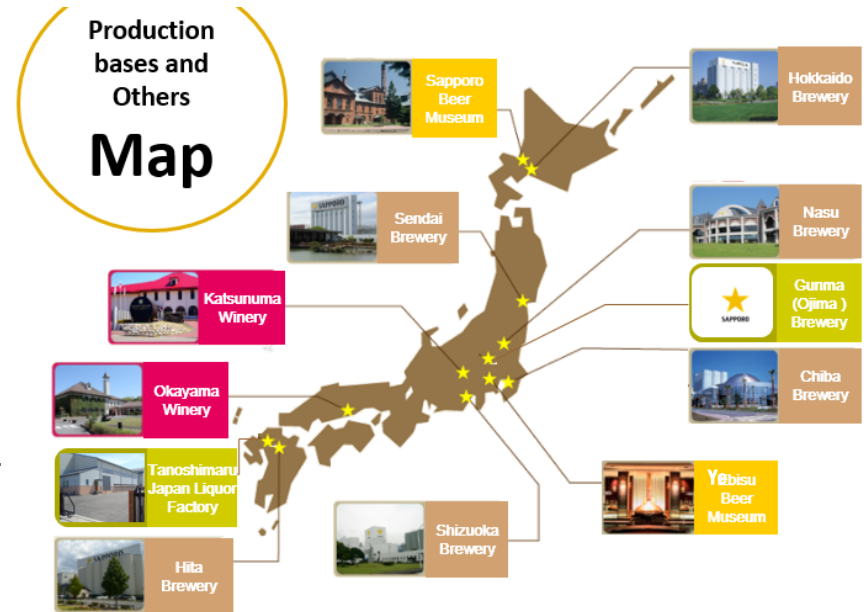
★ Sapporo: Composition of taxed shipments by product category



★ Sapporo: Core brands



★ Production bases and Others





★ Sapporo: Sales trend by year on year (y-o-y)

[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

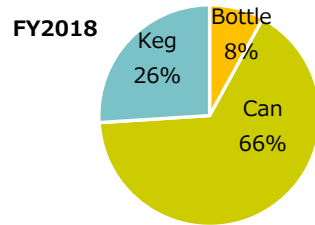
[Happoshu+new genre] (sales volume)

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

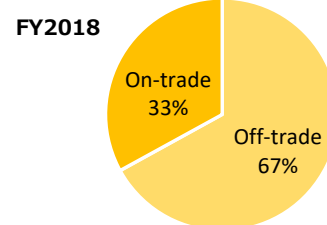
[Wine , Spirits and other]

- ✓ 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

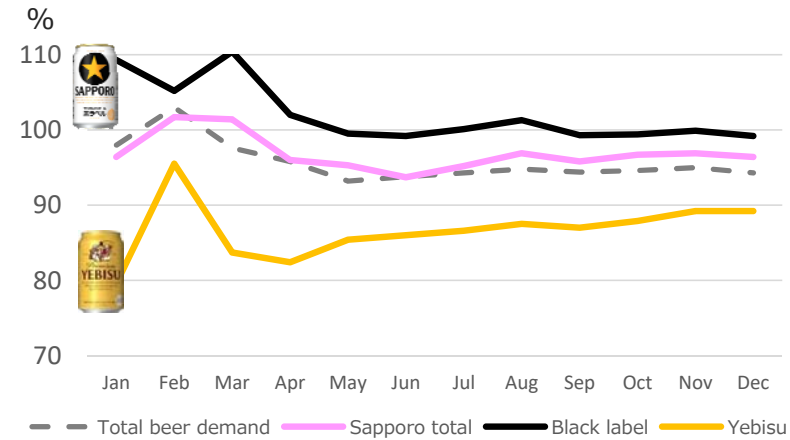
★ Sapporo: Beer-type beverages category
Composition of taxed shipments
by container type (Sales volume)



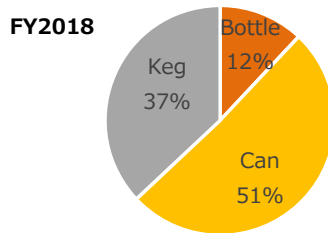
★ Sapporo: Beer-type beverages category
Composition of taxed shipments
by sales channel (Sales volume)



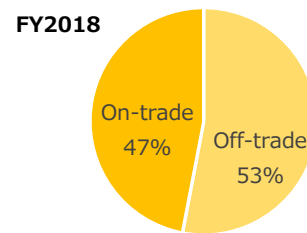
★ Sapporo: Y-o-Y change in sales volume of 3 core brands
Ebisu, Black label and Mugi to Hop



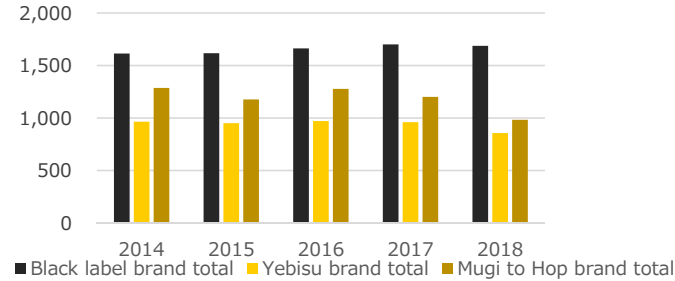
★ Sapporo: Beer category
Composition of taxed shipments
by container type (Sales volume)



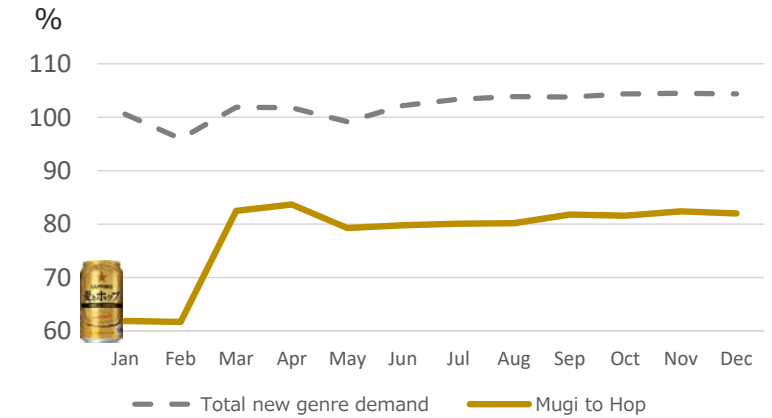
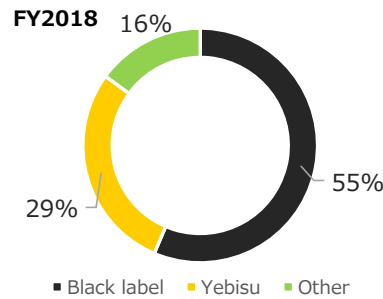
★ Sapporo: Beer category
Composition of taxed shipments
by sales channel (Sales volume)



★ Sapporo: Sales trend of 3 core brands
(Sales volume)
(10,000 cases)



★ Sapporo: Beer lineup
(Jan - Dec breakdown)

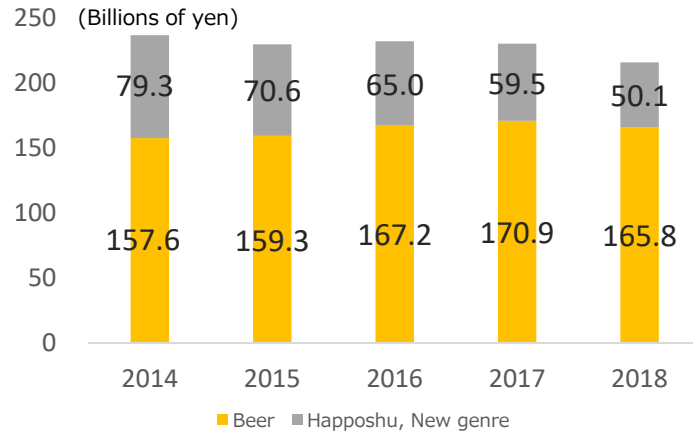




Japan

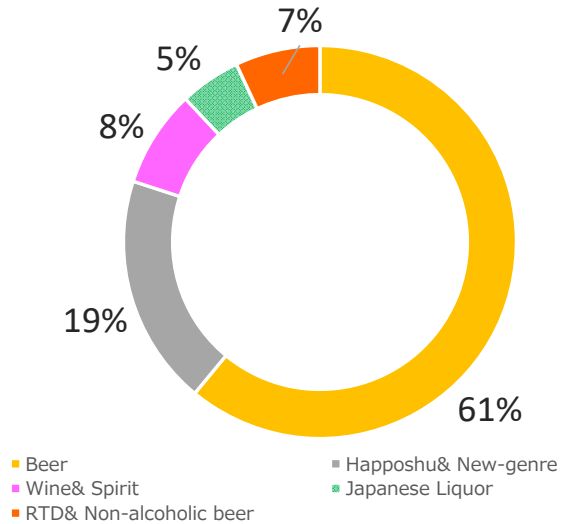
Sapporo Group Activities (Beer)

★Sapporo: Revenue of Beer and Beer type beverages (incl. liquor tax)

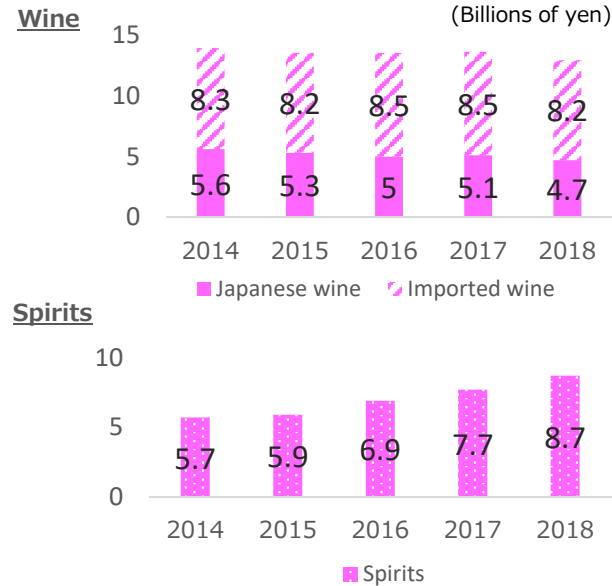


★Sapporo: Revenue Breakdown by category in 2018

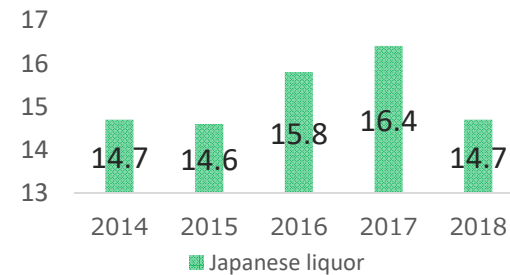
*before subsidiary companies sales, elimination of inter- company transactions and rebate deduction



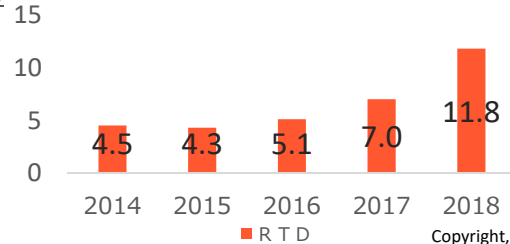
★Sapporo: Revenue trend by category



Japanese liquor



RTD





Japan

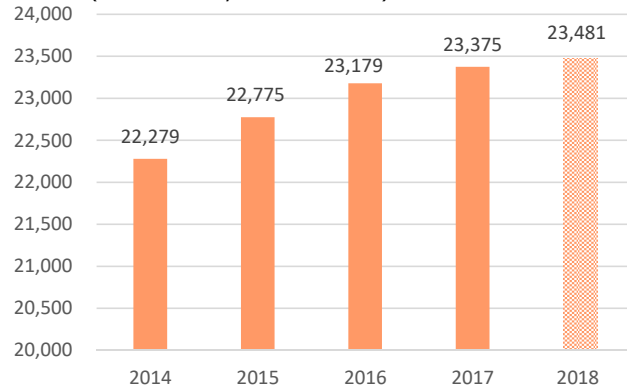
Soft Drink Market Data

Sapporo Group Activities

Japan Soft Drinks Market Data

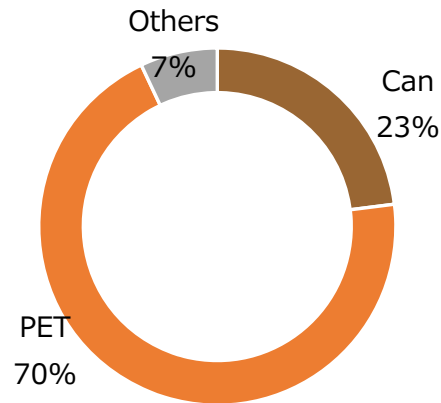
★ Japan Soft drinks market sizes (million litres)

Source: Euromonitor
(Calculated by Sales Volume)



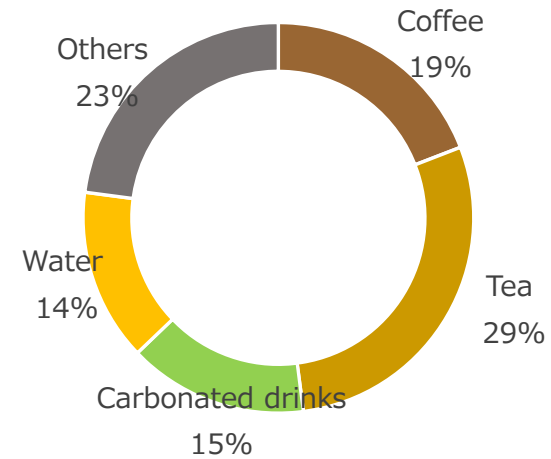
★ Japan Composition of Soft Drinks Market by container (2018)

Source: Inryoshoken- Soft drinks market data
(Calculated by Sales Volume)



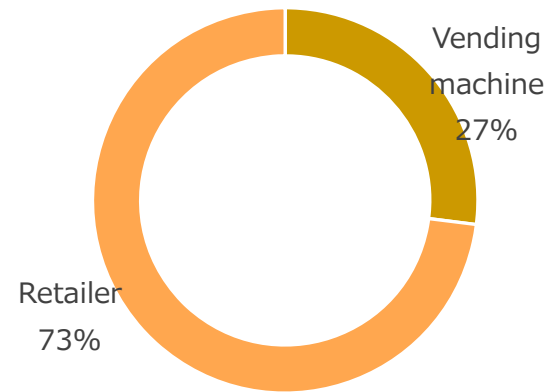
★ Japan Composition of Soft Drinks Market by category (2018)

Source: Inryoshoken- Soft drinks market data
(Calculated by Sales Volume)



★ Japan Composition of Soft Drinks Market by sales channel (2018)

Source: Inryoshoken- Soft drinks market data
(Calculated by Sales Volume)





Japan

Sapporo Group Activities (Soft drinks)

POKKA SAPPORO FOOD & BEVERAGE LTD.

In the food business, we aim to reinforce brands whose products include soups and also use lemon, and create new categories that include foods for health care needs and natural foods. In the beverage business, we concentrated management resources on brands that can be differentiated, and we aim to develop new brands leveraging technologies and ingredients. Moreover, in overseas business, we will establish next-generation manufacturing and sales bases in Singapore, whose consumers value great brand recognition. We are anticipating vigorous growth by undertaking an aggressive marketing approach.

★Corporate profile

Paid in capital : 5.43 bn yen

Entry into business :

Jun. 1909 Entered in to the soft drink business as the first Japanese brewery to do so
Launched Citron (Soda)

Jan.1957 Established Kokusai inryo Co., Ltd., later Sapporo Beverage Co., Ltd.
Feb.1957 Established Nikka Lemon Co., Ltd. to make and sell lemon beverages, later POKKA CORPORATION

Sep. 2009 Acquired 21.41% of the share of POKKA CORPORATION
Made POKKA into affiliated company accounted by the equity method

Mar. 2011 Acquired 86.76% of the share of POKKA CORPORATION
Made POKKA into consolidated subsidiary

As of Dec.31,2011 Acquired 98.59% of the share of POKKA CORPORATION
*Acquisition cost 34.80 bn yen

Mar. 2012 Integrated Sapporo Beverage Co., Ltd. with POKKA CORPORATION
to establish Pokka Sapporo Food & Beverage Ltd.

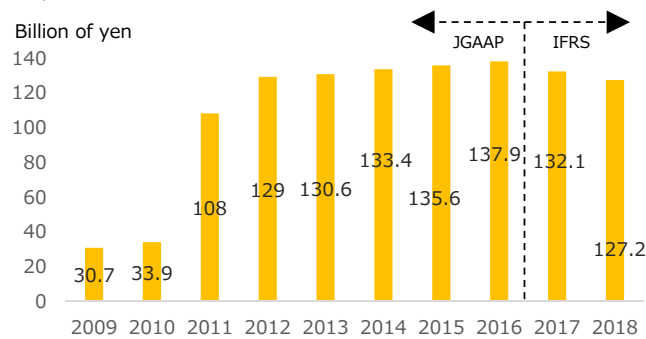
Dec.2012 Made POKKA CORPORATION into a wholly owned subsidiary
Jan. 2013 Absorption-type merger between Sapporo Beverage Co., Ltd and POKKA CORPORATION
Commenced operation of Pokka Sapporo Food & Beverage Ltd.

Production base Foods & Soft drinks plant: 2 (Nagoya, Gunma),
Foods plant (Iwata), Soft drinks plant (Okinawa)

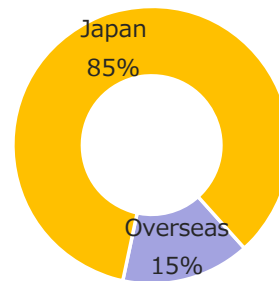
Business field Manufacture and sales of food& soft drinks, Operating coffee shop and others.

★Revenue of Food & Soft drinks

※April 2011 Consolidation of POKKA CORPORATION



★Pokka Sapporo Revenue composition in 2018 (Sales Volume)



★Main Products

Lemon based favor products (Food & Soft drinks)



Soft drinks



Soups



Soybeans and Chilled Products





Japan

Sapporo Group Activities (Soft drinks)

★ Pokka Sapporo Y-o-Y growth/Sales Volume in 2018 (Domestic)

[Lemon-based drinks] Jan-Dec **up 4%** y-o-y

[Unsweetened tea drinks] Jan- Dec **up 1%** y-o-y

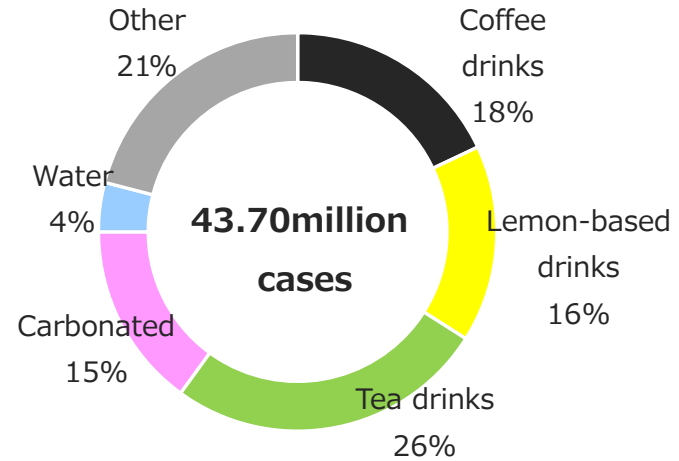
[Coffee drinks] Jan- Dec **down 18%** y-o-y

[Lemon-based food products] Jan- Dec **up 18%** y-o-y

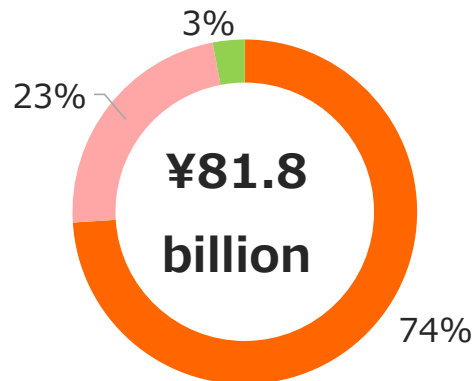
[Soups] Jan- Dec **down 7%** y-o-y

[Soy milk, chilled products] Jan -Dec **up 8%** y-o-y

★ Pokka Sapporo- within Japan/Sales Volume Composition by Category in 2018

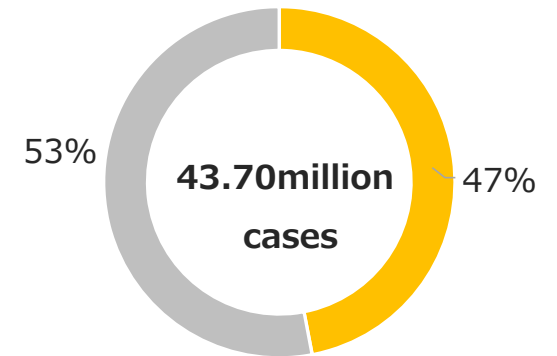


★ Pokka Sapporo (within Japan) Revenue consumption by category



Soft drinks Food Soy and Chilled product

★ Pokka Sapporo- within Japan/Sales Volume Composition by sales channel in 2018



Vending machines Retailer





Japan

Soup Market Data

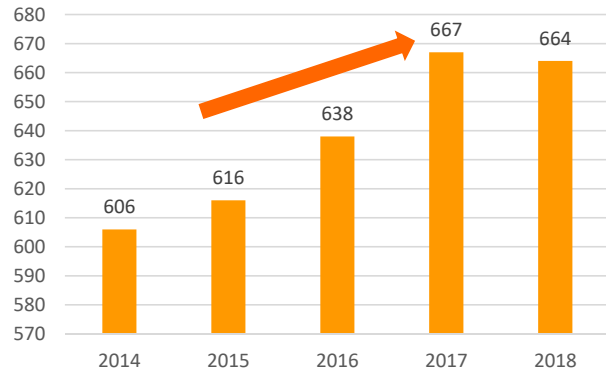
Lemon based favor Market Data

Sapporo Group Activities

Japan Soup/Lemon based flavoring Market Data & Pokka Sapporo activities

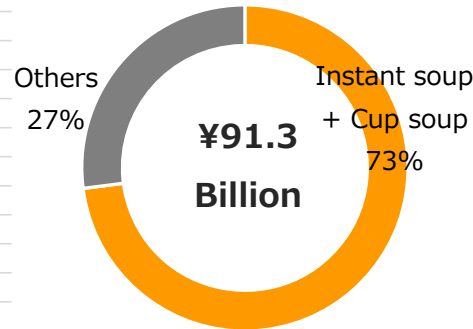
★Japan- Instant soup+ Cup soup market sizes (Billion of yen)

Source : Intage SRI/Instant Soup market 2014-2018/Sales Value



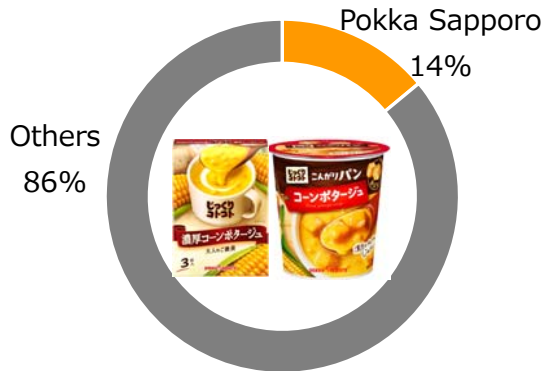
★ Japan- Sales breakdown by category of Soup market in 2018

Source : Intage SRI/Soup market 2018/Revenue



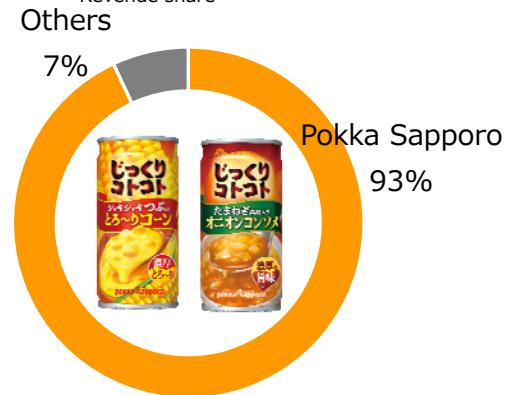
★Pokka Sapporo Instant soup+ Cup soup share in 2018

Source : Intage SRI/Instant Soup market 2018/ Revenue share



★Pokka Sapporo Instant canned soup share in 2018

Source : Intage SRI/Instant Canned Soup market 2018/ Revenue share



★Pokka Sapporo activities Soup category in 2018

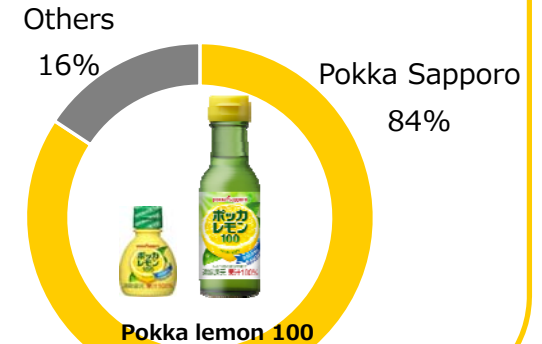
Source : Intage SRI/Instant soup market, Jan-Dec.2018/ Revenue trend-revenue share

- Sales Volume of Instant soup+ Cup soup: 9.4 bn yen
- Y-o-Y growth: down 4%
- Market share: **14.2%**
- Sales Volume of canned soup:0.97 bn yen
- Y-o-Y growth: down 19%
- Market share : **93.4%, up 108.7%** in comparison with 2017 year
- Production base: 3 Factory (Nagoya, Gunma, Iwata)

★Pokka Sapporo activities lemon based flavoring in 2018

Source: Intage SRI/lemon based flavoring market, Jan-Dec.2018/ Sales trend-Sales value share

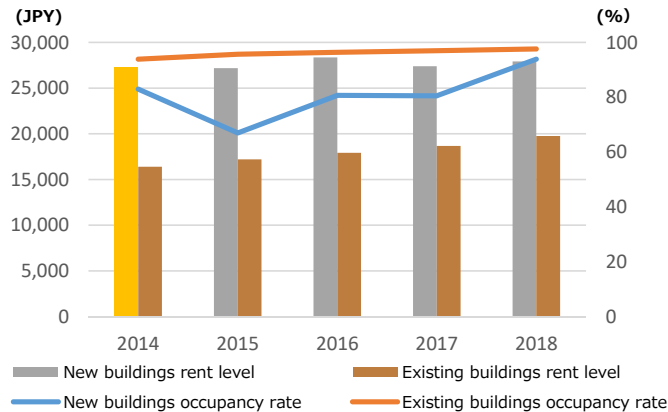
- Sales Volume: 4.0 bn yen
- Y-o-Y growth: **Up 7.4%**
- Market share : **84.2%**
- Production base: Nagoya factory





Japan Real Estate Market Data

★ Japan- The Greater Tokyo Area Office Leasing Market Annual average of occupancy rates & rent level (Source: Miki Shoji Co., Ltd.)



	2014	2015	2016	2017	2018
Occupancy rate average(%)	93.8	95.1	96.1	96.7	97.5
New buildings occupancy rate	83.0	67.0	80.7	80.5	93.9
Existing buildings occupancy rate	93.9	95.7	96.4	97.0	97.6
Rent level average (yen/ tsubo)	16,616	17,412	18,200	18,879	20,143
New buildings rent level	27,312	27,186	28,355	27,402	28,171
Existing buildings rent level	16,402	17,195	17,917	18,668	19,899

Sapporo Real Estate Co., Ltd.

This company owns, manages, operates and develops real estate in the Sapporo Group. The jewels in its real estate crown are "YEBISU GARDEN PLACE", "SAPPORO FACTORY" and "GINZA PLACE", which form the core of the company's urban redevelopment and real estate leasing and management operations. Sapporo Real Estate Co., Ltd. Aspires to be a unique company by taking maximum advantage of its considerable expertise in urban redevelopment.

★ Corporate profile

Local subsidiary Sapporo Real Estate Co., Ltd.
 Paid in capital 2.08bn yen
 Entry into business June. 1988
 Business field Real estate leasing, administration, operation and development services

★ Sapporo Real Estate Investment property

	2014	2015	2016	2017	2018
Carrying value on the consolidated statement of financing position at the fiscal year end date	207,864	197,666	201,763	200,001	215,522
Fair value at the fiscal year end date	348,237	357,395	389,101	397,581	385,992

★ Sapporo Real Estate

Major rental properties & annual average of occupancy rates

	2014	2015	2016	2017	2018
Yebisu Garden Place	82	92	99	98	100
Ebisu First Square (formerly Seiwa Ebisu Building)	23	100	100	100	99
Ginza Place (formerly Sapporo Ginza Building)	*14.0	*0.0	-	99	100
Strata Ginza	100	100	100	100	100

*Redevelopment Buildings

①Seiwa Ebisu Building reopened as Ebisu First Square in Sep.2014

②Sapporo Ginza Building reopened as Ginza Place in September, 24.2016





The real estate business mainly develops rental real estate, including Yebisu Garden Place, Sapporo Factory, and office buildings principally located in three areas where it has deep Sapporo Group links: Ebisu, Ginza and Sapporo.

★ Commercial complexes

YEBISU GARDEN PLACE

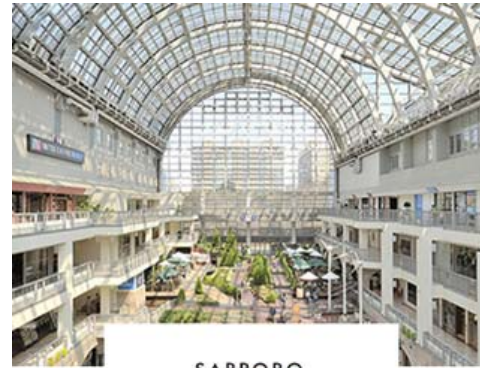
(The former site of Sapporo Breweries' Ebisu Brewery) (The former site of Sapporo Breweries' Sapporo Brewery)



Address 20, Ebisu 4-chome, Shibuya-ku, Tokyo
 4-13, Mita 1-chome, Meguro-ku, Tokyo
 Site area Approx.83,000㎡ (25,200 tsubo)
 *Office tower 56,943㎡
 Building area Approx.32,000㎡ (9,700 tsubo)
 Floor area Approx.478,000㎡ (144,600 tsubo)
 *Office tower 298,007㎡
 No. of floors 40 floors above ground, 5 below
 Opened Oct. 1994

Yebisu Garden Place-related
EBITDA ¥11.3billion

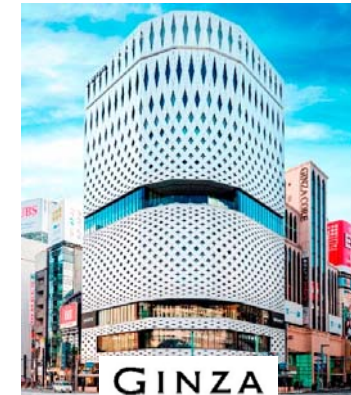
SAPPORO FACTORY



Address Kita 2 Jo Higashi 4-chome, Chuo-ku,
 Sapporo-shi, Hokkaido
 Site area Approx. 47,000㎡ (14,300 tsubo)
 Building area Approx. 32,400㎡ (9,800 tsubo)
 Floor area Approx. 160,000㎡(48,400 tsubo)
 Opened Apr. 1993

Hokkaido-related
EBITDA ¥1.2billion

GINZA PLACE



Address 8-1, Ginza 5-chome, Chuo-ku,
 Tokyo
 Site area Approx.645㎡
 Floor area Approx.7,350㎡
 No. of floors 11 floors above ground, 2 below
 Use Commercial complex
 Opened Sep. 2016

Other properties, projects
including Ginza Place
EBITDA ¥4.9billion



SAPPORO



EBISU FIRST SQUARE

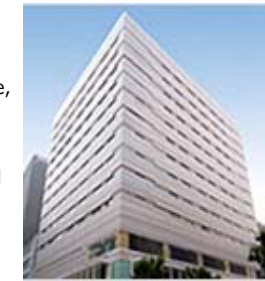
Address 18-14, Ebisu 1-chome,
 Shibuya-ku, Tokyo
 Site area 2,596㎡
 Floor area 16,012㎡
 No. of floors 12 floors above ground,
 1 below
 Completed Sep. 2014
 Use Office



CIEL BLUE EBISU EAST

Address 24-15, Ebisu 1-chome,
 Shibuya-ku, Tokyo
 Site area 309.17㎡
 Floor area 1,302.29㎡
 No. of floors 9 floors above ground
 Completed Apr. 1993
 Use Office

*Date of acquisition: Nov 30,2018



STRATA GINZA

Address 10-1, Ginza 7-chome,
 Chuo-ku, Tokyo
 Site area 1,117㎡
 Floor area 11,411㎡
 No. of floors 13 floors above ground,
 1 below
 Completed Sep. 2006
 Use Hotel, Shops, Restaurants
 *Sapporo owns 922㎡ of the site
 (sectional ownership) and 89.72%
 of the building



Restaurants Market Data

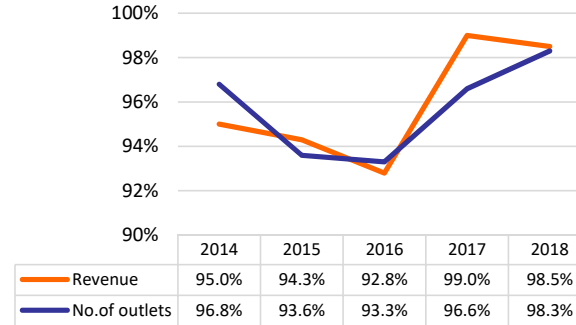
★ Japan- Restaurants Market (2018)

Total market size : Approx.26,246.2 bn yen
 Drinking outlets (including beer hall) market size :
 Approx. 1,009.1 bn yen
 Coffee shops market size: Approx. 1,144.9 bn yen

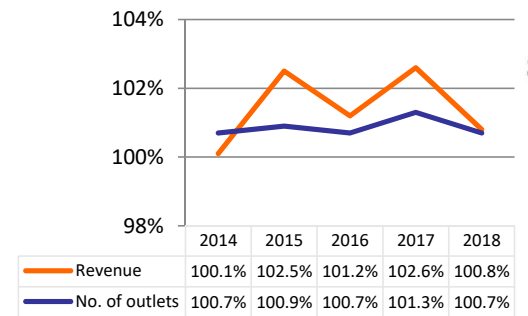
Total market growth rate : +0.8%
 Drinking outlets (including beer hall)
 market growth rate : -1.5%
 Coffee shops market growth rate : +0.8%

(Source : Japan Food Service association)

★ Japan- Drinking outlets (including beer hall) market Revenue and number of outlets (Y-o-Y)



★ Japan- Coffee shops market Revenue and number of outlets (Y-o-Y)



*Year on year data are based on the questionnaire for member of Japan Food Service association

SAPPORO LION LTD.

Since opening Japan's first beer hall in 1899 in Tokyo's Ginza district, Sapporo has been a pioneer in the restaurant industry with a range of innovative drinking venues. In addition to great-tasting draft beer, we continue to develop menus based on "safety, security and authenticity."

★ Drinking outlets (including beer hall)

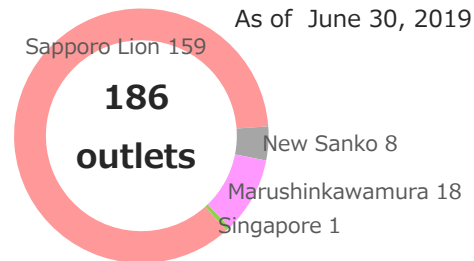
Operating company Sapporo Lion Ltd.
 Paid in capital 4.87 bn yen
 Entry into business August 4, 1899

Sep. 1949

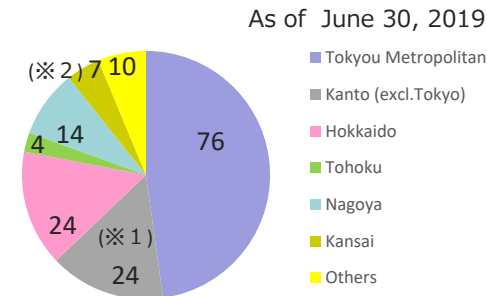
Business field

Opened YEBISU BEER HALL in Ginza, Tokyo as Japan's first beer hall
 Established Nippon Kyoei Ltd., later Sapporo Lion Ltd.
 Operating beer hall, drinking outlets and restaurants, mainly GINZA LION and YEBISU BAR

★ Sapporo- Restaurant segment Total number of outlets



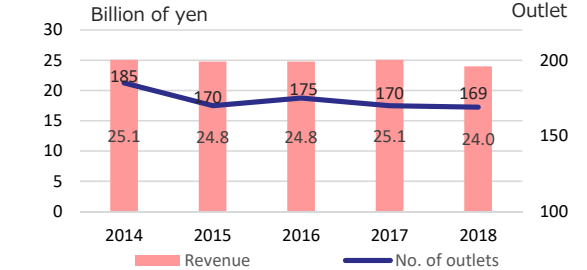
★ Sapporo Lion outlets



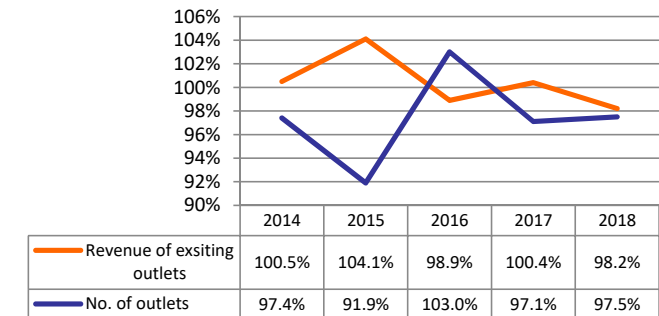
(※1) : Tochigi, Gunma, Saitama, Chiba, Kanagawa, Yamanashi

(※2) : Osaka, Kyoto, Hyogo

★ Sapporo Lion Trend of revenue and number of outlet



★ Sapporo Lion Trend of revenue and number of outlets (Y-o-Y)



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Japan

Restaurants/
Coffee shops
Market Data

Sapporo Group
Activities



Japan

Sapporo Group Activities



Main outlets

★ **Beer Hall Lion Ginza 7-Chome**



Opened in 1934
Oldest existing beer hall in Japan

<Outlet interior>
Authentic atmosphere
with 250 colored glass mosaic wall art
Size 27.5m×5.75m
Made by Mr. Eizo Sugawara

★ **Yebisu bar**



銀座二丁目店

<Yebisu bar>
Specializing in Yebisu beer under the concept "ALL FOR YEBISU".

★ **New Sanko Otaru outlet**



<New Sanko Inc.>
*Sapporo Lion's Subsidiary Established in Otaru, Hokkaido
Operating beer hall
8 outlets located in Hokkaido (Sapporo, Otaru)

★ **Kushiro KITTE Marunouchi outlet**



<Marushinkawamura Inc.>
*Sapporo Lion's Subsidiary
1955 Established in Sapporo, Hokkaido
Newly consolidated from the first half of 2016
18 outlets located in Hokkaido(Sapporo) and Tokyo



Japan

Sapporo Group Activities

POKKA CREATE CO., LTD

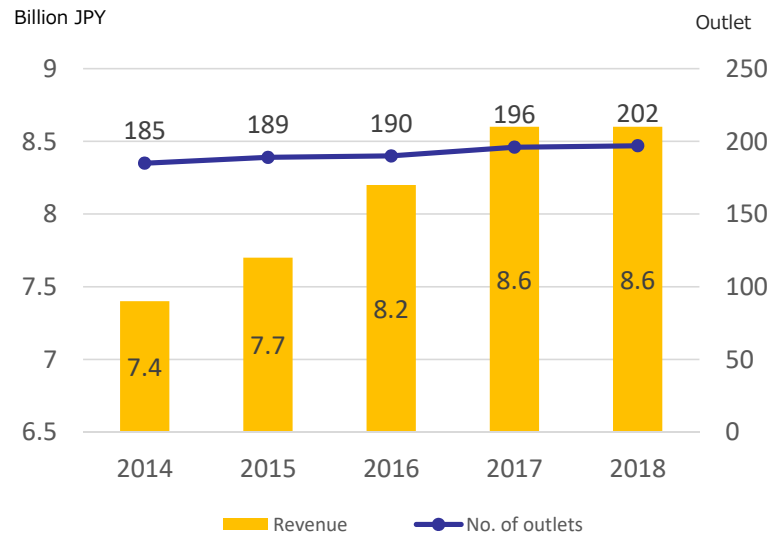
The first “CAFÉ de CRIÉ” coffee shop was opened in Nagoya City, Aichi Prefecture, in 1994. Since then, we have expanded our sphere of operations, and currently manage 200 stores nationwide from Hokkaido to Okinawa. We provide customers with a relaxing atmosphere in which they can enjoy an abundance of happiness from a single cup of coffee.

★ Corporate profile

Operating company Pokka Create Co., Ltd
 *Pokka Sapporo Food & Beverage’s Subsidiary
 Paid in capital 300mn yen
 Entry into business Oct. 1994
 Business field Operating coffee shop chain “CAFÉ de CRIÉ”

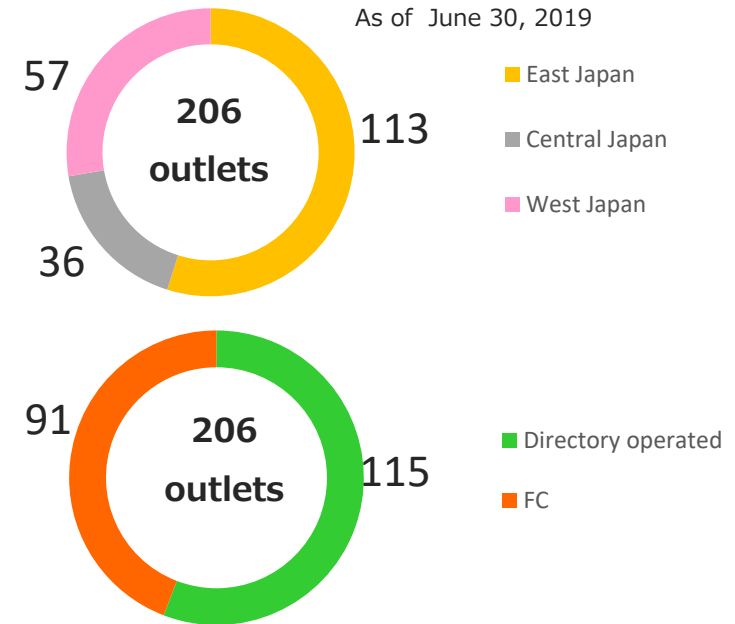


★ Trends of net sales and number CAFÉ de CRIÉ outlets



★ Number of outlets

As of June 30, 2019



③ Financial Data

➤ Sapporo Group Overview.....	32
➤ Financial Data (Profit and Loss Trends, Financial Condition, Segment Information)	33
➤ Corporate Data.....	52

Sapporo Group Overview

The Sapporo Group operates under a holding company framework, with Sapporo Holdings Limited as a pure holding company.

We have positioned “Alcoholic Beverages”, “Food” and “Soft Drinks” as the Group’s three core business fields, and will work to nurture and strengthen the Group’s brands along with the real estate business. The Sapporo Group stands out among the numerous food companies in Japan for conducting business in all three fields of “Alcoholic Beverages”, “Food” and “Soft Drinks”. Leveraging this unique strength, we will work to supply distinctive products and services worldwide in conjunction with expanding our contact points with customers, with the aim of driving robust growth.

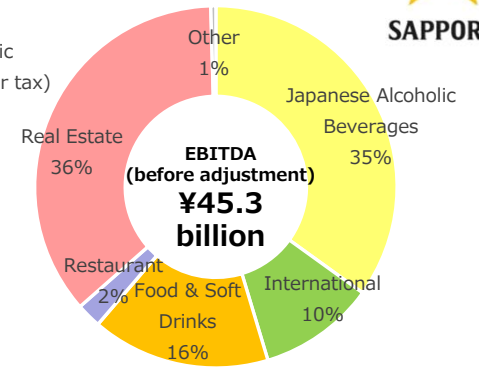
(Main financial figures in 2018)

Revenue: **521.9bn yen**
 Revenue(excl. liquor tax): **398.7bn yen**
 Operating profit before goodwill amortization: **10.8bn yen**
 EBIDA (before segment adjustment): **45.3bn yen**
 EBITDA: **40.4bn yen**
 EBITDA margin (excl. liquor tax): **10.1%**

Breakdown of FY2018 revenue (excl. liquor tax)



Breakdown of FY2018 EBITDA (before segment adjustment)



Sapporo Group Overview

Japanese Alcoholic Beverages	International	Food & Soft Drinks	Restaurants	Real Estate
Achieve continuous growth Enhance brand strength	Achieve continuous growth Enhance brand strength	Achieve continuous growth Enhance brand strength	Achieve continuous growth Enhance brand strength	Achieve continuous growth Enhance brand strength
Wine business will become a second core business	Produce results in investment business Capture growth opportunities	Produce results in investment business Capture growth opportunities	Improve profitability	Strengthen stable earnings base
Revenue: ¥250.9 bn Revenue (excl. liquor tax): ¥127.8 bn Operating profit before goodwill amortization ¥6.7bn EBITDA: ¥15.8 bn EBITDA margin (excl. liquor tax): 12.4%	Revenue: ¥79.5 bn Operating profit before goodwill amortization ¥ -3.4 bn EBITDA: ¥4.7bn EBITDA margin (excl. liquor tax): 5.9%	Revenue: ¥127.2 bn Operating profit before goodwill amortization ¥2.0 bn EBITDA: ¥7.2 bn EBITDA margin 5.7%	Revenue: ¥27.6 bn Operating profit before goodwill amortization ¥ -0.2bn EBITDA: ¥1.0 bn EBITDA margin 3.6%	Revenue: ¥24.5 bn Operating profit before goodwill amortization ¥12.0 bn EBITDA: ¥16.3 bn EBITDA margin 66.5%

Focused mainly on the beer business, but is also involved in other areas, including the wine and spirits business and the Japanese liquors business. The Group will continue to propose products and services that represent the distinctive Sapporo value.

In the North American market, we are aiming to take a leap forward, while working to expand our beer business in Vietnam and use it as a base for strengthening our exports to surrounding countries.

Strong brands in the lemon-based foods and drinks markets, and in the instant soup markets, which are expected to grow

Growing in Southeast Asia and Middle East by leveraging the overwhelming market share of green tea drinks in Singapore

Japan’s largest beer hall chains, GINZA LION and YEBISU BAR, along with various restaurants. In addition to providing delicious draft beer, we will continue to develop menus based on the theme of “safety, security, authenticity, and health.”

One Ginza Lion Beer Hall outlets in Singapore

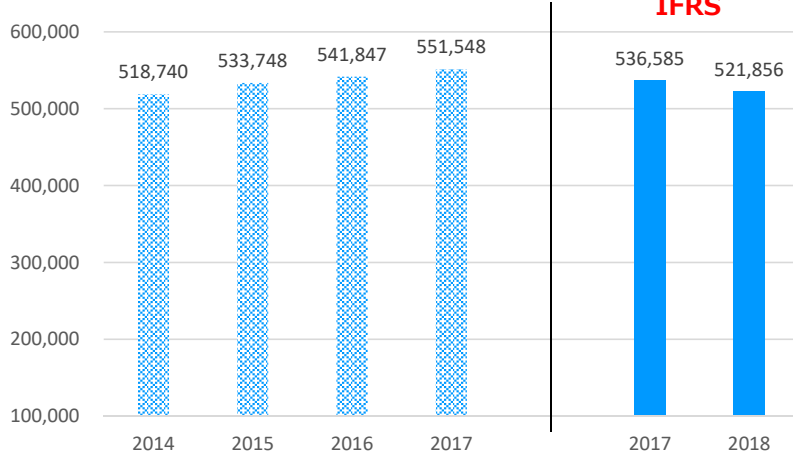
Operating and managing three commercial complexes—Yebisu Garden Place, Sapporo Factory, and GINZA PLACE —as well as office buildings and others.

Yebisu Garden Place : Promote the renovation in the property’s commercial area to further increase value to boost the brand strength of the entire district

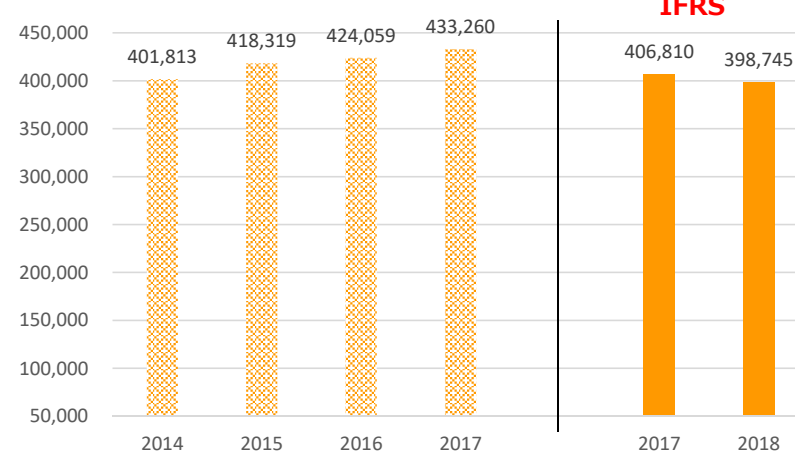
Financial Data (Profit and Loss Trends)



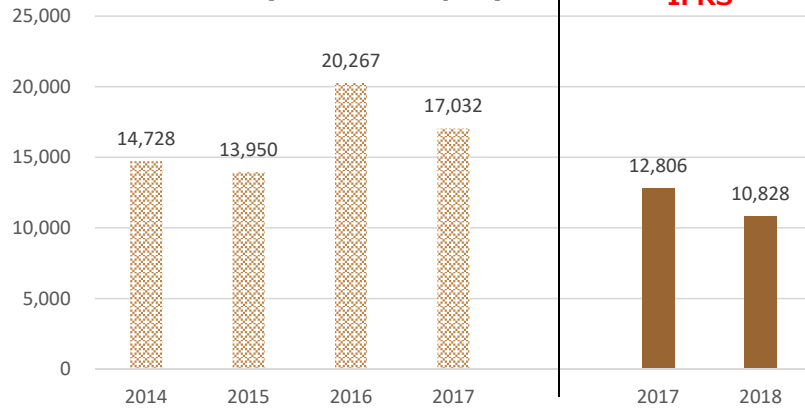
Net sales/(IFRS)Revenue
(Including tax)(millions of yen)



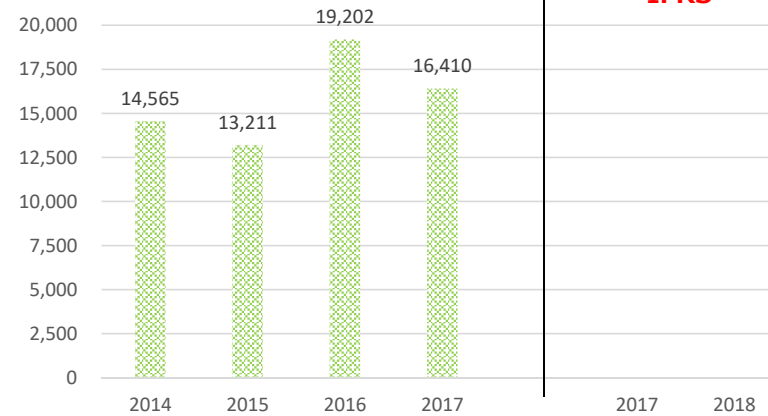
Net sales/(IFRS)Revenue
(Excluding tax)(millions of yen)



Operating income/(IFRS) Operating profit
(millions of yen)



Ordinary income/(IFRS: non-disclosure)
(millions of yen)

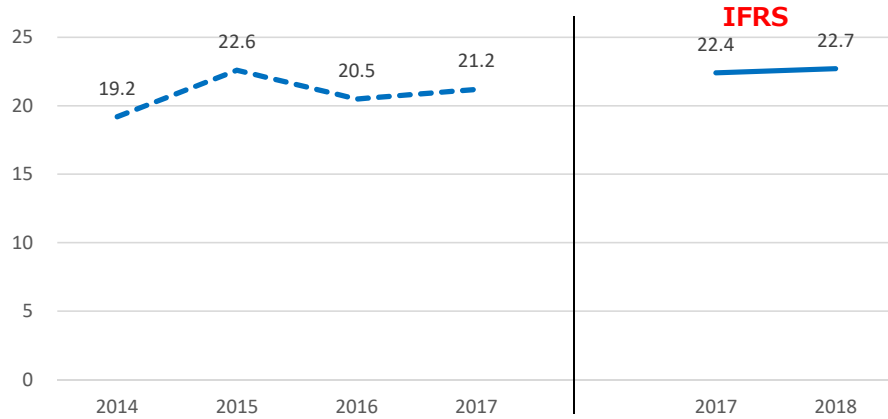


*The Company has voluntarily applied International Financial Reporting Standard (IFRS) from the first quarter of fiscal 2018. The data of the fiscal 2017 is also presented based on IFRS for comparison.

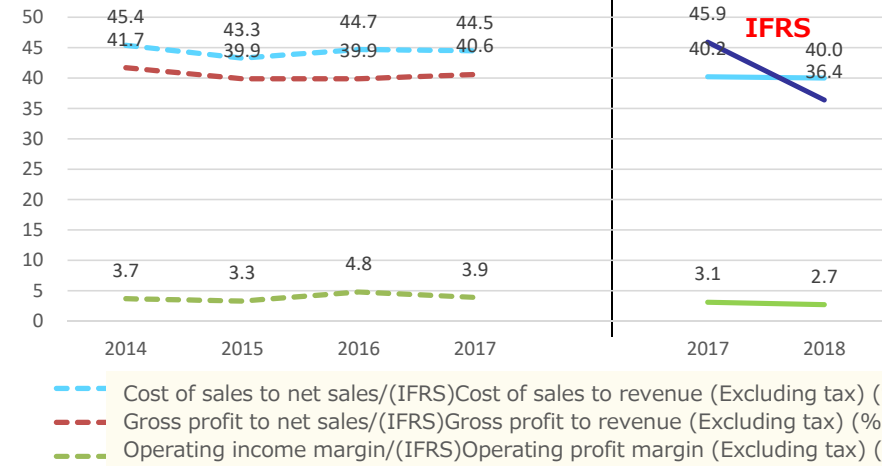
Financial Data (Profit and Loss Trends)



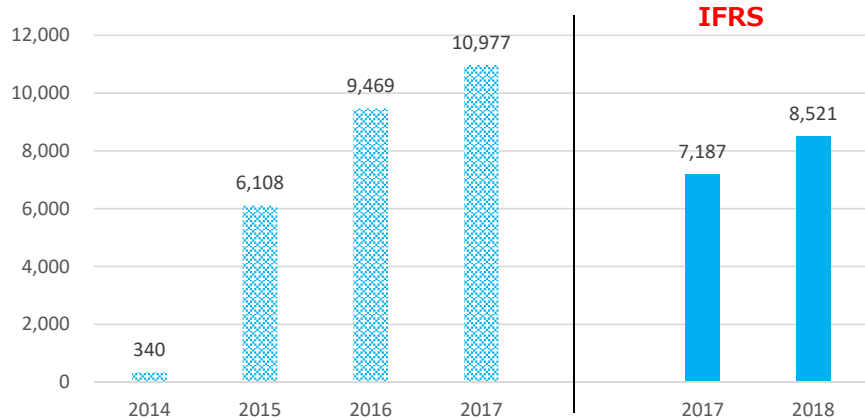
Overseas Sales Ratio/(IFRS)Overseas revenue ratio
(Excluding tax)(%)



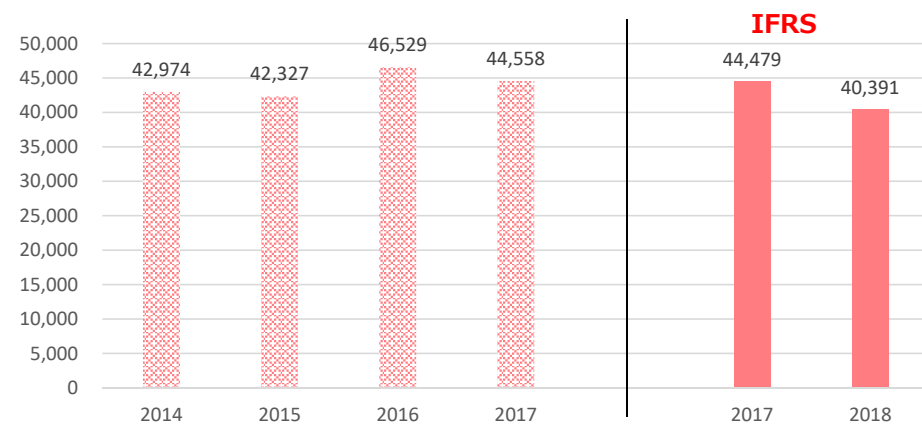
Cost of sales to net sales·Gross profit to net sales·Operating income margin/
(IFRS)Cost of sales to revenue·Gross profit to revenue·Operating profit margin
(Excluding tax) (%)



Profit attributable to owners of parent
(millions of yen)



E B I T D A / (I F R S) E B I T D A ※ 1 (millions of yen)



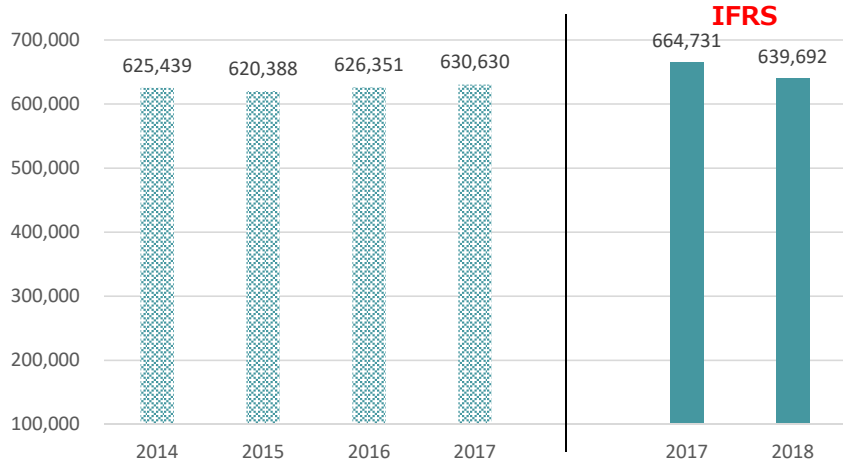
*The Company has voluntarily applied International Financial Reporting Standard (IFRS) from the first quarter of fiscal 2018. The data of the fiscal 2017 is also presented based on IFRS for comparison.

(※1) EBITDA= Profit from operations before non- recurring items + Depreciation and amortization

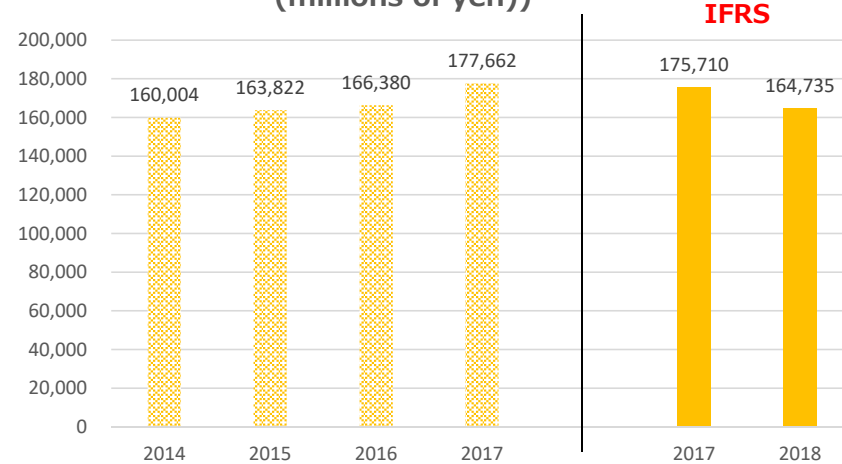
Financial Data (Financial Condition)



Total assets(millions of yen)

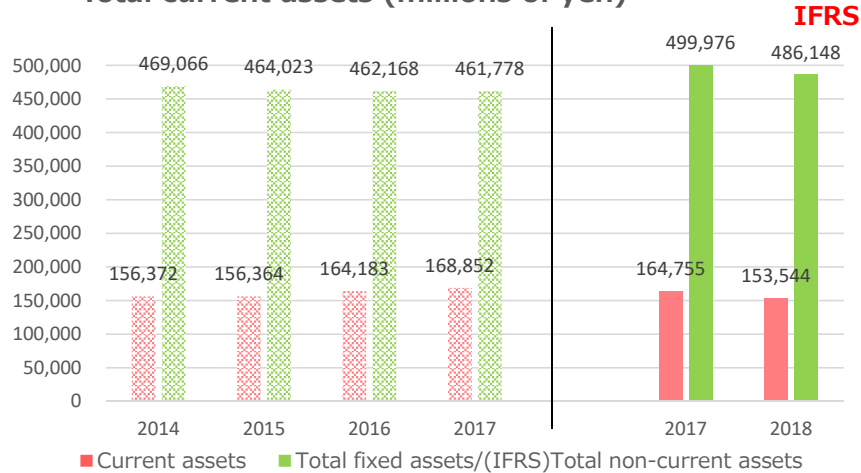


Net assets/(IFRS)Total equity (millions of yen)

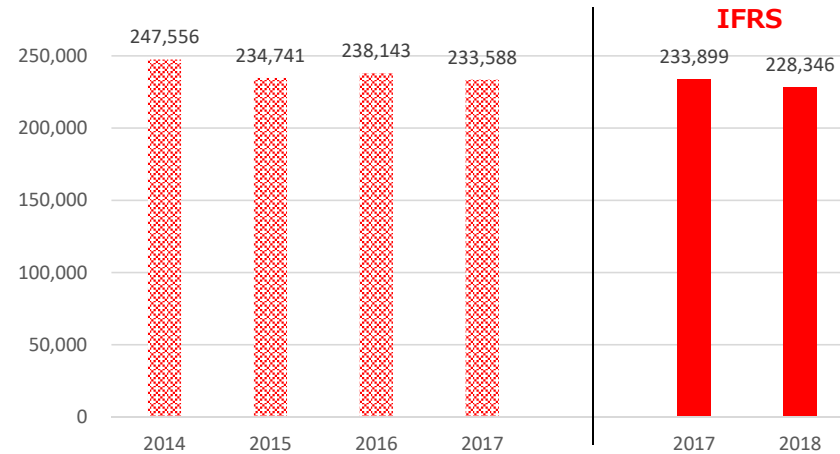


Total fixed assets/(IFRS)Total non-current assets

Total current assets (millions of yen)



Financial Liabilities (millions of yen)

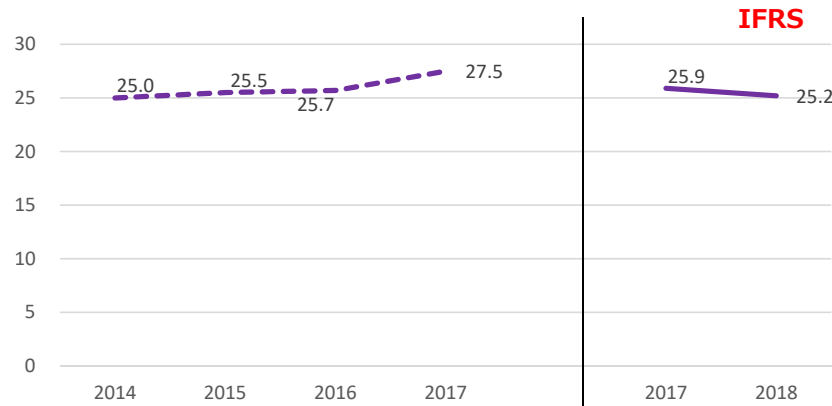


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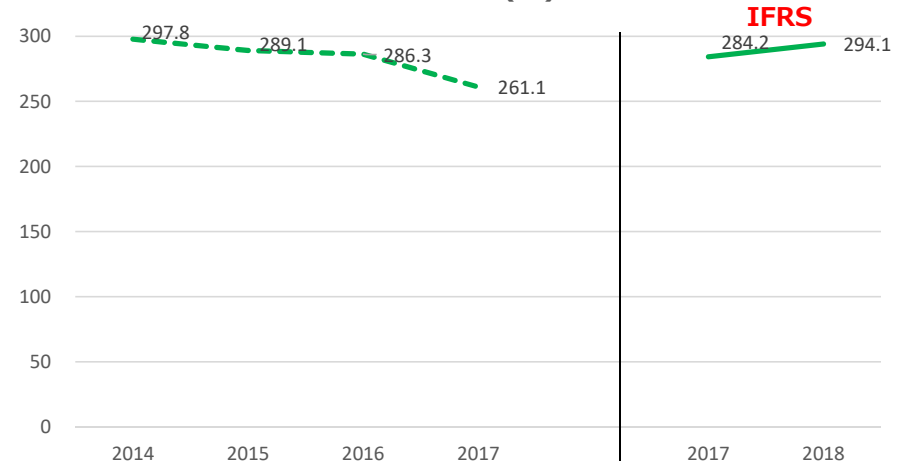
Financial Data (Financial Condition)



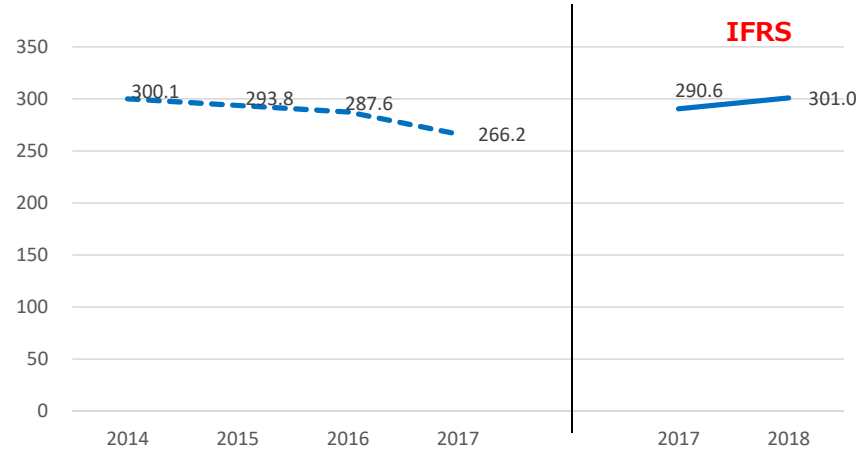
Equity ratio(%)/(IFRS)Ratio of equity attributable to owners of parent to total assets (%)



Debt ratio(%)



Fixed Assets ratio/(IFRS)Non-current Assets ratio (%)

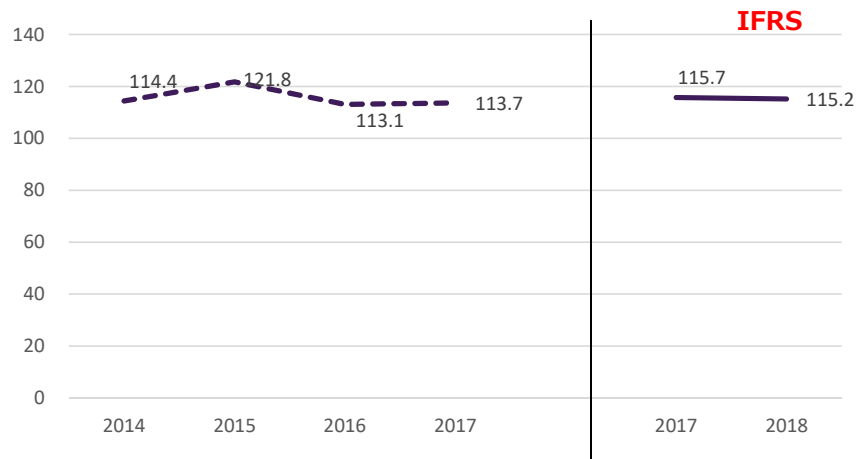


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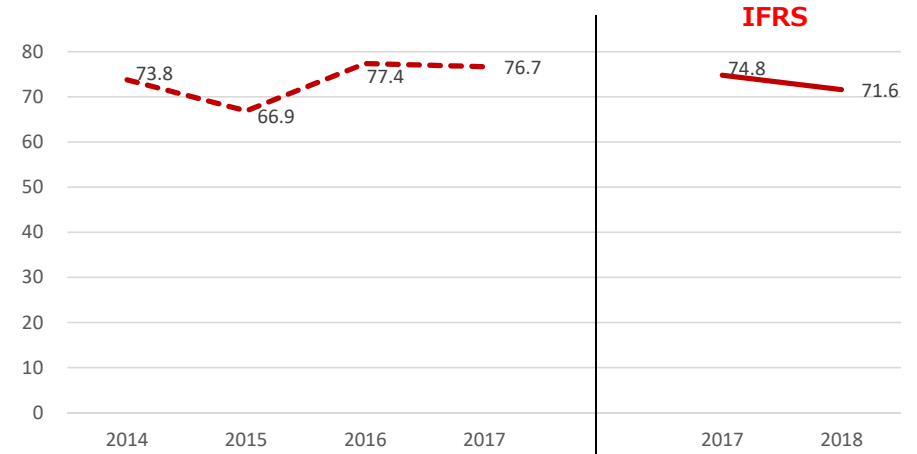
Financial Data (Financial Condition)



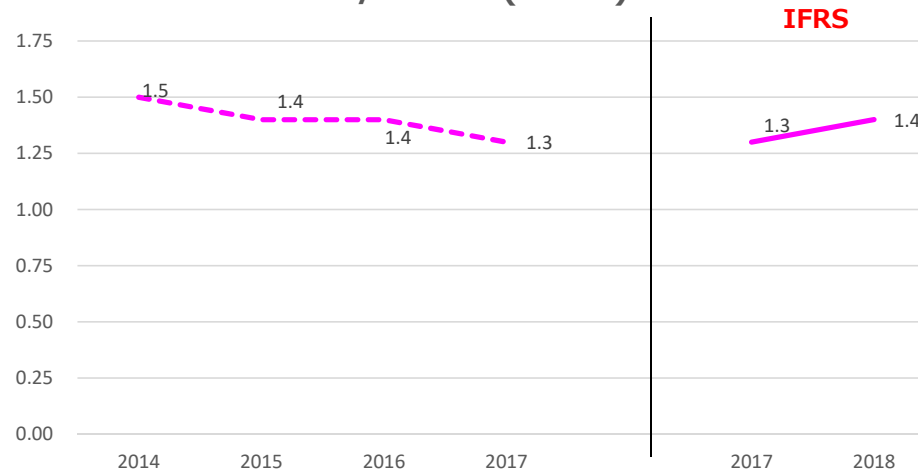
**Fixed Assets to Fixed Liability ratio/
(IFRS) Fixed assets to Non-current Liability ratio (%)**



Current ratio (%)



D/E ratio (times)

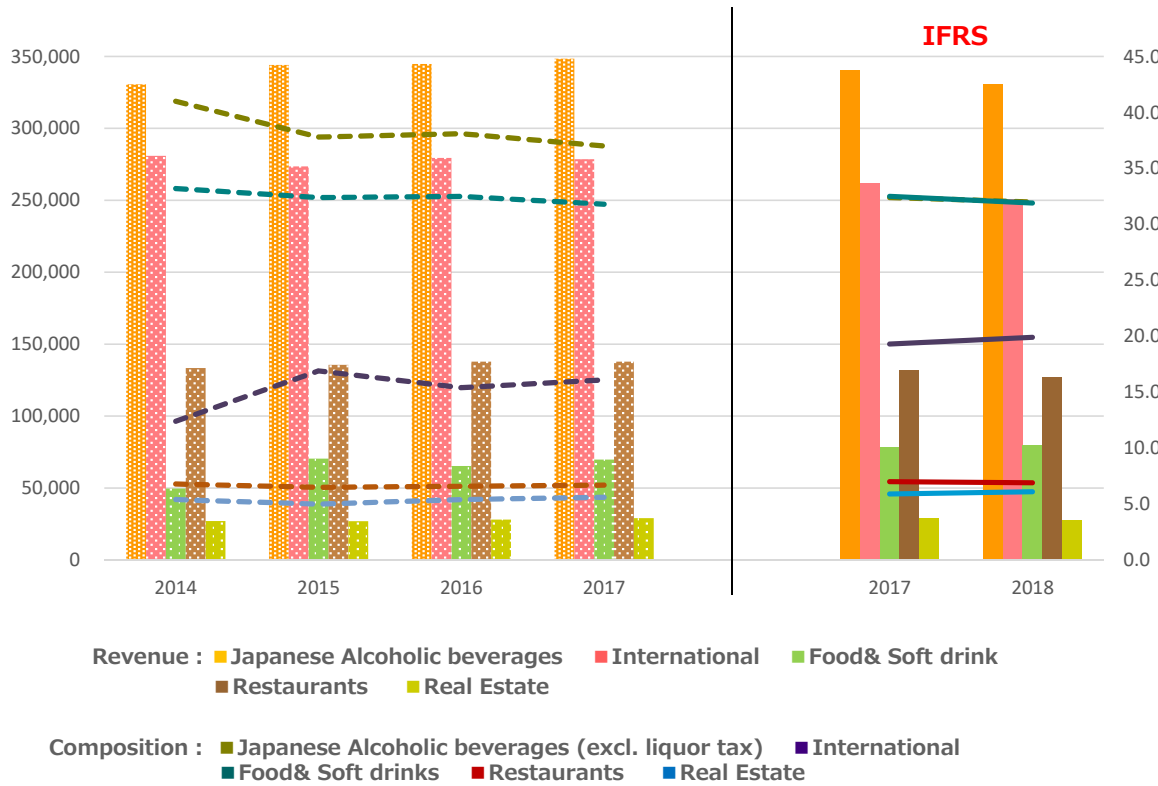


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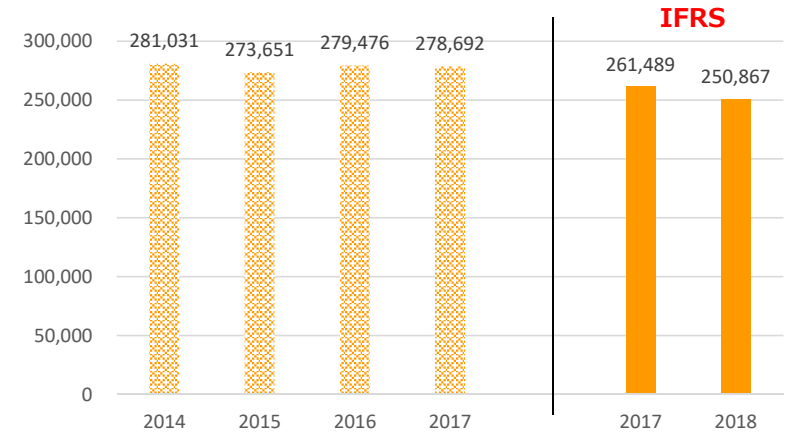
Financial Data (Segment Information)



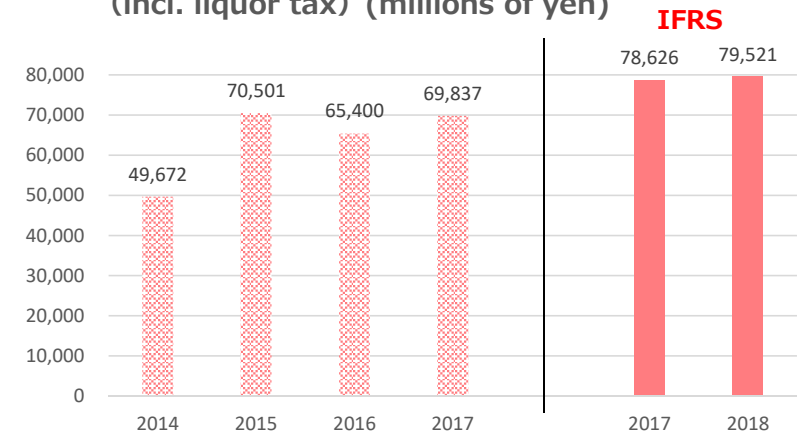
Net Sales/(IFRS)Revenue by Segment (millions of yen)



Net Sales/(IFRS)Revenue-Japanese Alcoholic Beverages (incl. liquor tax) (millions of yen)



Net Sales/(IFRS)Revenue- International (incl. liquor tax) (millions of yen)



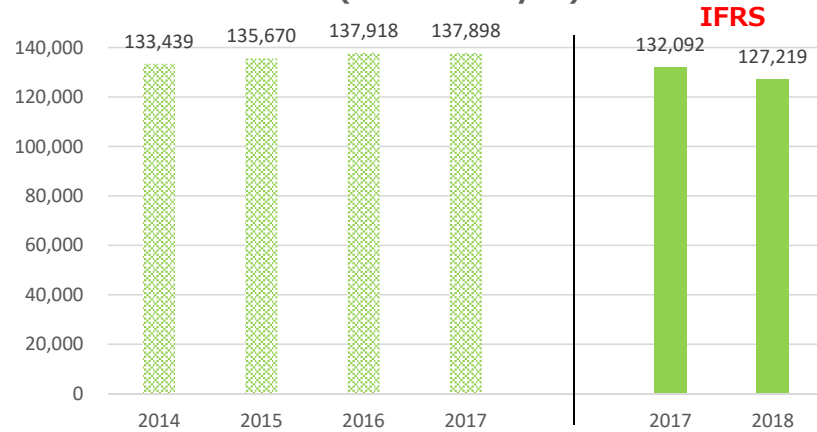
*The Company has voluntarily applied International Financial Reporting Standard (IFRS) from the first quarter of fiscal 2018. The data of the fiscal 2017 is also presented based on IFRS for comparison.

Financial Data (Segment Information)



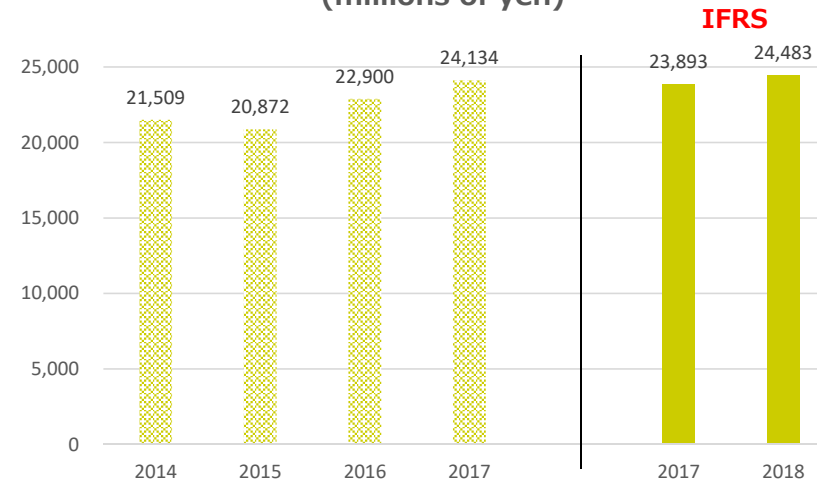
Net Sales/(IFRS)Revenue- Food & Soft drinks

(millions of yen)



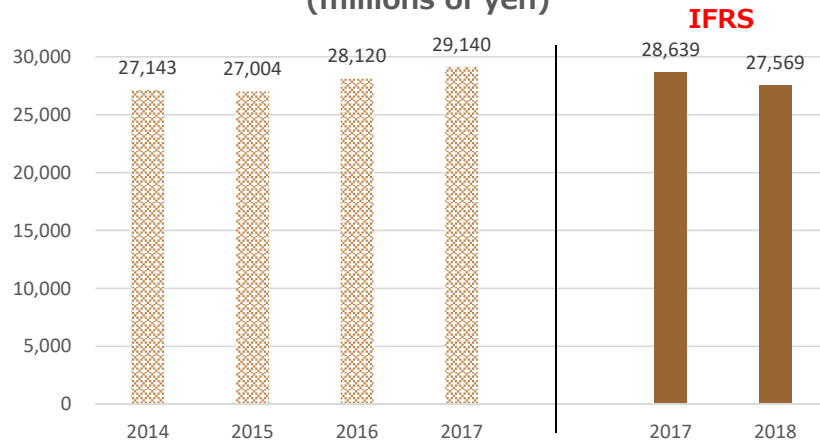
Net Sales/(IFRS)Revenue- Restaurants

(millions of yen)



Net Sales/(IFRS)Revenue- Restaurants

(millions of yen)

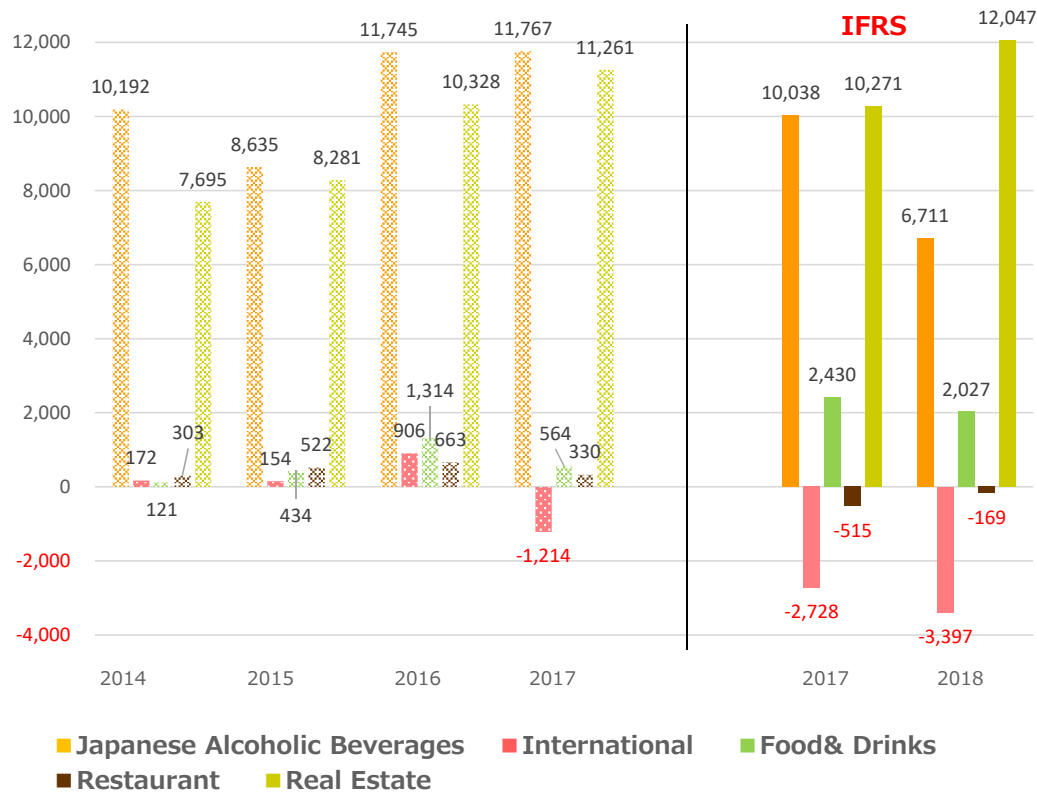


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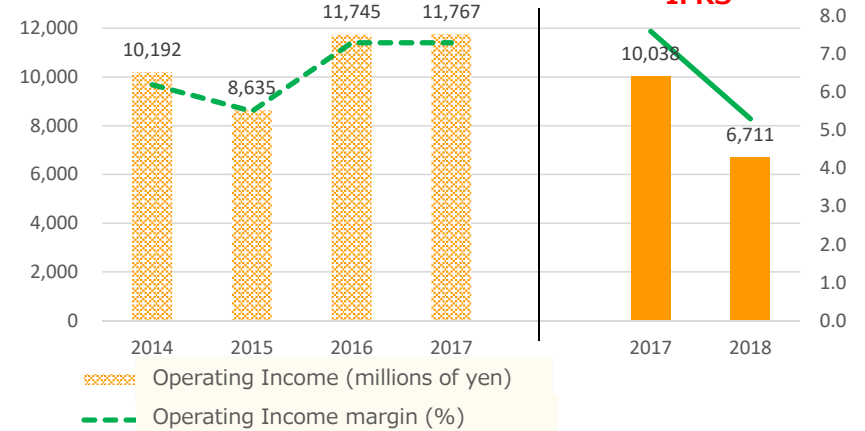
Financial Data (Segment Information)



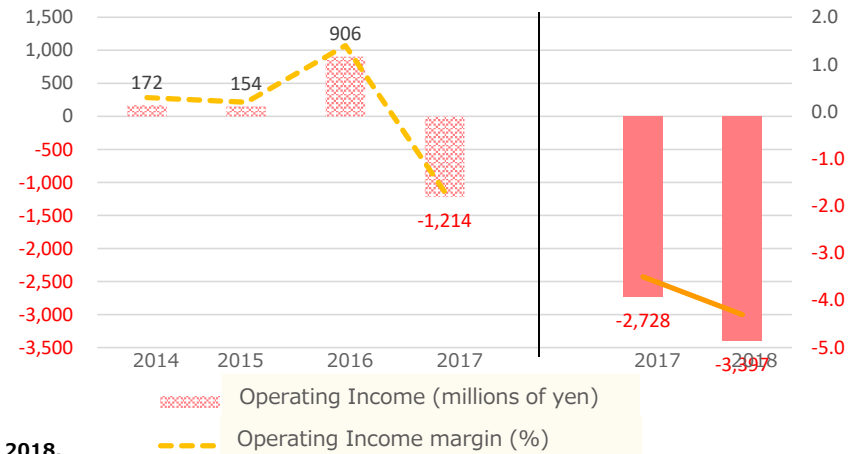
Operating Income/(IFRS) Operation Profit by segment
(millions of yen)



Operating income·Operating income margin/
(IFRS)Operating profit·Operating profit margin-
Japanese Alcoholic Beverages



Operating income·Operating income margin/
(IFRS)Operating profit·Operating profit margin-
International

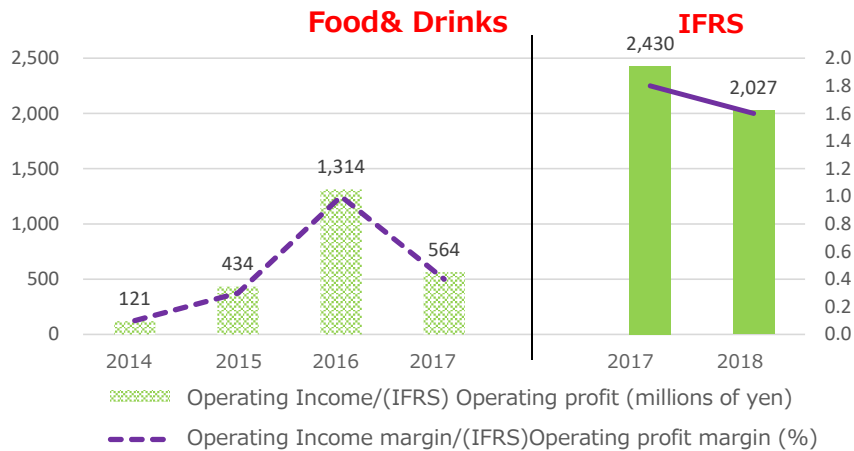


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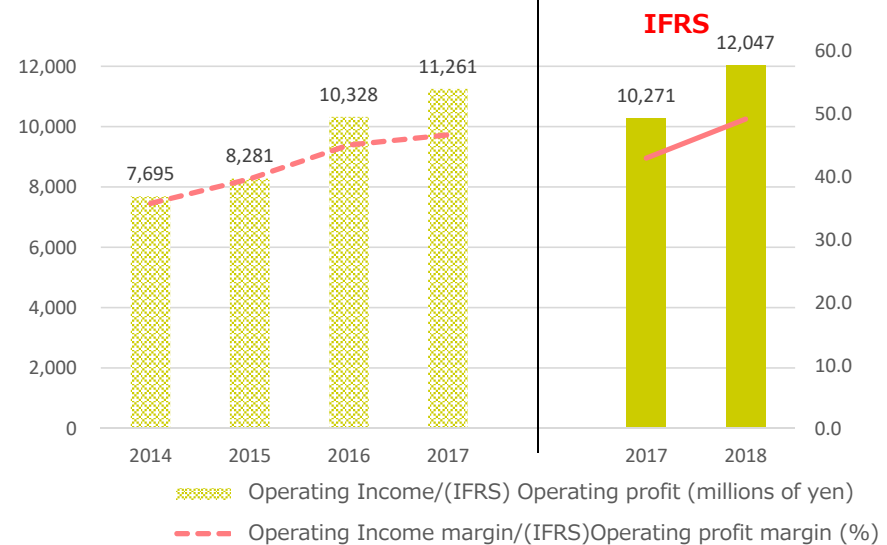
Financial Data (Segment Information)



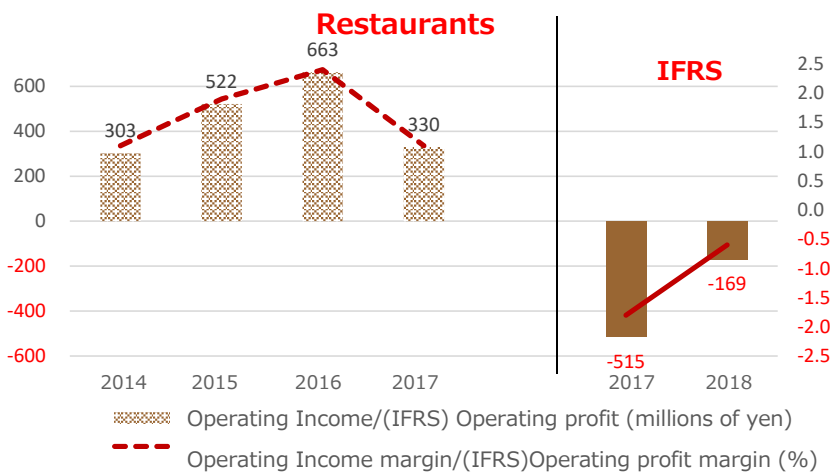
Operating income·Operating income margin/
(IFRS)Operating profit·Operating profit margin-



Operating income·Operating income margin/
(IFRS)Operating profit·Operating profit margin-



Operating income·Operating income margin/
(IFRS)Operating profit·Operating profit margin-



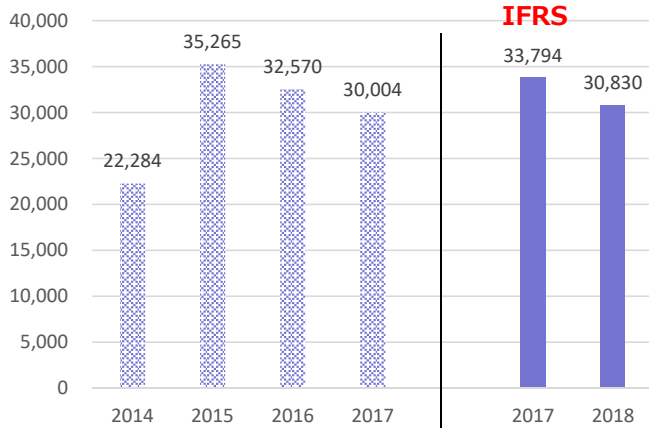
*The Company has voluntarily applied International Financial Reporting Standard (IFRS) from the first quarter of fiscal 2018. The data of the fiscal 2017 is also presented based on IFRS for comparison.

Financial Data (Cash Flow Information)

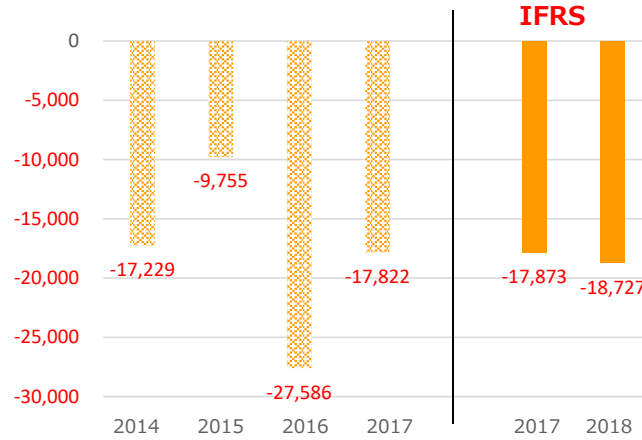


SAPPORO

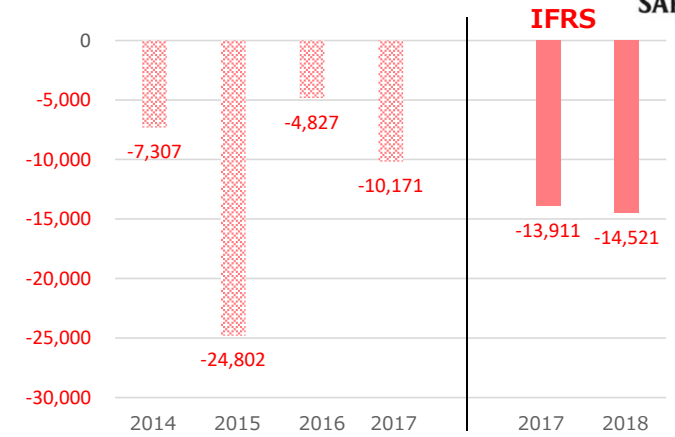
Cash Flows from Operating Activities (millions of yen)



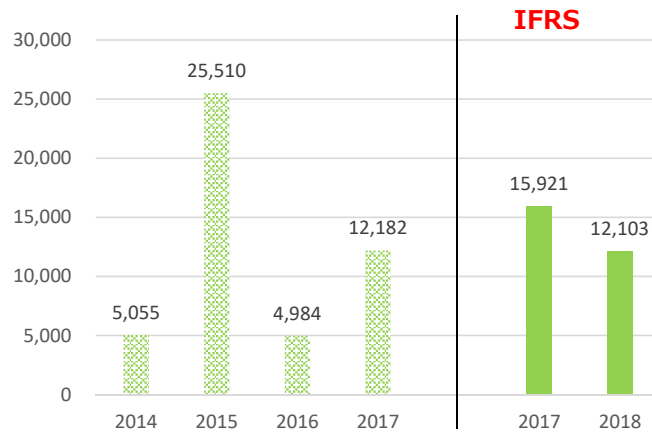
Cash Flows from Investing Activities (millions of yen)



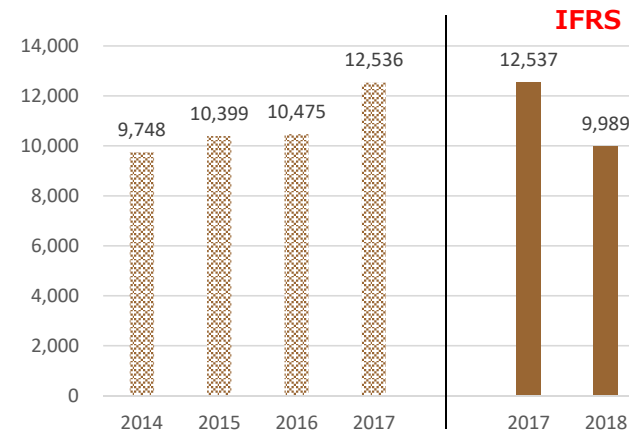
Cash Flows from Financing Activities (millions of yen)



Free Cash Flows (millions of yen)



Cash and Cash Equivalents (millions of yen)

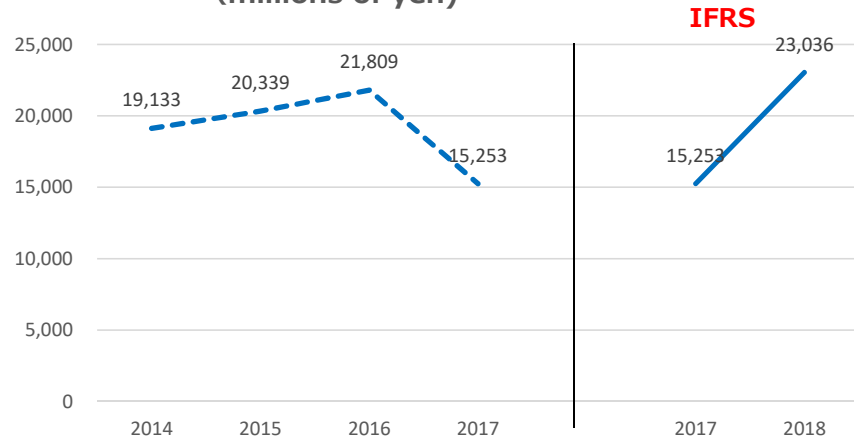


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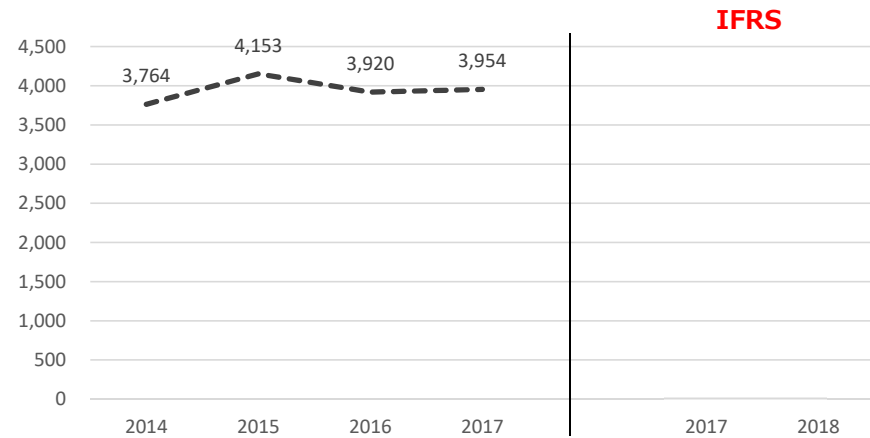
Financial Data (Cash Flow Information)



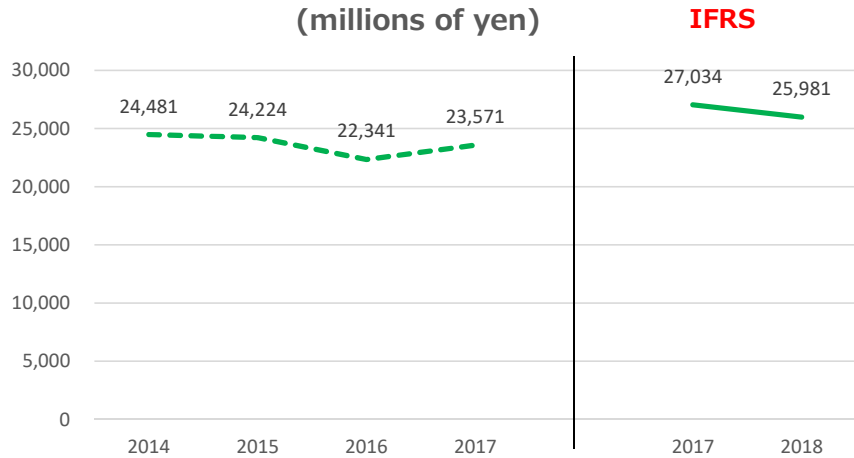
Capital expenditures
(millions of yen)



**Goodwill amortization expense /
(IFRS: non-disclosure) (millions of yen)**



Depreciation and amortization
(millions of yen)

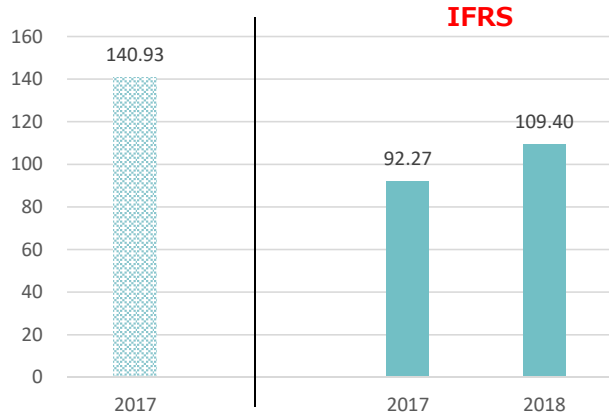


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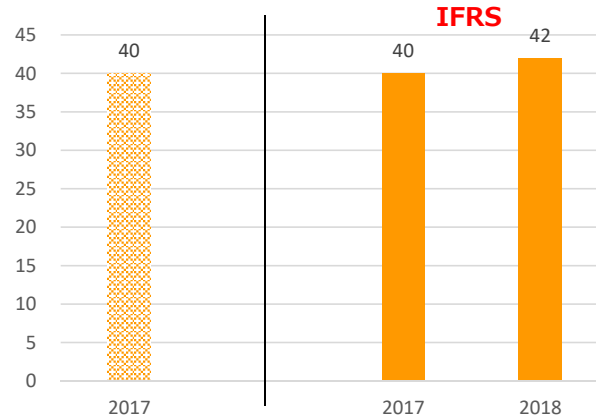
Financial Data (Per Share Data-Management Indicators)



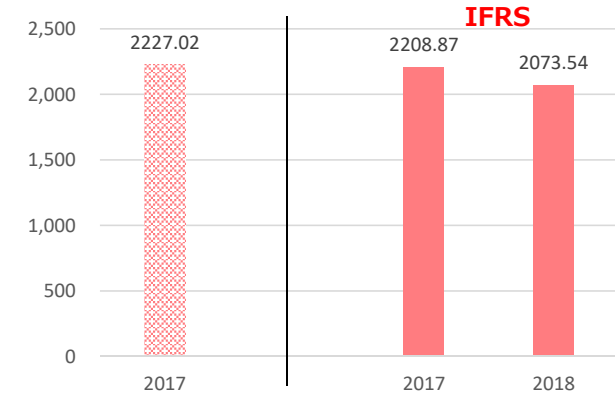
Net income per share/
(IFRS)Basic earnings per share (yen)



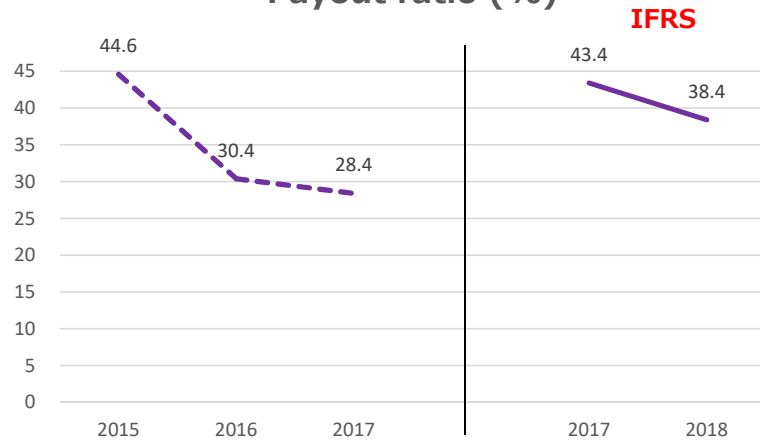
Cash dividends per share(yen)



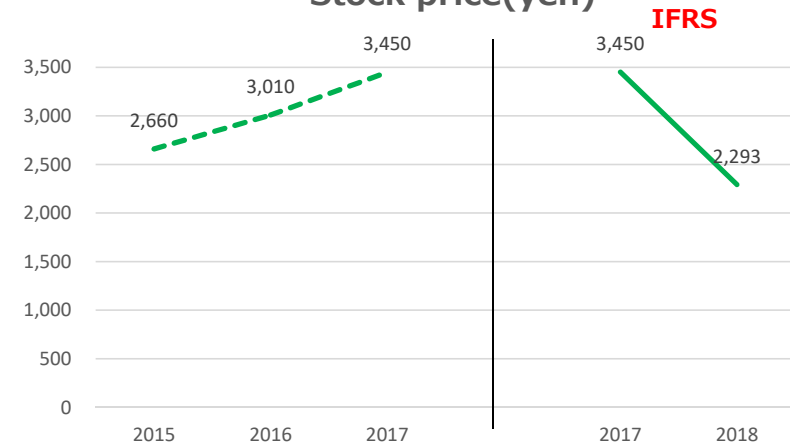
Net assets per share/
(IFRS)Equity per share attributable to owners of parent (yen)



Payout ratio (%)



Stock price(yen)

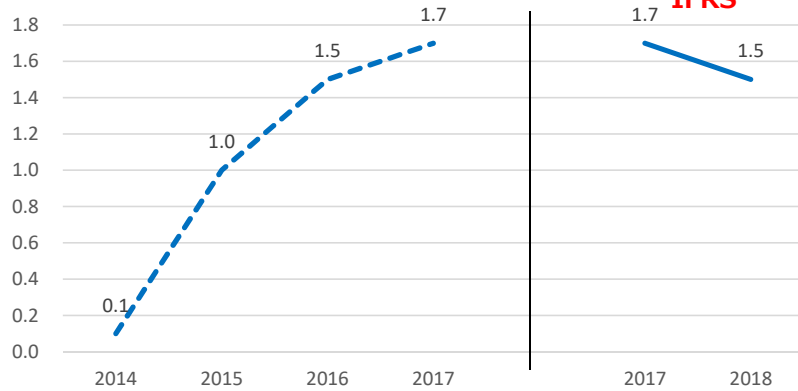


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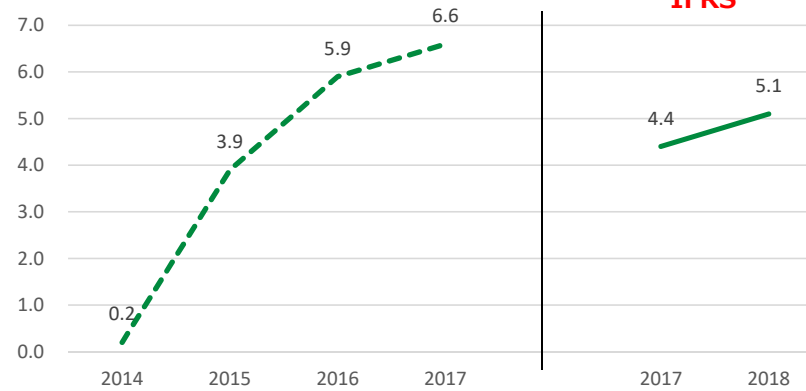
Financial Data (Per Share Data-Management Indicators)



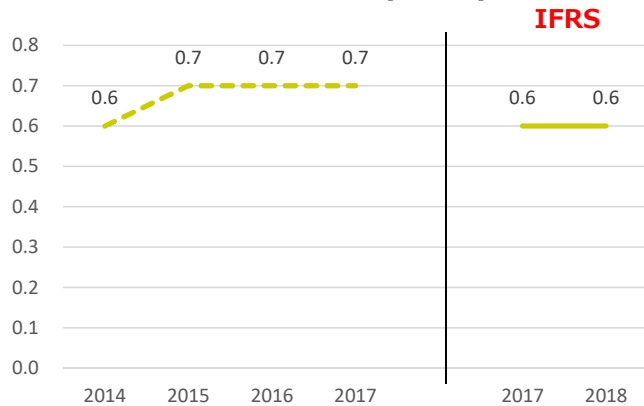
ROA/(IFRS)Ratio of profit before tax to total assets (%)



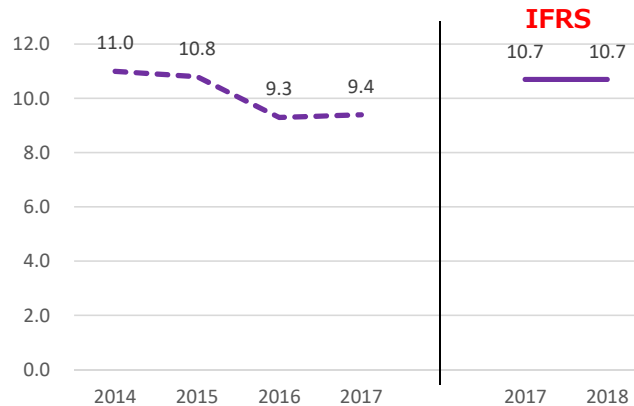
ROE/(IFRS)Ratio of profit to equity attributable to owners of parent (%)



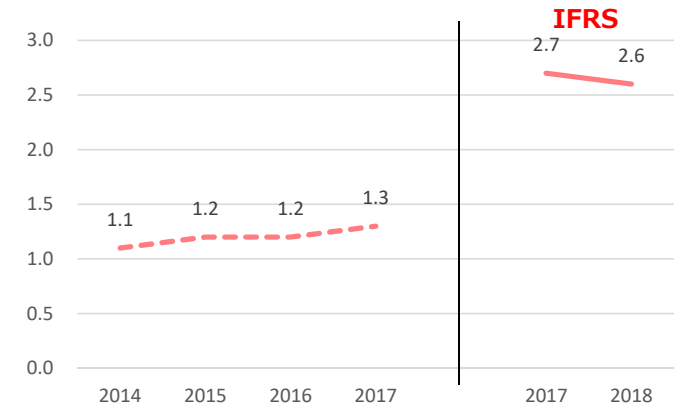
Total asset turnover(times)



Inventory turnover(times)



Tangible fixed asset turnover(times)



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Financial Data (Profit and Loss Trends)



JGAAP/IFRS	JGAAP								IFRS	
	2010/12	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12	2017/12	2018/12
Net sales/ (IFRS)Revenue (Including tax)(millions of yen)	389,244	449,452	492,490	509,834	518,740	533,748	541,847	551,548	536,585	521,856
Net sales/ (IFRS)Revenue (Excluding tax)(millions of yen)	269,874	336,837	379,792	395,377	401,813	418,319	424,059	433,260	406,810	398,745
Cost of sales(millions of yen)	261,211	286,678	313,117	329,605	336,388	352,808	352,420	358,572	373,148	362,210
Selling, general and administrative expenses(millions of yen)	112,629	143,890	164,958	164,884	167,623	166,990	169,159	175,943	145,991	145,237
Operating income/ (IFRS) Operating profit (millions of yen)	15,403	18,883	14,414	15,344	14,728	13,950	20,267	17,032	12,806	10,828
Ordinary income/ (IFRS:non-disclosure)(millions of yen)	14,328	16,807	13,689	15,130	14,565	13,211	19,202	16,410	-	-
EBITDA*1(millions of yen)	39,080	46,476	44,099	44,388	42,974	42,327	46,529	44,558	44,479	40,391
Profit attributable to owners of parent(millions of yen)	10,772	3,164	5,393	9,451	340	6,108	9,469	10,977	7,187	8,521
Overseas sales ratio/ (IFRS)Overseas revenue ratio (Excluding tax)(%)	9.4	11.0	14.1	18.3	19.2	22.6	20.5	21.2	22.4	22.7
Cost of sales to net sales/ (IFRS)Cost of sales to revenue (Excluding tax)(%)	47.4	48.3	47.2	45.6	45.4	43.3	44.7	44.5	40.2	40.0
Gross profit to net sales/ (IFRS)Gross profit to revenue (Excluding tax)(%)	41.7	42.7	43.4	41.7	41.7	39.9	39.9	40.6	45.9	36.4
Operating income margin/ (IFRS)Operating profit margin (Excluding tax)(%)	5.7	5.6	3.8	3.9	3.7	3.3	4.8	3.9	3.1	2.7

Financial Data (Financial Condition)



JGAAP/IFRS	JGAAP								IFRS	
	2010/12	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12	2017/12	2018/12
Total assets(millions of yen)	494,798	550,784	597,636	616,752	625,439	620,388	626,351	630,630	664,731	639,692
Net assets/ (IFRS)Total equity(millions of yen)	126,645	124,775	134,946	155,366	160,004	163,822	166,380	177,662	175,710	164,735
Total current assets(millions of yen)	109,737	129,018	138,258	147,336	156,372	156,364	164,183	168,852	164,755	153,544
Total fixed assets/ (IFRS)Total non-current assets(millions of yen)	385,061	421,766	459,377	469,416	469,066	464,023	462,168	461,778	499,976	486,148
Total current liabilities(millions of yen)	167,043	212,589	243,146	227,308	211,771	233,643	212,123	220,173	220,173	214,591
Total fixed liabilities/ (IFRS)Total non-current liabilities(millions of yen)	201,109	213,418	219,543	234,077	253,662	222,921	247,847	232,794	260,212	260,367
Financial liabilities(millions of yen)	181,334	219,168	257,646	247,828	247,556	234,741	238,143	233,588	233,899	228,346
Equity ratio/ (IFRS)Ratio of equity attributable to owners of parent to total assets(%)	25.3	22.4	22.1	24.6	25.0	25.5	25.7	27.5	25.9	25.2
Debt ratio(%)	294.4	345.5	351.1	304.2	297.8	289.1	286.3	261.1	284.2	294.1
Fixed Assets ratio/ (IFRS)Non-current Assets ratio(%)	307.9	342.1	348.6	309.5	300.1	293.8	287.6	266.2	290.6	301.0
Fixed Assets to Fixed Liability ratio/ (IFRS)Fixed assets to Non-current Liability ratio(%)	118.1	125.3	130.8	121.7	114.4	121.8	113.1	113.7	115.7	115.2
Current ratio(%)	65.7	60.7	56.9	64.8	73.8	66.9	77.4	76.7	74.8	71.6
D/E ratio(times)	1.4	1.8	1.9	1.6	1.5	1.4	1.4	1.3	1.3	1.4

Financial Data (Segment Information)



JGAAP/IFRS	JGAAP								IFRS	
	2010/12	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12	2017/12	2018/12
Sales/ (IFRS)Revenue-Alcoholic beverages(Including tax)(millions of yen)	304,715	294,077	306,068	323,125	330,704	344,153	344,877	348,529	340,115	330,388
Sales/ (IFRS)Revenue-Japanese Alcoholic beverages(Including tax) (millions of yen)	279,329	268,189	269,947	274,909	281,031	273,651	279,476	278,692	261,489	250,867
Sales/ (IFRS)Revenue-International (millions of yen)	25,386	25,888	36,121	48,215	49,672	70,501	65,400	69,837	78,626	79,521
Sales/ (IFRS)Revenue-Food & Soft drinks(millions of yen)	33,937	108,060	129,017	130,671	133,439	135,670	137,918	137,898	132,092	127,219
Sales/ (IFRS)Revenue-Restaurants(millions of yen)	26,429	24,091	26,621	26,827	27,143	27,004	28,120	29,140	28,639	27,569
Sales/ (IFRS)Revenue-Real estate(millions of yen)	23,537	22,468	23,217	22,767	21,509	20,872	22,900	24,134	23,893	24,483
Sales/ (IFRS)Revenue-Others(millions of yen)	624	755	7,565	6,442	5,944	6,048	8,031	11,845	11,846	12,198
Sales share/ (IFRS)Revenue share-Alcoholic beverages(Excluding tax)(%)	68.7	53.9	52.1	52.8	53.4	54.7	53.6	53.1	51.7	52.0
Sales share/ (IFRS)Revenue share-Japanese Alcoholic beverages(Excluding tax)(%)	59.3	46.2	42.6	40.6	41.0	37.8	38.1	37.0	32.4	32.0
Sales share/ (IFRS)Revenue share-International(%)	9.4	7.7	9.5	12.2	12.4	16.9	15.4	16.1	19.3	19.9
Sales share/ (IFRS)Revenue share-Food & Soft drinks(%)	12.6	32.1	34.8	33.0	33.2	32.4	32.5	31.8	32.5	31.9
Sales share/ (IFRS)Revenue share -Restaurants(%)	9.8	7.2	6.7	6.8	6.8	6.5	6.6	6.7	7.0	6.9
Sales share/ (IFRS)Revenue share-Real estate(%)	8.7	6.7	6.1	5.8	5.4	5.0	5.4	5.6	5.9	6.1
Sales share/ (IFRS)Revenue share-Others(%)	0.2	0.2	0.2	1.6	1.5	1.4	1.9	2.7	2.9	3.1

Financial Data (Segment Information)



JGAAP/IFRS	JGAAP								IFRS	
	2010/12	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12	2017/12	2018/12
Operating income/ (IFRS)Operating profit-Alcoholic beverages(Excluding tax) (millions of yen)	9,787	9,682	7,448	11,109	10,365	8,789	12,652	10,553	7,310	3,314
Operating income/ (IFRS)Operating profit-Japanese Alcoholic beverages (millions of yen)	9,290	9,304	7,522	9,901	10,192	8,635	11,745	11,767	10,038	6,711
Operating income/ (IFRS)Operating profit-International(millions of yen)	497	378	-73	1,208	172	154	906	-1,214	-2,728	-3,397
Operating income/ (IFRS)Operating profit-Food & Soft drinks(millions of yen)	1,280	3,690	364	-1,483	121	434	1,314	564	2,430	2,027
Operating income/ (IFRS)Operating profit-Restaurants(millions of yen)	148	219	538	415	303	522	663	330	-515	-169
Operating income/ (IFRS)Operating income-Real estate(millions of yen)	7,986	8,552	9,396	8,685	7,695	8,281	10,328	11,261	10,271	12,047
Operating income/ (IFRS)Operating profit-Others(millions of yen)	-751	-643	-413	231	183	1	95	51	-137	59
Operating income margin/ (IFRS)Operating profit margin-Alcoholic beverages (Excluding tax)(%)	5.3	5.3	3.8	5.3	4.8	3.8	5.6	4.6	3.5	1.6
Operating income margin/ (IFRS)Operating profit margin-Japanese Alcoholic beverages (Excluding tax)(%)	5.8	6.0	4.6	6.2	6.2	5.5	7.3	7.3	7.6	5.3
Operating income margin/ (IFRS)Operating profit margin-International(%)	2.0	1.5	-0.2	2.5	0.3	0.2	1.4	-1.7	-3.5	-4.3
Operating income margin/ (IFRS)Operating profit margin-Food & Soft drinks(%)	3.8	3.4	0.3	-1.1	0.1	0.3	1.0	0.4	1.8	1.6
Operating income margin/ (IFRS)Operating profit margin -Restaurants(%)	0.6	0.9	2.1	1.5	1.1	1.9	2.4	1.1	-1.8	-0.6
Operating income margin/ (IFRS)Operating profit margin-Real estate(%)	33.9	38.1	40.5	38.1	35.8	39.7	45.1	46.7	43.0	49.2
Operating income margin/ (IFRS)Operating profit margin-Others(%)	-120.4	-85.2	-47.4	3.6	3.1	0.0	1.2	0.4	-1.2	0.5

Financial Data (Cash Flow Information)



JGAAP/IFRS	JGAAP								IFRS	
	2010/12	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12	2017/12	2018/12
Operating activities CF(millions of yen)	27,431	22,313	29,618	32,861	22,284	35,265	32,570	30,004	33,794	30,830
Investing activities CF(millions of yen)	-2,594	-50,891	-59,485	-13,268	-17,229	-9,755	-27,586	-17,822	-17,873	-18,727
Financing activities CF(millions of yen)	-18,119	24,245	30,159	-19,147	-7,307	-24,802	-4,827	-10,171	-13,911	-14,521
Free CF(millions of yen)	24,837	-28,578	-29,867	19,593	5,055	25,510	4,984	12,182	15,921	12,103
Cash and cash equivalents at end of year(millions of yen)	13,270	9,057	9,725	11,518	9,748	10,399	10,475	12,536	12,537	9,989
Capital expenditures(millions of yen)	19,801	13,422	53,870	13,768	19,133	20,339	21,809	15,253	15,253	23,036
Depreciation and amortization(millions of yen)	22,504	24,482	25,805	25,058	24,481	24,224	22,341	23,571	27,034	25,981
Goodwill amortization expense/(IFRS: non-disclosure) (millions of yen)	1,172	3,110	3,879	3,985	3,764	4,153	3,920	3,954	-	-

Financial Data (Per Share Data-Management Indicators)



JGAAP/IFRS	JGAAP								IFRS	
	2010/12	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12	2017/12	2018/12
Net income per share/ (IFRS)Basic earnings per share (yen)	27.50	8.08	13.77	24.20	0.87	78.40	121.56	140.93	92.27	109.40
Cash dividends per share(yen)	7	7	7	7	7	35	37	40	40	42
Net assets per share/ (IFRS)Equity per share attributable to owners of parent(yen)	319.32	314.87	336.60	388.77	401.17	2027.20	2062.86	2227.02	2208.87	2073.54
Payout ratio(%)	25.5	86.6	50.8	28.9	802.6	44.6	30.4	28.4	43.4	38.4
Stock price(yen)	368	291	279	442	512	2,660	3,010	3,450	3,450	2,293

※On July 1, 2016, the Company carried out a share consolidation at a ratio of 1 share for 5 shares of the Company's common stocks. Accordingly, values for the items noted below have been recalculated on the assumption that the share consolidation took place at the beginning of fiscal year 2015.・Profit per share ・Cash dividends per share ・Net assets per share ・Stock price

JGAAP/IFRS	JGAAP								IFRS	
	2010/12	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12	2017/12	2018/12
ROA(%)/ (IFRS)Ratio of profit before tax to total assets	2.2	0.6	0.9	1.6	0.1	1.0	1.5	1.7	1.7	1.5
ROE(%)/ (IFRS)Ratio of profit to equity attributable to owners of parent	8.9	2.5	4.2	6.7	0.2	3.9	5.9	6.6	4.4	5.1
Total asset turnover(times)	0.5	0.6	0.7	0.7	0.6	0.7	0.7	0.7	0.6	0.6
Inventory turnover(times)	12.2	12.0	11.7	11.5	11.0	10.8	9.3	9.4	10.7	10.7
Tangible fixed asset turnover/ (IFRS)Tangible non-current asset turnover(times)	0.9	1.1	1.1	1.1	1.1	1.2	1.2	1.3	2.7	2.6

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Date of Establishment

September 1, 1949

Founded

1876

Company Representative

Masaki Oga
President, Representative Director

Business Description

Holding Company

Capital

¥53,887 million

Number of Shares Issued (As of June 30, 2019)

78,794,298

*On July 1,2016, the Company carried out a share consolidation at a ratio of 1 share for 5 shares of the Company's common stock.

Security Code

2501

Securities Traded

Common Stock
Tokyo Stock Exchange, First Section

Trading Unit

100 shares

Major Shareholders (As of June 30, 2019)

*Shareholding ratios are calculated after deduction of treasury stock.

Shareholders Name	Number of Shares (thousands)	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	5,752	7.37
Japan Trustee Services Bank, Ltd. (Trust Account)	2,604	3.34
Trust & Custody Services bank, Ltd., as retirement benefit trust assets Mizuho Trust and banking Co., Ltd.	2,442	3.13
Nippon Life Insurance Company	2,237	2.87
Meiji Yasuda Life Insurance Company	2,236	2.87
The Norinchukin Bank	1,875	2.40
Marubeni Corporation	1,649	2.11
Trust & Custody Services bank, Ltd. as trustee for Mizuho Bank Ltd. Retirement Benefit Trust Account re-entrusted by Mizuho Trust and banking Co., Ltd.	1,594	2.04
Japan Trustee Services Bank, Ltd. (Trust Account 5)	1,438	1.84
Taisei Corporation	1,400	1.79

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

