

# FACT BOOK

Updated on July 30, 2020

**Sapporo Holdings Ltd.**

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



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## ① Sapporo Group Overview

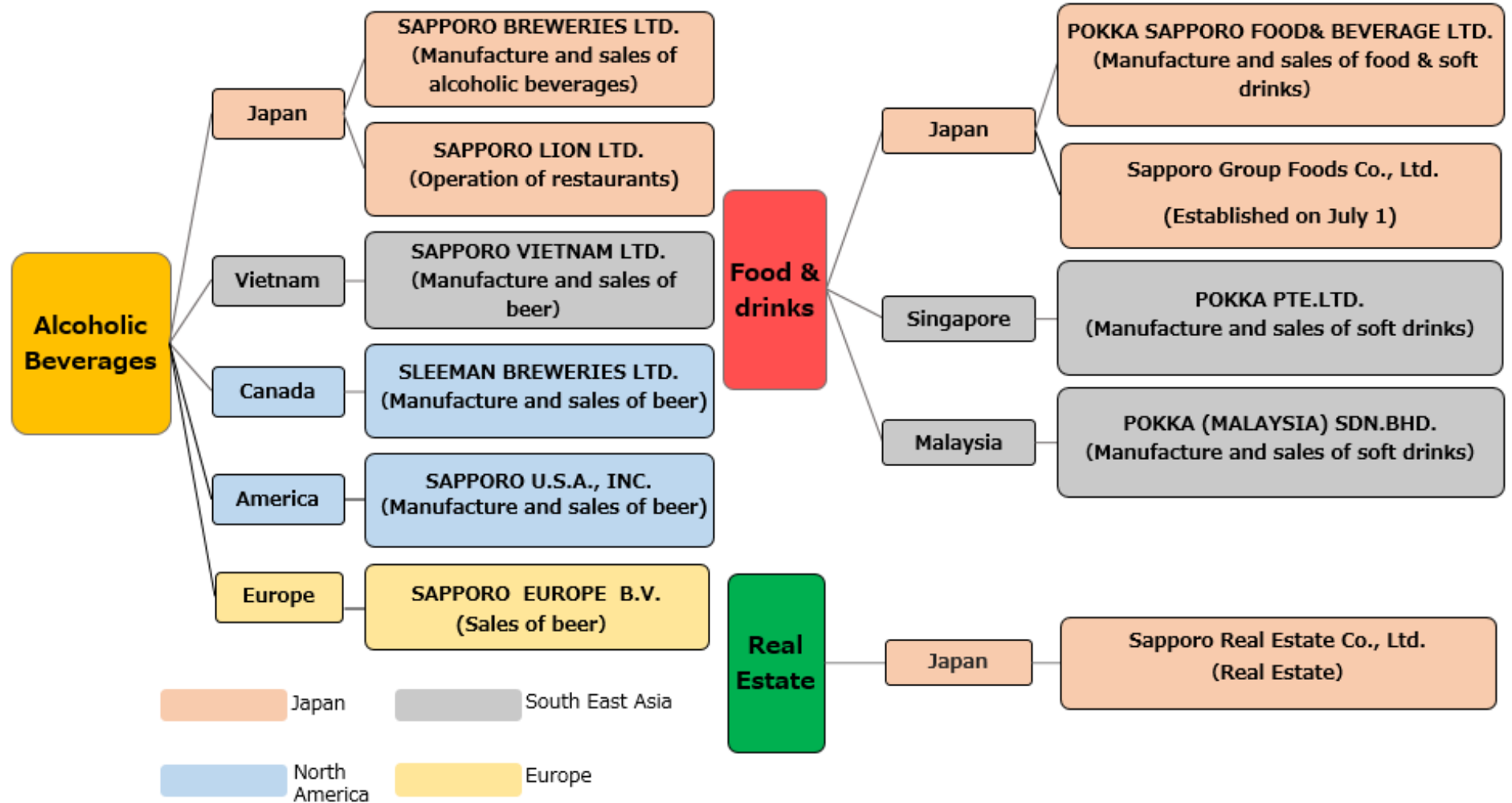
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# Sapporo Group Companies by Geographic Area



2019.4Q

Sapporo Group  
Group Companies  
by Geographic  
Area



# Group Management Plan 2024

## 【Basic Policy】

### Focus on core business and build resilience

- Focus management resources on beer business
- Scale down/withdraw from low-return business and shift to food and other growth fields



### Accelerate global expansion

- Transfer all overseas business to operating companies, and deploy a consistent global brand strategy
- Strengthen earning capacity with focus on North America and Asia-Pacific and simultaneously accelerate growth
- Nurture global human resources



### Establish simple and compact business structure

- Restructure to downsized head office operations and easy-to-understand organizational structure and pursue BPR and DX
- Sapporo Holdings will focus on governance, operating company support, and management resource allocation functions
- Business promotion functions to be fully transferred to operating companies to increase responsiveness



大地と、ともに、原点から、笑顔づくりを

### Promote sustainability management

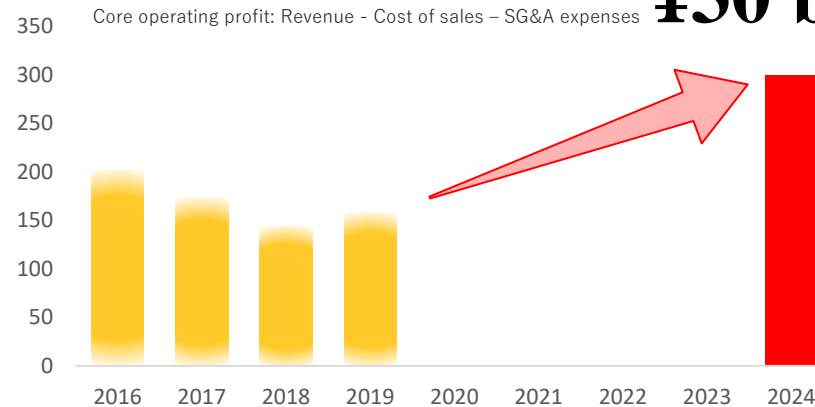
- Balance social and economic value, primarily through measures such as producing our own high quality raw materials
- Promote urban development in locations with connections to the Company, such as Ebisu, Sapporo, and Ginza
- Develop levels of management transparency and fairness that meet the demands of the times



## Financial Goals and Policy

[Financial goals] Achieve **¥30 billion** core operating profit in 2024

### <Core operating profit>



**¥30 billion**

### <Key indicators>

Revenue growth rate

2% or more  
(annual average)

Core operating profit to revenue ratio

5% or more

Overseas revenue growth rate

1.6 times  
(compared to 2019)

CF from operating activities

≡

Investment

### [Financial policy]

Place **emphasis on profitability** versus invested capital, while **maintaining current** financial composition and stability  
Pursue continuation of **stable dividend payment** as the policy for shareholder returns



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

Sapporo Group

Main products

Overseas Businesses

Sleeman Breweries Ltd.



Sapporo Vietnam Ltd.



Alcoholic Beverages

Sapporo U.S.A., Inc.



Anchor Brewing Company, LLC



Sapporo Europe B.V.



Pokka Pte. Ltd.



Soft Drinks

Sapporo Lion (Singapore) Pte. Ltd.

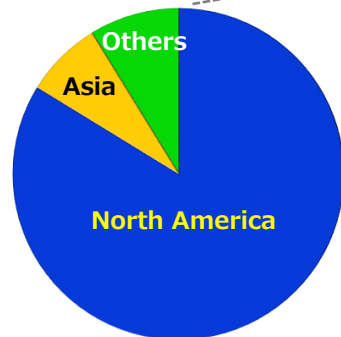


Restaurants

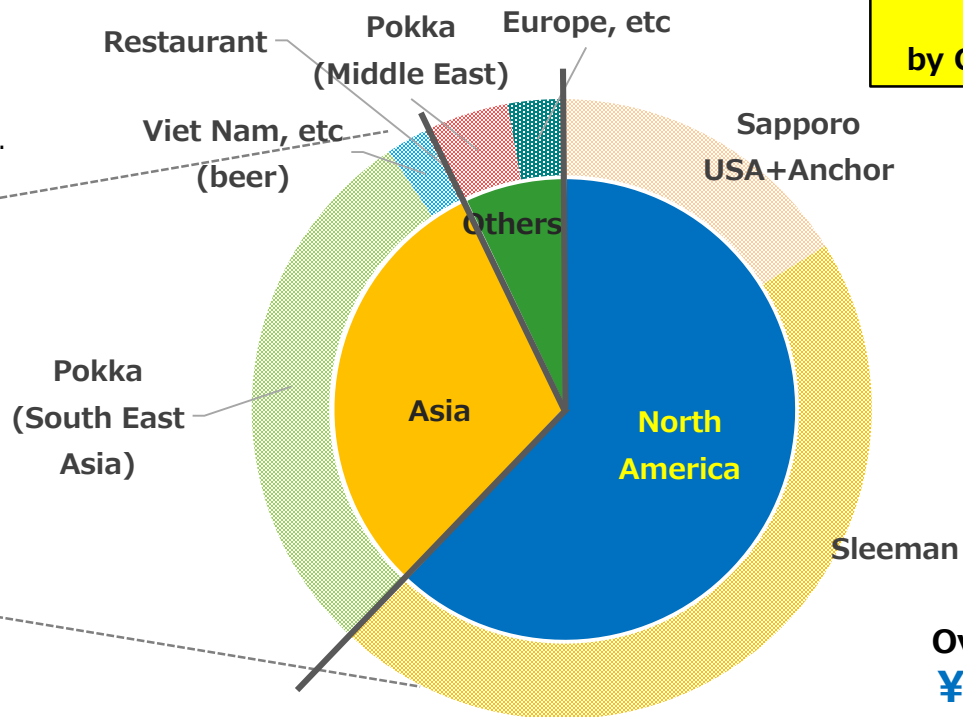
# Trend of Overseas Revenue Revenue Breakdown by Geographic Area Revenue Breakdown by category

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

※Sales volume base



2010 year Overseas revenue  
**¥25.4 billion**  
(Beer only)



**FY2019 Revenue Breakdown by Geographic Area**



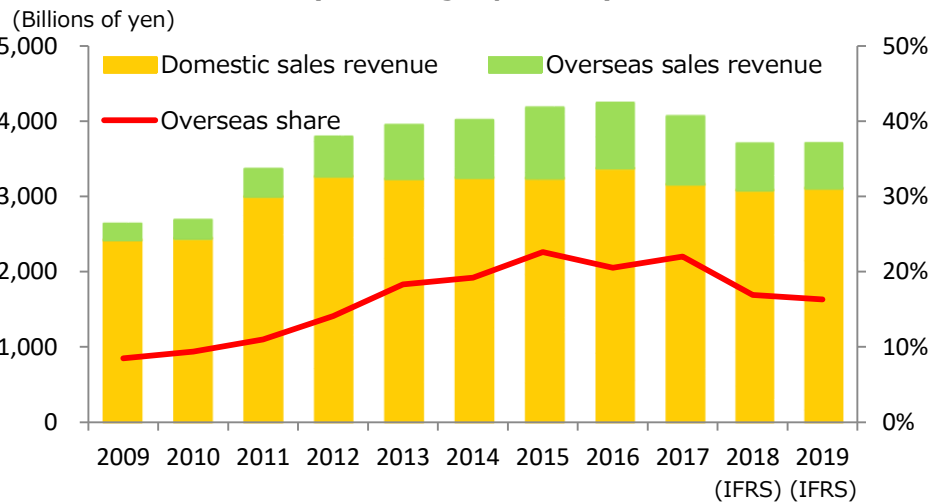
Sapporo Group

Trend of Overseas Revenue

Sales Breakdown by Geographic Area

Sales Breakdown by category

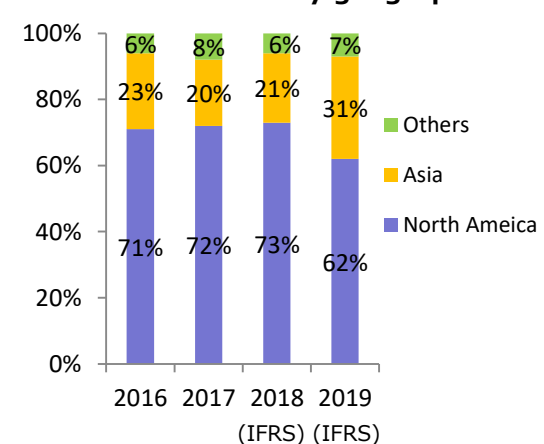
## ★Overseas revenue (excluding liquor tax)



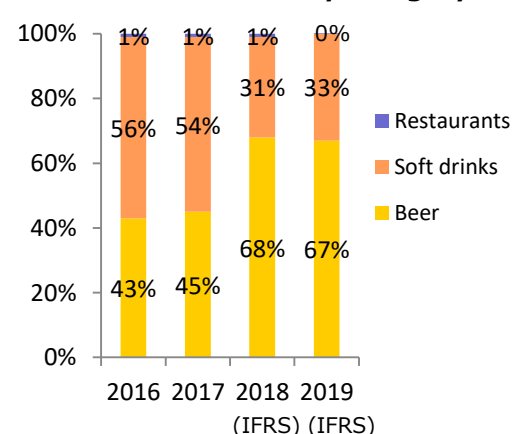
2019 year Overseas revenue  
**¥60.6 billion**

\*The profit and loss of the North American soft drinks business has been classified under discontinued operations in 2019.

## ★Sales Breakdown by geographic area



## ★Sales Breakdown by category



Sapporo Group  
International  
Expansion





## ② Market Data by country & Sapporo Group Activities

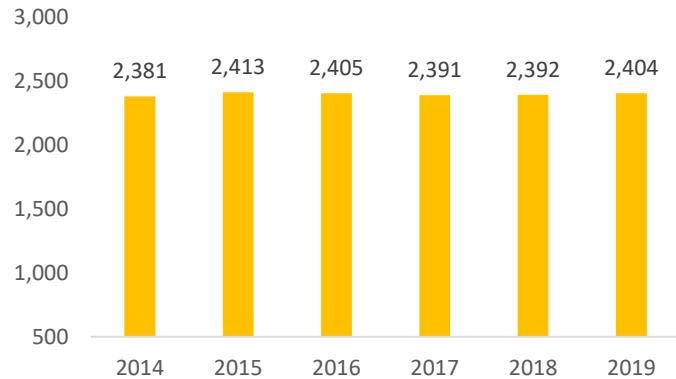
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## Canada Beer Market Data

### ★ Canada- Market sizes (million litres)

Source: Euromonitor (Calculated by Sales Volume)



### SLEEMAN BREWERIES LTD.

**The third-largest beer manufacturer in Canada**

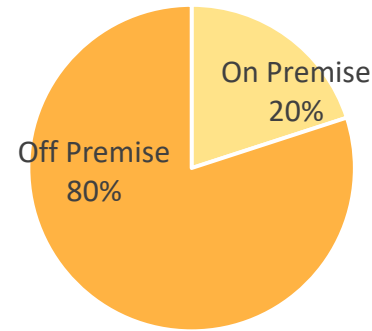
In 2006, The Sapporo Group made SLEEMAN BREWERIES LTD. into a consolidated subsidiary. SLEEMAN BREWERIES LTD. is the third-largest beer manufacturer in Canada with a strong reputation in premium beer. Since the acquisition, SLEEMAN has achieved a 12-year streak of revenue increases.

#### ★ Corporate profile

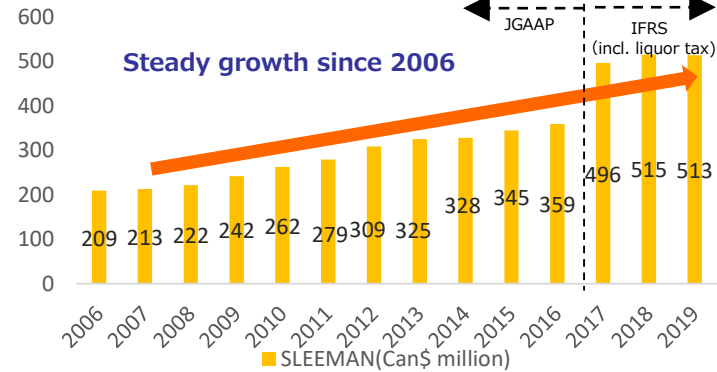
Paid in Capital	299mnCA\$
Acquisition price	293.6mnCA\$ in 2006
Location	Guelph, Ontario
Established	1834
Production base	3 places (Guelph, Vernon and Chambly)
Capacity	200,000KL per year (Guelph 120,000KL, Vernon 60,000KL, Chambly 20,000KL)
Business field	Production and sales of beer

### ★ Canada- Sales of beer by channel (2019)

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	Category	Brand	Difference
HIGH	Import & Premium	Heineken Corona <b>Unibroue</b> <b>Sapporo Premium</b>	+15~30%
		Premium	<b>Okanagan Spring</b> <b>Sleeman</b>
LOW	Main-Stream	Labatt Molson	±0
	Value	Bush Key stone <b>Old Milwaukee</b> <b>Pabst Blue Ribbon</b>	-10%

\*Highlight in red: Our sales brand



CANADA

Beer Market Data

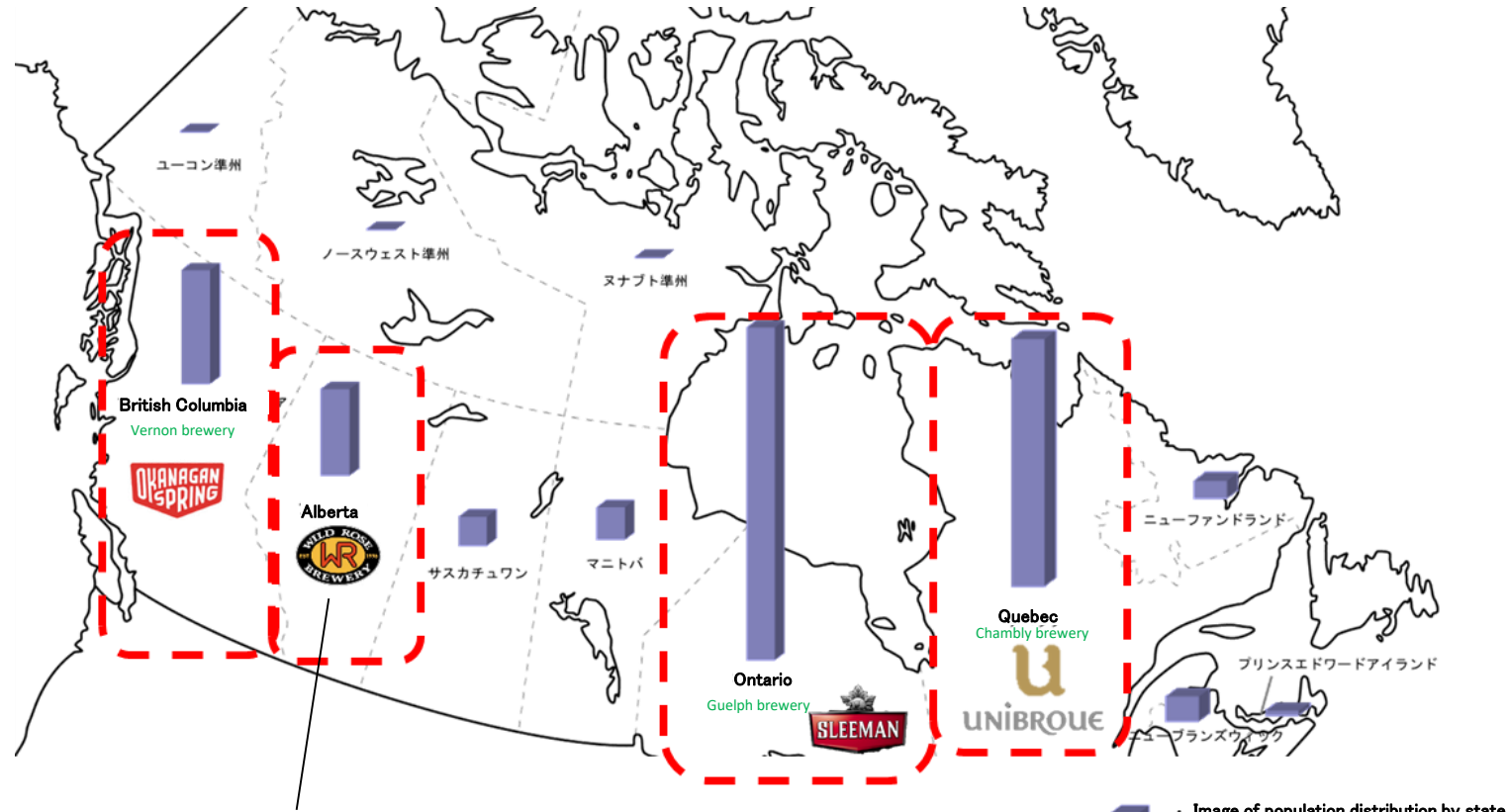
Sapporo Group Activities



# ★ Sales and production base in Canada



CANADA  
Beer Market Data  
Sapporo Group  
Activities



## Acquisition of Wild Rose Brewery

May 2019

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.



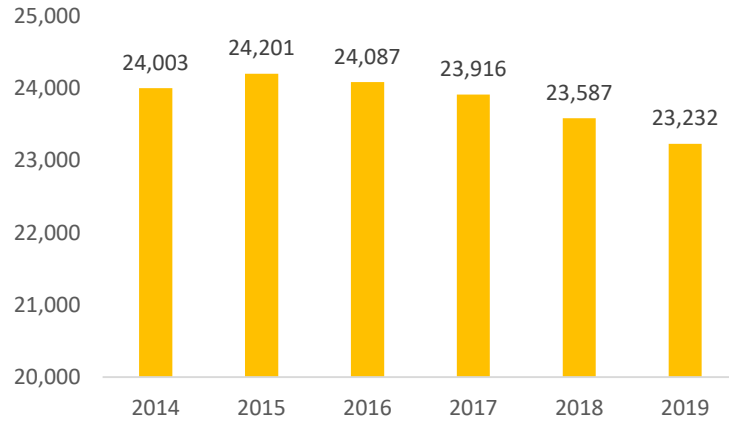


SAPPORO

## America Beer Market Data

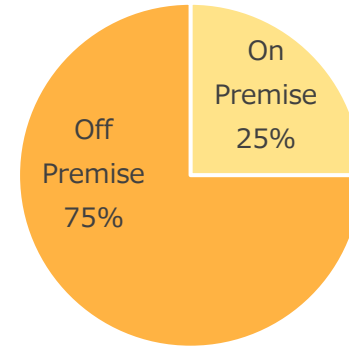
### ★ America- Market sizes (million litres)

Source: Euromonitor (Calculated by Sales Volume)



### ★ America- Sales of beer by channel (2019)

Source: Euromonitor (Calculated by Sales Volume)



### ★ America- Beer brand by price category

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

\*Highlight in red: Our sales brand

UNITED STATES OF AMERICA

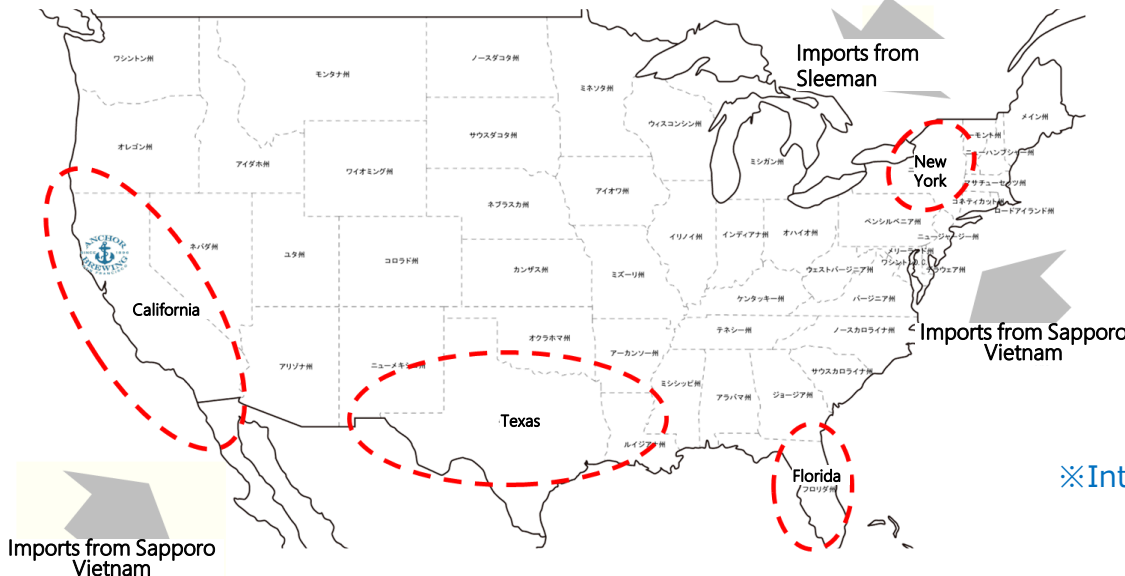
Beer Market Data

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 33 consecutive years

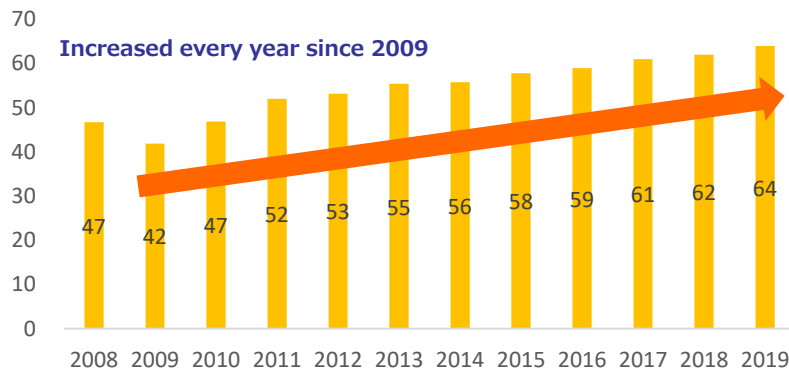
SAPPORO BREWERIES started exporting beer to the United States from 1964. Then, in 1984 we established Sapporo U.S.A to import Sapporo Draft Beer from Japan and strengthened the foothold for business expansion in North America and South East Asia.

#### ★ 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"



## 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. 19.65 mn\$ (FY 2019)
Business field	Production and sales of beer



#### ★ Main Products



※Integrate Sapporo USA with Anchor Brewing from Apr 2019



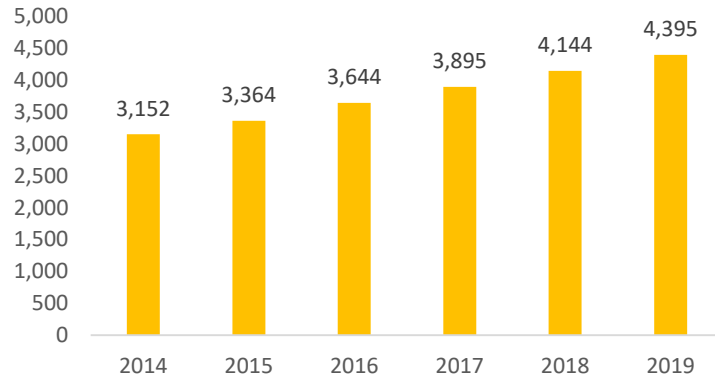




## Vietnam Beer Market Data

### ★ Vietnam- Beer Market sizes (million litres)

Source: Euromonitor (Calculated by Sales Volume)



VIETNAM

Beer Market Data

### 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.

In 2018, turned profitable.

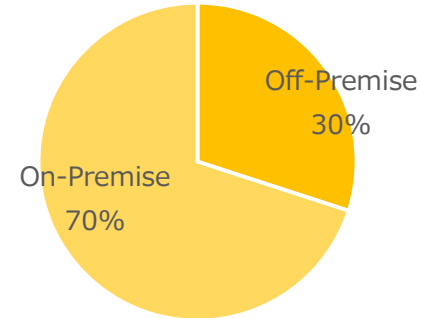
### ★ Corporate profile

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

Sapporo Group Activities

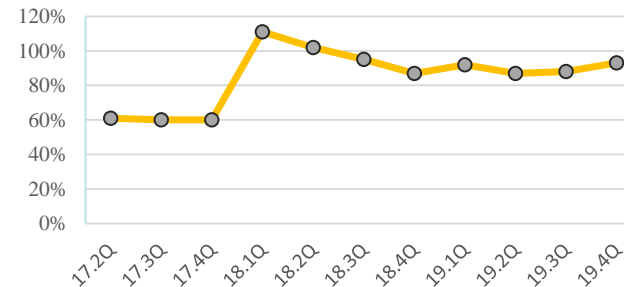
### ★ Vietnam- Sales of beer by channel (2019)

Source: Euromonitor (Calculated by Sales Volume)



### ★ Sapporo Vietnam-

#### Y-o-y change in domestic sales volume



### ★ Vietnam- Beer brand by price category



Price Category	Brand	Price (yen)
HIGH Premium	Sapporo Premium	75yen~
	Heineken	
	Budweiser	
Mainstream	Tiger	60yen~
	Saigon Special	
	Blue cap	
LOW Economy	333 Larue	40yen~

\*Highlight in red: Our sales brand  
1yen=0.0046 Viet Nam dong (5/12)

### ★ Main Products





SINGAPORE

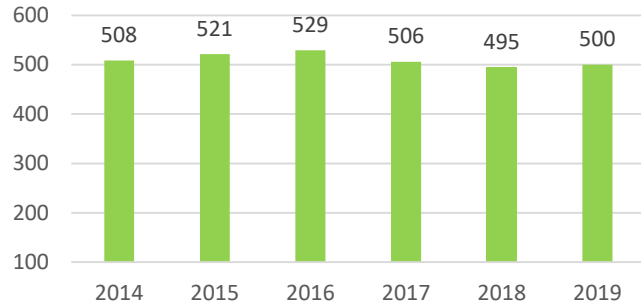
Soft drinks market Data

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.

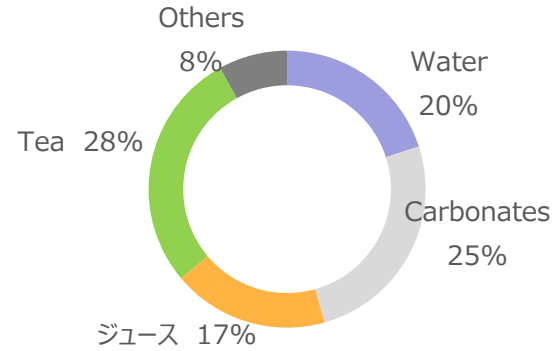
The POKKA brand is exported from Singapore to approximately 60 countries worldwide, including South East Asia and the Middle East, and we intend to achieve further growth based on our policy of "Right Products to Right Market."

★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 (2019)

Source: Euromonitor (Calculated by Sales Volume)



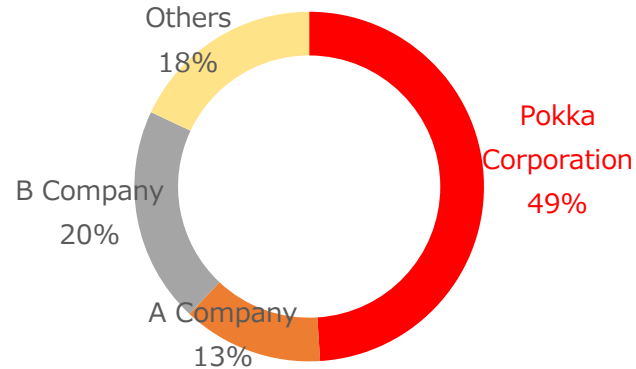
★Pokka Corporation Main Products



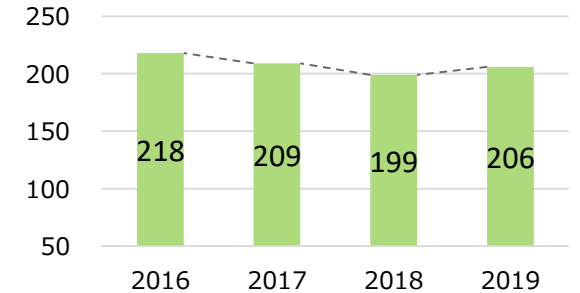
★Pokka Corporation Market share of TEA category in Singapore in 2019

Off Premise share 49% No.1

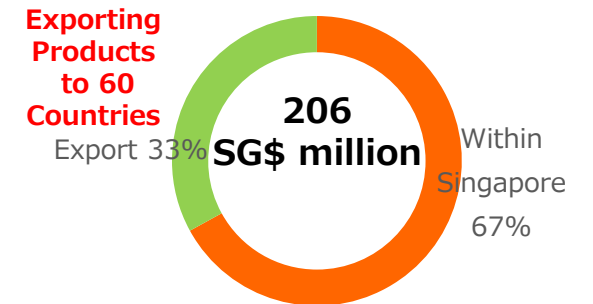
Source: Euromonitor %Share- Off-trade Volume



★Pokka Corporation Revenue (SG\$ Million)



★Pokka Corporation Sales composition in 2019





SINGAPORE  
MALAYSIA

Beer Market Data

Sapporo Group  
Activities

## ★ Sapporo group Beer business in Singapore of Sapporo

- Expanding sales channel to off premise market with POKKA CORPORATION (SINGAPORE) from 2010
- Sales volume in 2019  
Down 1% in comparison with 2018  
4 times in comparison with 2010

### Malaysia POKKA (MALAYSIA) Sdn. Bhd.

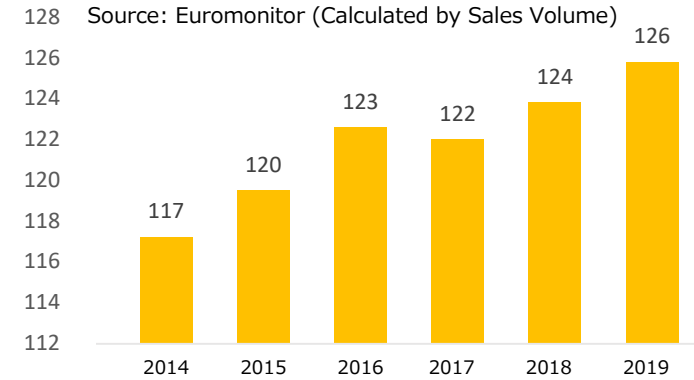
Local subsidiary	POKKA (MALAYSIA) Sdn. Bhd
Paid in capital	34mn SG\$
Established	Aug, 2014
Capacity	Approx. 6mn cases per year
Business field	Production and sales of Soft Drinks <b>Obtained Malaysian Halal certification, which is trusted word-wide</b>

### 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

## ★ Singapore Beer Market data (million litres)



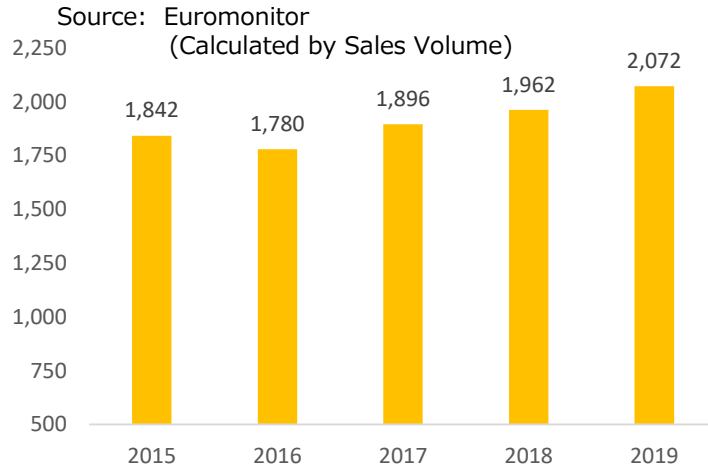
GINZA LION BEER HALL  
Suntec Restaurant Since 10/2014



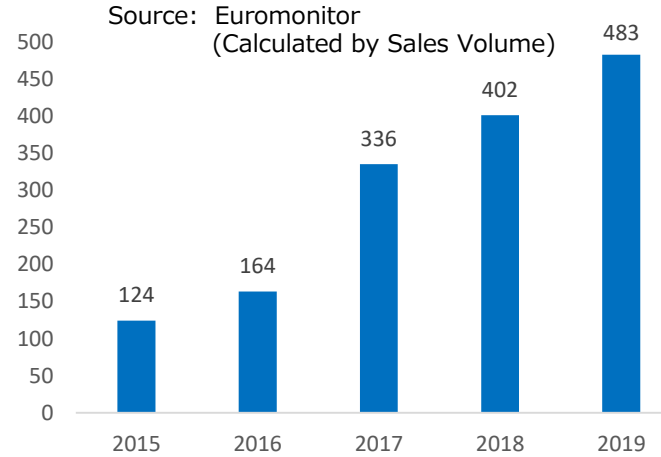


## Korea Beer Market Data

### ★ Korea- Beer market sizes (million litres)

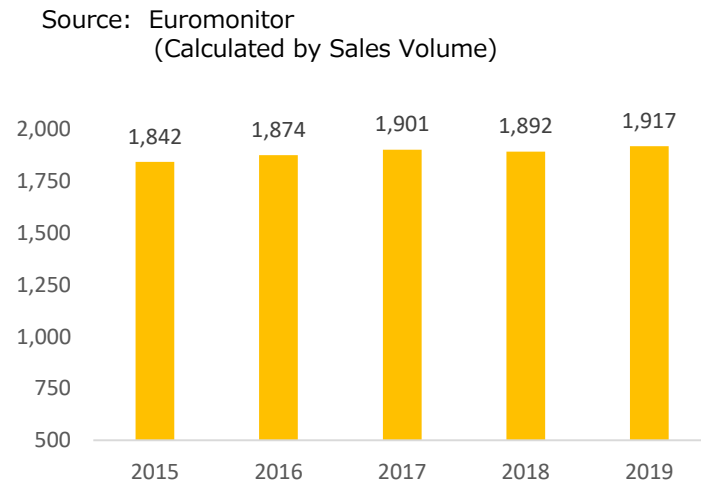


### ★ Korea- Import beer market sizes (million litres)

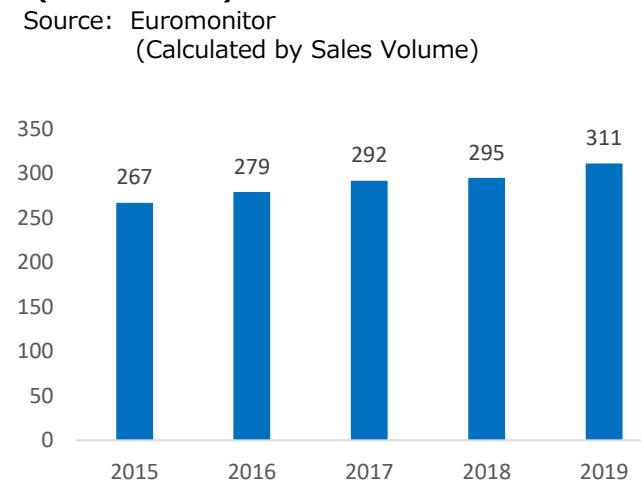


## Australia Beer Market Data

### ★ Australia- Beer market sizes (million litres)



### ★ Australia- Import beer market sizes (million litres)



### ★ 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

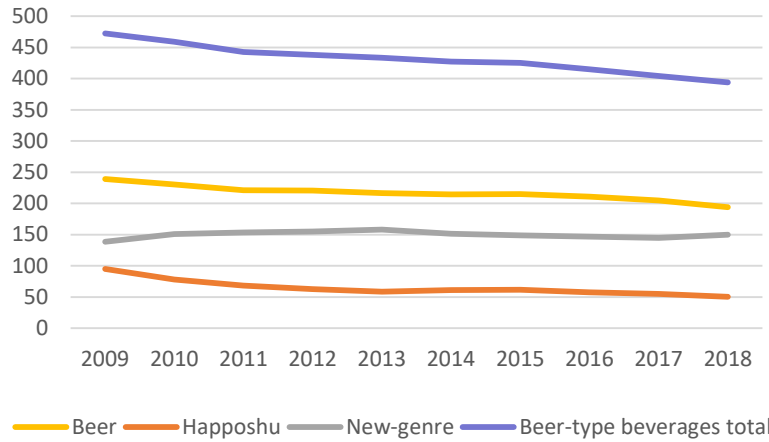
Beer Market Data

Sapporo Group  
Activities



# Japan Beer Market Data

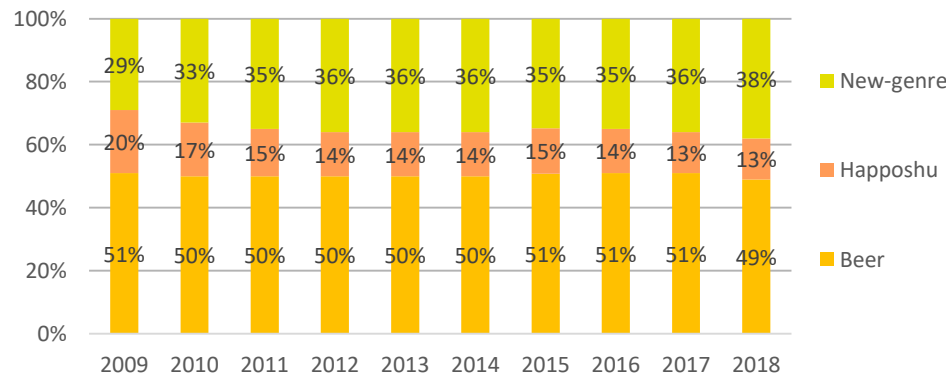
★ Japan-Total taxed shipments volume of beer-type beverages (Million of cases, Total of 5 companies)  
Source : Brewers Association of Japan



★ YoY estimate (2019/2018)

- Beer type Less than 99%
- Happoshu Less than 93%
- Beer Less than 96%
- New-genre Less than 104%

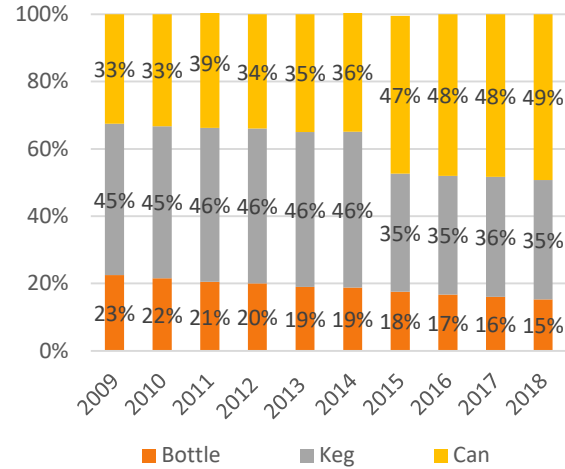
★ Japan- Composition of taxed shipments by product category (Total of 5 companies)  
Source : Brewers Association of Japan



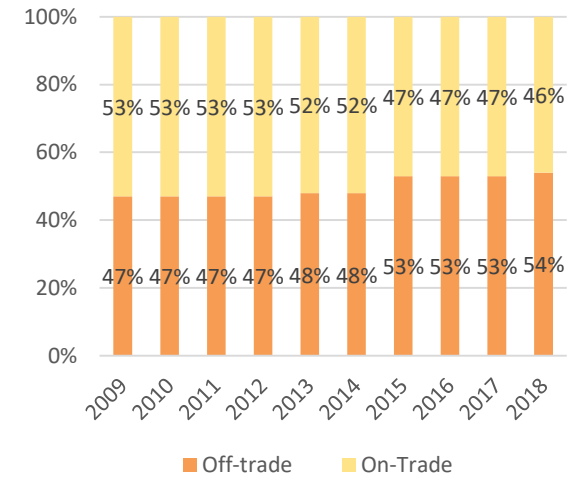
★ YoY estimate (2019/2018)

- Beer Less than 96%
- Happoshu Less than 93%
- New-genre Less than 104%

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



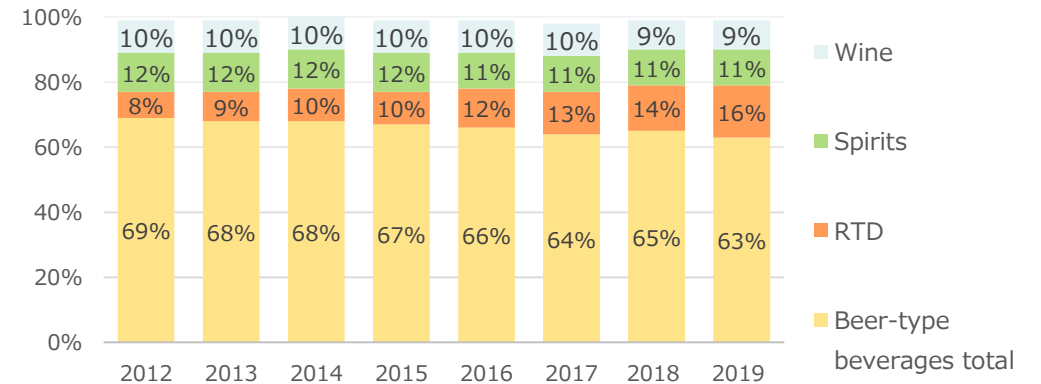
★ Japan: Composition of taxed shipments of beer by sales channels (Total of 5 companies)  
Source : Brewers Association of Japan



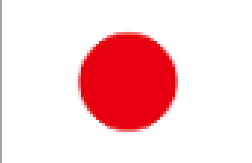
JAPAN

Beer Market Data

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





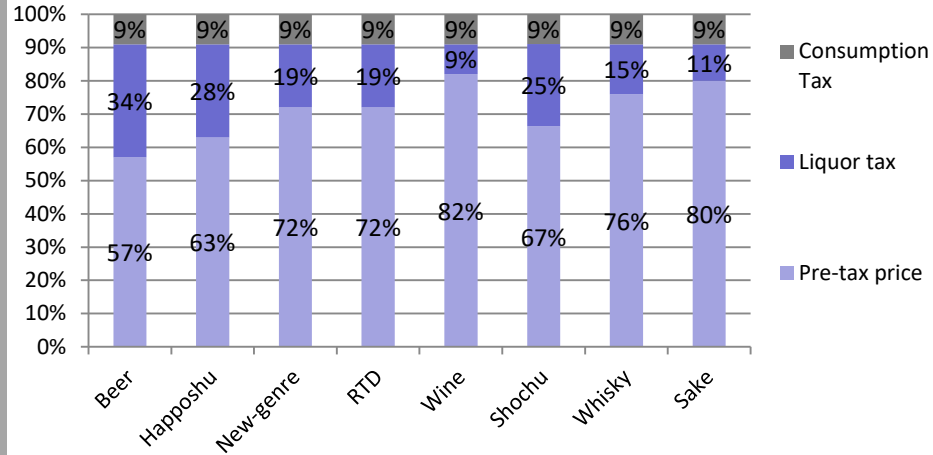


# Japan Beer Market Data

\*About liquor tax as of December 2019 (yen)

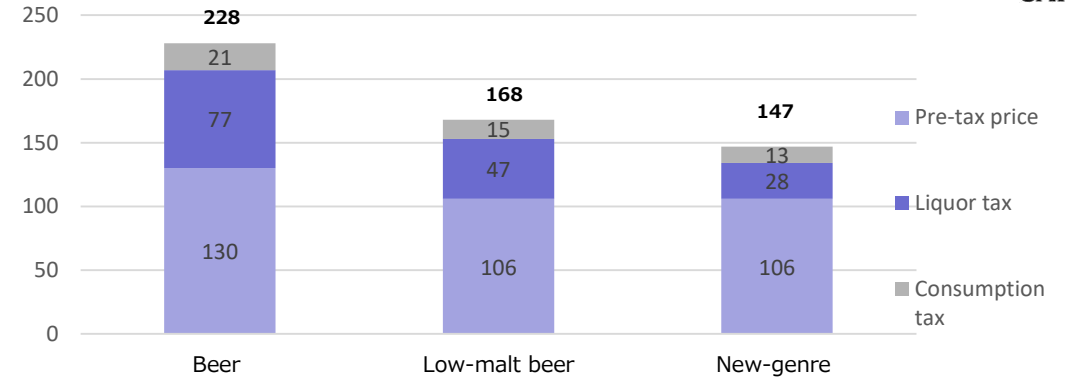
## ★ Japan- Comparison of the liquor tax by category (12/2019)

Source : National tax agency



## ★ Japan- Retail Price Breakdown

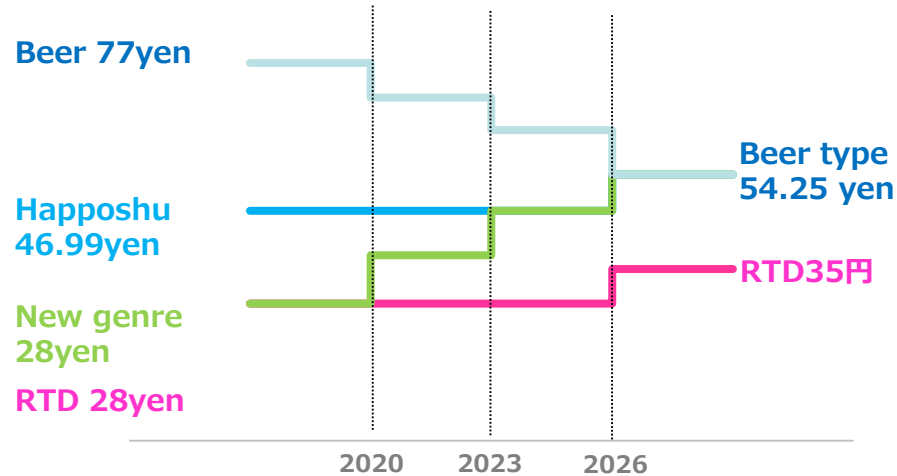
(yen)



JAPAN

Beer Market Data

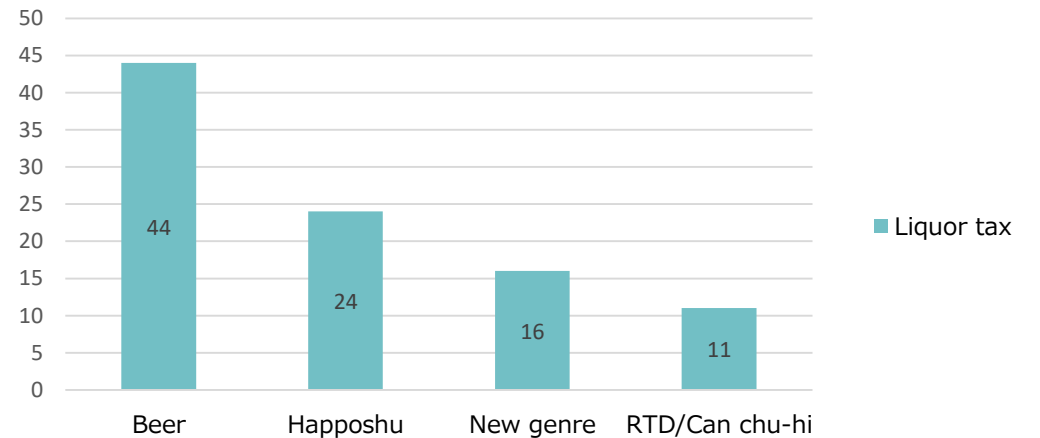
## ★ Changes in the amount of liquor tax per 350 ml



Source: Sapporo Breweries based on the National Tax Agency materials

【 Liquor tax per 1 litre of alcohol 】

Source : National tax agency





# 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, Winery 2  
 Business field Production and sales of beer and beer-type beverages, wine, Japanese liquor, etc.

## ★Production bases and Others



SAPPORO

NEW Since 7/2019

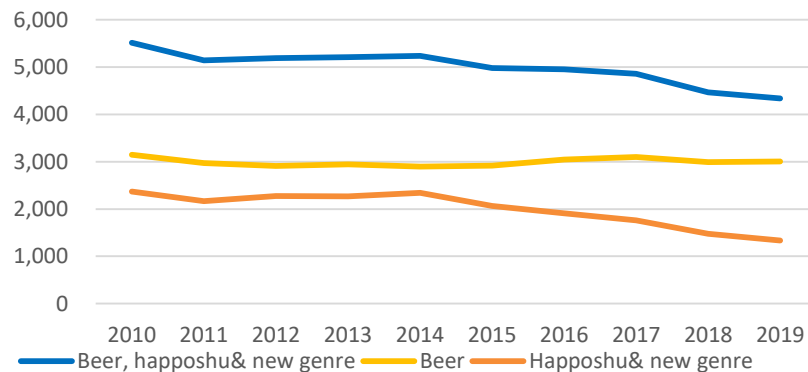
JAPAN

Beer Market Data

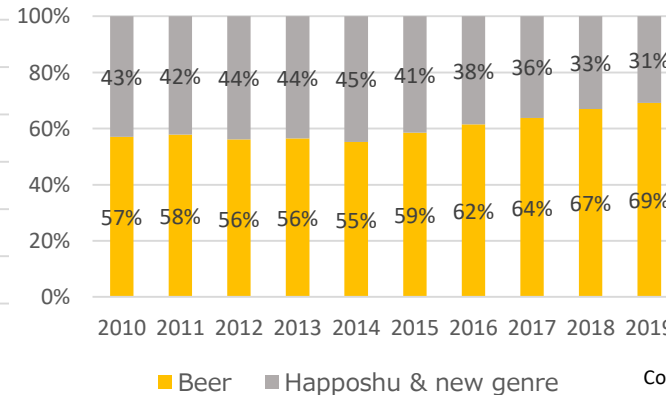
Sapporo Group Activities

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

(10,000 cases)

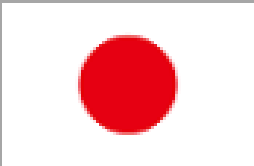


## ★Sapporo: Composition of taxed shipments by product category



## ★Sapporo: Core brands





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

[Beer] (sales volume)

- Jan-Dec up 1% y-o-y (total demand down 4%)
- ✓ Black Label Brand total down 1% y-o-y (Sales of the canned version : up 3% y-o-y)
- ✓ Yebisu Brand total down 3% y-o-y

[Happoshu+new genre] (sales volume)

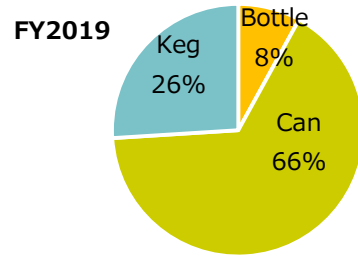
- ✓ Jan- Dec down 9% (total demand up 1%)
- ✓ Mugi to Hop Brand total down 4% y-o-y

[Wine , Spirits and other]

- ✓ Wine : down 2% y-o-y
- ✓ RTD : up 29% y-o-y
- ✓ Spirits : up 15% y-o-y
- ✓ Japanese liquor : down 14% y-o-y

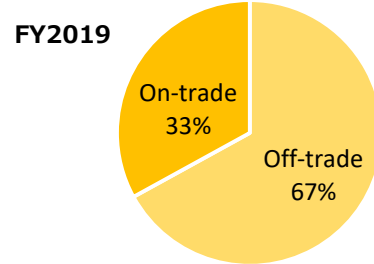
★ Sapporo: Beer-type beverages category

Composition of taxed shipments by container type (Sales volume)

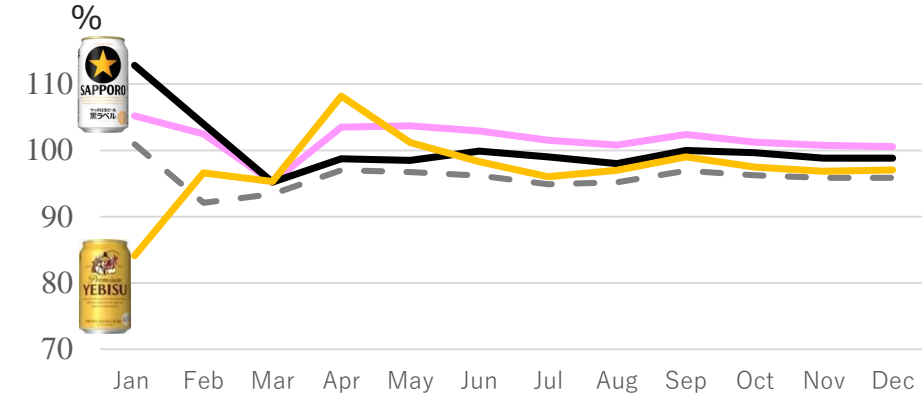


★ Sapporo: Beer-type beverages category

Composition of taxed shipments by sales channel (Sales volume)

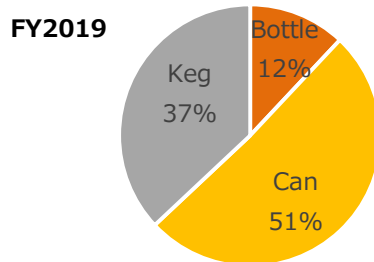


★ Sapporo: Y-o-Y change in sales volume of 3 core brands Ebisu, Black label and Mugi to Hop



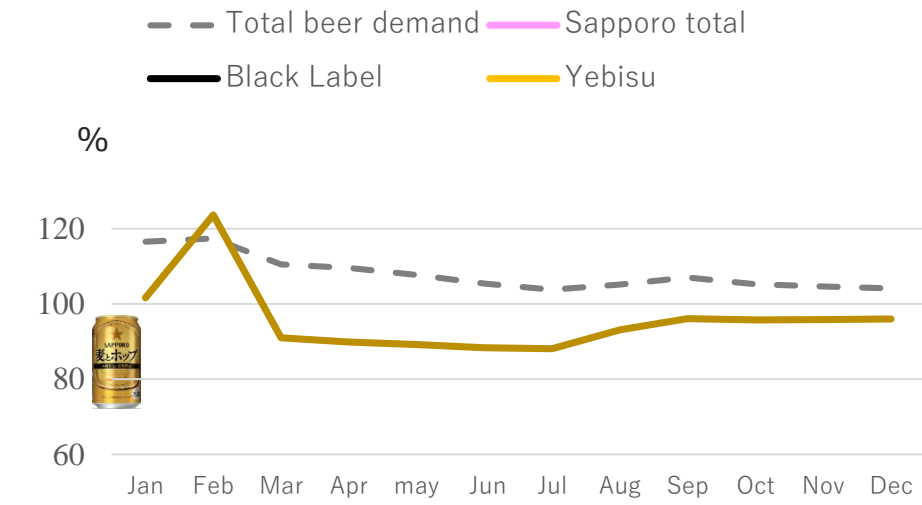
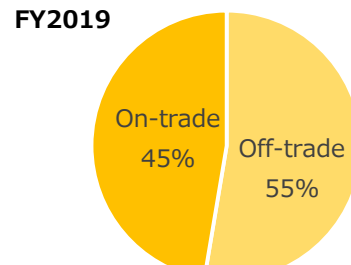
★ Sapporo: Beer category

Composition of taxed shipments by container type (Sales volume)

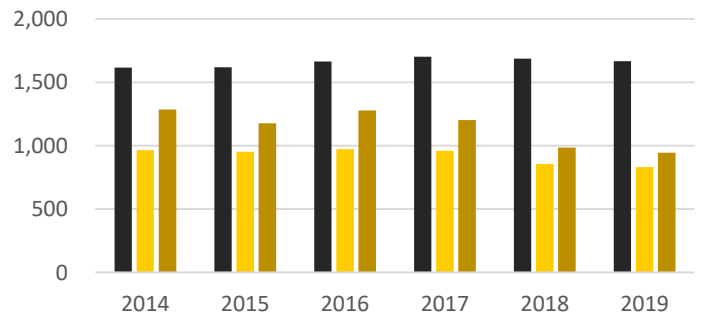


★ Sapporo: Beer category

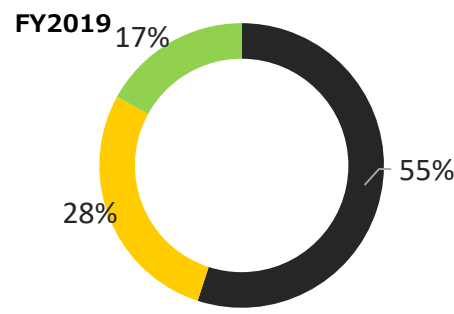
Composition of taxed shipments by sales channel (Sales volume)



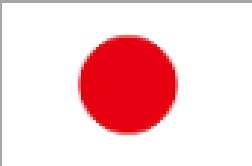
★ Sapporo: Sales trend of 3 core brands (Sales volume) (10,000 cases)



★ Sapporo: Beer lineup (Jan - Dec breakdown)



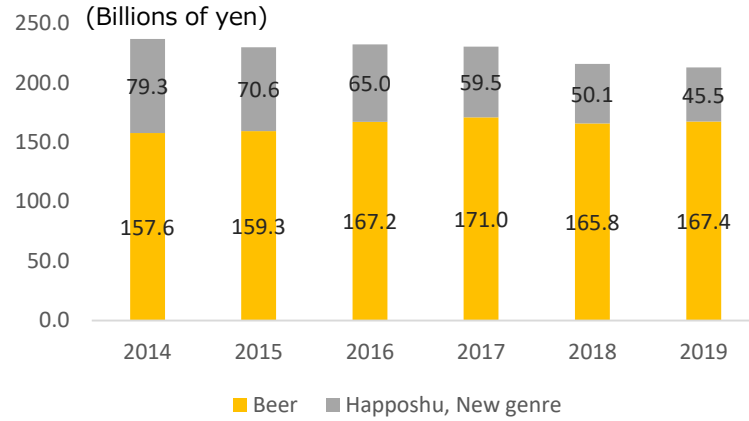
Japan  
Sapporo Group  
Activities  
(Beer)



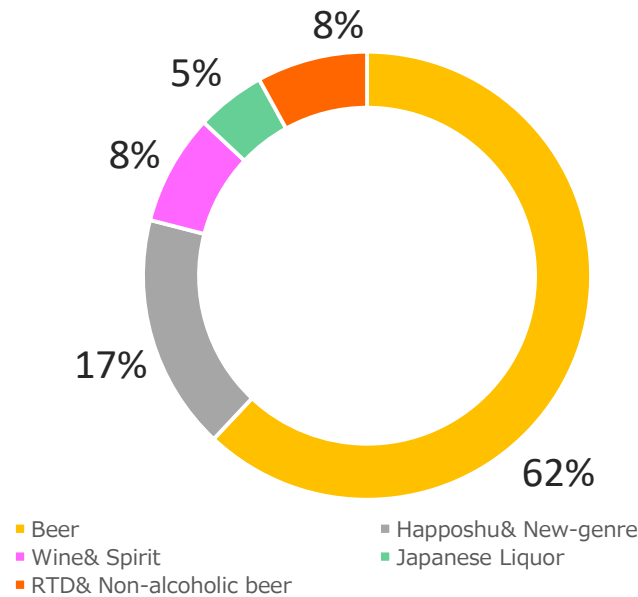
Japan

Sapporo Group Activities  
(Beer)

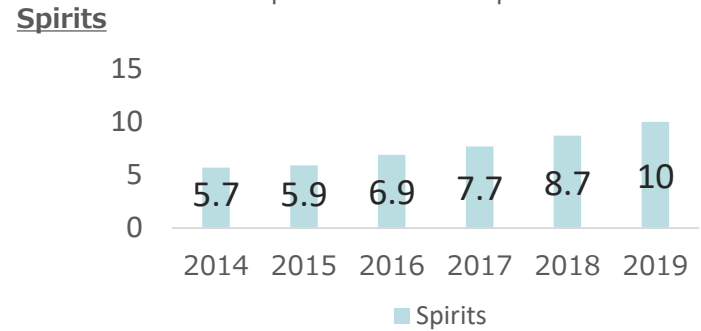
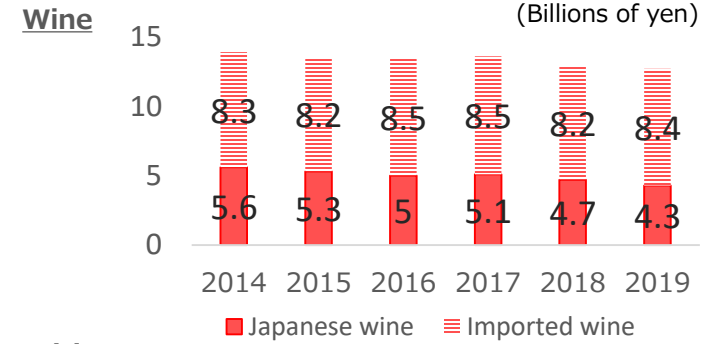
★Sapporo: Revenue of Beer and Beer type beverages (incl. liquor tax)



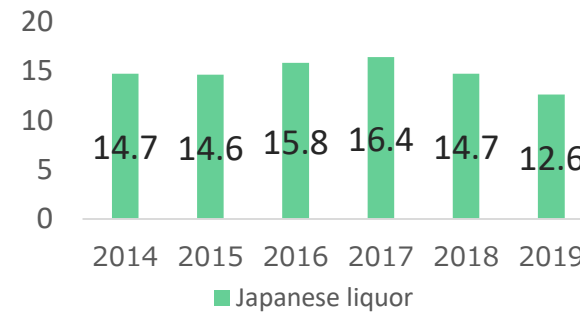
★Sapporo: Revenue Breakdown by category in 2019



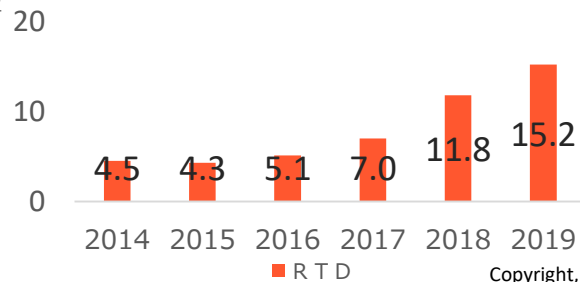
★Sapporo: Revenue trend by category



Japanese liquor

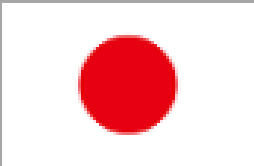


RTD



SAPPORO





Japan

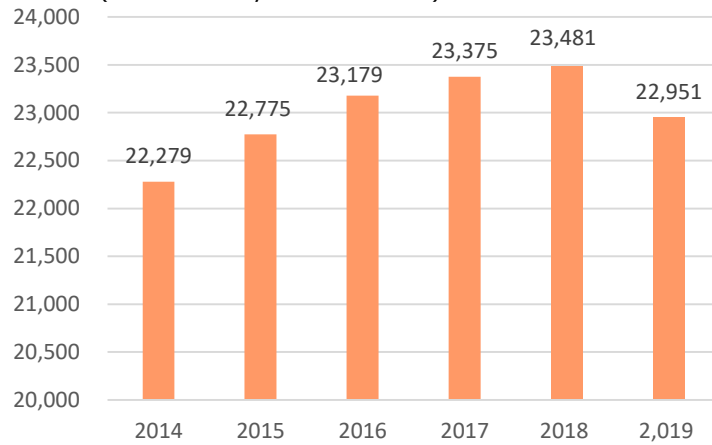
Soft Drink Market Data

Sapporo Group Activities

### Japan Soft Drinks Market Data

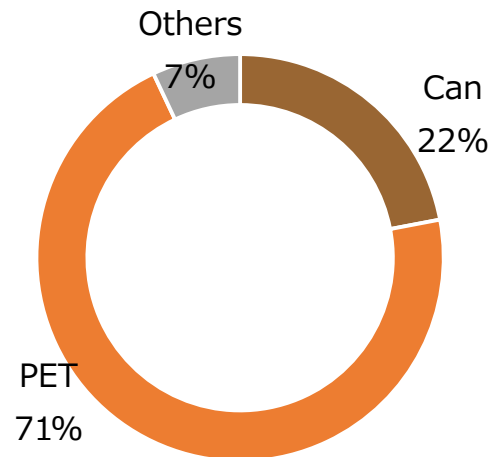
#### ★ Japan Soft drinks market sizes (million litres)

Source: Euromonitor  
(Calculated by Sales Volume)



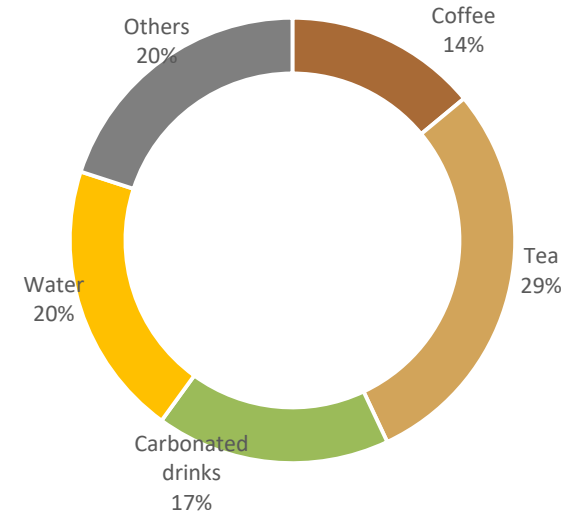
#### ★ Japan Composition of Soft Drinks Market by container (2019)

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



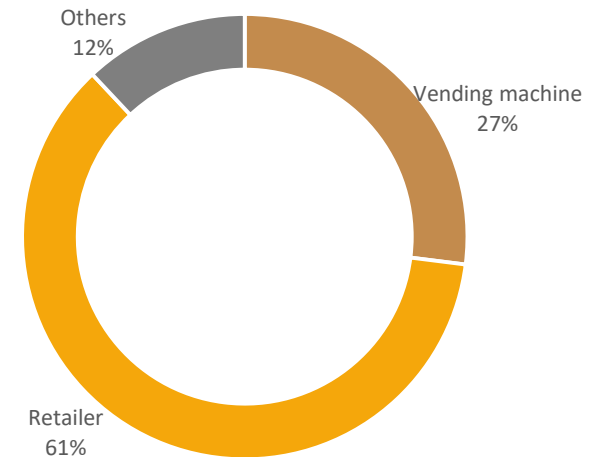
#### ★ Japan Composition of Soft Drinks Market by category (2019)

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

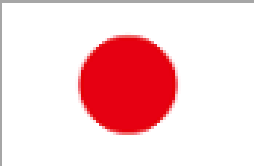


#### ★ Japan Composition of Soft Drinks Market by sales channel (2019)

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

\*Goodwill : 18.41 bn yen 15 years with the straight-line method

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

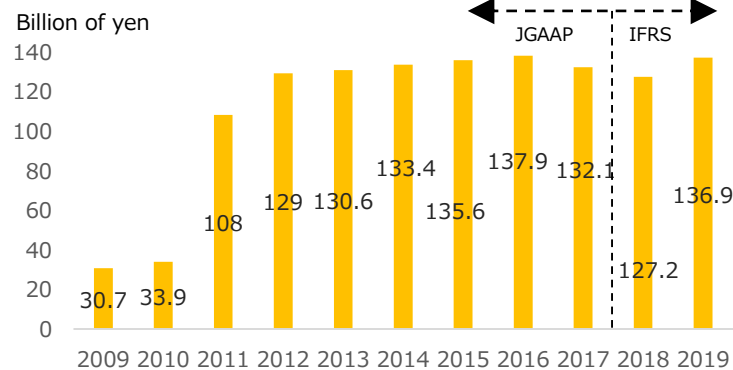
Commenced operation of Pokka Sapporo Food & Beverage Ltd.

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

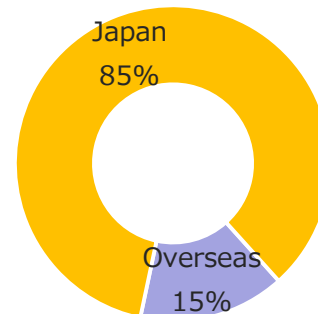
Business field Manufacture and sales of food& soft drinks, Operating coffee shop and others.

### ★Revenue of Food & Soft drinks

※April 2011 Consolidation of POKKA CORPORATION



### ★Pokka Sapporo Revenue composition in 2019 (Sales Volume)



### ★Main Products

Lemon based favor products (Food & Soft drinks)



Soft drinks

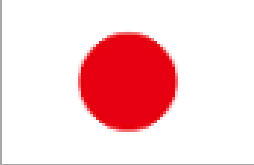


Soups



Soybeans and Chilled Products





★ Pokka Sapporo  
Y-o-Y growth/Sales Volume  
in 2019 (Domestic)

[ Lemon-based drinks ]  
Jan-Dec **up 8%** y-o-y

[ Unsweetened tea drinks ]  
Jan- Dec **down 2%** y-o-y

[ Coffee drinks ]  
Jan- Dec **down 11%** y-o-y

[ Lemon-based food products ]  
Jan- Dec **up 7%** y-o-y

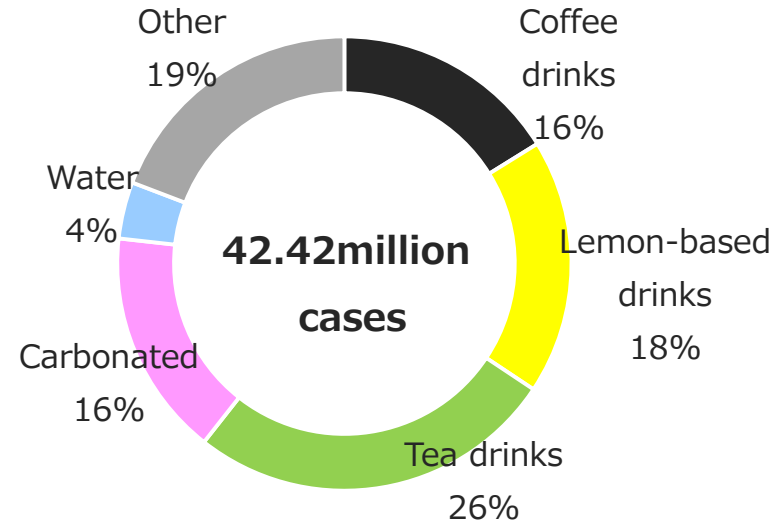
[ Soups ]  
Jan- Dec **down 2%** y-o-y

[ Soy milk, chilled products ]  
Jan -Dec **up 13%** y-o-y

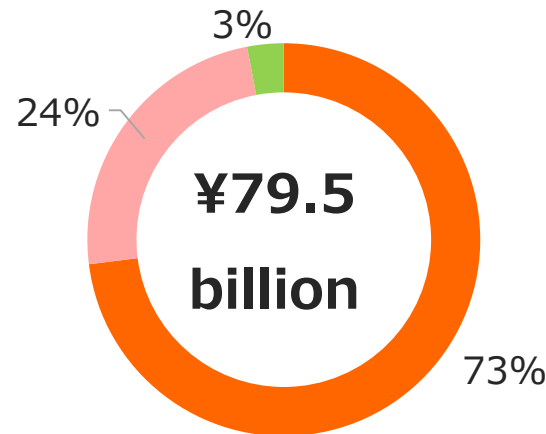
Japan

Sapporo Group  
Activities  
(Soft drinks)

★ Pokka Sapporo- within Japan/Sales Volume  
Composition by Category in 2019

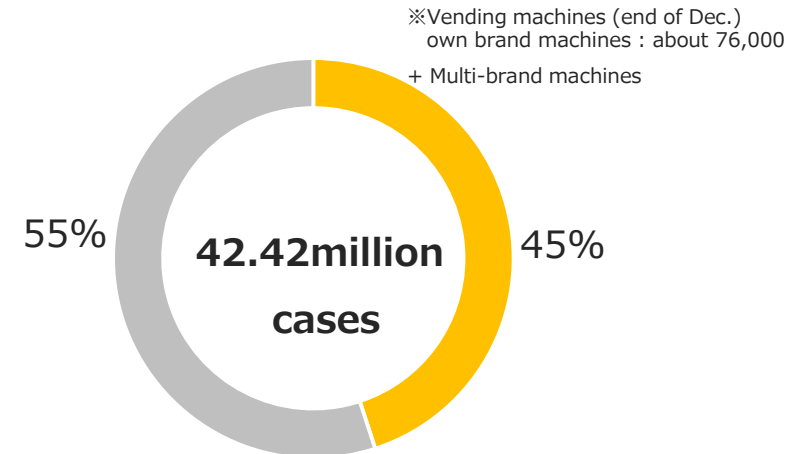


★ Pokka Sapporo (within Japan)  
Revenue consumption by category

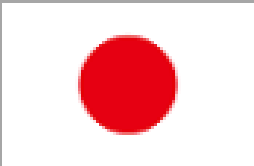


■ Soft drinks   ■ Food   ■ Soy and Chilled product

★ Pokka Sapporo- within Japan/Sales Volume  
Composition by sales channel in 2019



■ Vending machines   ■ Retailer



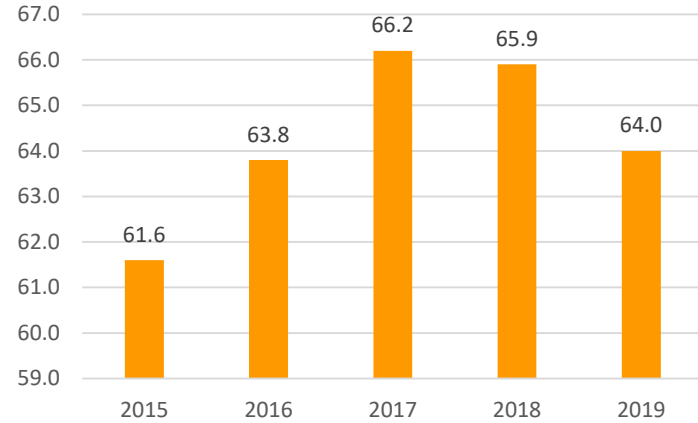
# Japan Soup/Lemon based flavoring Market Data & Pokka Sapporo activities



Japan  
Soup Market Data  
Lemon based favor  
Market Data  
Sapporo Group  
Activities

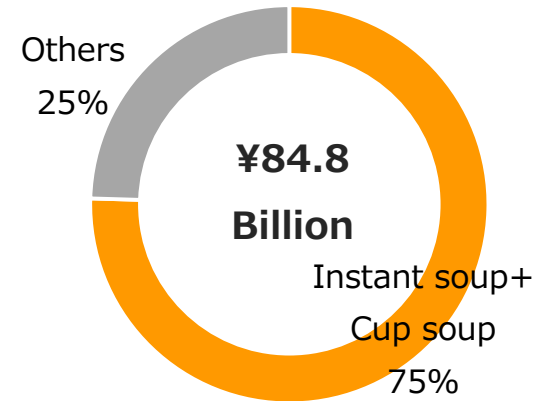
## ★ Japan- Instant soup+ Cup soup market sizes (Billion of yen)

Source : Intage SRI/Instant Soup market 2015-2019/Sales Value



## ★ Japan- Sales breakdown by category of Soup market in 2019

Source : Intage SRI/Soup market 2019/Revenue



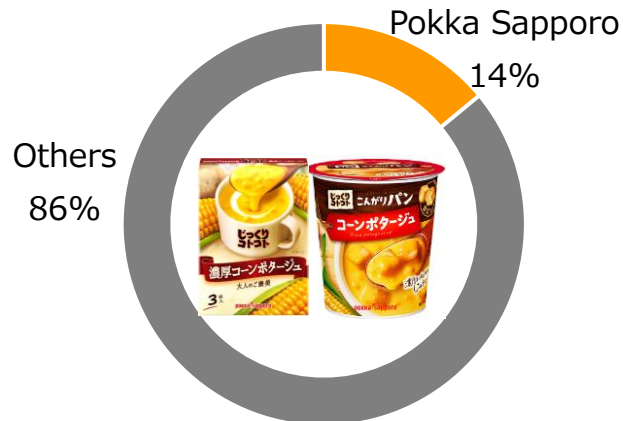
## ★ Pokka Sapporo activities Soup category in 2019

Source : Intage SRI/Instant soup market, Jan-Dec.2019/ Revenue trend-revenue share

- Sales Volume of Instant soup+ Cup soup: 8.9 bn yen
- Y-o-Y growth: down 2.9%
- Market share: 13.9%**
- Sales Volume of canned soup:0.8 bn yen
- Y-o-Y growth: down 17.8%
- Market share : 92.4%**
- Production base: 4 Factory (Nagoya, Gunma, Iwata, Sendai)

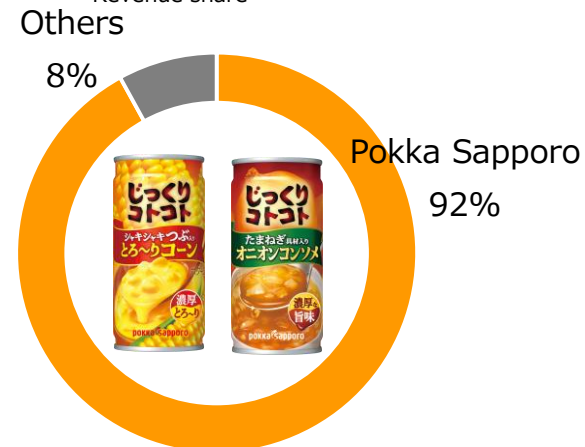
## ★ Pokka Sapporo Instant soup+ Cup soup share in 2019

Source : Intage SRI/Instant Soup market 2019/ Revenue share



## ★ Pokka Sapporo Instant canned soup share in 2019

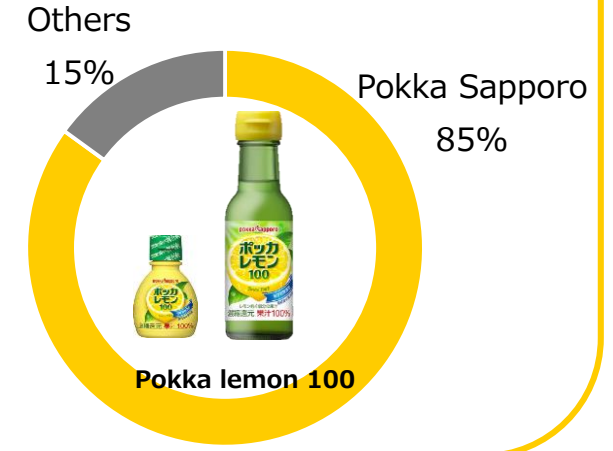
Source : Intage SRI/Instant Canned Soup market 2019/ Revenue share

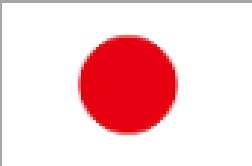


## ★ Pokka Sapporo activities lemon based flavoring in 2019

Source: Intage SRI/lemon based flavoring market, Jan-Dec.2019/ Sales trend-Sales value share

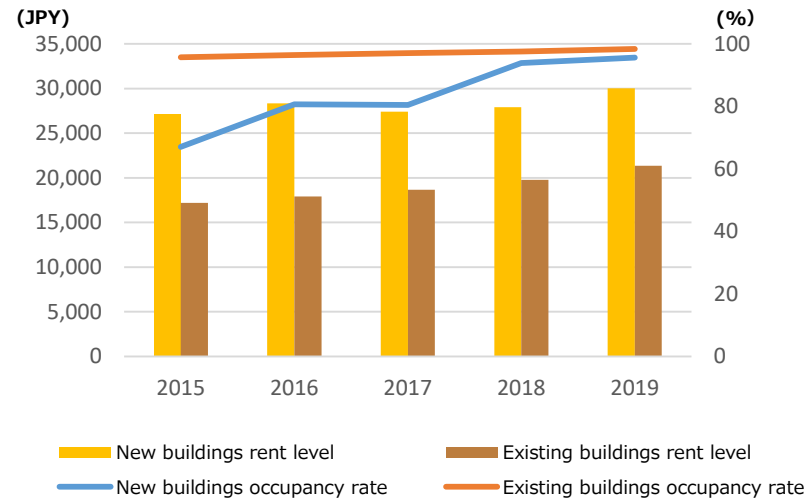
- Sales Volume: 4.1 bn yen
- Y-o-Y growth: **Up 3.8%**
- Market share : 85.0%**
- Production base: Nagoya factory





## 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	2019
Occupancy rate average(%)	93.8	95.1	96.1	96.7	97.5	98.3
New buildings occupancy rate	83.0	67.0	80.7	80.5	93.9	95.6
Existing buildings occupancy rate	93.9	95.7	96.4	97.0	97.6	98.4
Rent level average (yen/ tsubo)	16,616	17,412	18,200	18,879	20,000	21,585
New buildings rent level	27,312	27,186	28,355	27,402	27,928	30,039
Existing buildings rent level	16,402	17,195	17,917	18,668	19,899	21,341

### 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

	2015	2016	2017	2018	2019
Carrying value on the consolidated statement of financing position at the fiscal year end date	197,666	201,763	200,001	215,522	219,589
Fair value at the fiscal year end date	357,395	389,101	397,581	385,992	402,111

#### ★ Sapporo Real Estate Major rental properties & annual average of occupancy rates

	2014	2015	2016	2017	2018	2019
Yebisu Garden Place	82	92	99	98	100	99
Ebisu First Square (formerly Seiwa Ebisu Building)	23	100	100	100	99	100
Ginza Place (formerly Sapporo Ginza Building)	*14.0	*0.0	-	99	99	99
Strata Ginza	100	100	100	100	100	100

\*Redevelopment Buildings

- ① Seiwa Ebisu Building reopened as Ebisu First Square in Sep.2014
- ② Sapporo Ginza Building reopened as Ginza Place in Sep.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)

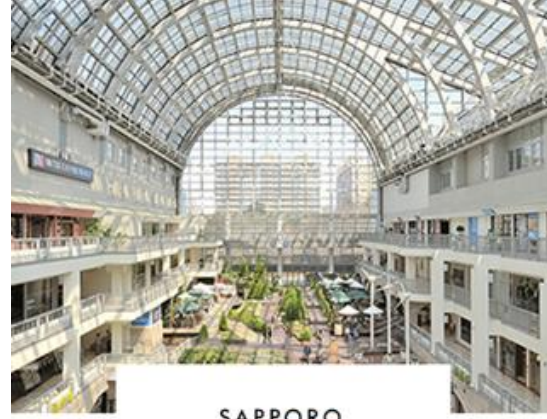


Address 20, Ebisu 4-chome, Shibuya-ku, Tokyo  
4-13, Mita 1-chome, Meguro-ku, Tokyo  
Site area Approx.83,000m<sup>2</sup> (25,200 tsubo)  
\*Office tower 56,943m<sup>2</sup>  
Building area Approx.32,000m<sup>2</sup> (9,700 tsubo)  
Floor area Approx.478,000m<sup>2</sup> (144,600 tsubo)  
\*Office tower 298,007m<sup>2</sup>  
No. of floors 40 floors above ground, 5 below  
Opened Oct. 1994

Yebisu Garden Place-related  
EBITDA ¥11.2billion

**SAPPORO FACTORY**

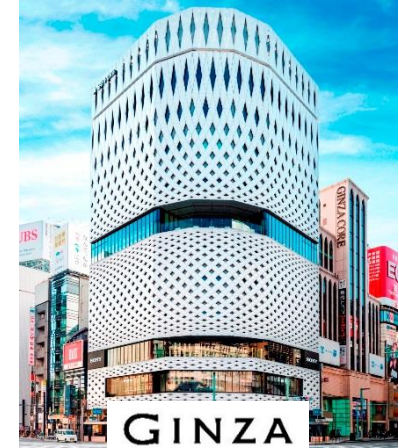
(The former site of Sapporo Breweries' Sapporo Brewery)



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

Hokkaido-related  
EBITDA ¥1.8billion

**GINZA PLACE**



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

Other properties, projects  
including Ginza Place  
EBITDA ¥4.1billion

Japan  
Sapporo Group  
Activities



**EBISU FIRST SQUARE**

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



**STRATA GINZA**

Address 10-1, Ginza 7-chome,  
Chuo-ku, Tokyo  
Site area 1,117m<sup>2</sup>  
Floor area 11,411m<sup>2</sup>  
No. of floors 13 floors above ground,  
1 below  
Completed Sep. 2006  
Use Hotel, Shops, Restaurants

\*Sapporo owns 922m<sup>2</sup> of the site  
(sectional ownership) and 89.72%  
of the building

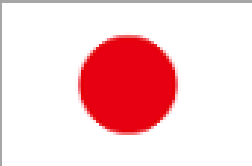


**Sreed EBISU**

Address 20-4, Ebisu 1-chome,  
Shibuya-ku, Tokyo  
Site area 237m<sup>2</sup>  
Floor area 1,253m<sup>2</sup>  
No. of floors 8 floors above ground,  
1 below  
Completed Mar. 2019  
Use Office, Shops

\*Date of acquisition: Apr.2019





## Restaurants Market Data

### ★Japan- Restaurants Market (2018)

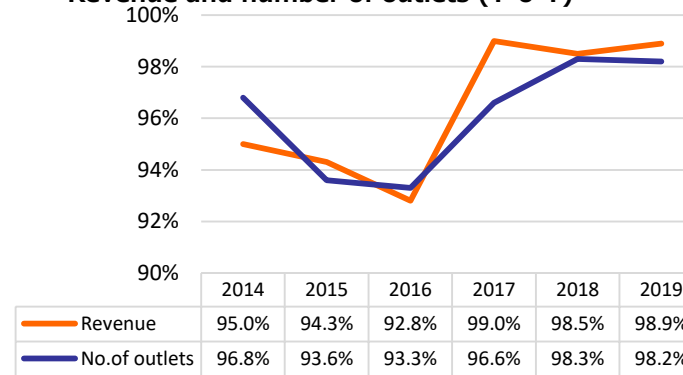
Total market size : Approx.26,246.2 bn yen  
 Drinking outlets (including beer hall) market size :  
 Approx. 1,009.1 bn yen  
 Coffee shops market size: Approx. 1,144.9 bn yen

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

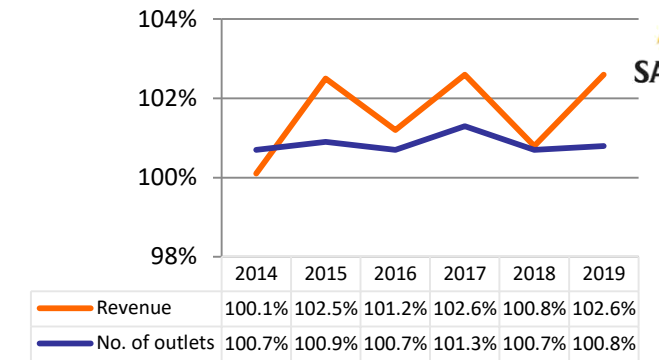
(Source : Japan Food Service association)

\*To be updated on July 2020

### ★ 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

## Japan

## Restaurants/ Coffee shops Market Data

## Sapporo Group Activities

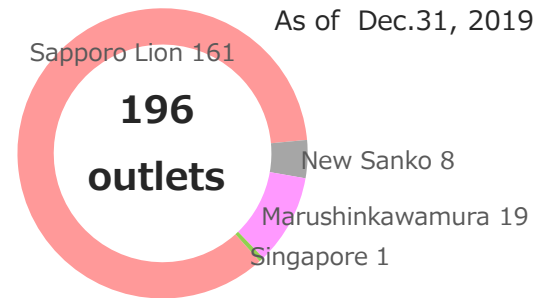
### SAPPORO LION LTD.

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)

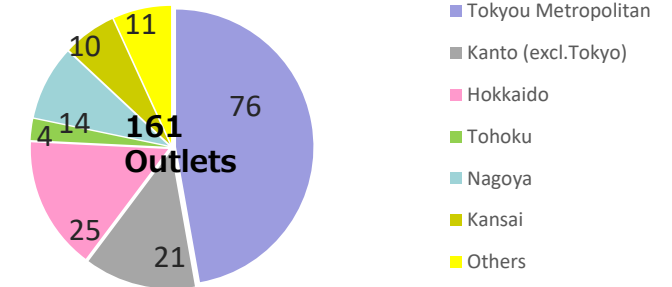
Operating company Sapporo Lion Ltd.  
 Paid in capital 4.87 bn yen  
 Entry into business August 4,1899  
 Opened YEBISU BEER HALL in Ginza, Tokyo as Japan's first beer hall  
 Sep. 1949 Established Nippon Kyoei Ltd., later Sapporo Lion Ltd.  
 Business field Operating beer hall, drinking outlets and restaurants, mainly GINZA LION and YEBISU BAR

#### ★Sapporo- Restaurant segment Total number of outlets

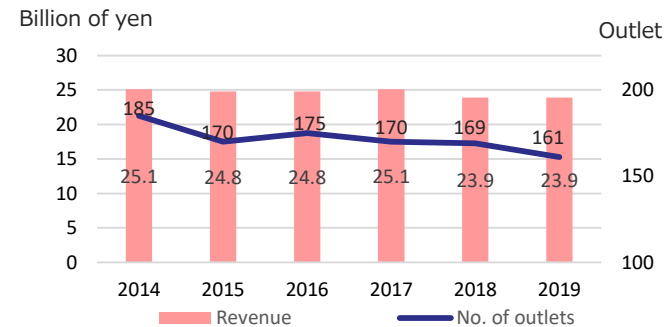


#### ★Sapporo Lion outlets

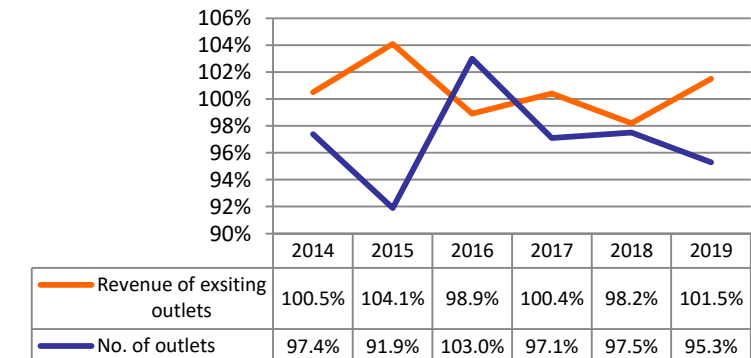
As of Dec. 31, 2019

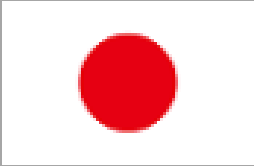


#### ★ Sapporo Lion Trend of revenue and number of outlet



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





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



<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



## 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

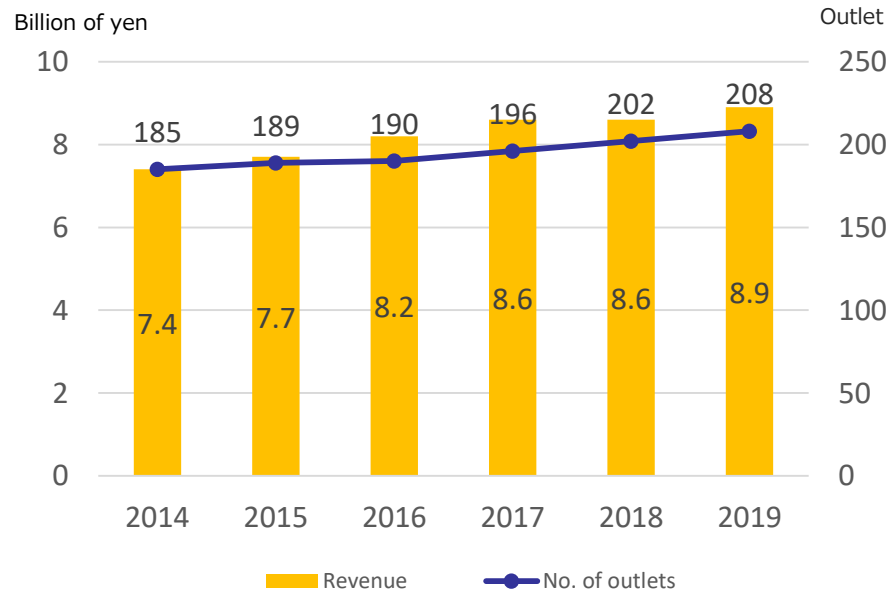
Operating company Pokka Create Co., Ltd  
\*Pokka Sapporo Food & Beverage's Subsidiary  
Paid in capital 300mn yen  
Entry into business Oct. 1994  
Business field Operating coffee shop chain "CAFÉ de CRIÉ"



Japan

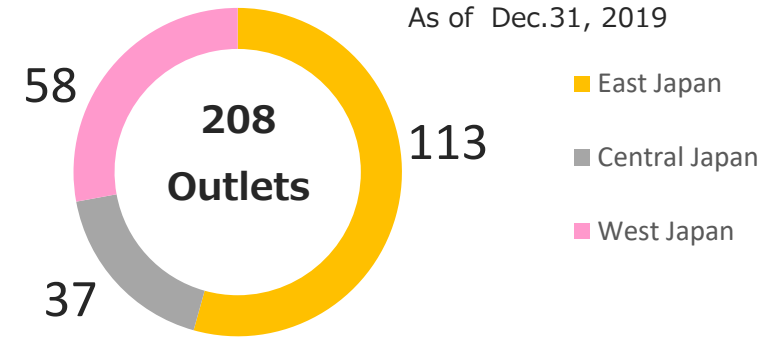
Sapporo Group Activities

### ★ POKKA CREATE Trends of net sales and number of outlets

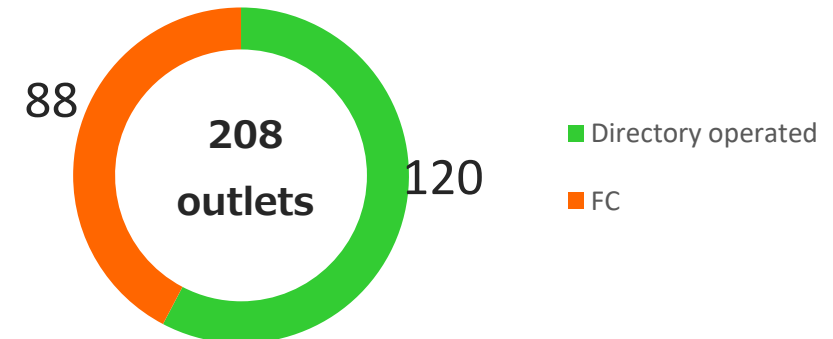


### ★ Number of outlets

As of Dec.31, 2019



\*Increased 6 outlets compared with 2018 4Q



### ③ Financial Data

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➤ Financial Data (Profit and Loss Trends, Financial Condition, Segment Information) ..	34
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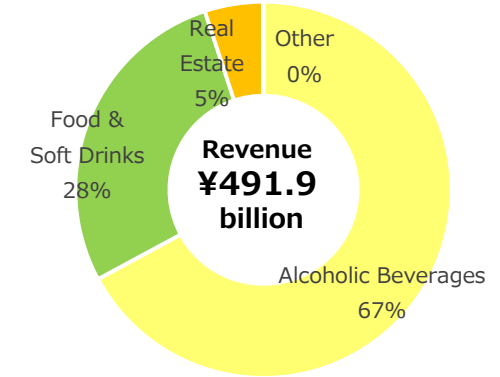


The Sapporo Group operates under a holding company framework, with Sapporo Holdings Limited as a pure holding company. We have positioned “Alcoholic Beverages”, “Food” and “Soft Drinks” as the Group’s three core business fields, and will work to nurture and strengthen the Group’s brands along with the 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 2019]

Revenue:	<b>491.9bn yen</b>
Revenue(excl. liquor tax):	<b>371.1bn yen</b>
Core Operating profit	<b>11.7bn yen</b>
Core Operating profit margin	<b>2.4%</b>
EBITDA:	<b>36.0bn yen</b>

### Breakdown of FY2019 revenue



### Alcoholic Beverages

[2019]	
Revenue :	<b>¥330.2bn</b>
Core Operating profit :	<b>¥8.5bn</b>
Core Operating profit margin :	<b>2.6%</b>
EBITDA :	<b>¥19.9bn</b>

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.

### Food & Soft Drinks

[2019]	
Revenue :	<b>¥136.9bn</b>
Core Operating profit :	<b>¥▲0.5bn</b>
Core Operating profit margin :	<b>▲0.3%</b>
EBITDA :	<b>¥5.3bn</b>

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

### Real Estate

[2019]	
Revenue :	<b>¥ 24.7bn</b>
Core Operating profit :	<b>¥10.7bn</b>
Core Operating profit margin :	<b>43.5%</b>
EBITDA :	<b>¥15.9bn</b>

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



## Profit and loss statement

	JGAPP							IFRS		
	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12		2018/12	2019/12
Net sales (Including tax)(millions of yen)	449,452	492,490	509,834	518,740	533,748	541,847	551,548	Revenue (millions of yen)	493,908	491,896
Net sales (Excluding tax)(millions of yen)	336,837	379,792	395,377	401,813	418,319	424,059	433,260	Revenue (Excluding tax)(millions of yen)	370,796	371,100
Cost of sales (millions of yen)	286,678	313,117	329,605	336,388	352,808	352,420	358,572	Cost of sales (millions of yen)	335,631	336,682
Selling, general and administrative expenses (millions of yen)	143,890	164,958	164,884	167,623	166,990	169,159	175,943	Selling, general and administrative expenses (millions of yen)	143,118	143,490
Operating income (millions of yen)	18,883	14,414	15,344	14,728	13,950	20,267	17,032	Core Operating Profit (millions of yen)	15,159	11,723
Ordinary income (millions of yen)	16,807	13,689	15,130	14,565	13,211	19,202	16,410	Operating Profit (millions of yen)	11,588	12,208
EBITDA*1 (millions of yen)	46,476	44,099	44,388	42,974	42,327	46,529	44,558	EBITDA*1 (millions of yen)	39,751	35,971
Profit attributable to owners of parent (millions of yen)	3,164	5,393	9,451	340	6,108	9,469	10,977	Profit attributable to owners of parent (millions of yen)	8,521	4,356
Overseas sales ratio (Excluding tax)(%)	11.0	14.1	18.3	19.2	22.6	20.5	21.2	Overseas sales ratio (Excluding tax)(%)	16.9	16.3
Cost of sales to net sales (Excluding tax)(%)	48.3	47.2	45.6	45.4	43.3	44.7	44.5	Cost of sales to revenue (%)	32.0	31.6
Gross profit to net sales (Excluding tax)(%)	42.7	43.4	41.7	41.7	39.9	39.9	40.6	Gross profit to revenue (%)	29.0	29.2
Operating income margin (Excluding tax)(%)	5.6	3.8	3.9	3.7	3.3	4.8	3.9	Core Operating profit margin (%)	3.1	2.4

## Balance sheet

	JGAPP							IFRS		
	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12		2018/12	2019/12
Total assets (millions of yen)	550,784	597,636	616,752	625,439	620,388	626,351	630,630	Total assets (millions of yen)	639,692	638,722
Net assets (millions of yen)	124,775	134,946	155,366	160,004	163,822	166,380	177,662	Total equity (millions of yen)	164,735	174,524
Total current assets (millions of yen)	129,018	138,258	147,336	156,372	156,364	164,183	168,852	Total current assets (millions of yen)	153,544	155,765
Total fixed assets (millions of yen)	421,766	459,377	469,416	469,066	464,023	462,168	461,778	Total non-current assets (millions of yen)	486,148	482,957
Total current liabilities (millions of yen)	212,589	243,146	227,308	211,771	233,643	212,123	220,173	Total current liabilities (millions of yen)	214,591	210,472
Total fixed liabilities (millions of yen)	213,418	219,543	234,077	253,662	222,921	247,847	232,794	Total non-current liabilities	260,367	253,725
Financial liabilities (millions of yen)	219,168	257,646	247,828	247,556	234,741	238,143	233,588	Financial liabilities (millions of yen)	228,346	227,341
Equity ratio (%)	22.4	22.1	24.6	25.0	25.5	25.7	27.5	Ratio of equity attributable	25.2	27.3
Debt ratio (%)	345.5	351.1	304.2	297.8	289.1	286.3	261.1	Debt ratio (%)	294.1	266.7
Fixed Assets ratio (%)	342.1	348.6	309.5	300.1	293.8	287.6	266.2	Non-current Assets ratio (%)	301.0	277.4
Fixed Assets to Fixed Liability ratio	125.3	130.8	121.7	114.4	121.8	113.1	113.7	Fixed assets to Non-current Liability	115.2	112.9
Current ratio (%)	60.7	56.9	64.8	73.8	66.9	77.4	76.7	Current ratio (%)	71.6	74.0
Net dept/EBITDA (times)	4.5	5.6	5.3	5.5	5.3	4.9	5.0	Net dept/EBITDA (times)	5.5	5.9
D/E ratio (times)	1.8	1.9	1.6	1.5	1.4	1.4	1.3	D/E ratio (times)	1.4	1.2

## Revenue by segment

	JGAPP							IFRS		
	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12		2018/12	2019/12
Sales-Alcoholic beverages (Including tax)(millions of yen)	294,077	306,068	323,125	330,704	344,153	344,877	348,529	Revenue-Alcoholic beverages (Including tax)(millions of yen)	330,009	324,438
Sales-Japanese Alcoholic beverages (Including tax) (millions of yen)	268,189	269,947	274,909	281,031	273,651	279,476	278,692	Revenue-Alcoholic beverages in Japan & Asia (Including tax) (millions of yen)	252,108	248,916
Sales-International (millions of yen)	25,888	36,121	48,215	49,672	70,501	65,400	69,837	Revenue-Alcoholic beverages in North America (millions of yen)	50,332	48,257
Sales-Restaurants (millions of yen)	24,091	26,621	26,827	27,143	27,004	28,120	29,140	Revenue-Restaurants (millions of yen)	27,569	27,265
Sales-Food&Soft drinks (millions of yen)	108,060	129,017	130,671	133,439	135,670	137,918	137,898	Revenue-Food&Soft drinks (millions of yen)	133,384	136,876
Sales-Real estate (millions of yen)	22,468	23,217	22,767	21,509	20,872	22,900	24,134	Revenue-Real estate (millions of yen)	24,483	24,690
Sales-Others (millions of yen)	755	7,565	6,442	5,944	6,048	8,031	11,845	Revenue-Others (millions of yen)	6,033	5,892

## Profit by segment

	JGAPP							IFRS		
	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12	2018/12	2019/12	
Operating income-Alcoholic beverages (millions of yen)	9,682	7,448	11,109	10,365	8,789	12,652	10,553	Core Operating profit-Alcoholic beverages (millions of yen)	8,952	8,706
Operating income-Japanese Alcoholic beverages*2 (millions of yen)	9,304	7,522	9,901	10,192	8,635	11,745	11,767	Core Operating profit-Alcoholic beverages in Japan & Asia*2(millions of yen)	7,166	8,190
Operating income-International*2 (millions of yen)	378	-73	1,208	172	154	906	-1,214	Core Operating profit-Alcoholic beverages in North America*2(millions of yen)	1,473	199
Operating income-Restaurants (millions of yen)	219	538	415	303	522	663	330	Core Operating profit-Restaurants (millions of yen)	381	388
Operating income-Food&Soft drinks (millions of yen)	3,690	364	-1,483	121	434	1,314	564	Core Operating profit-Food&Soft drinks (millions of yen)	1,409	-470
Operating income-Real estate (millions of yen)	8,552	9,396	8,685	7,695	8,281	10,328	11,261	Core Operating profit-Real estate (millions of yen)	11,136	10,737
Operating income-Others (millions of yen)	-643	-413	231	183	1	95	51	Core Operating profit-Others (millions of yen)	174	-184
Operating income margin-Alcoholic beverages (Excluding tax)(%)	5.3	3.8	5.3	4.8	3.8	5.6	4.6	Core Operating profit margin-Alcoholic beverages(%)	20.6	19.9
Operating income margin-Japanese Alcoholic beverages (Excluding tax)(%)	6.0	4.6	6.2	6.2	5.5	7.3	7.3	Core Operating profit margin-Alcoholic beverages in Japan & Asia(%)	2.2	2.5
Operating income margin-International (%)	1.5	-0.2	2.5	0.3	0.2	1.4	-1.7	Core Operating profit margin-Alcoholic beverages in North America (%)	0.6	0.1
Operating income margin-Restaurants (%)	0.9	2.1	1.5	1.1	1.9	2.4	1.1	Core Operating profit margin-Restaurants (%)	0.8	0.8
Operating income margin-Food&Soft drinks (%)	3.4	0.3	-1.1	0.1	0.3	1.0	0.4	Core Operating profit margin-Food&Soft drinks(%)	5.1	-1.7
Operating income margin-Real estate (%)	38.1	40.5	38.1	35.8	39.7	45.1	46.7	Core Operating profit margin-Real estate (%)	8.3	7.8
Operating income margin-Others (%)	-85.2	-47.4	3.6	3.1	0.0	1.2	0.4	Core Operating profit margin-Others (%)	0.7	-0.7

## Cash flows

	JGAPP							IFRS	
	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12	2018/12	2019/12
Operating activities CF(millions of yen)	22,313	29,618	32,861	22,284	35,265	32,570	30,004	30,830	36,069
Investing activities CF(millions of yen)	-50,891	-59,485	-13,268	-17,229	-9,755	-27,586	-17,822	-18,727	-24,930
Financing activities CF(millions of yen)	24,245	30,159	-19,147	-7,307	-24,802	-4,827	-10,171	-14,521	-5,984
Free CF(millions of yen)	-28,578	-29,867	19,593	5,055	25,510	4,984	12,182	12,103	11,140
Cash and cash equivalents at end of year(millions of yen)	9,057	9,725	11,518	9,748	10,399	10,475	12,536	9,989	15,215
Capital expenditures(millions of yen)	13,422	53,870	13,768	19,133	20,339	21,809	15,253	23,036	31,123
Depreciation and amortization(millions of yen)	24,482	25,805	25,058	24,481	24,224	22,341	23,571	24,591	24,247
Goodwill amortization expense/(IFRS:non-disclosure) (millions of yen)	3,110	3,879	3,985	3,764	4,153	3,920	3,954	-	-



## Information of per share

	JGAPP							IFRS	
	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12	2018/12	2019/12
Net income per share/ (IFRS)Basic earnings per share (yen)	8.08	13.77	24.20	0.87	78.40	121.56	140.93	109.40	55.92
Cash dividends per share(yen)	7	7	7	7	35	37	40	42	42
Net assets per share/ (IFRS)Equity per share attributable to owners	314.87	336.60	388.77	401.17	2027.20	2062.86	2227.02	2073.54	2234.65
Payout ratio(%)	86.6	50.8	28.9	802.6	44.6	30.4	28.4	38.4	75.1
Stock price(yen)	291	279	442	512	2,660	3,010	3,450	2,293	2,579

※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

## Indicators

	JGAPP							IFRS	
	2011/12	2012/12	2013/12	2014/12	2015/12	2016/12	2017/12	2018/12	2019/12
ROA(%)/ (IFRS)Ratio of Core Operating profit to total assets	3.4	2.4	2.5	2.4	2.3	3.2	2.7	2.3	1.8
ROE(%)/ (IFRS)Ratio of profit to equity attributable to	2.5	4.2	6.7	0.2	3.9	5.9	6.6	5.1	2.6
Total asset turnover(times)	0.6	0.7	0.7	0.6	0.7	0.7	0.7	0.7	0.7

## Online Graph

<https://www.sapporoholdings.jp/en/ir/financial/graph/>

**Sapporo Holdings Limited**

**Head Office**

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150-8522, Japan

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E-mail. [infopr@sapporoholdings.jp](mailto:infopr@sapporoholdings.jp)

**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 Dec 31, 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 Dec 31, 2019)**

\*Shareholding ratios are calculated after deduction of treasury stock.

Shareholders Name	Number of Shares (thousands)	Percent age (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	6,520	8.36
Japan Trustee Services Bank, Ltd. (Trust Account)	3,100	3.97
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
Taisei Corporation	1,400	1.79
Japan Trustee Services Bank, Ltd. (Trust Account 5)	1,387	1.78

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

