We advance human resource management on a Groupwide basis by developing “Go Beyond Boundaries” personnel who can provide new value and create a deep feeling. In doing so, we will continue to lead the Group toward sustainable growth.

Mayumi Fukuhara
Director (Member of the Board), Director of Human Resource Department

Group Human Resource Management Vision

The Sapporo Group’s most valuable asset is its human resources. Every individual represents the corporate brand itself. The individuality and execution capabilities of the Group’s human resources make the brand successful. With that in mind, the Sapporo Group aims to be a company that creates human resources who are glad to be part of a team and tackle challenges and venture out into unfamiliar fields to acquire new skills by way of a healthy mind and body and a bright, energetic, and forward-facing spirit.

Group Human Resource Management

Appoint and Promote the Success of Human Resources across the Boundaries of Gender, Age, Nationality, and Company

To realize its Management Philosophy, “As an intrinsic part of people’s lives, Sapporo will contribute to the evolution of creative, enriching and rewarding lifestyles,” the Sapporo Group has established “Go Beyond Boundaries” as the basic idea underlying its human resource strategy. To “Go Beyond Boundaries” is to advance beyond the unconscious walls we create ourselves, the barriers of organizations, and the boundaries of business and country. In order to “Go Beyond Boundaries” and realize our Management Philosophy, we believe it is essential that the Group recognizes the differences that exist between each individual within the boundary and that we make this understanding one of our strengths as an organization. To that end, we will enhance human resources by promoting diversity and through a wide array of ideas and ways of thinking. In doing so, we will establish an environment where each individual can realize their maximum potential. To promote recruitment that contributes to growth and to eliminate seniority aspects, we will work to appoint and promote the success of human resources across the boundaries of gender, age, nationality, and company.

Give Top Priority to Shifting Human Resources to the “Food” and Global Fields

To promote “Go Beyond Boundaries” among Group employees, we are working to strengthen human resources in growth areas. By enhancing human resources in strategic departments such as new business incubation and M&A, strengthening food departments with the Group’s R&D personnel, fostering a global mind, and cultivating globally successful human resources through systematic and continuous training, we will give top priority to shifting human resources to the “Food” and global fields, both of which are growth areas within the Group.
Establish a Group Human Resource Management Platform

Each Group company develops employment policies with careful consideration to the characteristics and environment of each respective business and forms a portfolio of human resources who will contribute to growth of the business through education and training. Meanwhile, from the perspective of actively promoting human resources on a Groupwide basis, we are working to visualize the duties and human resource structures of each operating company, while simultaneously positioning the best possible human resources in the best possible place and vice versa. On that platform, we will make optimal revisions to personnel systems and measures while ascertaining their effectiveness, thus enhancing human resources on a Groupwide basis.

Nurture Human Resources Who Are Ambitious and Healthy Both in Body and Mind

Introduce Measures That Help Promote the Health of Human Resources

In December 2017, Sapporo Breweries initiated a new system of measures and reforms aimed at improving productivity, physical and mental health, and promoting a fulfilling lifestyle. By effectively implementing this system, dubbed Work Style Improvement 2020, and by promoting measures toward greater pleasure and satisfaction for work, we can better embody our corporate philosophy of providing a “rich and rewarding lifestyle for our customers” through our products and services. Furthermore, we are working to promote work-style reforms as part of our efforts in creating environments that are adapted to each specific workplace for greater production and ease of working. This extends to all of our companies, including POKKA SAPPORO Food & Beverage, Sapporo Lion, Sapporo International, and Sapporo Real Estate.

To this end, we have implemented the Sapporo Group Health Creation Declaration in support of physical and mental health for human resources. Against this backdrop, Sapporo Holdings was among several businesses to be certified as an Excellent Enterprise of Health and Productivity Management (White 500).

Work Style Improvement 2020 System Revisions and Additions

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<tr>
<th>Revised Telecommuting System</th>
<th>We have relaxed the conditions for telecommuting. Employees can apply for telecommuting on a same-day basis and are free to work at locations other than their homes, including at hotels when on business trips or traveling by Shinkansen, so long as they are able to focus on their work.</th>
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<tr>
<td>Introduced super flextime system</td>
<td>We have introduced a flextime system without any designated core working times. Flextime may be taken between the hours of 5 a.m. and 10 p.m. This system also applies to employees making use of systems for reduced working hours.</td>
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<tr>
<td>Introduced hourly paid holiday system</td>
<td>Employees can receive up to 40 hours (five days) of paid leave per year, usable in one-hour increments.</td>
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Create Opportunities to Tackle Challenges

Since 2011, the Sapporo Group has conducted an annual training program, “Global Resource Development Program for Coming Generation,” to nurture human resources so that they can play an active role globally. In addition to training in Japan, we are developing a program to conduct on-the-job training in Singapore and Vietnam from 2015 with the aim of raising cross-cultural response skills and English communication ability. We select members who wish to participate in this program on their own initiative.

Among these participants, we select those who are ready to do full-fledged work overseas or conduct business related to overseas work. In addition, we actively create opportunities for employees to challenge themselves in such ways as establishing a personnel recruitment system across business companies.