

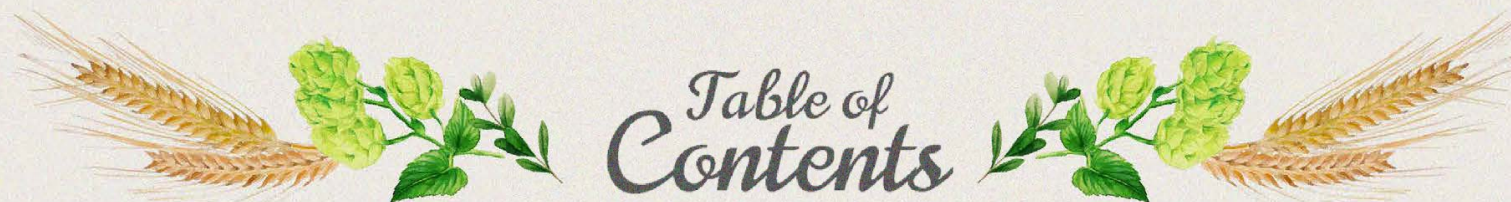


SAPPORO

Sustainability Book 2024

SAPPORO HOLDINGS LTD.





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Management Philosophy

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

Value Provided by the Sapporo Group

Contributing to the well-being of people
and communities in the time
and space provided
by all of our businesses

Editorial Policy

In this publication, we take a closer look at our efforts centered on the nine sustainability material issues to help customers, employees, and all other stakeholders understand the Sapporo Group's vision of realizing a sustainable society and sustainable growth. In addition to this publication, we have Sustainability Website that provides more detailed sustainability information and post Integrated Report on our website, which provides investors with a detailed picture of our value creation story.

Sustainability Website

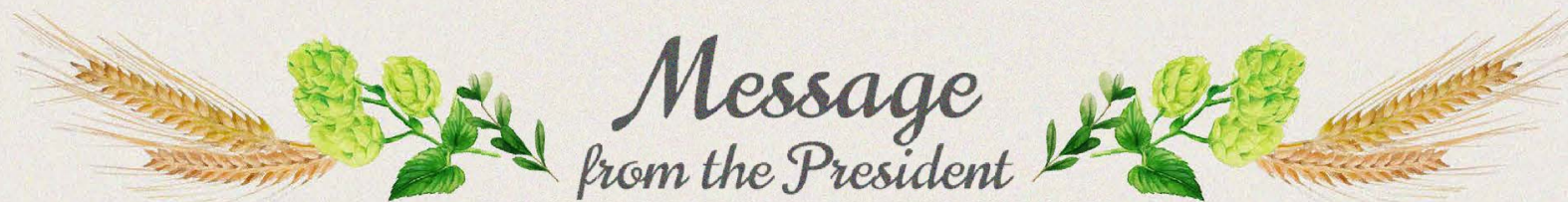
<https://www.sapporoholdings.jp/en/sustainability/>

Integrated Report

<https://www.sapporoholdings.jp/en/ir/library/factbook/>

The following abbreviations are used for company names in this publication.

SH: Sapporo Holdings SB: Sapporo Breweries PS: POKKA SAPPORO Food & Beverage SRE: Sapporo Real Estate SLN: Sapporo Lion SGF: Sapporo Group Foods
SBL: Sleeman SUSA: Sapporo USA SVL: Sapporo Vietnam YSM: Yasuma FBS: Foremost Blue Seal PK: Pokka SSI: Shinsyu-ichi Miso



We will accelerate our initiatives for sustainability across the entire Sapporo Group and to realize a sustainable society and the sustainable growth of the Group.

Since its establishment in 1876, the Sapporo Group has grown into a corporate group with a diversified business portfolio supporting the better living of people, including beer and other alcoholic beverages, food and soft drinks, restaurants, and real estate. In order for the Group to realize its management philosophy of “As an intrinsic part of people’s lives, Sapporo will contribute to the evolution of creative, enriching and rewarding lifestyles” and to continue to serve as an indispensable presence in society, we must create value through all Group activities that will help resolve social issues, including climate change, and achieve a sustainable society and sustainable growth of the Group. Therefore, under the Group’s Sustainability Policy, the Group has identified nine material issues and is working to achieve the targets set for each while monitoring the progress of our actions.

In “Harmony with the environment,” one of the themes of our material issues, last year we clarified the targets to be achieved by each Group company to reach net-zero greenhouse gas emissions by 2050. These targets were certified by the Science Based Targets Initiative (SBTi), an international initiative, as consistent with the goals of the Paris Agreement, and we are the first company in Japan to set a target that includes FLAG*. Our efforts to conserve water resources also earned us “A-List” recognition (the highest recognition) from CDP, a non-profit organization that

operates a global system for the disclosure of environmental information by corporations and local governments. Furthermore, we are working to develop varieties of raw materials adapted to climate change by utilizing our knowledge of breeding both barley and hops, which Sapporo Breweries has been doing since the company’s establishment.

Under “Co-prosperity with society,” in addition to “Mutual prosperity with local communities” through the regional revitalization and other businesses, we are concentrating on the material issues of “providing health value” and “building a sustainable supply chain.” In “building a sustainable supply chain,” we are focused on reducing environmental impact and respecting human rights in the supply chain.

“Success of human resources” is also a material issue that is essential for sustainability. Based on our human resource strategy of “leveraging diversity to create an organization that transcends boundaries and embraces challenges,” we will continue to promote diversity and inclusion, expand opportunities for diverse human resources to play an active role, and actively invest in human resources to promote individual growth and strengthen the organization.

To steadily implement the above, we will further promote the understanding and awareness of materiality among our employees and further accelerate our Groupwide

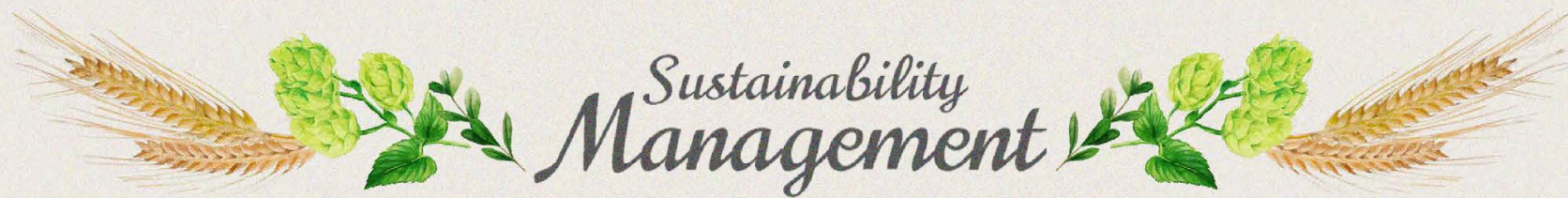
sustainability efforts in the future. Each and every employee will take ownership of our materiality, think about what they can do and what they should do to achieve the targets, and take action to achieve them. We will contribute to the realization of a sustainable society and aim for the sustainable growth of the Group as a corporate group with a strong commitment and dynamism.

Masaki Oga

President and
Representative Director
Sapporo Holdings Limited



*FLAG stands for Forest, Land and Agriculture. It refers to sectors related to agriculture, forestry and other land use. FLAG-related emissions refer to non-energy greenhouse gas emissions in these sectors.



Working to adapt environmental changes and address sustainability as an opportunity for business growth

The Sapporo Group is promoting initiatives to address sustainability material issues under the Sapporo Group Sustainability Policy as part of its efforts to promote sustainability management. These material issues are defined by assessing their correlation with our business segments in terms of the impacts our business operations have on society and the environment along with the social and environmental impacts on our financial condition from the perspective of risks and opportunities.

We are already taking steps to address climate change from the perspective of “mitigation” and “adaptation,” including decarbonization and breeding of raw materials that can adapt to climate change. This response takes into account the impact on our businesses according to future projections of climate change. In this way, our sustainability initiatives can be described as forming the very essence of our management strategy.

As the global environment changes, so do people's values and lifestyles. We will adapt to these various changes in the environment and use them as opportunities for business growth, and we will continue to promote sustainability initiatives that are unique to Sapporo in response to our material issues covering the themes of “Harmony with the environment,” “Co-prosperity with society,” and “Success of human resources.”

Rieko Shofu

Managing Director
Sapporo Holdings Limited



Sapporo Group Sustainability Policy

With the earth, in harmony with society, from the start, to bring smiles to people.

The Sapporo Group will address global environmental and social issues to make people happy. The earth, the source of nature's bounty, is our most important partner. We will strive to collaborate and prosper together with our stakeholders who share our value to provide products sustainable in the entire lifecycle from the development of products and services to the delivery to customers. We will value our founding philosophy and think hard about creating sustainable value, and bring a smile to the face of people. We will try to bring smiles to people all over the world, with our commitment to professional manufacturing, development of regionally oriented communities, and with our vows “Be a pioneer of people's smiles in the world.”



Sustainability Material Issues

During the process of formulating Medium-Term Management Plan 2023-2026, we extensively reviewed sustainability material issues in response to changes in the social and business environmental situation surrounding the Group. In particular, we have positioned “Realization of a decarbonized society,” “Mutual prosperity with local communities,” and “Active participation of diverse human resources” as our most important issues due to their correlation to our businesses and the magnitude of their impact in terms of risks and opportunities. Under the Sapporo Group Sustainability Policy that states “With the earth, in harmony with society, from the start, to bring smiles to people,” we will contribute to the Well-being of people and communities by promoting initiatives to address the nine material issues.

★ Most important issues

Harmony with the environment

- ① Realization of a decarbonized society ★
- ② Creating a recycling society
- ③ Realization of a society in harmony with nature

Main initiatives up to 2030

- Scope 1 and 2 greenhouse gas emissions: 42% reduction vs. 2022
- Scope 3 greenhouse gas emissions: 25% reduction vs. 2022
- Domestic sales of PET products: Recycled material usage rate 50% **PS**
- Efficient use of water
- Application for registration of domestic varieties of barley and hops with characteristics that can respond to climate change **SB**

Co-prosperity with society

- ④ Mutual prosperity with local communities ★
- ⑤ Providing health value
- ⑥ Building a sustainable supply chain

Main initiatives up to 2030

- Improving the value of properties and creating excitement **SRE**
- Activities in the “regional revitalization business” **SB**
- Activities to support lemon production in Japan **PS**
- 100% compliance rate with the Sustainable Procurement Guidelines of major suppliers **SB PS**

Success of human resources

- ⑦ Active participation of diverse human resources ★

Main initiatives up to 2030

- Work engagement 54 or higher (target for 2026)*
- Percentage of female executives 30% or more **SH**
- Percentage of women in management positions 20% or more*
- Integrated survey “Challenges for future value creation 3.0 or higher (target for 2026)*
- 100 persons of global core human resources (target for 2026)*
- 200 persons of DX/IT core human resources (target for 2026)*
- Presenteeism loss rate 33.4% or less (target for 2026)*

*Data covers Sapporo **SH SB PS SRE SLN**



⑧ Promote responsible drinking

⑨ Providing safe products and facilities

Please see the following webpage for the latest performance figures.
<https://www.sapporoholdings.jp/en/sustainability/policy/systems/>

YEBISU BREWERY TOKYO



as a Hub for Exploring Sustainability

In 2024, we opened YEBISU BREWERY TOKYO ("YBT"), an interactive facility for consumers to experience the Yebisu brand.

We asked the employees involved in the project about their work; for example, how they are creating a more vibrant Ebisu, the birthplace of Yebisu beer, and making Yebisu Garden Place more environmentally friendly.

Transitioned Yebisu Garden Place to effectively 100% renewable energy to provide enriching times and spaces.

Creating beer with community members in commemoration of Yebisu Garden Place's 30th anniversary.

Naoya Takazawa

Property Management Department
Ebisu Business Division
Sapporo Real Estate Co., Ltd.

Creating many "cheers" and excitement in Ebisu, the birthplace of Yebisu beer.

Rino Yoshimoto

Tokyo Minami Branch
Tokyo Headquarters Office
Tokyo Metropolitan Area Sales and Marketing Division
Restaurant Operations Division
Sapporo Breweries Limited

Developing and brewing the perfect beer for Yebisu, valuing our roots.

Ryouta Aritomo

Chief Experience Brewer
Yebisu Brand Group
Beer & RTD Brand Marketing Department
Sapporo Breweries Limited

Creating a Yebisu brand for a new era together with the community of Ebisu, an important partner.

Takako Okii

Brand Manager
Yebisu Brand
Yebisu Brand Group
Beer & RTD Brand
Marketing Department
Sapporo Breweries Limited

Creating an even more dynamic Ebisu by hosting various events at YBT.

Hiroyuki Mantani

Manager
YBT Opening Project
Yebisu Brand Group
Beer & RTD Brand
Marketing Department
Sapporo Breweries Limited

Misaki Seikai

Sustainability Group
Business Planning Department
Sapporo Real Estate Co., Ltd.

I manage our Yebisu Garden Place ("YGP") property, where YBT is located. **YGP will celebrate its 30th anniversary in October 2024. To mark this occasion, we decided to create an original beer to commemorate this important anniversary with the people who work at YGP and the local community.**

I look forward to toasting the prosperity of the community with beer brewed in Ebisu, and making further contributions to Ebisu in the future.



Takazawa



Yoshimoto

I'm in charge of sales in the Ebisu area. **I'm working hard every day to make the unique restaurants in the community become fans of our company and to serve more of our products.** My desire is to "energize the Ebisu area with Sapporo Beer" and to create excitement around the entire community.

I'm involved in the development of the beers brewed at YBT as the Chief Experience Brewer. YBT's flagship beer, "Yebisu ∞," will be brewed with the same Yebisu yeast that was used at the original Yebisu Brewery over 35 years ago. **Currently, we have also started growing hops at JR Ebisu Station, and will explore ways of using these hops in future products.** We will work together with the local community to provide an even greater tasting Yebisu Beer, while allowing consumers to feel the roots of the land and the brand.



Aritomo

I'm involved with YBT as a brand manager. Our roots are in Ebisu, and we have started brewing beer again in this community where Yebisu Beer was born in 1890. **YBT offers an extensive beer experience that connects the past, present, and future, and we will work together with local community to create the Yebisu brand for a new era.**



Okii

The YBT Opening Project was launched in 2019 with the aim of restarting beer brewing in the birthplace of Yebisu and delivering a real experience to our customers. I'm involved in this project as a brand manager. **In addition to YBT, the Yebisu brand also holds events to bring excitement to Ebisu.** We will continue to create this excitement together with local community.



Mantani

I'm involved in the promotion of sustainability at YGP. **The property has transitioned to effectively 100% renewable energy. In addition, several of its office buildings have received the highest rank of "S" in the CASBEE-Wellness Office Certification, which assesses the health and comfort of workers.** Through sustainability, we will contribute to the Well-being of people and the local community.



Seikai

Sapporo Group Environmental Vision 2050: Seeking to Protect the Global Environment and Realize a Sustainable Society

The Sapporo Group is grateful for the bounty of nature nurtured by the earth. Each and every employee is actively involved in environmental conservation with the aim of realizing a sustainable society. In particular, “realization of a decarbonized society” represents one of the world's most pressing issues, and one of the Sapporo Group's most important sustainability material issues. In 2023, the Sapporo Group updated Environmental Vision 2050 to further strengthen its efforts.

Working to Reduce Greenhouse Gas Emissions Together with Partners and Suppliers

In the updated Environmental Vision 2050, we set the goals of achieving net-zero greenhouse gas emissions under Scope 1*¹, 2*², and 3*³ and 100% of electricity consumption derived from renewable energy sources. To achieve this vision, we have set interim targets for 2030 of reducing greenhouse gas emissions by 42% from 2022 for Scope 1 and 2, and by 25% from 2022 for Scope 3. In addition, we set a new target for FLAG-related emissions, which represent greenhouse gas emissions from land use, such as for agricultural raw materials. The 2030 interim targets have been certified by SBTi, an international initiative, as

scientifically consistent with the Paris Agreement's goal of limiting the rise in worldwide temperature to 1.5°C. We are actually the first company in Japan to obtain certification for FLAG-related emissions. To achieve these goals, we must work together with our suppliers, industry peers, and other stakeholders. We will continue to work together with everyone inside and outside the company to realize a sustainable society.

*1 Scope 1: Direct emissions of greenhouse gases from Sapporo Group

*2 Scope 2: Indirect emissions associated with the use of electricity supplied from utilities, etc.

*3 Scope 3: All other indirect emissions related to business activities

Shinya Nakano

Corporate Planning Department
Sapporo Breweries Limited

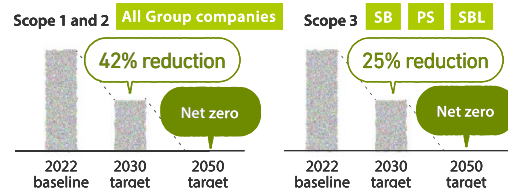
Sapporo Group Environmental Vision 2050

01 Realization of a decarbonized society

- Achieve net-zero greenhouse gas emissions under Scope 1, 2, and 3
- 100% of electricity consumption will be derived from renewable energy sources

Targets

Greenhouse Gas Emissions



02 Creating a recycling society

- All segments of our Group will work to achieve the 3Rs for business-related resources
 - Seek to use materials that meet the requirements of a recycling-oriented society for 100% of our containers & packaging
 - Continue our efforts to reduce the amount of water used at our factories so as to use water resources sustainably

03 Realization of a society in harmony with nature

- Contribute to sustainable procurement through barley and hops R&D
- Contribute to sustainable regional development that offer the feel of enriching time and space in harmony with nature

Topics 01

Initiatives to Reduce Greenhouse Gas Emissions in the Supply Chain

Switching from truck to railway and ship transport

The Sapporo Group has been promoting a modal shift from truck to railway and ship transport. As part of this shift, we have doubled the use of rail containers for product transportation between the Chiba and Sendai breweries of Sapporo Breweries since February 2024. This is expected to lower CO₂ emissions by approximately 44 tons per year.

We are promoting logistics reforms to build a sustainable logistics system that responds to changes in the operating environment. We aim to realize "sustainable logistics" by introducing new technologies, optimizing logistics networks, and strengthening alliances with other companies.

Kenji Nokura
Logistics Solutions Department
Sapporo Group Logistics Co., Ltd.



Topics 02

Initiatives for Transition to 100% Renewable Energy

Introducing solar power generation systems with the PPA model

Sapporo Breweries and POKKA SAPPORO Food & Beverage are promoting the use of renewable energy by installing solar power generation systems with the PPA model*¹ at their production sites and laboratories. In addition, Sapporo Real Estate is promoting effectively 100% renewable energy initiatives using non-fossil certificates for electricity procured by the company at all of its portfolio properties in fiscal 2023, based on the Renewable Energy Road Map established in fiscal 2022.

*¹ A model in which a power generator installs a solar power generation system on the business' premises at its own expense and supplies the generated electricity to the business.



Solar panel at POKKA SAPPORO Food & Beverage's Nagoya Plant

For details about our initiatives against climate change, please see the website below.
<https://www.sapporoholdings.jp/en/sustainability/environment/nature/climate/>

Topics 03

Initiatives Leading to the Realization of a Recycling Society

Developing and upcycling containers and packaging to substantially reduce paper use

Sapporo Breweries is implementing the "eco-friendly" project in an effort to develop next-generation containers and packaging that substantially reduce paper use. We will emphasize communication with customers through real world testing to speed up the practical application of the project. We are also expanding the possibilities of by-product utilization by creating upcycled jeans made from beer by-products such as malt pomace and hop stems and leaves



Modified six-can pack



Black Label upcycled jeans

The "eco-friendly" project and upcycled jeans are initiatives that allow us to connect with our customers from a sustainability perspective. While pursuing the individuality and brand story that we have cultivated over the years, Black Label will also contribute to the realization of a better society.

Mariko Kuroyanagi
Beer & RTD Brand Marketing Department
Sapporo Breweries Limited



Topics 04

Initiatives for Water Conservation

Selected for the A List in CDP Water Security

In 2023, Sapporo Holdings earned a spot on the A List for water security, the highest rating for leadership in transparency and performance out of more than 24,000 organizations, including all companies and local governments that disclosed information through a questionnaire from CDP*². Recognizing that water is an important resource for our business activities, we will continue our efforts to reduce water consumption and identify and manage water risks.

*² A non-profit organization that operates a global system for the disclosure of environmental information by corporations and local governments in response to requests from institutional investors and others around the world who are concerned about climate change and other environmental issues.

Revitalizing local communities through food

Sapporo Breweries has been supporting branding and sales channel development for regional foods as part of its regional revitalization business, aiming to continuously contribute to resolving regional issues. In fiscal 2023, the company supported the expansion of sales channels for marine products from Kochi Prefecture. Below, we will take a closer look at some of the initiatives implemented in collaboration with local governments, producers, and restaurants.



Helping to create fans of local specialty foods by sharing their appeal across Japan

In fiscal 2023, we teamed up with Kochi Prefecture to implement a project to promote the attractiveness of local marine products across Japan. First, to inform restaurants about marine products from Kochi Prefecture, we held production area tours and business meetings, which were attended by 42 people from 28 companies. Afterwards, a Kochi Fair was held at 408 restaurants to convey to customers the appeal of these foods. Through the project, we were also able to register more than 300 new restaurants as Kochi Family

Fish Support Restaurants*. I am convinced that connecting producers and restaurants in this way and increasing the number of fans of these foods will lead to sustainable support for the region. Looking ahead, we will continue our efforts to resolve regional issues.

*A registration system for not only restaurants that use food ingredients made in Kochi Prefecture, but also stores that support Kochi Prefecture.



Tsutomu Shibata
Regional Revitalization Group
Business Creation &
Development Department
Sapporo Breweries Limited

Creating restaurants that satisfy customers and convey the appeal of regional food ingredients

From May to June 2024, Sapporo Lion held the Kochi Fair at Yebisu Bar. The special menu featured, for example, fully straw-fired bonito made using the traditional Tosa method, and the local delicacy of tataki moray eel, each of which was well received by customers. Bonito would first come to mind whenever I thought of Kochi Prefecture's marine products, but after participating in the production area tour, I learned that there are many other types of fish caught in the waters off the prefecture besides bonito. When I tasted the food, I thought it would pair perfectly with Yebisu Beer, and put a lot of effort into developing the menu. We will continue to consider holding fairs in conjunction with the regional revitalization business and create restaurants that will bring an even bigger smile to customers in the future.



Kazunori Ninomiya
Yebisu Bar Leo Business
Department
Sapporo Lion Inc.

What is the regional revitalization business?

Connecting restaurant operators and producers to increase sales of local industries

The Food Business Support Group of Sapporo Breweries hears firsthand about the needs of restaurant operators through its day-to-day assistance with the procurement of food ingredients. At the same time, we have also been confronted with the current situation of producers who are going out of business. In order to properly connect the two, we have launched regional revitalization business to support local governments and local producers throughout Japan.

For details, please see the website below.
<https://www.sapporoholdings.jp/en/sustainability/society/community/resource/>

9 Support Projects in FY2023

- Miyagi Prefecture**
 - Sales channel expansion for sea squirt at mass retailer in northern Kanto
 - Sea squirt fair at Okinawan restaurant
- Fukushima Prefecture**
 - Sales channel expansion for agricultural and marine produce at restaurants
 - Face-to-face business meetings and seminars in Tokyo
- Ibaraki Prefecture**
 - Sales channel expansion for agricultural produce
- Gifu Prefecture**
 - Sales channel expansion for Hida beef and ayu sweetfish
- Kochi Prefecture**
 - Sales channel expansion for marine produce
- Fukuoka Prefecture**
 - Hosted fair for leading chefs in the Tokyo metropolitan area
 - Held fair for leading chefs in the Kansai region

Supporting sustainable lemon production together with local communities

POKKA SAPPORO Food & Beverage has long been involved in the research of lemons as ingredients and the production and sale of lemon products. In recent years, demand for domestically produced lemons has been on the rise as lemons are used for more and more occasions and situations. Yet, domestic production of lemons has not kept pace with this demand. Therefore, in order to revitalize domestic lemon production, POKKA SAPPORO Food & Beverage started lemon cultivation in Osakikamijima, Hiroshima Prefecture in April 2019 to learn the current situation firsthand from local lemon farmers. Working to address the challenges of the primary industry, we are growing our own crop of lemons at our own farm.

Planting lemon trees on abandoned land to pass down fertile land and lemons to future generations

Behind the supply shortage of domestically grown lemons lies the aging of producers and the absence of successors, which is a challenge for agriculture as a whole. Once abandoned farmland that is no longer managed falls into disrepair, it requires a great deal of labor before it can be utilized to grow crops again, creating a vicious cycle in which fewer successor farmers can be found.

In 2018, we rented a parcel of farmland that was about to be abandoned and began learning the basics of lemon cultivation and management with the advice of local farmers. In 2019, we began growing lemons in Osakikamijima, Toyota-gun, Hiroshima Prefecture, and we also set up a satellite office in a vacant house in the area so that our employees can work in the region. It was more difficult than we had imagined to create a farm from scratch with no

farming experience. Nevertheless, we were able to harvest our first crop in 2021.

In 2023, we carried out our third lemon harvest. We have increased our lemon farmland by developing abandoned land with no successors, and currently we have two lemon farms of our own and one under contract, with a total of approximately 330 lemon trees. In addition, we are currently working to restore a fourth abandoned farm.

We will continue to be involved in lemon cultivation and promote lemon production areas, aiming to pass down fertile land and the bounty of lemon cultivation in Japan to future generations and regions. We will continue to revitalize the primary industry and create a model case that clearly shows the value it brings to society.

Junichi Tsuchiya

General Manager
Department Director
Lemon Business
Development Department
POKKA SAPPORO
Food & Beverage Ltd.



Aiming to foster an organization that transcends boundaries

The Sapporo Group has positioned its human resource strategy as a pillar of its management foundation in order to realize its Medium-Term Management Plan 2023-2026. Under the goal of "leveraging diversity to create an organization that transcends boundaries and embraces challenges," we aim to become a company where individuals and organizations become stronger and steadily create new value through the promotion of DE&I and investment in human capital for growth and productivity improvement.

Ayumi Hamamoto

DX Planning Department
DX and IT Management Division
Sapporo Holdings Ltd.



Advancing our DX strategy internally for operational reforms and new business creation

In order to advance DX strategy based on the Sapporo Group DX Policy, we have been training all employees on DX and fostering DX/IT core human resources. We have also established the DX Innovation Lab, a place for open innovation that transcends internal and external boundaries, and have been working to realize spontaneous DX plans driven by employees, such as proposals to solve business issues. Among the approximately 300 projects to date, some have produced results contributing to increased sales through data-driven customer marketing and improved company-wide productivity through visualization of meeting room usage. In 2024, we will begin training advanced DX/IT human resources, which will lead to bold operational reforms and the creation of new business models.

Aiming for a 'Global Sapporo' as a driver of growth worldwide

I participated in the Global Resource Development Program for Coming Generation in 2017 with a desire to bring Sapporo Beer and Japanese beer culture to the world. Following this training, I was assigned to positions in Canada and the United States and am now working in the International Business Department, where I am involved in promoting the global growth of the Sapporo Group. In addition, I continue to better myself as a global business person having become a Certified Public Accountant in the United States, while continuing to take on the challenge of delivering the Sapporo brand from Japan. I look forward to the day when I can share a toast with everyone around the world.

Kotaro Shibuya

International Business Department
Sapporo Holdings Ltd.



Promoting work-life balance after beating cancer

I founded Can Stars, an internal community of cancer survivors, in 2019. As a place to embody our company's Ally Declaration for Cancer Survivorship, we are working on three pillars: mutual support among cancer survivors, promotion of work-life balance, and creation of social impacts. Sapporo Breweries received the Diamond award at Ally Declaration and Award for Cancer Survivorship 2023, and Can Stars was the driving force behind this. As a company where people can continue to work with peace of mind even after suffering from cancer or other illnesses, I will continue to communicate Can Stars' activities internally and externally to contribute to the creation of a better workplace and society.

Takashi Muramoto

Planning Director
Personnel and General Affairs Department
Sapporo Breweries Limited



Sleeman Breweries Ltd. is promoting efforts to diversify our workforce

Sleeman Breweries Ltd. is committed to increasing the diversity of our workforce and fostering a culture of inclusion, equity, and belonging for our team. To build this culture, we focus on education and creating awareness of issues that our equity-deserving groups face. Additionally, we are evolving our policies and creating programs to remove barriers for equity-deserving groups. In the past year alone, we have removed criminal background checks and personality tests from our recruitment process, allowed sales employees to keep their company-issued car while on parental leave, and updated our bathroom facilities to be gender neutral and accessible where possible.



Shun Ozaki

DX Planning Department
DX and IT Management Division
Sapporo Holdings Ltd.

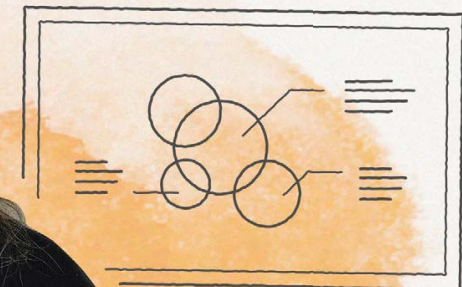
Long-term childcare leave provided an opportunity to rethink my approach to work

I took childcare leave for about a year after the birth of my second child. With my first child, I took a three-week childcare leave and then worked while raising them. I took childcare leave for one year this time because last time I felt frustrated that I could not be there to see my own child grow up. I feel that the environment within the company has improved and the number of men taking long-term leave is increasing. Now that one year has passed since my return to work, I feel that childcare leave is the start of a long life of childcare. The childcare leave was a necessary period for my wife and I as a couple both working to cooperate. It also gave me a chance to review the way I work, and I am able to spend more time with my family, which is fulfilling.



Adrienne Fox

National Director, HR Shared Services
SLEEMAN BREWERIES LTD.



Fulfilling our responsibilities as a corporate group engaged in the Alcoholic Beverages

As a company engaged in the Alcoholic Beverages business, it is our social responsibility to correctly understand the characteristics of alcoholic beverages and to sincerely address alcohol-related issues and work to resolve them. In 2010, the Sapporo Group endorsed the WHO's Global Strategy to Reduce the Harmful Use of Alcohol. Since then, we have been promoting various initiatives, including raising awareness through seminars and other means, and carefully following in-house regulations regarding advertising, publicity, and sales promotion planning. In 2021, we adopted "Promote Responsible Drinking" as its global slogan to combat alcohol-related problems. We will continue to promote initiatives so that each and every employee will play a role in raising awareness of appropriate drinking and preventing inappropriate drinking.

Topics

Hosting seminars on appropriate drinking for universities and other companies

Since 2015, Sapporo Breweries has hosted seminars to raise awareness about appropriate drinking at universities and other companies in the Tokyo metropolitan area to help customers acquire proper knowledge about drinking and enjoy alcohol in a healthy way. The seminars provide basic knowledge on responsible drinking, including the definition of alcohol and the mechanism of intoxication, as well as a presentation on drinking etiquette. In addition, seminars for university students also include content aimed at raising awareness to prevent underage drinking. In fiscal 2023, we hosted a total of 19 seminars with approximately 1,200 participants (including online).

As opportunities to drink have increased following the end of the COVID-19 pandemic, demand for educational activities is growing. While alcohol, when consumed in moderation, contributes to people's brighter living and affluence, it is also true that inappropriate drinking can be detrimental to mental and physical health. As a company in the Alcoholic Beverages, we are committed to creating value that will help resolve global social issues by offering educational opportunities as part of our social responsibilities.

Takashi Takabayashi Corporate Planning Department
Sapporo Breweries Limited



Pursuing safe products and facilities as a foundation for everything we do

As a corporate group that handles food products, the Sapporo Group has made the pursuit of quality and prioritization of safety in products and services the number one tenet of the Sapporo group code of corporate conduct. We have also formulated the Sapporo Group Quality Assurance System that sets out our philosophy and actions regarding quality at each Group company and to foster and establish a culture of food safety. We are committed to delivering safe products and services to our customers through the reliable operation and continuous improvement of the food safety philosophy, Action Guidelines, and food safety program outlined in this system.

In the Real Estate, in order to continue to provide safe facilities, we are working to provide safety and comfort in every aspect of facility design, management, and operation.

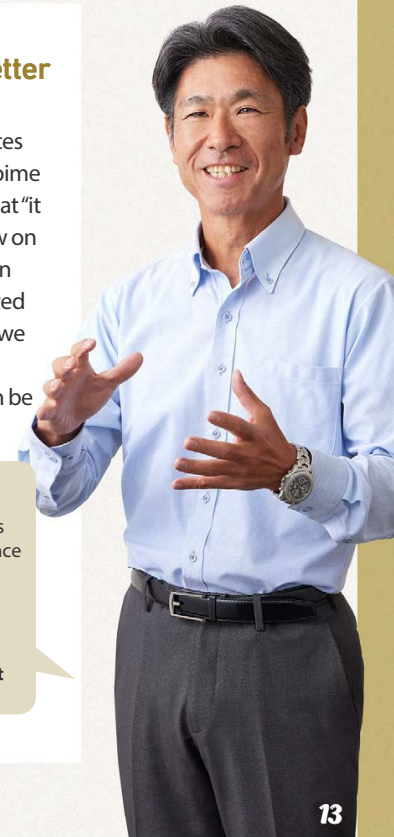
Topics

Using the voice of customer to provide even better products and services

The Sapporo Group strives to provide better products and services by utilizing the voice of customers. For example, in the case of Koime no Lemon Sour no Moto, in response to a customer comment that "it is hard to tell how much is left in the bottle," we created a window on the label so that customers can see at a glance how much is left in the bottle. We also received feedback from customers who wanted us to offer a larger capacity or more convenient canned type, so we are now offering "Koime no Lemon Sour no Moto PET 1.8L" and "Sapporo Koime no Lemon Sour," a canned RTD product that can be opened and consumed straight away.

Sapporo Breweries engages in business activities with the aim of becoming a company that is trusted by its customers and that enables customers to discover new joys and benefits. In order to further advance this customer-centric management, we have made a Voluntary Declaration of Consumer Orientation and are promoting initiatives to incorporate the voice of customers into our business activities.

Teruo Tanaka Customer Service Center
Quality Assurance Department
Sapporo Breweries Limited



Corporate Data (As of December 31, 2023)

Corporate Information

Company Name	Sapporo Holdings Limited
Business	Holding company
Date of Establishment	September 1, 1949
Head Office	20-1 Ebisu 4-chome, Shibuya-ku, Tokyo 150-8522, Japan
Capital	¥53,887 million
Fiscal Year-End Date	December 31 on an annual basis
Number of Employees	6,610 (Consolidated) 110 (Parent company)

Initiatives We Support/Endorse

- United Nations Global Compact
- Sustainable Development Goals (SDGs)
- Task Force on Climate-related Financial Disclosures (TCFD)
- Task Force on Nature-related Financial Disclosures (TNFD)

WE SUPPORT



TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

SUSTAINABLE DEVELOPMENT GOALS



Taskforce on Nature-related Financial Disclosures

External Recognitions

Included in ESG indices



FTSE4Good



FTSE Blossom Japan Index

2024



Sampo Sustainability Index



2024 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

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2024 Certified Health & Productivity Management Outstanding Organization*1

Total of 8 companies certified including 4 in the Large Enterprise Category and 4 in the SME Category
White 500: 3 companies certified for consecutive years
Bright 500: 1 company certified for first time and 2 companies certified for consecutive years



Certified as an Enterprise Promoting the Success of Women Received "Eruboshi" Certification (Level 2)*3



Received a Gold Prize*5 in the Age Friendly Category at the SAFE Awards



Achieved the highest ranking of A-List in CDP's water security questionnaire



Acquired "Platinum Kurumin*2" certification for the seventh consecutive year



Received top ranking of Diamond*4 in the Gan-Ally-Bu Award 2023 sponsored by Gan-Ally-Bu



Selected as Next Nadeshiko: Companies Supporting Dual-career and Co-parenting



SAPPORO HOLDINGS LTD.

20-1 Ebisu 4-chome, Shibuya-ku, Tokyo 150-8522, Japan

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

*When not otherwise specified, certified by Sapporo Holdings or the Group *1 White 500: Sapporo Holdings, Sapporo Breweries, and POKKA SAPPORO Food & Beverage; Bright 500: Sapporo Real Estate and Sapporo Field Marketing and Sapporo Group Logistics; and Health & Productivity Management Outstanding Organization: Sapporo Lion and Yasuma *2 Sapporo Breweries (POKKA SAPPORO Food & Beverage acquired "Kurumin" certification) *3 POKKA SAPPORO Food & Beverage *4 Sapporo Breweries (POKKA SAPPORO Food & Beverage was awarded Silver for the fifth consecutive year) *5 Sapporo Lion