

SAPPORO HOLDINGS LTD.

Sustainability Book 2025



SAPPORO



TAKE A STEP FORWARD

Management Philosophy

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

Our Value

Through the Time and Space where all our businesses is playing,
we contribute to Well-being of People and Local Communities.

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."

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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/>

Message from the President

We will promote sustainability management in response to changes in the times and society, and achieve both “the realization of a sustainable society” and “sustainable growth.”

Under its Medium- to Long-Term Management Policies for Increasing Group-wide Corporate Value, which look beyond the Medium-Term Management Plan 2023–2026, the Sapporo Group will transform its business structure into a corporate group with Alcoholic Beverages business at its core. These also define the Group’s future vision as “Deriving quality products and experiences to customers around the world.” To achieve this vision, in February 2025 we formulated the Group Medium- to Long-Term Growth Strategy aimed at sustainably increasing the value of the Group.

For the Group to remain a corporate group that is essential to society, we must steadily execute the Group Medium- to Long-Term Growth Strategy. At the same time, we must also promote sustainability management that accurately captures changes in society and the times, and achieve both “the realization of a sustainable society” and the “sustainable growth of the Group.”

The Group has set and is working to address nine sustainability material issues based on the pillars of “harmony with the environment,” “co-prosperity with society” and “active participation of diverse human resources.” In January 2025, we updated our materiality in line with the recent social situation, changes in the business environment, and the formulation of our Medium- to Long-Term Growth Strategy.

In addition to the previous material issues of “realization of a decarbonized society,” “mutual prosperity with local communities” and “active participation of diverse human resources,” we have newly positioned “realization of a society in harmony with nature” and “promoting responsible drinking” as our most important issues and are accelerating our efforts to address them.

In terms of “realization of a society in harmony with nature,” we are working with suppliers of our mainstay barley and malt raw materials for beer to better understand the amount of nitrogen fertilizer used and to communicate with them to optimize fertilizer use. We are also promoting the development of varieties resilient to climate change, aiming to ensure stable procurement of sustainable raw materials. As for “promoting responsible drinking,” we will further step up our activities to raise awareness of responsible drinking and expand our product lineup of non-alcoholic and low alcohol beverages.

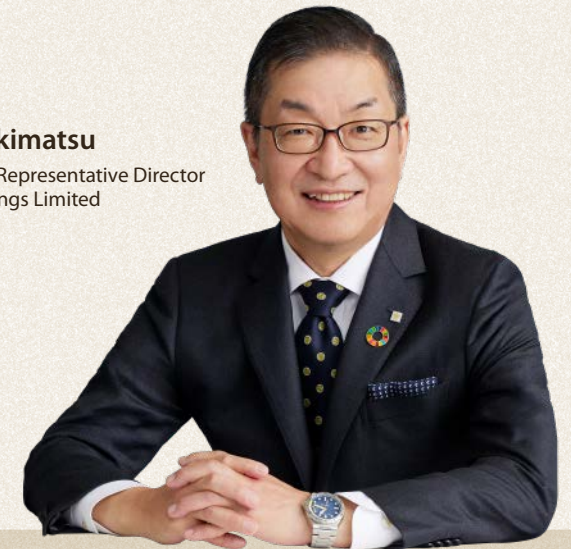
We believe that “active participation of diverse human resources” is extremely important in accelerating these efforts. To put into practice sustainability management that looks ahead to the future, we need proactive human resources who can perceive changes and take action autonomously. We will foster a corporate culture in which

each employee “takes ownership” of sustainability and addresses it actively.

The words “mutual respect, empathy, helping one another, and co-creation” have always been important to my approach to management. Even after I became president in March 2025, I have continued to convey this importance to all employees. I am convinced that new value can only be created when employees with diverse personalities and values respect one another and work together toward a common goal. The Sapporo Group will continue to achieve sustainable growth by bringing together all of its employees to contribute to the realization of a sustainable society. I ask for your continued support as we move forward.

Hiroshi Tokimatsu

President and Representative Director
Sapporo Holdings Limited



Hiroshi Tokimatsu



Updated Sustainability Material Issues based on the Group Medium- to Long-Term Growth Strategy



Rieko Shofu

Executive Managing Director
Sapporo Holdings Limited

The new Group Medium- to Long-Term Growth Strategy aims to create value and achieve growth globally, mainly in alcoholic beverages. Based on this, we reviewed our sustainability material issues and added “realization of a society in harmony with nature” and “promote responsible drinking” as our most important issues.

The Group utilizes the bounty of nature in the form of agricultural produce and water. This is why our efforts toward the “realization of a society in harmony with nature” are essential. To make our business sustainable, we must not only procure raw materials in a stable manner, but also minimize the environmental impacts of the production process. Based on our analysis under the TNFD framework, we found that among our business activities, the production of barley and hops has the greatest dependencies and impacts on nature. The impacts of the production process on the environment is particularly relevant to Sapporo Holdings. We are working to

address this issue by incorporating efforts into our specific strategies.

As people worldwide become more health-conscious and concerned about the social impacts of alcohol, raising awareness of responsible drinking is an issue of growing importance for us, especially since we are looking to grow globally. We believe that it is our role as an alcoholic beverage manufacturer to refocus on the “promote responsible drinking” and create new value so that everyone who enjoys alcohol can live a healthy life.

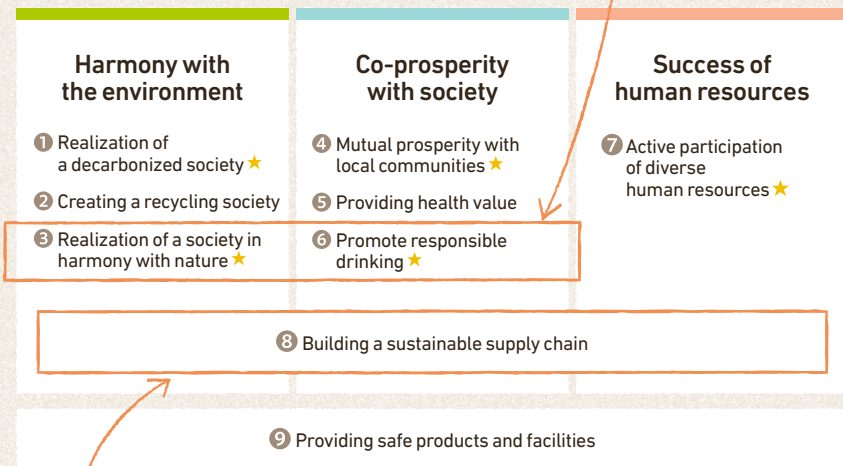
At the same time, we have redefined “building a sustainable supply chain” as an item relevant to the environment, society, and human resources. We are stepping up Group-wide initiatives in the supply chain to address topics including “respect for human rights,” “reduction of environmental impact,” and “stable procurement.”

Viewing various environmental changes as opportunities for business growth, we will adapt flexibly and continue to achieve sustainability that is unique to the Sapporo Group.

Change
01

Added “realization of a society in harmony with nature” and “promote responsible drinking” as new most important issues

★ ... Most important issues



Change
02

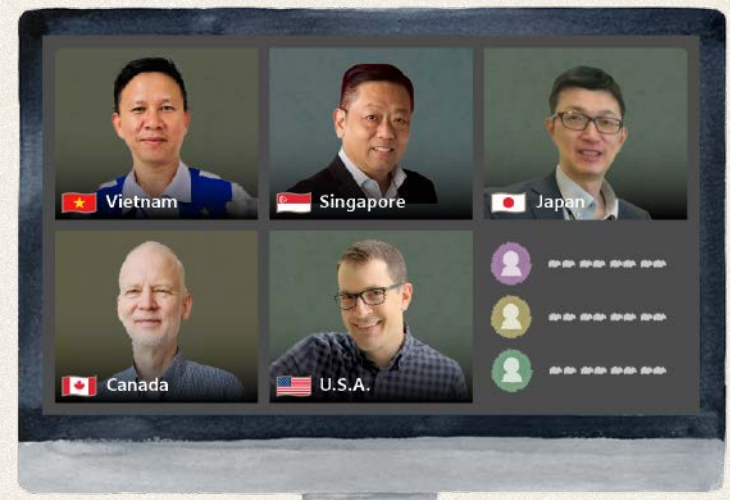
Positioned “building a sustainable supply chain” as an item relevant to the environment, society, and human resources



Addressing Sustainability Material Issues as a Group

Global Sustainability Meeting

The Global Sustainability Meeting (GSM) discusses the sustainability issues of the Sapporo Group together with members of overseas operating companies. In 2024, GSM meetings were attended by four overseas operating companies. Overseas sustainability staff were asked about their motivation for working on sustainability material issues by members from each country.



Le Van Lam
Engineering Manager
SAPPORO VIETNAM LTD.

Having participated in the GSM, I was very impressed by the Sapporo Group's innovative efforts, such as Dual-S Barley, which is resistant to climate change. Sapporo Vietnam is continuously promoting the reduction of water and energy used in its breweries, the weight reduction of containers and packaging, and 3R activities. In the future, we plan to promote and consider various environmental measures, including the carbon footprints for products. Inspired by the diverse activities of the Sapporo Group, we will continue innovating along with disseminate and share more value with the world.



Linden Gossen
National Environmental Health & Safety Manager
SLEEMAN BREWERIES LTD.

At GSM, I was glad to know that operating companies in each country are partners on the "journey to sustainability" and to learn from each other. SLEEMAN BREWERIES has established an environmental framework based on the Sapporo Group's environmental policy. The pillars of its efforts are reducing the impact of climate change, promoting recycling, and nature conservation through cooperation with local communities and employees. We will continue to promote relationships with a wide range of people, from management to employees and local communities, while aiming for a sustainable future.



Steve Quay
Snr Sustainability Supply Chain Manager
POKKA PTE.LTD.

At GSM, I was able to learn about each company's case studies and challenges, something helpful for our future efforts. I also had the opportunity to talk face-to-face, which helped foster teamwork globally. POKKA is currently collecting data to publish its first sustainability report in 2025. We hope that by visualizing data points, we will be able to clarify the activities we should focus on. We will also check the progress and results of our efforts in order to improve them.



Joel Pipman
Vice President of Brewing Operations
Stone Brewing Co.,LLC

After attending GSM, I strongly felt that we, the Sapporo Group, are working together towards a sustainable future. At Sapporo Stone Brewing, we are making daily efforts on the frontline to reduce energy consumption by streamlining production lines, setting new record lows for water consumption, improving wastewater management, reducing CO2 emissions and taking other initiatives. Through SOPs (Standard Operating Procedures), enhancing our training system, and introducing the latest equipment, we will continuously reduce our environmental impacts and contribute to achieving the targets of our sustainability material issues.

Dialogue Session featuring the Directors of the Human Resources and Corporate Planning Departments

What does it mean to develop human resources for promoting sustainability management?

Human resources are key to promoting sustainability management. The Sapporo Group has positioned “active participation of diverse human resources” as one of its most important sustainability material issues and is working to address this issue. We asked Masamichi Yoshihara, Director of the Human Resources Department, and Yosuke Nakamura, Director of the Corporate Planning Department, who is responsible for promoting sustainability, about future prospects for human resource development to promote sustainability management.

Yosuke Nakamura

Director of Corporate Planning Department
Sapporo Holdings Limited

Masamichi Yoshihara

Director of Human Resources Department
Sapporo Holdings Limited

Understanding and Promoting Sustainability Is Essential for long-term viability of a company

Nakamura The Sapporo Group will celebrate its 150th anniversary in fiscal year 2026. Our journey began as a company striving to make beer business in Japan successful, and we have consistently focused on quality by cultivating barley and hops and working closely with local communities. Looking back, the reason we have endured is because we have continuously contributed to society through our business activities. For us, sustainability is not only merely a management strategy—it is deeply embedded in our DNA. To be a company that contributes to society into the future, we believe that “Human Capital,” the foundation of our management, are crucial. It is essential to foster talent that truly understands and can actively promote sustainability.

Yoshihara I agree. The “power to bring about change” by pioneering untapped fields is also part of our spirit passed down for generations from our roots in the Hokkaido Development Commission. This is a power that will be increasingly in demand in the unpredictable society of the future. To foster this power to bring about change, we need an environment where each individual can proactively think what they can do for society.

Developing self-motivated talent through an open-entry program

Nakamura The Sapporo Sustainability Innovation Program (SIP) (see p.6 for details) provides a platform for this development. Participants in the program explore new business ideas starting from the concept of sustainability. It is more than just a training program—it aims to nurture ideas into actual business ventures.

Yoshihara SIP is not a mandatory program or one where participants are nominated to attend, but rather uses open recruitment. In 2025 and onward, the program will incorporate our unique “internal side job system.” Other training programs conducted by the Human Resources Department also use an open recruitment system. Essentially, we believe that a system where passionate people can actively step forward will lead to the development of independent human resources.

Nakamura SIP participants come from diverse backgrounds, including sales, procurement, and production, but they show a common passion for solving social issues, protecting the environment, and driving innovation. This shared enthusiasm is, I believe, the source of our expanding potential.

Future HR strategy aligned with our corporate strategy

Yoshihara Additionally, it is important for all Sapporo Group employees to increase their understanding and initiative regarding sustainability, as there is still room for improvement. To increase the number of human resources who are resilient to change and can act while accepting change as a matter of course, we will continue to work in cooperation with Corporate Planning to promote DE&I, recruit mid-career employees, strengthen recruitment of foreign nationals, and increase the ratio of female employees. Through sustainability management, we intend to realize a society that we can be proud of and pass on to the next generation.

Nakamura When each individual understands the significance of sustainable business practices and puts them into action, it reflects the unique identity of the Sapporo Group and becomes a driving force behind our corporate culture. As society continues to evolve, we aim to practice sustainability in a way that is true to who we are and pass on the DNA we have cultivated since our founding to future generations.

Thinking About New Businesses That
Help Resolve Social Issues

SAPPORO

Sustainability Innovation Program

The Sapporo Sustainability Innovation Program (SIP) aims to create innovation from the standpoint of sustainability. In 2024, 13 people applied for and selected from an internal recruitment. Participants learned about the current state of sustainability in the off-site program, and then split into three teams to explore ideas for innovation within the company. We asked the participants what motivated them to participate and about their future plans.

I have been really interested in environmental issues for a long time. Through SIP, I was able to gain a deeper understanding of the current state of global environmental issues. At the same time, I realized the importance of learning from different fields and international perspectives. Currently, I am working for the Sustainability Group, and I feel that what I learned at SIP has given me the knowledge to consider sustainability management. I will continue to work passionately on environmental issues, believing in the possibility of resolving them through innovation and collaboration.



Keiko Karatsu

BX Promotion/IT Management,
Corporate Planning Department
Sapporo Breweries Limited

Before participating, I felt that sustainability issues were broad and difficult to understand on my own. I also wanted to consider the relationship between the Sapporo Group's business and sustainability. Through multifaceted learning and discussions with members at SIP, I was able to develop my own ideas about sustainability. I look forward to utilizing this experience in our day-to-day manufacturing.



Nobuyuki Fujita

Kinki Region Sales Marketing Division,
On-Premise Sales & Marketing Division
Sapporo Breweries Limited



Maki Imamura

Sustainability Group,
Corporate Planning Department
Sapporo Breweries Limited

I participated in the program to gain a deeper understanding of the Sapporo Group's sustainability efforts. The off-site program provided me with an opportunity to learn about multifaceted ways of looking at sustainability from Leaders active around the world and to reexamine my own work as a member of the same generation. I was able to experience the business approach centered on resolving social issues and planning and implementing projects that are conscious of social impact. I hope to actively incorporate the perspective of planning strategies from the perspective of long-term social value creation into my work in the future.



Yuki Sasaki

Brewing Department, Shizuoka Brewery
Sapporo Breweries Limited

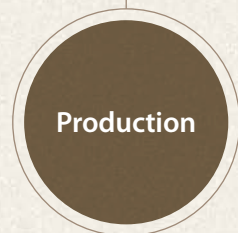
With more and more customers implementing sustainability initiatives, awareness of sustainability is also increasing even in sales. My motivation for participating was to see if I could promote our sustainability initiatives at Expo 2025 Osaka, Kansai, which I was in charge of. Through SIP, I was able to understand the global situation, interact with people from different industries, learn about innovation creation, and confirm issues and the company's direction. I will now take action myself and promote Sapporo's sustainability innovation from the frontline of sales.

Sapporo Group's Sustainability Initiatives as Seen in the Value Chain

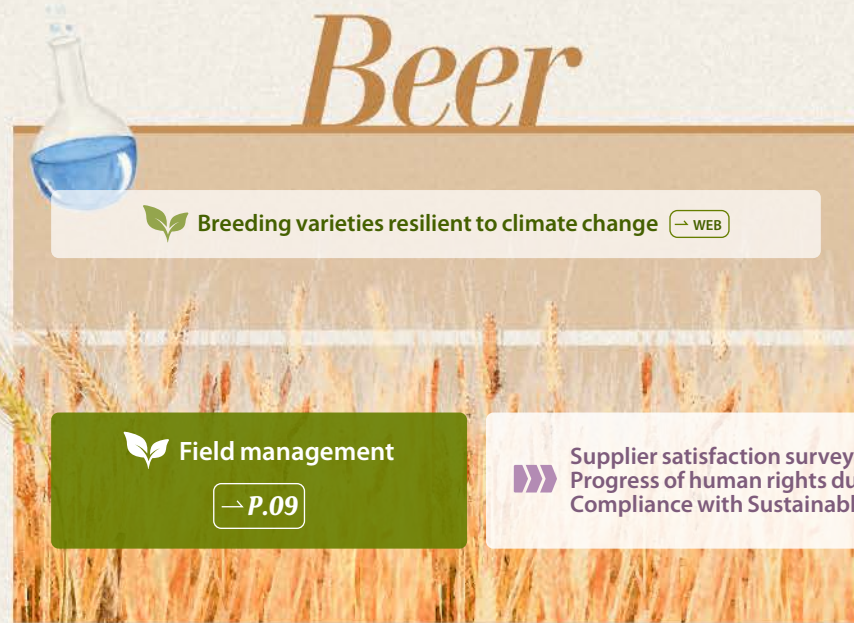
The Sapporo Group is committed to sustainability together with like-minded partners and suppliers throughout the entire life cycle of our products and services, from their development to use by our customers. In this section, we will focus on "beer," the pillar of our Alcoholic Beverage business, and "lemon," a mainstay ingredient utilized by Pokka Sapporo Food & Beverage, highlighting how we are promoting sustainable initiatives in each value chain.

 Harmony with the environment
  Co-prosperity with society
  Building a sustainable supply chain
  Providing safe products and facilities


Process





Beer



R&D

-  Breeding varieties resilient to climate change [→ WEB](#)

Raw material procurement

-  Field management [→ P.09](#)
-  Supplier satisfaction survey and networking sessions
- Progress of human rights due diligence
- Compliance with Sustainable Procurement Guidelines [→ WEB](#)

Lemon



R&D

-  Functional research of lemons [→ WEB](#)

Raw material procurement

-  Promoting domestic lemon production [→ P.10](#)

Production

-  Water resource conservation and waste reduction initiatives [→ P.11](#)
-  Installation of solar power generation facilities [→ WEB](#)
-  Food safety [→ WEB](#)

Logistics



Establishing a highly efficient logistics center → P.12

Improving transportation efficiency through joint transport with other companies/promoting modal shift → WEB



Sales

Developing non-alcoholic and low alcohol beverages
Preventing accidental drinking
→ P.13

Incorporating customer feedback → WEB

Realizing containers and packaging that support a recycling-oriented society
Reducing and recycling plastic resources
Reducing waste and food loss → WEB

Product development focused on health → WEB

Customers

Raising awareness of responsible drinking
→ P.13

Regional revitalization business → WEB

Providing health value to local communities → P.14



Working to Reduce Greenhouse Gas Emissions across the Entire Value Chain

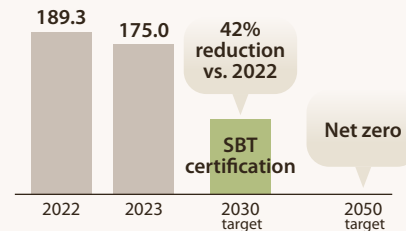
As a measure to mitigate climate change, the Sapporo Group has set a goal of achieving net zero greenhouse gas emissions in its Environmental Vision 2050. To achieve this vision, we have set interim targets for 2030. We have set greenhouse gas emission reduction targets for Scope 1, 2, and 3 emissions and obtained SBTi*1 certification for our Scope 1 and 3 FLAG*2 targets. In addition to our own initiatives, such as proactively installing energy-saving equipment at our manufacturing sites and stores and utilizing renewable energy, we will also work to reduce greenhouse gas emissions throughout our entire supply chain.

*1 SBTi(Science Based Targets initiative): An international initiative that aims to achieve net-zero emissions by 2050 and provides companies and financial institutions with science-based standards and tools

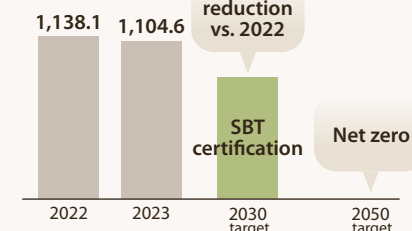
*2 FLAG, or Forest, Land and Agriculture, refers to sectors related to agriculture, forestry, and other land uses. FLAG-related emissions refer to non-energy-related greenhouse gases in these sectors.

Greenhouse Gas Emissions (1,000 tons)

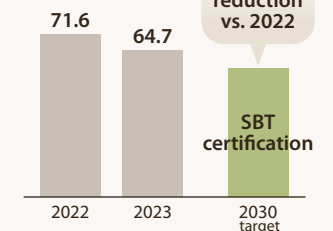
Scope 1 and 2



Scope 3



FLAG Scope 1 and 3



Building long-standing relationships with suppliers that enable the stable procurement of environmentally friendly malt

Sapporo Breweries have been committed to procuring malt and hops based on the belief that truly delicious beer is made from high-quality malt and hops. In recent years, the company has been strengthening its response to environmental changes brought about by climate change. Below we take a closer look at field management, a procurement activity launched in 2025 to solve sustainability issues.

Facing climate change together with relationships of trust built through our collaborative contract cultivation

Sapporo Breweries first introduced its collaborative contract cultivation in 2006. Since then, it has built a unique raw material procurement system in which raw materials are grown in the field together with producers. Even now, employees called field managers visit producers directly, deepening relationships of trust through ongoing communication and ensuring a stable supply of high-quality malt and hops. Through these long-standing efforts, the company has gained reliable partners all over the world. In particular, Sapporo Breweries has talked at length with Soufflet Malt, a major French malting company, about environmental issues such as climate change. This relationship has borne fruit, as we have been able to use ClimTrace, a malt developed by Soufflet Malt with reduced environmental impact, to produce beer in Japan for the first time.



Barley production area of Soufflet Malt

Sustainable malt and hop procurement ensures the future of our high-quality beer

Due to the effects of climate change and other factors, it is becoming harder to procure barley and hops, the raw materials for beer, in a stable manner. This also makes sustainable agriculture all the more important. Sapporo Breweries' newly launched field management is based on the traditional collaborative contract cultivation, but by strengthening efforts to combat climate change and support producers, it also promotes sustainable malt and hop procurement. Field managers with knowledge of breeding, cultivation, and processing use field charts to identify regional and producer-specific challenges and work together to resolve them. Sapporo Breweries will continue to promote sustainable malt and hop procurement through field management to ensure it always delivers the highest quality beer to customers.



Building relationships on the ground through in-person interactions



This is the first beer in Japan to be made from ClimTrace, a type of barley that results in lower environmental impact.



Kazumitsu Kawahara

Field Manager,
Purchasing Department,
Sapporo Breweries Limited

Aspiring for mutual prosperity with local communities by promoting domestic lemon production

Pokka Sapporo Food & Beverage is working to revitalize domestic lemon production. By addressing the challenges of lemon cultivation in Japan, improving the production environment, and promoting the spread of lemon cultivation, the company hopes to solve local issues and revitalize communities.

R&D

Raw material procurement

Production

Logistics

Sales

Customers

Contributing to local communities through stable procurement of domestic lemons and in-house cultivation

While the demand for domestic lemons has increased as of late, issues such as the aging of agricultural workers, a shortage of successors, an increase in abandoned farmland, and long harvest cycles have also emerged. In 2019, Pokka Sapporo Food & Beverage began cultivating lemons domestically in Osakikamijima Town, Toyota District, Hiroshima Prefecture. Based on this success, it is now working to promote lemon production elsewhere. In addition to cultivating its own lemons, the company supports the improved sustainability of local agriculture and the expansion of lemon growing areas through the revitalization of abandoned farmland and the handover of farmland to new farmers. In 2024, the company signed a partnership agreement with Iwata City, Shizuoka Prefecture, and JA Enshu Chuo, an agricultural co-op, with the aim of revitalizing local communities by creating a lemon production area. Iwata City is working to stabilize producers' financial performance and prevent farmland from becoming degraded. In cooperation with the city and JA Enshu Chuo, Pokka Sapporo Food & Beverage aims to revitalize the local community through lemon cultivation. By promoting the domestic production of lemons, the company is working with producers to resolve issues and deliver the health value of lemons to more and more consumers.



Pokka Sapporo Food & Beverage's own lemon orchard in Osakikamijima Town



(From the left) Iwata City Mayor Hiroaki Kusachi, Sapporo Holdings President and CEO Hiroshi Tokimatsu, and head of JA Enshu Chuo Koji Yamada (As of July, 2024)

R&D

Raw material procurement

Production

Logistics

Sales

Customers

Better Water for All



Linden Gossen

National Environmental Health & Safety Manager
SLEEMAN BREWERIES LTD.

On World Water Day, March 22, 2024, SLEEMAN BREWERIES launched the Sleeman Better Water Fund. Under the vision of "Better Water for All," the fund promotes water resource conservation and improved access to clean water in Canada by supporting organizations working on water issues. In 2024, the first year of its founding, the fund provided 40,000 Canadian dollars to Living Lakes Canada, a non-profit organization that works to conserve water resources. The organization contributes to the conservation of water resources and improved access to safe water in local communities. Water is essential for brewing beer. Supporting water resource conservation is in line with Sleeman Breweries' philosophy and is extremely important to our employees and customers. We will continue to engage in these activities going forward.

Flow of Water Fund



- Columbia Basin Water Monitoring Framework
- Water Data Hub
- Foreshore Integrated Management Planning (FIMP) program
- National Lake Blitz

Nature-Driven Manufacturing

In its sustainability material issues and Environmental Vision 2050, the Sapporo Group has set the goal of creating a recycling society and is working to promote the 3Rs of all resources used in its business operations. As a Group that utilizes the bounty of nature in the form of agricultural crops and water resources, we have a crucial responsibility to use limited resources effectively and reduce impacts on the environment. We will promote building resource recycling mechanisms from every angle and provide new value to society by measures such as establishing a water fund and upcycling by-products generated in the manufacturing of beer-type beverages.

Creating New Value from the By-products of Beer-type beverages



Tomohiko Yokoishi

Technology Development Department
Sapporo Breweries Limited

Sapporo Breweries upcycles malt feed*1, a by-product of the process to manufacture beer-type beverages, to create a paper tumbler called Maltum. This sustainable tumbler is completely plastic free, and is made possible by a technology called pulp molding*2. The name "Maltum" was coined from the combination of "malt" and "tumbler." We paid particular attention to making the rim as thin as possible so that people can enjoy cold drinks. We initially gave up on the idea of making the rim thinner than 1 mm, but our engineers and those of our co-developer persevered and ended up making the rim just 0.6 mm thick.

In 2024, Maltum was tested at a professional soccer team match. Afterwards, all the Maltum was collected, sorted, and recycled into toilet paper. Look forward to more exciting developments with Maltum.

*1 Malt husks from the brewing process

*2 Technology for forming paper by drying pulp dissolved in water

Flow of Malt Feed Utilization



Malt feed



Maltum



Toilet paper

Logistics for the future

Three New Distribution Centers for Building a Sustainable Logistics System

Sapporo Group Logistics is reorganizing its bases with the goal of creating a sustainable logistics system. To improve the working environment for drivers and combat climate change at the same time, delivery distances need to be shorter and vehicle turnover more efficient. To achieve this, we opened new distribution centers in Chiba, Hiroshima, and Saitama in 2024. Here, we will take a closer look at the initiatives of each.



Toshinori Yamane
Logistics Solutions Division
Sapporo Group
Logistics Company Ltd.

R&D

Raw material procurement

Production

Logistics

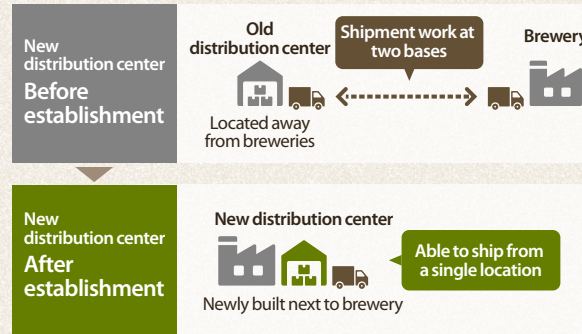
Sales

Customers

Distribution Center in Chiba

Opened a New Distribution Center next to Sapporo Breweries' Chiba Brewery. Reducing Work Time and CO₂ emissions

Sapporo Group Logistics opened the new Keiyo Wangan Distribution Center adjacent to the Chiba Brewery. Previously, beer products were shipped from the Chiba Brewery, while wine, spirits, and Japanese alcohol were shipped from the old distribution center, located about 4 km away. This required loading products onto trucks at two locations. The new distribution center is directly connected to the Chiba Brewery, making it possible to ship from a single location. This is expected to reduce shipping-related work, including truck driver driving time and warehouse worker working time, by approximately 20,000 hours per year, and lower CO₂ emissions by approximately 116 tons per year.



Frontline Improvements Shorten Shipping Times and Reduce Waiting Times for Trucks

The new Keiyo Wangan Distribution Center features a drastically revised work layout on each floor to improve the storage efficiency of products across multiple floors. The space saved by this was used to improve the working environment for workers, i.e., by installing auxiliary equipment for use in the inspection of wine and spirits. This also led to a reduction in the time required for shipping preparation work and reduced waiting times for trucks.

Distribution Centers in Hiroshima and Saitama

Establishing New Bases in Areas Requiring Long-distance Delivery, Shortening Delivery Distances and Reducing Driving Times

Sapporo Group Logistics is promoting the reorganization of its distribution bases to optimize delivery efficiency within a 150 km radius. As part of this, the company established the Sapporo Breweries Hiroshima Logistics Center, which is now responsible for deliveries to the Hiroshima and Shimane areas, which had previously been handled by the Kyushu Hita Brewery. In addition, for food and beverage delivery in Saitama Prefecture, the company opened the Pokka Sapporo Food & Beverage Saitama Kazo Distribution Center, and redirected part of the delivery area from the Kita Kanto Distribution Center (Isesaki City, Gunma Prefecture). Through these initiatives, we have shortened transport distances and reduce driving time.



Future Initiatives

Aiming for a sustainable logistics system using a multifaceted approach

Sapporo Group Logistics is always making efforts to improve the working environment for employees, partner companies, and drivers involved in the transportation, storage, and loading and unloading of products, while also working to combat climate change. In addition to this reorganization, the company aims to build a stable and sustainable logistics system using a multifaceted approach that includes the automation and mechanization of frontline work and joint transportation and delivery with other companies.

R&D

Raw material procurement

Production

Logistics

Sales

Customers

Fulfilling Lives with Promote Responsible Drinking

Alcohol, when consumed in moderation, can bring enliven and enrich your life. However, improper drinking can be harmful to your physical and mental health, and has become a global social issue. As a global alcohol manufacturer, the Sapporo Group is committed to promote responsible drinking. Under our global slogan “Promote Responsible Drinking,” we are addressing this issue in a number of areas.

Promote Responsible Drinking

The Sapporo Group has established “Promote Responsible Drinking” as its global slogan for addressing alcohol-related issues. Each of our employees plays a key role in promoting responsible drinking and preventing improper drinking.

In the marketplace

Popularizing and Expanding Non-Alcoholic and Ultra-Low-Alcohol Beer-Type Beverages

Given the diversifying needs of our customers, Sapporo Breweries and Sapporo Lion are working to increase the options for non-alcoholic, ultra-low-alcohol and low-alcohol products. In 2024, we performed a pilot introduction of low-alcohol products at Sapporo Lion restaurants. We will continue to strengthen product development and strive to popularize and expand non-alcoholic, ultra-low-alcohol and low-alcohol options.



At restaurants

Sapporo Lion Serves Alcohol in Special Glasses

On its menus, Sapporo Lion clearly indicates which beverages contain alcohol to prevent people from mistaking alcoholic beverages for non-alcoholic ones. It also serves chuhai (ready-to-drink canned cocktails) in special glasses. In addition, to prevent drunk driving, drivers are asked to wear stickers to help servers identify them.



At schools and companies

Holding Proper Drinking Awareness Seminars

Sapporo Breweries conducts Proper Drinking Awareness Seminars to share correct knowledge of alcohol consumption for healthy enjoyment of alcoholic beverages. In 2024, we held these seminars at many locations, including universities and companies. We also created a booklet called “Get to Know About Alcoholic Beverages,” which we distribute free of charge to elementary and junior high schools that request it for the purpose of alcohol prevention education.

On our website

Raising Awareness on Our Website

Sapporo Holdings utilizes its website to provide information on responsible drinking and raise awareness. This includes how intoxication works and alcohol metabolism, alcohol and those under 20, the elderly, and women, and healthy drinking habits.



- R&D
- Raw material procurement
- Production
- Logistics
- Sales
- Customers



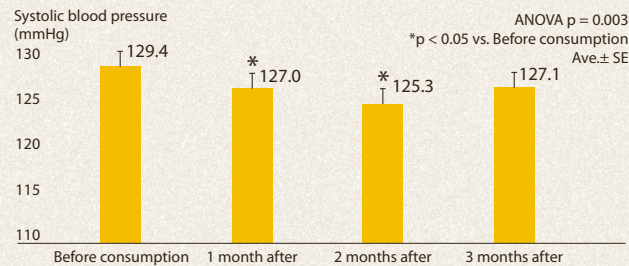
Supporting Daily Health with the Health Value of Lemons

Since its founding, Pokka Sapporo Food & Beverage has been supporting “deliciousness” and “health” through lemons. Recognizing the health issues facing people, the company aims to contribute to people's well-being through the deliciousness and health value of lemons.

Lemon Project for Healthier Living in Kitanagoya City

Pokka Sapporo Food & Beverage has been working with the local community for over 60 years in Kitanagoya City, Aichi Prefecture, where its production plant is located. In 2012, the company signed a comprehensive partnership agreement with Kitanagoya City, under which both parties are working on health and nutritional education with lemons. As part of this, the Lemon Project for Healthier Living was launched in April 2024. This project is verifying the health benefits of consuming 30 ml of lemon juice on a daily basis. First, the Mayor of Kitanagoya and city hall staff participated. The results confirmed that high blood pressure (systolic blood pressure) was reduced two months after starting to consume lemon juice, suggesting that lemon juice can help maintain a healthy state. Based on these results, we plan to expand this project to target local residents in the future. We will also strive to obtain evidence that will lead to health promotion in areas other than blood pressure. The goal is to widely disseminate the health value of lemons, thereby contributing to everyone's well-being and the community.

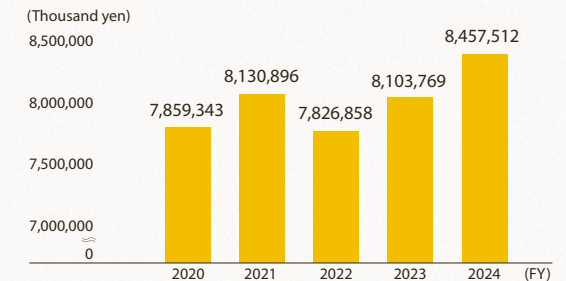
Mean Systolic Blood Pressure of the 99 Participants



Market Growing amid Rising Interest in the Health Value of Lemons

With growing interest in health and beauty, the market for lemon products is expected to continue to grow. Pokka Sapporo Food & Beverage has long promoted the health value of lemons, and in the fall of 2024, for the first time under the Pokka Lemon 100 brand, we relaunched three product sizes (120 ml, 300 ml, and 450 ml) as a food with function claims. By displaying “lowers high blood pressure (systolic blood pressure)” on the label, we are communicating the health value of lemons in the products that customers purchase.

Growth of Lemon Product Market



Source: INTAGE SRI+ Lemon-based Products Market: estimated sales from January 2020 to December 2024

Corporate Data (As of December 31, 2024)

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
Number of Employees	6,402 (Consolidated) 118 (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)



Outside Evaluations

Included in ESG indices



FTSE4Good



FTSE Blossom
Japan Index



Sompo Sustainability Index



2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

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



Selected for the first time as a 2025 KENKO Investment for
Health Stock



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



"2025 Outstanding Organizations of KENKO
Investment for Health" A total of eight companies
recognized*1, including four in the large
enterprise category and four in the SME category
Three companies selected again for White 500,
three selected again for Bright 500, and one selected
for the first time as Next Bright 1000



Received the Gold Award or
higher for seven consecutive years in
the Gan-Ally-Bu Award 2024 sponsored by
the Gan-Ally-Bu*4



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



Selected as a Next Nadeshiko: Companies Supporting
Dual-career and Co-parenting for
two consecutive years



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, Sapporo Field Marketing, and Sapporo Group Logistics; Next Bright 1000: Yasuma; and Health & Productivity Management Outstanding Organization: Sapporo Lion *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 sixth consecutive year)