

(TRANSLATION)

[This English translation is an abridged version of the original notice in Japanese. In the event of any discrepancy, the Japanese version prevails.]

(Securities code: 2501)
March 6, 2026

To Our Shareholders

Hiroshi Tokimatsu
President and Representative Director
Sapporo Holdings Limited
20-1, Ebisu 4-chome, Shibuya-ku, Tokyo

Notice of Convocation of the 102nd Ordinary General Meeting of Shareholders

Dear Shareholders:

You are cordially invited to attend the 102nd Ordinary General Meeting of Shareholders of Sapporo Holdings Limited (the “Company”) to be held as described below.

We would be grateful if you would take the time to exercise your voting rights by one of the methods described on pages 4 and 5.

Description

Date and time of the meeting: Friday, March 27, 2026 at 10:00 a.m.
(The reception desk is presently scheduled to open at 9:00 a.m.)

Place of the meeting: The Garden Hall (inside Yebisu Garden Place)
13-2, Mita 1-chome, Meguro-ku, Tokyo

Purpose of the meeting:

Matters to be reported:

1. Reports on the business, the consolidated financial statements, and the results of audit of the consolidated financial statements by the accounting auditors and the Audit & Supervisory Committee for the 102nd business term (from January 1, 2025 to December 31, 2025).
2. Report on the non-consolidated financial statements for the 102nd business term (from January 1, 2025 to December 31, 2025).

Matters to be resolved:

- | | |
|------------------------|--|
| Proposal No. 1: | Dividends from Surplus |
| Proposal No. 2: | Partial Amendments to the Articles of Incorporation |
| Proposal No. 3: | Election of Eight (8) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members) |
| Proposal No. 4: | Election of Three (3) Directors Who Are Audit & Supervisory Committee Members |
| Proposal No. 5: | Election of One (1) Substitute Director Who Is an Audit & Supervisory Committee Member |
| Proposal No. 6: | Partial Revision of Share-based Compensation Plan for Directors (Excluding Directors Who Are Audit & Supervisory Committee Members) |

- As for the convocation of this General Meeting of Shareholders, in addition to the delivery of the (written) convocation notice, the Company takes measures to electronically provide the information contained in the Reference Materials for the General Meeting of Shareholders (matters to be provided electronically) pursuant to laws and regulations and the provisions of Article 15 of the Articles of Incorporation of the Company. The content of the convocation notice has been published on the Company website and the Tokyo Stock Exchange website as the “Notice of Convocation of the 102nd Ordinary General Meeting of Shareholders.”
- If any amendments are made to the matters to be provided electronically, they will be posted on the Company website and the Tokyo Stock Exchange website.

Company website:	https://www.sapporoholdings.jp/en/ir/event/meeting/
Tokyo Stock Exchange website (Listed Company Search)	<p>Please access the Tokyo Stock Exchange website below, enter “Sapporo Holdings” in “Issue name (company name)” or “2501” in “Code,” and click on [Search]. By selecting “Basic information”>“Documents for public inspection/PR information,” you will be able to find the information in the section “Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting” under “Filed information available for public inspection.”</p> <p>https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)</p>
Matters omitted from the written convocation notice to be delivered	<p>The Company will send the written convocation notice, in addition to the document stating the matters to be provided electronically, to the shareholders who request the delivery of such written convocation notice. Please note that the following matters will not be stated in such written convocation notice, in accordance with laws and regulations and the provisions of Article 15, paragraph 2 of the Articles of Incorporation of the Company:</p> <ol style="list-style-type: none"> (1) “Principal Business,” “Major Offices, Plants and Facilities,” “Matters Regarding Accounting Auditors,” “Matters Regarding a System to Ensure the Appropriateness of Business Activities and Outline of Operating Status of the System,” and “Basic Policy Regarding Control of the Company” in “Review of Sapporo Group Operations” of the Business Report; (2) “Consolidated Statement of Changes in Equity” and “Notes to Consolidated Financial Statements” in the consolidated financial statements; (3) “Non-Consolidated Statement of Changes in Equity” and “Notes to Non-Consolidated Financial Statements” in the non-consolidated financial statements; and (4) “Audit Report of the Accounting Auditors on the Consolidated Financial Statements,” “Audit Report of the Accounting Auditors,” and “Audit Report of the Audit & Supervisory Committee” in the audit reports. <p>The Business Report, consolidated financial statements, and non-consolidated financial statements contained in such written convocation notice are part of the documents audited by the accounting auditors when preparing the accounting audit report and audited by the Audit & Supervisory Committee when preparing the audit report.</p>
Questions before the meeting	<p>The Company will accept “proposal-related questions” via its website before the meeting.</p> <p>For the matters in which the shareholders have a strong interest, the Company will post the answers on its website at or after the conclusion of the General Meeting of Shareholders.</p> <p>https://apply.sapporobeer.jp/webapp/form/23354_goib_194/index.do (in Japanese)</p> <p>Period for acceptance of questions: From 9:00 a.m. on Wednesday, February 25, 2026, to 5:30 p.m. on Wednesday, March 18, 2026</p>

Guidance Notes on the Exercise of Voting Rights

Voting rights exercised at the General Meeting of Shareholders represent an important right of the shareholders by which the shareholders can participate in business management of the Company. **The Company cordially requests shareholders to participate in the General Meeting of Shareholders by exercising voting rights using one of the following methods.**

1. Exercise of Voting Rights via the Internet, Etc.

Deadline: Please register by no later than 5:30 p.m. on Thursday, March 26, 2026

If you wish to exercise your voting rights via the internet, access the website for exercising voting rights from a terminal device such as your smartphone or personal computer, and register your approval or disapproval with respect to each proposal by following the directions on the screen.

Exercise of Voting Rights Using Smartphones -----

You may use a smartphone to scan the “QR Code to Log into Website for Exercising Voting Rights by Smartphone” located on the bottom right of the voting rights exercise form. After doing so, please register your approval or disapproval with respect to each proposal by following the directions on the screen.

For details on exercising voting rights using a smartphone, please refer to the leaflet.

*QR Code is a registered trademark of DENSO WAVE INCORPORATED.

Exercise of Voting Rights by Personal Computer, etc. -----<https://soukai.mizuho-tb.co.jp/>

Please directly access the website for exercising voting rights, use the “voting rights exercise code” and “password” described in the voting rights exercise form and register your approval or disapproval with respect to each proposal by following the directions on the screen.

If you exercise your voting rights both by mail (in writing) and via the internet, the Company will only accept, as effective, the exercise of your voting rights via the internet. If you exercise your voting rights more than once via the internet, the Company will only accept, as effective, the last exercise of your voting rights. The cost of internet access (access fees to internet service providers, telecommunications fees, etc.) will be borne by you, the shareholder. Depending on your internet operating environment, you may be unable to use the website for exercising voting rights.

For Inquiries with Respect to the Exercise of Voting Rights via the Internet

Please contact:

Internet Help Dial [Japanese only] Stock Transfer Agency Department Mizuho Trust & Banking Co., Ltd. Telephone: 0120-768-524 (toll-free, domestic calls only) Operating hours: 9:00 a.m. to 9:00 p.m.

To Institutional Investors

In addition to the above-mentioned method for exercising voting rights via the internet, the electronic platform for exercising voting rights, which is operated by Investor Communications Japan Inc. (ICJ, Inc.), is available to those who have applied to use such platform beforehand.

2. Exercise of Voting Rights by Mail

Deadline: Please post to arrive by no later than 5:30 p.m. on Thursday, March 26, 2026

* As the enclosed voting rights exercise form is a postage-paid postcard, the processing time within the post office may take up to a week longer than regular mail. Please mail it early to ensure it is delivered on time.

Please indicate your approval or disapproval with respect to each proposal on the voting rights exercise form and send the form back to us (without affixing a stamp).

If you do not indicate your approval or disapproval in respect of each proposal, it shall be deemed that you have voted in favor of the proposal.

3. Exercise of Voting Rights via Attending the Meeting

Date and time of the meeting: Friday, March 27, 2026 at 10:00 a.m.

(The reception desk is presently scheduled to open at 9:00 a.m.)

Place of the meeting: The Garden Hall (inside Yebisu Garden Place)
13-2, Mita 1-chome, Meguro-ku, Tokyo

Please submit the voting rights exercise form to the receptionist at the place of the meeting on the day of the meeting.

The Company kindly asks you to bring this Notice of Convocation as a reference document describing the planned proceedings on the day.

Information on the Live Streaming of the General Meeting of Shareholders

Information on the live streaming of the General Meeting of Shareholders

The Company will livestream its General Meeting of Shareholders via the Internet as detailed below so that shareholders can view it from places such as their home. Viewing this General Meeting of Shareholders through the livestream does not constitute attendance at the meeting. Therefore, shareholders may not exercise voting rights, ask questions, or propose motions. Shareholders who will be viewing the livestream are kindly requested to exercise their voting rights in advance by mail or via the Internet.

Reference Materials for the General Meeting of Shareholders

Proposal No. 1 – Dividends from Surplus

The Company considers the return of profits to its shareholders as a fundamental aspect of management policy and has adopted a basic policy to undertake stable dividend payments taking into consideration the Company's performance and financial condition.

After taking into consideration the Company's performance in the fiscal year under review, the outlook for the business environment, and other factors, the Company intends to provide year-end dividends from surplus of 90 yen (increase of 38 yen from the previous year) per share for the year under review.

1 Category of dividend assets:

Cash

2 Matters relating to the allocation of dividend assets and the total amount of such allocation:

Dividend per share of the Company's common stock: 90 yen

Total amount of dividends: 7,022,357,190 yen

3 Date on which the dividends from surplus will take effect:

March 30, 2026

Note: The Company carried out a five-for-one stock split of common stock effective January 1, 2026. The dividends for the fiscal year ended December 31, 2025 will be paid based on the number of shares prior to the stock split, as the record date is December 31, 2025.

Proposal No. 2 – Partial Amendments to the Articles of Incorporation

1. Reasons for Proposal

Faced with dramatically changing societal and market conditions both inside and outside Japan, the Sapporo Group, including the Company, came to the conclusion that further increasing profitability and concentrating its dispersed management resources would be essential in order to achieve sustainable growth in anticipation of its 150th anniversary in 2026 and the years beyond.

Drawing on the strengths that have sustained the Sapporo Group since its founding, the Group has now decided to transition to a business holding company structure as the optimal organizational format to support sustainable growth. In doing so, the Group is guided by its vision of delivering quality products and experiences to customers around the world and its medium- to long-term management policy of focusing on the domestic and overseas alcoholic beverages businesses as core businesses and concentrating management resources on growth areas.

In connection with the transition to a business holding company structure, in order to ensure a smooth takeover of the business of Sapporo Breweries Limited, which is central to the Group, the Company will make changes including altering its trade name to Sapporo Breweries Limited. In making changes such as adding engagement in business to its purpose, Articles 1, 2, and 30 of the current Articles of Incorporation will be amended.

Article 23 of the current Articles of Incorporation will also be amended to create a more agile and flexible management structure. These amendments to the Articles of Incorporation shall take effect on July 1, 2026.

2. Details of Amendments

The contents of the proposed amendments to the Articles of Incorporation are as follows.

(Amendments are underlined)

Current Articles of Incorporation	After Amendments
Chapter 1 General Provisions	Chapter 1 General Provisions
(Trade Name) Article 1 The name of the Company shall be “ <u>SAPPORO HOLDINGS Kabushiki Kaisha (サッポロホールディングス株式会社)</u> ” and shall be expressed in English as “ <u>SAPPORO HOLDINGS LIMITED.</u> ”	(Trade Name) Article 1 The name of the Company shall be “ <u>SAPPORO BEER Kabushiki Kaisha (サッポロビール株式会社)</u> ” and shall be expressed in English as “ <u>SAPPORO BREWERIES LIMITED.</u> ”
(Purpose) Article 2 <u>The purpose of the Company shall be to engage in each of the following businesses:</u>	(Purpose) Article 2 <u>The purpose of the Company shall be to engage in each of the following businesses, and additionally to control and administer the business activities with respect to companies engaging in the following businesses, and foreign companies engaging in businesses corresponding to the following businesses, through holding the shares or equity interests of such companies:</u>
<ol style="list-style-type: none"> 1. <u>Control and administration of the business activities with respect to companies engaging in the following businesses, and foreign companies engaging in businesses corresponding to the following businesses, through holding of such companies’ shares</u> (1) <u>Manufacture and sale of beer and other alcoholic beverages;</u> (2) <u>Manufacture and sale of soft drinks and other non-alcoholic beverages;</u> 	<ol style="list-style-type: none"> 1. <u>Manufacture and sale of beer and other alcoholic beverages;</u> 2. <u>Manufacture and sale of soft drinks and other non-alcoholic beverages;</u>

<p>(3) <u>Manufacture and sale of foodstuffs;</u></p> <p>(4) <u>Manufacture and sale of pharmaceuticals and agricultural chemicals;</u></p> <p>(5) <u>Manufacture and sale of fermentation chemicals such as enzymes and alcohols;</u></p> <p>(6) <u>Development and sale of new species of animals and plants;</u></p> <p>(7) <u>Manufacture and sale of feeds and fertilizers;</u></p> <p>(8) <u>Sale and intermediation of raw materials for beer and other alcoholic beverages;</u></p> <p>(9) <u>Purchase, sale, exchange and lease of real property, agency and brokering thereof, and residential development;</u></p> <p>(10) <u>Building interior maintenance and management;</u></p> <p>(11) <u>Examination, planning, design, and construction oversight related to building and urban planning;</u></p> <p>(12) <u>Contracting and implementation of building construction, electrical construction, plumbing, and machinery installation;</u></p> <p>(13) <u>Owning, lease, and management of health, physical education, tourism, amusement, and lodging facilities;</u></p> <p>(14) <u>Management and management guidance for restaurants;</u></p> <p>(15) <u>Guidance related to brewing and distilling technology for beer and other alcoholic beverages and consulting related to the planning, installation, and management of brewing and distilling facilities;</u></p> <p>(16) <u>Design, production, rental, sale and intermediation of manufacturing facilities for alcoholic beverages, non-alcoholic beverages, foodstuffs and the like, as well as related machinery, experiment and testing machinery, laboratory equipment, automatic vending machines, and refrigeration equipment;</u> <Newly introduced></p> <p>(17) <u>Sale of accessories, clothing, leather goods, sporting goods, interior decorations, kitchenware, and daily necessities and miscellaneous goods;</u></p> <p>(18) <u>Sale and rental of fresh flowers, flower vases, plants and trees, and fresh flower arrangements;</u></p>	<p>3. <u>Manufacture and sale of foodstuffs;</u></p> <p>4. <u>Manufacture and sale of pharmaceuticals and agricultural chemicals;</u></p> <p>5. <u>Manufacture and sale of fermentation chemicals such as enzymes and alcohols;</u></p> <p>6. <u>Development and sale of new species of plants;</u></p> <p>7. <u>Manufacture and sale of feeds and fertilizers;</u></p> <p>8. <u>Sale and intermediation of raw materials for beer and other alcoholic beverages;</u></p> <p>9. <u>Management and management guidance for restaurants;</u></p> <p>10. <u>Guidance related to brewing and distilling technology for beer and other alcoholic beverages and consulting related to the planning, installation, and management of brewing and distilling facilities;</u></p> <p>11. <u>Design, production, rental, sale and intermediation of manufacturing facilities for alcoholic beverages, non-alcoholic beverages, foodstuffs and the like, as well as related machinery, experiment and testing machinery, laboratory equipment, automatic vending machines, and refrigeration equipment;</u></p> <p>12. <u>Purchase, sale, exchange and lease of real property, agency and brokering thereof, and the ownership, operation, maintenance, management and intermediation of such property;</u> <Deleted></p> <p>13. <u>Design related to building construction and contracting for construction work;</u> <Deleted></p> <p>14. <u>Ownership and operation of lodging facilities;</u> <Stated in 9.> <Stated in 10.> <Stated in 11.></p> <p>15. <u>Investment in specific purpose companies, special purpose companies, and real estate investment trusts, as well as the purchase, sale, brokerage, and management of equity interests therein;</u></p> <p>16. <u>Sale of accessories, clothing, leather goods, sporting goods, interior decorations, kitchenware, and daily necessities and miscellaneous goods;</u></p> <p>17. <u>Sale and rental of fresh flowers, flower vases, plants and trees, and fresh flower arrangements;</u></p>
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<p><u>(19)</u> Motor truck transportation business and warehousing business;</p> <p><u>(20)</u> Travel business;</p>	<p><u>18.</u> Motor truck transportation business and warehousing business;</p> <p><u>19.</u> Travel business;</p>
<p><u>(21)</u> Investment, purchase, and sale of securities, moneylending, and guaranteeing of debt;</p> <p><u>(22)</u> Development, sale, lease and agency of various information equipment, data processing, information provision services, and software related thereto;</p> <p style="text-align: center;"><Newly introduced></p> <p><u>(23)</u> Investment in and financing of enterprises engaged in the business of <u>items (1) through (22) above; and</u></p> <p><u>(24)</u> All business incidental or related to the items above.</p> <p><u>2.</u> Consignment of research, development, and investigations related to <u>items (1) through (24) above;</u></p> <p><u>3.</u> <u>Purchase, sale, rental, management, and intermediation of real property;</u></p> <p><u>4.</u> Acquisition, maintenance, management, licensing, and assignment of intellectual property rights; and</p> <p><u>5.</u> All business incidental or related to the preceding respective items.</p>	<p><u>20.</u> Investment, purchase, and sale of securities, moneylending, and guaranteeing of debt;</p> <p><u>21.</u> Development, sale, lease and agency of various information equipment, data processing, information provision services, and software related thereto;</p> <p><u>22.</u> <u>Businesses related to regional revitalization conducted through the preceding items 1 through 21;</u></p> <p><u>23.</u> Investment in and financing of enterprises engaged in the business of <u>the preceding items 1 through 22.</u></p> <p><Deleted></p> <p><u>24.</u> Consignment of research, development, and investigations related to <u>the preceding items 1 through 23;</u></p> <p><Deleted></p> <p><u>25.</u> Acquisition, maintenance, management, licensing, and assignment of intellectual property rights; and</p> <p><u>26.</u> All business incidental or related to the preceding respective items.</p>
<p style="text-align: center;">Chapter 4 Directors and Board of Directors</p> <p>(Convener and Chairperson of Meetings of Board of Directors)</p> <p>Article 23</p> <p>Unless otherwise stipulated by laws and regulations, meetings of the Board of Directors shall be convened and chaired by the <u>Chairman and Director</u>. <u>If the position of the Chairman and Director is not established or he/she is not able to attend, the President and Director shall convene such meetings and act as the chairperson thereof, and if the position of the President and Director is not established or he/she is not able to attend, another Director shall convene such meetings and act as the chairperson thereof in accordance with the order determined in advance by the Board of Directors.</u></p> <p>(Group Managing Officers)</p> <p>Article 30</p> <p>The Company may appoint a <u>Group Managing Officer</u> by a resolution of the Board of Directors meeting or a determination of Director(s) who are delegated by a resolution of the Board of Directors meeting, <u>and may have such Group Managing Officers execute the business operations of each group company or the management issues that are particularly important for the operation of the group and that extend over operating companies. If the position of the President and Director is not established, the President may be appointed from among the Group Managing Officers by a resolution of the Board of Directors.</u></p>	<p style="text-align: center;">Chapter 4 Directors and Board of Directors</p> <p>(Convener and Chairperson of Meetings of Board of Directors)</p> <p>Article 23</p> <p>Unless otherwise stipulated by laws and regulations, meetings of the Board of Directors shall be convened and chaired by the <u>Director predetermined by a resolution of the Board of Directors</u>. <u>If such Director is unable to attend, another Director shall convene such meetings and act as the chairperson thereof in accordance with the order determined in advance by the Board of Directors.</u></p> <p>(Managing Officers)</p> <p>Article 30</p> <p>The Company may appoint a <u>Managing Officer</u> by a resolution of the Board of Directors meeting or a determination of Director(s) who are delegated by a resolution of the Board of Directors meeting.</p>

Proposal No. 3 – Election of Eight (8) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

At the conclusion of this general meeting of shareholders, the terms of office of all eight (8) Directors (including five (5) Outside Directors) (excluding Directors who are Audit & Supervisory Committee Members, the same applies in this proposal) will expire.

The Company therefore proposes the election of eight (8) Directors (including five (5) Outside Directors).

As for the constitution of the Board of Directors of the Company, if this proposal and Proposal No. 4 are approved, seven (7) out of total eleven (11) Directors, including those who are Audit & Supervisory Committee Members, will be Independent Outside Directors, making up 63.6% (majority) of the board. Meanwhile, four (4) will be female Directors, making up 36.4% of the Board.

With regard to this proposal, the Company’s Audit & Supervisory Committee verified and examined the ideal approach to supervision and performance of duties by the Board of Directors, the nomination criteria of candidates for Director, and other factors. As a result, it was concluded that the deliberation and decision-making processes related to the nomination of each candidate are appropriate, and that all candidates are well-qualified for their positions.

The candidates for Director are as follows:

Candidate Number	Candidate Attribute	Name	Position and Business Responsibility in the Company	Number of Board of Directors’ Meetings Attended (Attendance Rate)
1	Reelection	Hiroshi Tokimatsu	President and Representative Director Nominating Committee member, Remuneration Committee member	11/11 meetings (100%)
2	Reelection	Yoshitada Matsude	Executive Managing Director	14/14 meetings (100%)
3	Reelection	Rieko Shofu	Executive Managing Director	14/14 meetings (100%)
4	Reelection Outside Independent	Makio Tanehashi	Outside Director Nominating Committee member, Remuneration Committee member	14/14 meetings (100%)
5	Reelection Outside Independent	Ryotaro Fujii	Outside Director Nominating Committee member, Remuneration Committee member	14/14 meetings (100%)
6	New candidate Outside Independent	Naoko Tanouchi	Outside Director who is an Audit & Supervisory Committee Member Nominating Committee member, Remuneration Committee member	14/14 meetings (100%)
7	New candidate Outside Independent	Akihiro Watanabe	—	—
8	New candidate Outside Independent	Koichi Mizutome	—	—

Reelection: Candidate for reelected Director

Outside: Candidate for Outside Director

New candidate: Candidate for newly elected Director

Independent: Candidate for Independent Officer

Notes: 1. Positions at the Company and business responsibilities of the candidates for Director above are as of the beginning of this General Meeting of Shareholders.

2. The number of the Board of Directors’ meetings attended by Mr. Hiroshi Tokimatsu represents only the number of the Board of Directors’ meetings held after his appointment on March 28, 2025.

3. The legal name of Ms. Rieko Shofu is “Rieko Fujino”; however, the name she uses for her business is used in this document.

Candidate Number	Name (Date of Birth)	Career Summary, Position and Business Responsibility in the Company (Status of Important Concurrent Occupations or Positions at Other Organizations)
1	 <div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 5px auto;">Reelection</div> <p style="text-align: center;">Hiroshi Tokimatsu</p> <p style="text-align: center;">(February 23, 1962) 64 years old</p> <p>Number of Shares Held in the Company 46,725 shares</p> <p>Number of Board of Directors' meetings attended 11/11 (100%)</p>	<p>April 1984 Joined Ezaki Glico Co., Ltd.</p> <p>October 1991 Joined the Company (former Sapporo Breweries Limited)</p> <p>March 2008 Director of the Sales Planning Department of Sapporo Breweries Limited (newly established company)</p> <p>March 2010 Director of the Kanshinetsu Headquarters of Sapporo Breweries Limited</p> <p>March 2012 Executive Officer, Director of the New Value Development Department of Sapporo Breweries Limited</p> <p>September 2012 Executive Officer, Director of the Spirits Strategy Department of Sapporo Breweries Limited</p> <p>March 2013 Director (Member of the Board), Executive Officer, Director of the Sales Division of Sapporo Breweries Limited</p> <p>March 2015 Director (Member of the Board), Managing Executive Officer, Director of the Sales Division of Sapporo Breweries Limited</p> <p>March 2016 Director (Member of the Board), Managing Executive Officer of Sapporo Breweries Limited</p> <p>March 2019 President of SAPPORO REAL ESTATE CO., LTD. and Executive Group Managing Officer of Sapporo Holdings Limited</p> <p>January 2023 President of POKKA SAPPORO Food & Beverage Ltd. and Executive Group Managing Officer of Sapporo Holdings Limited</p> <p>March 2025 President and Representative Director of the Company President and Representative Director of Sapporo Breweries Limited (up to the present)</p> <p>Mr. Tokimatsu will have served as a Director of the Company for one (1) year as of the conclusion of this general meeting of shareholders.</p> <p>[Reasons for Presenting Mr. Hiroshi Tokimatsu as a Candidate for Director] Mr. Hiroshi Tokimatsu has experience in each of the Group's businesses - alcoholic beverages, real estate, and food & beverages businesses - and was appointed as the President and Representative Director of the Company and President and Representative Director of Sapporo Breweries Limited in 2025.</p> <p>Since taking office, he has worked on corporate governance reform, transition to a business holding company structure, structural reform and growth in the alcoholic beverages business, and injection of external capital into the real estate business.</p> <p>He has a wealth of experience, a rich track record, and great insight as a manager. The Company has determined that he will be the right person to exercise leadership to realize the Group Medium- to Long-Term Growth Strategy, to achieve the Medium-Term Management Plan (2023 to 2026), and to promote the Group's management. He has thus been presented to the shareholders as a candidate for Director.</p>

Candidate Number	Name (Date of Birth)	Career Summary, Position and Business Responsibility in the Company (Status of Important Concurrent Occupations or Positions at Other Organizations)
2	<div style="text-align: center;">  </div> <div style="text-align: center; border: 1px solid black; padding: 2px; margin: 5px 0;">Reelection</div> <p style="text-align: center;">Yoshitada Matsude</p> <p style="text-align: center;">(January 2, 1966) 60 years old</p> <p>Number of Shares Held in the Company 8,295 shares</p> <p>Number of Board of Directors' meetings attended 14/14 (100%)</p>	<p>April 1988 Joined the Company (former Sapporo Breweries Limited)</p> <p>September 2010 Director of Accounting & Finance Department of the Company</p> <p>March 2011 Director of Accounting & Finance Department of the Company, Director (Member of the Board), Director of Group Accounting & Finance Department of Sapporo Group Management Co., Ltd.</p> <p>March 2012 Director of Accounting & Finance Department of Sapporo Breweries Limited (newly established company)</p> <p>September 2016 Vice President and Representative Director of Miyasaka Brewery Co., Ltd. (currently Shinsyu-ichi Miso Co., Ltd.)</p> <p>March 2018 President and Representative Director of Shinsyu-ichi Miso Co., Ltd.</p> <p>March 2019 Director of Accounting & Finance Department of the Company, Director (Member of the Board), Director of Accounting & Finance Department of Sapporo Group Management Co., Ltd.</p> <p>October 2019 Director of Accounting & Finance Department of the Company, Director (Member of the Board), Director of Accounting & Finance Department of Sapporo Group Management Co., Ltd. Director and Executive Officer of SAPPORO REAL ESTATE CO., LTD.</p> <p>March 2020 Group Managing Officer and Director of Accounting & Finance Department of the Company Director of Accounting & Finance Department of Sapporo Breweries Limited</p> <p>March 2022 Managing Director (Member of the Board) and Director of Accounting & Finance Department of the Company Director (Member of the Board) of Sapporo Breweries Limited</p> <p>July 2022 Managing Director (Member of the Board) of the Company Director (Member of the Board) of Sapporo Breweries Limited</p> <p>March 2024 Managing Director (Member of the Board) of the Company Director (Member of the Board) of POKKA SAPPORO Food & Beverage Ltd.</p> <p>March 2025 Executive Managing Director (Member of the Board) of the Company Director (Member of the Board) of POKKA SAPPORO Food & Beverage Ltd. (up to the present)</p> <p>Mr. Matsude will have served as a Director of the Company for four (4) years as of the conclusion of this general meeting of shareholders.</p> <p>[Reasons for Presenting Mr. Yoshitada Matsude as a Candidate for Director]</p> <p>Mr. Yoshitada Matsude has long experience in the Accounting & Finance Department of Sapporo Breweries Limited and has held management roles in group companies such as SAPPORO REAL ESTATE CO., LTD., thereby working on the formulation of business strategies and their promotion.</p> <p>He has also served as officer in charge of finance, working particularly on injection of external capital into the real estate business and promotion of management conscious of cost of capital and stock price.</p> <p>He has a wealth of experience, a rich track record, and great insight regarding accounting & finance and business management. The Company has determined that he will be the right person to exercise leadership to realize the Group Medium- to Long-Term Growth Strategy, to achieve the Medium-Term Management Plan (2023 to 2026), and to promote the Group's management. He has thus been presented to the shareholders as a candidate for Director.</p>

Candidate Number	Name (Date of Birth)	Career Summary, Position and Business Responsibility in the Company (Status of Important Concurrent Occupations or Positions at Other Organizations)
3	<div style="text-align: center;">  </div> <div style="text-align: center; border: 1px solid black; padding: 2px; margin: 5px 0;">Reelection</div> <p>Rieko Shofu [Legal surname: Fujino] (July 13, 1967) 58 years old</p> <p>Number of Shares Held in the Company 6,934 shares</p> <p>Number of Board of Directors' meetings attended 14/14 (100%)</p>	<p>April 1990 Joined Hakuhold Inc.</p> <p>June 2007 Executive Manager of Corporate Design Department of Hakuhold Inc.</p> <p>August 2011 Corporate Officer and Executive Manager of Hakuhold Consulting Inc.</p> <p>May 2015 President and CEO of Sensing Asia Ltd. (up to the present)</p> <p>April 2016 Deputy Director of Corporate Planning Headquarters and Director of Corporate Planning Department of POKKA SAPPORO Food & Beverage Ltd.</p> <p>March 2017 Director of Corporate Planning Headquarters and Director of Corporate Planning Department of POKKA SAPPORO Food & Beverage Ltd.</p> <p>March 2018 Group CEO of POKKA CORPORATION (SINGAPORE) PTE. LTD.</p> <p>January 2020 Group CEO of POKKA PTE. LTD.</p> <p>July 2020 Director (Member of the Board) and Senior Executive Managing Director of Sapporo Group Foods Ltd.</p> <p>March 2022 Director (Member of the Board) of the Company Director (Member of the Board) of POKKA SAPPORO Food & Beverage Ltd.</p> <p>January 2023 Director (Member of the Board) of the Company Vice President and Representative Director of POKKA SAPPORO Food & Beverage Ltd. President and Representative Director of Sapporo Group Foods Ltd.</p> <p>July 2023 Director (Member of the Board) of the Company Director (Member of the Board) of POKKA SAPPORO Food & Beverage Ltd. President and Representative Director of Sapporo Group Foods Ltd.</p> <p>November 2023 Director (Member of the Board) of the Company Director (Member of the Board) of POKKA SAPPORO Food & Beverage Ltd.</p> <p>March 2024 Managing Director (Member of the Board) of the Company Director (Member of the Board) of Sapporo Breweries Limited</p> <p>March 2025 Executive Managing Director (Member of the Board) of the Company Director (Member of the Board) of Sapporo Breweries Limited (up to the present)</p> <p>[Status of Important Concurrent Occupations or Positions at Other Organizations] Outside Director of TORIDOLL Holdings Corporation</p> <p>Ms. Shofu will have served as a Director of the Company for four (4) years as of the conclusion of this general meeting of shareholders.</p> <p>[Reasons for Presenting Ms. Rieko Shofu as a Candidate for Director] As a person in charge of the corporate planning department of POKKA SAPPORO Food & Beverage Ltd. and CEO of an overseas subsidiary, Ms. Rieko Shofu has been promoting structure reform and transition to growth, especially in the overseas beverage business. She has also served as officer in charge of corporate strategy, working to execute the group management strategy and business plans, transition to a business holding company structure, and strengthen overseas governance.</p> <p>She has a wealth of experience, a rich track record, and great insight regarding global business management, M&A, and sustainability. The Company has determined that she will be the right person to exercise leadership to realize the Group Medium- to Long-Term Growth Strategy, to achieve the Medium-Term Management Plan (2023 to 2026), and to promote the Group's management. She has thus been presented to the shareholders as a candidate for Director.</p>

Candidate Number	Name (Date of Birth)	Career Summary, Position and Business Responsibility in the Company (Status of Important Concurrent Occupations or Positions at Other Organizations)
4	 <p style="text-align: center;">Rereelection</p> <p style="text-align: center;">(Candidate for Outside Director/ Independent Officer)</p> <p style="text-align: center;">Makio Tanehashi</p> <p style="text-align: center;">(March 13, 1957) 69 years old</p> <p>Number of Shares Held in the Company 5,363 shares</p> <p>Number of Board of Directors' meetings attended 14/14 (100%)</p>	<p>April 1979 Joined The Fuji Bank, Limited (currently Mizuho Bank, Ltd.)</p> <p>June 2011 Deputy President and Executive Officer, Branch Banking Division of Mizuho Bank, Ltd.</p> <p>June 2011 Representative Director, Deputy President and Executive Officer, Branch Banking Division of Mizuho Bank, Ltd.</p> <p>April 2012 Representative Director, Deputy President and Executive Officer, Head of Branch Banking Group of Mizuho Bank, Ltd.</p> <p>March 2013 Representative Director, President & CEO of Tokyo Tatemono Real Estate Sales Co., Ltd.</p> <p>July 2015 Senior Executive Managing Officer and Division Director of Real Estate Solution Service Division of Tokyo Tatemono Co., Ltd.</p> <p>October 2015 Senior Executive Managing Officer, Division Director of Real Estate Solution Service Division, and Division Director of International Business Division of Tokyo Tatemono Co., Ltd.</p> <p>March 2016 Senior Executive Managing Officer, Director and Division Director of Real Estate Solution Service Division, and Division Director of International Business Division of Tokyo Tatemono Co., Ltd.</p> <p>January 2017 Representative Director, Chairman & Executive Officer of Tokyo Tatemono Co., Ltd.</p> <p>March 2019 Representative Director, Chairman of the Board of Tokyo Tatemono Co., Ltd.</p> <p>January 2021 Director of Tokyo Tatemono Real Estate Sales Co., Ltd.</p> <p>March 2023 Outside Director (Member of the Board) of the Company (up to the present)</p> <p>January 2025 Director of Tokyo Tatemono Co., Ltd. (up to the present)</p> <p>[Status of Important Concurrent Occupations or Positions at Other Organizations] Director of Tokyo Tatemono Co., Ltd.</p> <p>Mr. Tanehashi will have served as a Director of the Company for three (3) years as of the conclusion of this general meeting of shareholders.</p> <p>[Reasons for Presenting Mr. Makio Tanehashi as a Candidate for Outside Director, and an Outline of Roles He Is Expected to Play]</p> <p>Mr. Makio Tanehashi has a wealth of experience and a rich track record as a corporate manager as well as extensive insight for asset planning and compliance.</p> <p>For the realization of the Group Medium- to Long-Term Growth Strategy and the achievement of the Medium-Term Management Plan (2023 to 2026), Mr. Tanehashi is expected to offer pertinent opinions and advice regarding injection of external capital into the real estate business based on his abundant management experience in finance and real estate, and from his objective and professional standpoint. The Company has determined that he will be an appropriate person to supervise the management of the Group that is aiming to achieve continuous growth in corporate value, and he has thus been presented to the shareholders as a candidate for Outside Director.</p> <p>[Policy on His Independence]</p> <p>Mr. Makio Tanehashi was involved in business execution at Tokyo Tatemono Co., Ltd. until March 2019. Although there currently are transactions between said company and the subsidiaries of the Company, the amount of such transactions in the most recent business term has been less than 0.1% of either the consolidated revenue of the Company or the consolidated operating revenue of said company. Accordingly, the Company has determined Mr. Tanehashi is unlikely to have a conflict of interest with shareholders, in light of the "Standards for Independence of Outside Directors" established by the Company. In addition, the Company has notified each of the Tokyo Stock Exchange and the Sapporo Securities Exchange of his designation as an independent officer, given that he satisfies the applicable criteria of independence as stipulated by financial instruments exchanges.</p>

Candidate Number	Name (Date of Birth)	Career Summary, Position and Business Responsibility in the Company (Status of Important Concurrent Occupations or Positions at Other Organizations)
5	 <p data-bbox="325 622 496 658" style="border: 1px solid black; padding: 2px; text-align: center;">Reelection</p> <p data-bbox="325 689 496 797">(Candidate for Outside Director/Independent Officer)</p> <p data-bbox="325 833 496 869">Ryotaro Fujii</p> <p data-bbox="325 900 496 958">(January 30, 1975) 51 years old</p> <p data-bbox="325 990 496 1097">Number of Shares Held in the Company 7,264 shares</p> <p data-bbox="325 1128 496 1303">Number of Board of Directors' meetings attended 14/14 (100%)</p>	<p data-bbox="517 304 1399 600"> April 1997 Joined the Ministry of Finance July 2001 Goldman Sachs Japan Co., Ltd. May 2006 Principal of KKR Japan Co., Ltd. January 2008 Director of KKR Capital Markets Co., Ltd. January 2011 Director of KKR Japan Co., Ltd. July 2015 Representative Director and President of Permira Advisers LLP January 2018 Japan Representative Partner of Permira Advisers LLP January 2023 Senior Adviser of Permira Advisers LLP (up to the present) March 2024 Outside Director (Member of the Board) of the Company (up to the present) </p> <p data-bbox="517 609 1399 667">Mr. Fujii will have served as a Director of the Company for two (2) years as of the conclusion of this general meeting of shareholders.</p> <p data-bbox="517 676 1399 734">[Reasons for Presenting Mr. Ryotaro Fujii as a Candidate for Outside Director, and an Outline of Roles He Is Expected to Play]</p> <p data-bbox="517 743 1399 801">Mr. Ryotaro Fujii has a wealth of experience and a rich track record at private equity funds, in addition to extensive insight in the areas of financial accounting and M&A.</p> <p data-bbox="517 810 1399 990">For the realization of the Group Medium- to Long-Term Growth Strategy and the achievement of the Medium-Term Management Plan (2023 to 2026), Mr. Fujii is expected to offer pertinent opinions and advice regarding capital efficiency improvement and M&A from his objective and professional standpoint. The Company has determined that he will be an appropriate person to supervise the management of the Group that is aiming to achieve continuous growth in corporate value, and he has thus been presented to the shareholders as a candidate for Outside Director.</p> <p data-bbox="517 999 1399 1382">[Policy on His Independence] Mr. Ryotaro Fujii works as Senior Adviser of Permira Advisers LLP, but there is no business relationship. Mr. Fujii was contracted by the Company to provide his services as an external expert member of the Company's "Group Strategy Committee" from September 2023 to January 2024. At the committee, he provided his views and suggestions from a professional standpoint, as well as neutral and objective perspectives, fulfilling a role that was different from that of an internal committee member. As the annual amount of remuneration paid to Mr. Fujii as a member of the aforementioned committee was not more than five million yen, the Company has determined Mr. Fujii is unlikely to have a conflict of interest with shareholders, in light of the "Standards for Independence of Outside Directors" established by the Company. In addition, the Company has notified each of the Tokyo Stock Exchange and the Sapporo Securities Exchange of his designation as an independent officer, given that he satisfies the applicable criteria of independence as stipulated by financial instruments exchanges.</p>

Candidate Number	Name (Date of Birth)	Career Summary, Position and Business Responsibility in the Company (Status of Important Concurrent Occupations or Positions at Other Organizations)
6	 <p data-bbox="325 573 501 607">New candidate</p> <p data-bbox="325 636 501 745">(Candidate for Outside Director/ Independent Officer)</p> <p data-bbox="357 781 469 846">Naoko Tanouchi</p> <p data-bbox="333 880 493 936">(May 19, 1965) 60 years old</p> <p data-bbox="325 969 501 1079">Number of Shares Held in the Company 1,449 shares</p> <p data-bbox="325 1113 501 1281">Number of Board of Directors' meetings attended 14/14 (100%)</p> <p data-bbox="325 1314 501 1507">Number of Audit & Supervisory Committee meetings attended 19/20 (95%)</p>	<p data-bbox="517 309 1410 331">April 1989 Joined Ajinomoto Co., Inc.</p> <p data-bbox="517 338 1410 360">September 1999 McKinsey & Company</p> <p data-bbox="517 367 1410 389">January 2002 Ajinomoto Co., Inc.</p> <p data-bbox="517 396 1410 452">July 2009 Associate General Manager of AminoScience Business Development Department of Ajinomoto Co., Inc.</p> <p data-bbox="517 459 1410 515">July 2011 Associate General Manager of Corporate Planning Department of Ajinomoto Co., Inc.</p> <p data-bbox="517 521 1410 577">July 2016 Associate General Manager of Internal Auditing Department of Ajinomoto Co., Inc.</p> <p data-bbox="517 584 1410 607">June 2019 Corporate Auditor of Ajinomoto Animal Nutrition Group, Inc.</p> <p data-bbox="517 613 1410 636">April 2021 Visiting Professor of Kobe University Graduate School</p> <p data-bbox="517 642 1410 665">January 2022 Outside Director of SHOEI FOODS CORPORATION (up to the present)</p> <p data-bbox="517 672 1410 728">March 2024 Outside Director (Member of the Board) who is an Audit & Supervisory Committee Member of the Company (up to the present)</p> <p data-bbox="517 734 1410 757">March 2025 External Director of Tokyo Tatemono Co., Ltd. (up to the present)</p> <p data-bbox="517 763 1410 842">[Status of Important Concurrent Occupations or Positions at Other Organizations] Outside Director of SHOEI FOODS CORPORATION External Director of Tokyo Tatemono Co., Ltd.</p> <p data-bbox="517 848 1410 904">Ms. Tanouchi will have served as a Director of the Company for two (2) years as of the conclusion of this general meeting of shareholders.</p> <p data-bbox="517 911 1410 967">[Reasons for Presenting Ms. Naoko Tanouchi as a Candidate for Outside Director, and an Outline of Roles She Is Expected to Play]</p> <p data-bbox="517 974 1410 1084">Ms. Naoko Tanouchi has a wealth of experience, abundant track records and extensive insight, including her involvement in M&A at a leading food manufacture, corporate planning, internal auditing, and her work as a company auditor, in addition to great insight in the areas of marketing, M&A, and compliance.</p> <p data-bbox="517 1090 1410 1283">For the realization of the Group Medium- to Long-Term Growth Strategy and the achievement of the Medium-Term Management Plan (2023 to 2026), Ms. Tanouchi is expected to offer pertinent opinions and advice regarding marketing and M&A from her objective and professional standpoint. The Company has determined that she will be an appropriate person to supervise the management of the Group that is aiming to achieve continuous growth in corporate value, and she has thus been presented to the shareholders as a candidate for Outside Director.</p> <p data-bbox="517 1312 1410 1505">[Policy on Her Independence] The Company has determined Ms. Tanouchi is unlikely to have a conflict of interest with shareholders, in light of the “Standards for Independence of Outside Directors” established by the Company. In addition, the Company has notified each of the Tokyo Stock Exchange and the Sapporo Securities Exchange of her designation as an independent officer, given that she satisfies the applicable criteria of independence as stipulated by financial instruments exchanges.</p>

Candidate Number	Name (Date of Birth)	Career Summary, Position and Business Responsibility in the Company (Status of Important Concurrent Occupations or Positions at Other Organizations)
7	 <p data-bbox="325 678 496 707">New candidate</p> <p data-bbox="325 741 496 846">(Candidate for Outside Director/ Independent Officer)</p> <p data-bbox="352 891 469 947">Akihiro Watanabe</p> <p data-bbox="309 981 509 1037">(February 18, 1959) 67 years old</p> <p data-bbox="325 1070 496 1176">Number of Shares Held in the Company 0 shares</p>	<p data-bbox="517 304 1407 333">October 1980 Joined Heiwa Audit Corporation (currently Chuo Audit Corporation)</p> <p data-bbox="517 333 1407 389">July 1990 Partner of Audit Division of Peat Marwick Mitchell & Co. (KPMG LLP) New York Office</p> <p data-bbox="517 389 1407 418">July 1994 Representative Director of KPMG Corporate Finance K.K.</p> <p data-bbox="517 418 1407 448">April 2004 Founder, Representative Director and Partner of GCA Corporation</p> <p data-bbox="517 448 1407 504">November 2008 Independent Director of Indian pharmaceutical company Ranbaxy Laboratories Limited</p> <p data-bbox="517 504 1407 560">September 2016 Outside Director of FamilyMart UNY Holdings Co., Ltd. (currently FamilyMart Co.,Ltd.)</p> <p data-bbox="517 560 1407 589">June 2022 Outside Director of Toshiba Corporation</p> <p data-bbox="517 589 1407 618">January 2024 Chairman of Houlihan Lokey in Japan (up to the present)</p> <p data-bbox="517 618 1407 647">June 2025 Outside Director of Daiichi Sankyo Co., Ltd. (up to the present)</p> <p data-bbox="517 658 1407 741">[Status of Important Concurrent Occupations or Positions at Other Organizations] Chairman of Houlihan Lokey in Japan Outside Director of Daiichi Sankyo Co., Ltd.</p> <p data-bbox="517 752 1407 808">[Reasons for Presenting Mr. Akihiro Watanabe as a Candidate for Outside Director, and an Outline of Roles He Is Expected to Play]</p> <p data-bbox="517 819 1407 902">Mr. Akihiro Watanabe has a wealth of experience and abundant track records as a corporate founder, corporate manager, and certified public accountant, in addition to extensive insight in the areas of M&A, global management, and financial accounting.</p> <p data-bbox="517 913 1407 1099">For the realization of the Group Medium- to Long-Term Growth Strategy and the achievement of the Medium-Term Management Plan (2023 to 2026), Mr. Watanabe is expected to offer pertinent opinions and advice regarding M&A and global management from his objective and professional standpoint. The Company has determined that he will be an appropriate person to supervise the management of the Group that is aiming to achieve continuous growth in corporate value, and he has thus been presented to the shareholders as a candidate for Outside Director.</p> <p data-bbox="517 1111 1407 1413">[Policy on His Independence] Mr. Akihiro Watanabe serves as Chairman of Houlihan Lokey in Japan. Although there currently are transactions between said company and the subsidiaries of the Company, the amount of such transactions in the most recent business term has been less than 0.1% of either the consolidated revenue of the Company or the consolidated operating revenue of said company. Accordingly, the Company has determined Mr. Watanabe is unlikely to have a conflict of interest with shareholders, in light of the “Standards for Independence of Outside Directors” established by the Company. In addition, the Company has notified each of the Tokyo Stock Exchange and the Sapporo Securities Exchange of his designation as an independent officer, given that he satisfies the applicable criteria of independence as stipulated by financial instruments exchanges.</p>

Candidate Number	Name (Date of Birth)	Career Summary, Position and Business Responsibility in the Company (Status of Important Concurrent Occupations or Positions at Other Organizations)
8	 <div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 5px auto;">New candidate</div> <p>(Candidate for Outside Director/ Independent Officer)</p> <p>Koichi Mizutome</p> <p>(January 26, 1968) 58 years old</p> <p>Number of Shares Held in the Company 33,300 shares</p>	<p>April 1991 Joined DENTSU INC.</p> <p>February 1996 Andersen Consulting (currently Accenture Japan Ltd)</p> <p>April 2000 Roland Berger Ltd. (Japanese corporation)</p> <p>January 2005 Managing Partner of Joined Roland Berger Ltd.</p> <p>October 2009 Executive Managing Director and Member of the Board of Enterprise Turnaround Initiative Corporation of Japan (currently Regional Economy Vitalization Corporation of Japan)</p> <p>December 2010 Director and Executive Vice President of Japan Airlines Co., Ltd.</p> <p>June 2013 Senior Managing Executive Officer of World Co., Ltd.</p> <p>February 2015 President and Representative Director of Akindo Sushiro Co., Ltd. (currently FOOD & LIFE COMPANIES LTD.)</p> <p>May 2022 Outside Director of Adastria Co., Ltd. (currently and ST HD Co., Ltd.) (up to the present)</p> <p>October 2024 Representative Director of FOOD & LIFE COMPANIES LTD.</p> <p>December 2024 Director & Special Advisor of FOOD & LIFE COMPANIES LTD.</p> <p>September 2025 Outside Director of I-ne Co., Ltd. (up to the present)</p> <p>[Status of Important Concurrent Occupations or Positions at Other Organizations] Outside Director of and ST HD Co., Ltd. Outside Director of I-ne Co., Ltd.</p> <p>[Reasons for Presenting Mr. Koichi Mizutome as a Candidate for Outside Director, and an Outline of Roles He Is Expected to Play] Mr. Koichi Mizutome has a wealth of experience and abundant track records as a corporate manager and at a global consulting firm, in addition to extensive insight in the areas of global management, M&A, and marketing.</p> <p>For the realization of the Group Medium- to Long-Term Growth Strategy and the achievement of the Medium-Term Management Plan (2023 to 2026), Mr. Mizutome is expected to offer pertinent opinions and advice regarding global management, M&A, and marketing from his objective and professional standpoint. The Company has determined that he will be an appropriate person to supervise the management of the Group that is aiming to achieve continuous growth in corporate value, and he has thus been presented to the shareholders as a candidate for Outside Director.</p> <p>[Policy on His Independence] Mr. Koichi Mizutome was involved in business execution at FOOD & LIFE COMPANIES LTD. until December 2024. No transactions have been or are being made between said company and the Company or the Company's subsidiaries, and the Company has determined Mr. Mizutome is unlikely to have a conflict of interest with shareholders, in light of the "Standards for Independence of Outside Directors" established by the Company. In addition, the Company has notified each of the Tokyo Stock Exchange and the Sapporo Securities Exchange of his designation as an independent officer, given that he satisfies the applicable criteria of independence as stipulated by financial instruments exchanges.</p>

Notes:

- None of the candidates has any special interest in the Company.
- The number of shares held in the Company is the effective number of shares held, including shares held through Sapporo Group's Officer Stock Ownership Plan and Sapporo Group's Employee Stock Ownership Plan. Furthermore, the Company carried out a five-for-one stock split of common stock effective January 1, 2026. The number of shares held in the Company is stated based on the number of shares after the stock split.
- The Company has entered into limited liability contracts, as stipulated in Article 427, Paragraph 1 of the Companies Act, with Mr. Makio Tanehashi, Mr. Ryotaro Fujii, and Ms. Naoko Tanouchi. Should the election of these persons be approved, the Company intends to continue the respective contracts. In addition, should the election of Mr. Akihiro Watanabe and Mr. Koichi Mizutome be approved, the Company also intends to enter into limited liability contracts of a similar kind with them. The amount of limit of liability which is stipulated in these contracts is to be the minimum liability amount which is stipulated in Article 423, Paragraph 1 of the Companies Act.
- The Company has entered into indemnity contracts, as stipulated in Article 430-2, Paragraph 1 of the Companies Act, with Mr. Hiroshi Tokimatsu, Mr. Yoshitada Matsude, Ms. Rieko Shofu, Mr. Makio Tanehashi, Mr. Ryotaro Fujii, and Ms. Naoko Tanouchi. Should the election of these persons be approved, the Company intends to continue the respective contracts. In addition, should the election of Mr. Akihiro Watanabe and Mr. Koichi Mizutome be approved, the Company also intends to enter into indemnity contracts of a similar kind with them. The outline of the indemnity contracts is that the Company will provide compensation for the expenses set forth in Article 430-2, Paragraph 1, Item 1 of the Companies Act and the losses set forth in Item 2 of said Paragraph within the range stipulated by laws and regulations.
- The Company has taken out directors and officers liability insurance (D&O insurance), as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with all Directors as the insured. If elected and appointed to the position of Director, each candidate will be included as the insured under this insurance policy. The Company intends to renew said insurance policy on April 1, 2026. The outline of the

insurance policy is that the insurance company will cover the liability borne by the insured Directors in the course of performance of their duties or for their liability arising from claims in pursuit of that liability, and the insurance policy will be renewed every year. However, the insurance policy does include certain exemption clauses, such as that no compensation will be made for liability attributable to acts in violation of laws or regulations that were carried out with full knowledge of their illegality.

Proposal No. 4 – Election of Three (3) Directors Who Are Audit & Supervisory Committee Members

At the conclusion of this general meeting, the terms of office of all three (3) Directors who are Audit & Supervisory Committee Members (including two (2) Outside Directors) will expire.

The Company therefore proposes the election of three (3) Directors who are Audit & Supervisory Committee Members (including two (2) Outside Directors).

The Company has obtained the approval of the Audit & Supervisory Committee of the Company for submitting this proposal to this general meeting.

The candidates for Director who is an Audit & Supervisory Committee Member are as follows:

Candidate Number	Candidate Attribute	Name	Position and Business Responsibility in the Company	Number of Board of Directors' Meetings Attended (Attendance Rate)	Number of Audit & Supervisory Committee Meetings Attended (Attendance Rate)
1	New candidate Outside Independent	Hisae Kitayama	—	—	—
2	New candidate Outside Independent	Seiko Noda	—	—	—
3	New candidate	Yoichi Kitamura	—	—	—

New candidate: Candidate for new election as a Director who is an Audit & Supervisory Committee Member
 Outside: Candidate for Outside Director Independent: Candidate for Independent Officer

Candidate Number	Name (Date of Birth)	Career Summary, Position and Business Responsibility in the Company (Status of Important Concurrent Occupations or Positions at Other Organizations)
1	 <p data-bbox="320 757 504 786">New candidate</p> <p data-bbox="320 819 504 925">(Candidate for Outside Director/Independent Officer)</p> <p data-bbox="320 969 504 1032">Hisae Kitayama</p> <p data-bbox="320 1070 504 1133">(August 30, 1957) 68 years old</p> <p data-bbox="320 1167 504 1272">Number of Shares Held in the Company 0 shares</p>	<p data-bbox="515 309 1404 730"> October 1982 Joined Asahi & Co. (currently KPMG AZSA LLC) March 1986 Registered as a Certified Public Accountant May 1999 Partner of Asahi & Co. (currently KPMG AZSA LLC) July 2013 Managing Executive Director of KPMG AZSA LLC June 2019 Chair of Kinki Chapter of the Japanese Institute of Certified Public Accountants July 2019 Deputy Chair of the Japanese Institute of Certified Public Accountants June 2020 Outside Director of Tsubakimoto Chain Co. (up to the present) July 2020 Representative of Kitayama Public Accounting Office (up to the present) March 2021 Outside Director of EBARA CORPORATION April 2021 Specially Appointed Professor of Graduate School of University of Hyogo (up to the present) June 2022 Outside Audit & Supervisory Board Member of Daicel Corporation (up to the present) </p> <p data-bbox="515 741 1404 853"> [Status of Important Concurrent Occupations or Positions at Other Organizations] Representative of Kitayama Public Accounting Office Outside Director of Tsubakimoto Chain Co. Outside Audit & Supervisory Board Member of Daicel Corporation </p> <p data-bbox="515 864 1404 1245"> [Reasons for Presenting Ms. Hisae Kitayama as a Candidate for Outside Director Who Is an Audit & Supervisory Committee Member, and an Outline of Roles She Is Expected to Play] Although Ms. Hisae Kitayama has no experience in directly managing a company, she has a wealth of experience, a rich track record, and great insight, including her work as a certified public accountant at an audit firm. She is expected to audit and supervise the performance of duties by Directors of the Company from an objective and fair perspective based on her experience serving in positions such as a partner at a major audit firm, an officer of the Japanese Institute of Certified Public Accountants, and a Chairperson of the Audit Committee. Accordingly, she has been presented to the shareholders as a candidate for Outside Director who is an Audit & Supervisory Committee Member. Furthermore, should Ms. Hisae Kitayama be elected as a Director, she is scheduled to assume the position of Chairperson of the Audit & Supervisory Committee of the Company, subject to a resolution by the Audit & Supervisory Committee following the conclusion of this general meeting of shareholders. </p> <p data-bbox="515 1256 1404 1505"> [Policy on Her Independence] Ms. Hisae Kitayama is currently a Representative of Kitayama Public Accounting Office. No transactions have been or are being made between the said office and the Company or the Company’s subsidiaries, and the Company has determined Ms. Kitayama is unlikely to have a conflict of interest with shareholders, in light of the “Standards for Independence of Outside Directors” established by the Company. In addition, the Company has notified each of the Tokyo Stock Exchange and the Sapporo Securities Exchange of her designation as an independent officer, given that she satisfies the applicable criteria of independence as stipulated by financial instruments exchanges. </p>

Candidate Number	Name (Date of Birth)	Career Summary, Position and Business Responsibility in the Company (Status of Important Concurrent Occupations or Positions at Other Organizations)
2	 <p data-bbox="320 573 504 607">New candidate</p> <p data-bbox="320 640 504 741">(Candidate for Outside Director/ Independent Officer)</p> <p data-bbox="320 775 504 808">Seiko Noda</p> <p data-bbox="320 842 504 898">(February 17, 1964) 62 years old</p> <p data-bbox="320 931 504 1043">Number of Shares Held in the Company 0 shares</p>	<p data-bbox="518 304 624 327">April 1986</p> <p data-bbox="695 304 967 327">Joined The Awa Bank, Ltd.</p> <p data-bbox="518 333 624 356">April 1999</p> <p data-bbox="695 333 1238 378">Registered as a lawyer (Daiichi Tokyo Bar Association)</p> <p data-bbox="695 365 1158 387">Joined Nagasawa & Partners (up to the present)</p> <p data-bbox="518 394 616 416">June 2007</p> <p data-bbox="695 394 1350 416">Outside Audit & Supervisory Board Member of TSUMURA & CO.</p> <p data-bbox="518 423 616 445">June 2018</p> <p data-bbox="695 423 1398 479">Outside Director (Audit & Supervisory Committee Member) of The Awa Bank, Ltd. (up to the present)</p> <p data-bbox="518 486 624 508">April 2023</p> <p data-bbox="695 486 1398 542">Specially Appointed Professor of Hitotsubashi University School of Law (up to the present)</p> <p data-bbox="518 551 1286 573">[Status of Important Concurrent Occupations or Positions at Other Organizations]</p> <p data-bbox="518 580 823 602">Lawyer of Nagasawa & Partners</p> <p data-bbox="518 609 1310 631">Outside Director (Audit & Supervisory Committee Member) of The Awa Bank, Ltd.</p> <p data-bbox="518 640 1398 696">[Reasons for Presenting Ms. Seiko Noda as a Candidate for Outside Director Who Is an Audit & Supervisory Committee Member, and an Outline of Roles She Is Expected to Play]</p> <p data-bbox="518 705 1398 920">Although Ms. Seiko Noda has no experience in directly managing a company, she has a wealth of experience, a rich track record, and great insight as a lawyer. She is expected to audit and supervise the performance of duties by Directors of the Company from an objective and fair perspective based on her experience serving in positions such as an Outside Audit & Supervisory Board Member and Outside Director (Audit & Supervisory Committee Member) at listed companies. Accordingly, she has been presented to the shareholders as a candidate for Outside Director who is an Audit & Supervisory Committee Member.</p> <p data-bbox="518 954 807 976">[Policy on Her Independence]</p> <p data-bbox="518 985 1382 1200">Ms. Seiko Noda is currently a lawyer of Nagasawa & Partners. No transactions have been or are being made between the said law office and the Company or the Company's subsidiaries, and the Company has determined Ms. Noda is unlikely to have a conflict of interest with shareholders, in light of the "Standards for Independence of Outside Directors" established by the Company. In addition, the Company has notified each of the Tokyo Stock Exchange and the Sapporo Securities Exchange of her designation as an independent officer, given that she satisfies the applicable criteria of independence as stipulated by financial instruments exchanges.</p>

Candidate Number	Name (Date of Birth)	Career Summary, Position and Business Responsibility in the Company (Status of Important Concurrent Occupations or Positions at Other Organizations)
3	 <p>New candidate</p> <p>Yoichi Kitamura (June 23, 1970) 55 years old</p> <p>Number of Shares Held in the Company 5,949 shares</p>	<p>April 1993 Joined the Company (former Sapporo Breweries Limited)</p> <p>June 2019 Audit & Supervisory Board Member of YEBISU WINEMART Inspector of SAPPORO VIETNAM LTD.</p> <p>March 2022 Director of Accounting & Finance Department of POKKA SAPPORO Food & Beverage Ltd.</p> <p>March 2024 Director (Member of the Board), Executive Officer, Director of Corporate Planning Department of POKKA SAPPORO Food & Beverage Ltd.</p> <p>March 2025 Director (Member of the Board), Executive Officer of POKKA SAPPORO Food & Beverage Ltd. (up to the present (scheduled to retire at the conclusion of this general meeting))</p> <p>[Reasons for Presenting Mr. Yoichi Kitamura as a Candidate for Director Who is an Audit & Supervisory Committee Member]</p> <p>Mr. Yoichi Kitamura has extensive experience in accounting and finance departments, and has worked on structural reforms and strengthening profitability. He has also served as a Director (Member of the Board) of POKKA SAPPORO Food & Beverage Ltd., possessing a wealth of experience, a rich track record, and great insight. The Company has determined that he can audit and supervise the performance of duties by Directors of the Company from an objective and fair perspective, and he has thus been presented to the shareholders as a candidate for Director who is an Audit & Supervisory Committee Member.</p>

Notes:

- None of the candidates has any special interest in the Company.
- The number of shares held in the Company is the effective number of shares held, including shares held through Sapporo Group's Officer Stock Ownership Plan and Sapporo Group's Employee Stock Ownership Plan. Furthermore, the Company carried out a five-for-one stock split of common stock effective January 1, 2026. The number of shares held in the Company is stated based on the number of shares after the stock split.
- EBARA CORPORATION, where Ms. Hisae Kitayama served as an Outside Director from March 2021 to March 2025, received a recommendation under the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors from the Japan Fair Trade Commission on February 20, 2025. Although she was unaware of this fact until it came to light, she has fulfilled her role, including consistently offering opinions from a legal compliance perspective at the Board of Directors meetings and other meetings. After the fact was discovered, she also fulfilled her role, including offering opinions regarding the prompt investigation of the matter, strengthening internal control systems to prevent recurrence, and ensuring thorough compliance.
- Should the election of Ms. Hisae Kitayama, Ms. Seiko Noda, and Mr. Yoichi Kitamura be approved, the Company intends to enter into limited liability contracts, as stipulated in Article 427, Paragraph 1 of the Companies Act, with them. The amount of limit of liability which is stipulated in these contracts is to be the minimum liability amount which is stipulated in Article 423, Paragraph 1 of the Companies Act.
- Should the election of Ms. Hisae Kitayama, Ms. Seiko Noda, and Mr. Yoichi Kitamura be approved, the Company intends to enter into indemnity contracts, as stipulated in Article 430-2, Paragraph 1 of the Companies Act, with them. The outline of the indemnity contracts is that the Company will provide compensation for the expenses set forth in Article 430-2, Paragraph 1, Item 1 of the Companies Act and the losses set forth in Item 2 of said Paragraph within the range stipulated by laws and regulations.
- The Company has taken out directors and officers liability insurance (D&O insurance), as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with all Directors who are Audit & Supervisory Committee Members as the insured. If each candidate is elected and appointed to the position of Director who is an Audit & Supervisory Committee Member, each candidate will be included as the insured under this insurance policy. The Company intends to renew said insurance policy on April 1, 2026. The outline of the insurance policy is that the insurance company will cover the liability borne by the insured Directors in the course of performance of their duties or for their liability arising from claims in pursuit of that liability, and the insurance policy will be renewed every year. However, the insurance policy does include certain exemption clauses, such as that no compensation will be made for liability attributable to acts in violation of laws or regulations that were carried out with full knowledge of their illegality.

(Reference) Skills Matrix for the Candidates for Director

In the implementation phase of the Group Medium- to Long-Term Growth Strategy, the Company has established a new skill matrix to strengthen the Board of Directors’ diverse and objective supervisory function and to establish a director structure enabling swift and high-quality management decisions. Regarding skills, in addition to the universal “foundational skills” required, the Company has newly identified “strategically essential skills” needed to support growth strategies within the Group’s business domains, and has classified them into two categories totaling 10 items. In order to more clearly disclose the effectiveness of the Board of Directors, the matrix focuses on the skills particularly expected by the Company among those possessed by each candidate for Director.

Foundational skills	Corporate management	For the realization of the Group’s management philosophy, the Company needs Directors who have sufficient experience and track records as managers in order to supervise profitability improvement through business structure transformation, such as the revision of its business portfolio based on the Medium to Long Term Management Policies.
	Financial accounting	For financial policy planning for sustainable growth in corporate value supported by the establishment of a strong financial base, investment for growth with capital control, and the provision of appropriate shareholder returns, the Company needs Directors who have knowledge and experience in accounting and finance.
	Legal Compliance Risk management	For the sustainable growth of the Group, the Company needs Directors who have knowledge and experience in laws and corporate governance in order to improve the effectiveness of business execution based on laws, compliance, corporate governance, and risk management.
	Sustainability	For ensuring both the Group’s sustainable growth and CSR compliance, the Company needs Directors who have knowledge and experience in sustainability in order to address key sustainability issues in its business activities.
	Human resources Human assets*	For the maximization of the value of human assets, which constitute an important management base, the Company needs Directors who have knowledge and track records in the management of diverse human assets in order to achieve its human assets strategy that accelerates the promotion of strategies and build an organization to which each employee can contribute while demonstrating their individuality.
Strategically essential skills	Global management	For the development of overseas business, which the Group positions as a key driver for its medium- to long-term business growth, the Company needs Directors who have knowledge and track records in overseas business operations and business transformation in order to make management decisions based on an understanding of foreign cultures, foreign market trends, country risks, etc.
	Capital market communication	The Company needs Directors who have knowledge and experience in the capital market in order to strengthen efforts toward enhancing corporate value over the medium to long term by fostering trust through ongoing dialogue with the capital market, including investors, effectively disclosing information, and incorporating feedback from the capital market into management decisions.
	M&A Business revitalization	The Company requires the acquisition and enhancement of organizational capabilities necessary for M&A, PMI, business structural reform, and other areas and needs Directors who have knowledge and track records in large-scale M&A, business revitalization, and similar initiatives in order to advance the review of its business portfolio and the strengthening of businesses based on the Medium to Long Term Management Policies.
	Marketing	To deliver quality products and experiences to customers around the world, the Company needs Directors who have expertise in branding, sales, R&D, production technology, and other areas that contribute to its strengths—expanding customer touchpoints and building competitive advantages in growth markets—and who have experience and track records in formulating and executing marketing strategies in the consumer goods business.
	Asset planning	The Company needs Directors who have knowledge and track records in creating value in the real estate business in order to steadily complete the injection of external capital into the real estate business and effectively utilize the real estate held by the Group as a management resource to strengthen brand power in the alcoholic beverages business based on the Medium to Long Term Management Policies.

* The Group uses the term “human assets” (using the Kanji characters “人財,” which mean “human” and “assets”) to represent human resources and regards all employees as “human assets” that are a company’s treasure.

Name	Independence	Knowledge and experience of each Director									
		Foundational skills					Strategically required skills				
		Corporate management	Financial accounting	Legal Compliance Risk management	Sustainability	Human resources Human assets	Global management	Capital market communication	M&A Business revitalization	Marketing	Asset planning
Hiroshi Tokimatsu		○		○						○	○
Yoshitada Matsude			○			○		○			○
Rieko Shofu					○	○	○		○		
Makio Tanehashi (Outside)	○	○		○							○
Ryotaro Fujii (Outside)	○		○					○	○		
Naoko Tanouchi (Outside)	○			○					○	○	
Akihiro Watanabe (Outside)	○	○	○				○	○	○		
Koichi Mizutome (Outside)	○	○					○		○	○	
Hisae Kitayama (Outside)	○		○	○		○					
Seiko Noda (Outside)	○			○	○				○		
Yoichi Kitamura			○	○				○			

Notes:

1. The above information is applicable to the case where all the candidates are elected at this General Meeting of Shareholders.
2. The matrix focuses on the skills particularly expected by the Company among those possessed by each candidate for Director. It does not represent all the skills (knowledge, experience, and capabilities) possessed by each candidate.
3. Ms. Hisae Kitayama, Ms. Seiko Noda, and Mr. Yoichi Kitamura are Directors who are Audit & Supervisory Committee Members.

Proposal No. 5 – Election of One (1) Substitute Director Who Is an Audit & Supervisory Committee Member

The effect of the election of Mr. Takanori Iizuka as a substitute Director who is an Audit & Supervisory Committee Member approved at the 101st Ordinary General Meeting of Shareholders held on March 28, 2025, continues only until the commencement of this general meeting of shareholders. As a precaution against situations in which the number of Directors who are Audit & Supervisory Committee Members falls short of the number provided for in laws and regulations, the Company, again, proposes the election of one (1) substitute Director who is an Audit & Supervisory Committee Member.

The Company has obtained the approval of the Audit & Supervisory Committee for submitting this proposal to this general meeting of shareholders.

The candidate for substitute Director who is an Audit & Supervisory Committee Member is as follows:

Name (Date of Birth)	Career Summary, Position, and Status of Important Concurrent Occupations or Positions at Other Organizations
<p>(Candidate for Substitute Outside Director Who Is an Audit & Supervisory Committee Member)</p> <p>Takanori Iizuka</p> <p>(June 1, 1966) 59 years old</p> <p>Number of Shares Held in the Company 0 shares</p>	<p>April 1996 Registered as a lawyer (Daiichi Tokyo Bar Association) Worked for Harada, Ozaki & Hattori Law Office (currently Ozaki Law Office)</p> <p>April 2009 Iizuka & Partners Law Office (up to the present)</p> <p>October 2009 Seconded to Enterprise Turnaround Initiative Corporation of Japan (currently Regional Economy Vitalization Corporation of Japan)</p> <p>January 2020 Outside Audit & Supervisory Board Member of the Company</p> <p>[Status of Important Concurrent Occupations or Positions at Other Organizations] Attorney-at-law of Iizuka & Partners Law Office Outside Director (Audit and Supervisory Committee Member) of SE Holdings and Incubations Co., Ltd. Intermediary Committee Member of Nuclear Damage Compensation Dispute Resolution Center Outside Director of HOSHI IRYO-SANKI CO, LTD.</p> <p>[Reasons for Presenting Mr. Takanori Iizuka as a Candidate for Substitute Outside Director Who Is an Audit & Supervisory Committee Member, and an Outline of Roles He Is Expected to Play] Although Mr. Takanori Iizuka has no experience in directly managing a company, he is expected to audit and supervise the performance of duties by Directors of the Company from an objective and fair perspective based on his wealth of knowledge and experience as a lawyer with expertise in the field of corporate law, having engaged in efforts involving community revitalization and business rehabilitation support during his eight years at the Enterprise Turnaround Initiative Corporation of Japan (currently, Regional Economy Vitalization Corporation of Japan). Accordingly, he has been presented to the shareholders as a candidate for substitute Outside Director who is an Audit & Supervisory Committee Member.</p> <p>[Policy on His Independence] Mr. Takanori Iizuka satisfies the “Standards for Independence of Outside Directors” established by the Company. Should Mr. Iizuka be appointed to the position of Director who is an Audit & Supervisory Committee Member, the Company intends to designate him as an independent officer as provided for by the rules of the Tokyo Stock Exchange and the Sapporo Securities Exchange, and notify said exchanges of such designation.</p>

Notes:

1. The candidate has no special interest in the Company.
2. Should Mr. Takanori Iizuka assume the position of Director who is an Audit & Supervisory Committee Member, the Company intends to enter into a limited liability contract, as stipulated in Article 427, Paragraph 1 of the Companies Act, with him. The outline of the indemnity contracts is that the Company will provide compensation for the expenses set forth in Article 430-2, Paragraph 1, Item 1 of the Companies Act and the losses set forth in Item 2 of said Paragraph within the range stipulated by laws and regulations.
3. Should Mr. Takanori Iizuka assume the position of Director who is an Audit & Supervisory Committee Member, the Company intends to enter into an indemnity contract, as stipulated in Article 430-2, Paragraph 1 of the Companies Act, with him. The outline of the

indemnity contracts is that the Company will provide compensation for the expenses set forth in Article 430-2, Paragraph 1, Item 1 of the Companies Act and the losses set forth in Item 2 of said Paragraph within the range stipulated by laws and regulations.

4. The Company has taken out directors and officers liability insurance (D&O insurance), as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with all Directors who are Audit & Supervisory Committee Members as the insured. Should Mr. Takanori Iizuka assume the position of Director who is an Audit & Supervisory Committee Member, he will be included as the insured under this insurance policy. The Company intends to renew said insurance policy on April 1, 2026. The outline of the insurance policy is that the insurance company will cover the liability borne by the insured Directors in the course of performance of their duties or for their liability arising from claims in pursuit of that liability, and the insurance policy will be renewed every year. However, the insurance policy does include certain exemption clauses, such as that no compensation will be made for liability attributable to acts in violation of laws or regulations that were carried out with full knowledge of their illegality.

Proposal No. 6 – Partial Revision of Share-based Compensation Plan for Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

1. Reasons for the Proposal and Justification for Its Appropriateness

At its 92nd Ordinary General Meeting of Shareholders held on March 30, 2016, the introduction of a stock-based compensation plan called the Board Benefit Trust, or BBT (the “BBT Plan”), for Directors (excluding Outside Directors) was approved. Its purpose in introducing the BBT Plan was to raise awareness among persons subject to the BBT Plan (the “Group Target Officers”) of the need to contribute to improving business performance and increasing corporate value over the medium to long term by establishing a clearer connection between their compensation and the Company’s business performance and equity value so that they would experience not only the same benefits as shareholders when the share price increased, but also the same risks regarding potential decreases in share price. Subsequently, following approval at the 96th Ordinary General Meeting of Shareholders held on March 27, 2020, the maximum amount of money to be contributed to the trust was set at 446 million yen (*1) over three (3) fiscal years and the maximum number of points to be granted (each point to be converted into one share) as the basis for calculating the number of the Company’s shares, etc. (as defined in 2. below) to be provided to Directors (excluding Directors who are Audit & Supervisory Committee Members and Outside Directors; the same shall apply hereinafter) was set at 92,700 points (*2) per fiscal year.

The Company decided to review the BBT Plan to ensure it would function as an appropriate incentive to improve business performance and increase corporate value over the medium to long term and would more effectively serve its purpose of aligning the interests of Directors with shareholders regarding the equity value. In conjunction with the revision of the BBT Plan, this proposal requests approval for the abolition of the maximum amount of money to be contributed to the trust and the change in the maximum number of points to be granted in connection with the revision of the ratio of the performance-linked compensation for Directors (the “BBT Plan Revision”).

This proposal is deemed appropriate as it aligns with the Company’s policy on determination of details of remuneration for each Director, etc. (as stated in Business Report “Overview of the Company, (3) Status of company officers”), which has been resolved to be amended subject to the condition that the Remuneration Committee has submitted a report deeming the BBT Plan Revision appropriate in light of the purpose, etc. of the BBT Plan, and that this proposal is approved as proposed.

This proposal requests approval for the specific calculation method and details of the amount of remuneration, etc. to be provided to Directors under the BBT Plan, separate from the annual amount of remuneration for Directors approved at the 100th Ordinary General Meeting of Shareholders held on March 28, 2024, which was 500 million yen or less (this amount includes annual remuneration for Outside Directors capped at 100 million yen, and excludes employee salary). The Company would like to request that the details of the BBT Plan be entrusted to its Board of Directors within the scope outlined in 2. below.

If Proposal No. 3 is approved as proposed, the number of Directors subject to the BBT Plan will be three (3).

Please note that the Audit & Supervisory Committee has expressed its opinion that the BBT Plan Revision is appropriate, based on the purpose of the BBT Plan and the decision-making process for this proposal, including the report from the Remuneration Committee.

(*1) The amount also includes contributions allocated for the acquisition of shares intended for provision to Delegated Managing Officers of the Company and certain Directors of its subsidiaries (excluding Outside Directors).

(*2) The Company carried out a five-for-one stock split of common stock effective January 1, 2026; the maximum number of points accounts for this stock split.

2. Specific calculation method and details of the amount of remuneration, etc. under the BBT Plan (major changes are underlined)

The BBT Plan is a stock-based compensation plan whereby a trust (the “Trust,” created in accordance with the BBT Plan) acquires the Company’s shares using money contributed by the Company as funds and provides the Company’s shares and an amount of cash equivalent to the market value of the Company’s shares (collectively, the “Company’s Shares, etc.”) to Directors, in principle upon their retirement.

(1) Persons subject to the BBT Plan	Directors (excluding Directors who are Audit & Supervisory Committee Members and Outside Directors)
(2) Amount of the Trust	<u>In principle, an amount deemed necessary for the Trust to acquire in advance the number of shares reasonably predicted to be necessary for provision to Directors under the BBT Plan in each target period described below (*3) (*4)</u>
(3) Calculation method and maximum limit for the number of the Company’s shares to be provided	<u>With the maximum limit set at 150,000 points per fiscal year</u> , the number of points granted shall be decided according to Director’s respective position, achieved performance level and other factors, based on the Corporate Officer Share-Based Payment Regulations. Each point granted to a Director shall be converted into one (1) share of the Company’s common stock at the time described in (5) below. (*5)
(4) Method of acquiring the Company’s shares	The shares shall be acquired through the stock exchange market or by underwriting the disposition of the Company’s treasury shares, using the money contributed in the manner set forth in (2) as funds. (*6)
(5) Provision of the Company’s Shares, etc.	In principle, when a Director retires and meets the beneficiary requirements stipulated in the Corporate Officer Share-Based Payment Regulations, the number of the Company’s shares calculated in accordance with (3) shall be provided by the Trust to such Director after retirement if such Director completes the stipulated procedures to define the beneficiary. (*7)
(6) Specific calculation method of the amount of remuneration, etc.	The amount of remuneration, etc. received by Directors shall be based on the amount calculated by multiplying the total number of points granted to Directors at the time points are granted by the book value per share of the Company’s shares held by the Trust (provided, however, that the Company’s shares undergo an event such as a stock split, allotment of shares without contribution, or consolidation of shares, the Company will carry out a reasonable adjustment according to the ratio or percentage of the share split, allotment, or consolidation). In cases where cash is exceptionally paid in accordance with the provisions of the Corporate Officer Share-Based Payment Regulations, the amount shall be the sum including such amount when deemed appropriate.
(7) Treatment of dividends	Dividends relating to the Company’s shares in the Trust account shall be received by the Trust and used for purposes such as payment for acquisition of the Company’s shares or trust fees payable to the trustee of the Trust. If the Trust terminates, the dividends, etc. remaining within the Trust shall be provided to Directors in office at the time of termination proportionally, as stipulated in the Corporate Officer Share-Based Payment Regulations, according to the number of points each individual holds.

(*3) At the start of the trust term (in May 2016), the Company contributed to the Trust the funds (446 million yen) necessary to acquire the required shares to provide the Company’s Shares, etc. to Directors pertaining to the three (3) fiscal years from the fiscal year ended at the end of December 2016 to the fiscal year ended at the end of December 2018 (the “Initial Target Period”; the Initial Target Period and subsequent periods of three (3) fiscal years each in principle are referred to as the “Target Period(s)”), within the scope approved by resolution of the General Meeting of Shareholders and the Board of Directors’ meeting. Subsequently, in May 2025, the Company contributed an additional 48 million yen. The Company’s shares and money remaining as assets within the Trust will continue to be used as funds for making provision to Directors according to the BBT Plan after approval of this proposal.

(*4) In the case of making additional contributions in the future, if the Company’s shares (excluding the number of the Company’s shares equivalent to points granted to Directors for each immediately preceding Target Period that have not been provided to such Directors) and money remain as trust assets (the “Remaining Shares, etc.”), the Remaining Shares, etc. will be used as funds for making provision to Director in the relevant Target Period and thereafter, and the Remaining Shares, etc. will be taken into account when calculating the amount of any additional contribution.

When the Company decides to make additional contributions, the Company will make an appropriate disclosure in a timely manner.

- (*5) If the Company's share undergo an event such as a share split, allotment of shares without contribution, or consolidation of shares after approval of this proposal, the Company will carry out a reasonable adjustment concerning the maximum limit for the number of points to be granted, the number of points already granted, or the conversion ratio according to the ratio or percentage of the share split, allotment, or consolidation.
- (*6) If the Company decides to make additional contributions and the Trust acquires the Company's shares, the Company will make an appropriate disclosure of the details in a timely manner.
- (*7) If the requirements separately stipulated in the Corporate Officer Share-Based Payment Regulations are met, in respect of a certain percentage of the points granted to a Director, the Company will pay an amount of cash equivalent to the market value of the Company's shares as of the retirement date of such Director in lieu of the Company's shares. The Trust may sell the Company's shares in order to pay this cash amount.

Reference Judgement on Independence

The Company established the Standards for Independence of Outside Directors in the Basic Policy on Corporate Governance as described below.

Standards for Independence of Outside Directors

1. To qualify as an independent Outside Director (“Independent Officer”), an Outside Director must satisfy the independence standards prescribed by the financial instruments exchanges and must not fall under any of the categories listed in Items (1) through (3) below.
 - (1) A person who currently is or during the past ten years was an executive officer (gyomu shikkou sha) of the Company or its consolidated subsidiaries (collectively, the “Group”) (*1).
 - (2) A person who currently falls under or during the past three years has fallen under any of the following sub-items (i) through (viii).
 - (i) A person for whom the Group is a major business partner, or an executive officer (gyomu shikkou sha) of such a business (*2);
 - (ii) A major business partner of the Group or its executive officer (gyomu shikkou sha) (*3);
 - (iii) A consultant, accounting professional, or legal professional who has obtained from the Group significant amount of money or other property other than officer remuneration, etc. (if a person who has obtained such properties is a corporation, association, or other group, this means a person who belongs to such group) (*4);
 - (iv) A major shareholder of the Group (if such major shareholder is a corporation, an executive officer (gyomu shikkou sha) of such corporation) (*5);
 - (v) In the case where an executive officer (gyomu shikkou sha) of the Company holds the office of Outside Director or Outside Audit & Supervisory Board Member of another company, an executive officer (gyomu shikkou sha) of such other company;
 - (vi) A person who has received large donations from the Group or a Director or other executive officer (gyomu shikkou sha) of a group that has received such donations (*6);
 - (vii) A member, partner, or employee of the audit corporation that is the accounting auditor for the Group; and
 - (viii) A major lender of the Group, or its executive officer (gyomu shikkou sha) (*7)
 - (3) A spouse or a relative in the second degree or closer of any person listed in Item (1) or Item (2) above (excluding any unimportant person).
2. An Independent Officer of the Company must be an Outside Director with respect to whom there is no likelihood of a constant and substantial conflict of interests arising with the entire general shareholders of the Company for any reason other than the reasons considered in Items (1) through (3) of Paragraph 1 above.
3. An Outside Director who falls under any of Items (1) through (3) of Paragraph 1 above may nonetheless be appointed as an Independent Officer of the Company, if the Company considers such Outside Director to be appropriate as an Independent Officer in light of such Outside Director’s personality, insight, etc., on the condition that such Outside Director satisfy the applicable standards of independence specified by the financial instruments exchanges and that a public explanation be given of the reasons why the Company considers such Outside Director to be appropriate as an Independent Officer of the Company.

Notes:

- *1. For any person who was a non-executive Director, an Accounting Advisor (or, if the Accounting Advisor is a juridical person; a member who executes its duties), or an Audit & Supervisory Board Member of the Group at any time over the last ten years, the ten-year period prior to assumption of such office. “Executive officer (gyomu shikkou sha)” means a person stipulated in Article 2, Paragraph 3, Item 6 of the enforcement regulations of the Companies Act.

- *2. “Person having the Group as a major business partner” means a person who has received from the Group payment of an amount equivalent to 2% or more of its annual consolidated sales (annual consolidated revenue) in the most recent fiscal year.
- *3. “Major business partner of the Group” means a person who in the most recent fiscal year made payment to the Group of an amount equivalent to 2% or more of the Company’s annual consolidated revenue.
- *4. “Consultant, accounting professional, or legal professional who has obtained from the Group significant amount of money or other property other than officer remuneration, etc.” means a person who in the most recent fiscal year obtained, other than officers remuneration, etc., money or other property equivalent to 2% of annual consolidated sales (annual consolidated revenue) or ten million yen, whichever is higher, or a member, partner, associate, or employee of any law firm, auditing corporation, tax accountant corporation, consulting firm, or other professional advisory firm that received from the Group payment of an amount equivalent to 2% or more of that firm’s annual total sales in the most recent fiscal year.
- *5. “Major shareholder of the Group” means a person or a corporation who directly or indirectly holds 10% or more of the total voting rights of a company within the Group.
- *6. “Large donation” means a donation that was made in the most recent fiscal year, the amount of which is not less than the higher of (i) ten million yen or (ii) 30% of the average annual expenses for the relevant group.
- *7. “Major lender of the Group” means any financial institution or other major creditor that is essential for the Company’s fund-raising, upon which the Company relies to such extent that such lender is not replaceable.

(Reference) Corporate Governance Digest

1. Basic Approach to Corporate Governance

To embody the Sapporo Group’s management philosophy, fundamental management policy, and basic operating principles and to pursue the sustainable enhancement of corporate value across the entire Group, the Company positions the strengthening and enhancement of the Group’s corporate governance as a key management priority. Under the holding company structure, the Company will clarify the supervisory, business execution, and auditing functions within the Group, striving to enhance management oversight functions to improve management transparency and achieve management objectives.

2. Corporate Governance Structure

To further enhance corporate governance, improve management transparency and efficiency, and enable agile decision-making for greater corporate value, the Company transitioned to a Company with an Audit and Supervisory Committee in March 2020. This transition increased the proportion of independent Outside Directors on the Board of Directors to one-half. Since 2023, independent Outside Directors have constituted a majority on the Board of Directors.

3. Composition of the Board of Directors

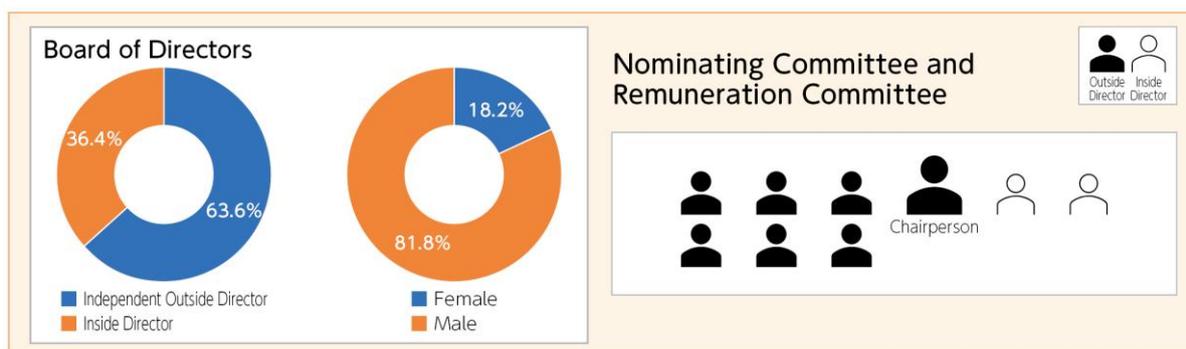
The Company’s Board of Directors is composed of individuals deemed necessary, from the perspective of ensuring a balance of knowledge, experience, and capabilities based on the Skill Matrix, which defines requirements for Company’s Directors, as well as diversity. The Company has established a diverse and transparent structure by appointing independent Outside Directors to constitute a majority on the Board of Directors, and by appointing two female directors, one as an independent Outside Director and one as an Inside Director, in an effort to ensure the effectiveness of the Board of Directors.

4. Advisory Bodies to the Board of Directors

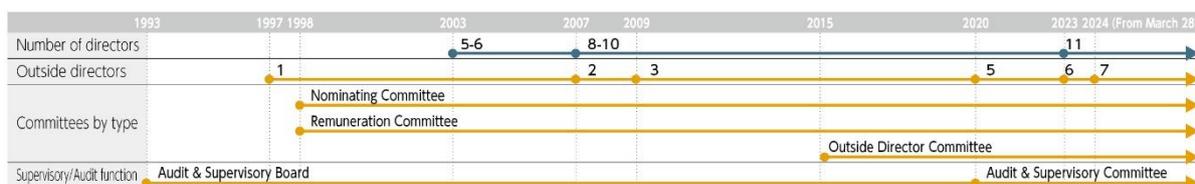
The Company has established a Nominating Committee and a Remuneration Committee as advisory bodies to the Board of Directors to enhance transparency in the appointment and remuneration of Directors and maintain the soundness of the management structure. The Chairpersons of these committees are selected from among the independent Outside Directors. Additionally, the Company has established an Outside Director Committee to facilitate information exchange and shared understanding among independent Outside Directors regarding matters such as management strategy and corporate governance of the Company and the Group.

Composition of the Board of Directors and the Nominating and Remuneration Committees

(As of December 31, 2025)



History of Corporate Governance Reform



Notes:

1. The Company transitioned to a pure holding company structure in 2003.
2. Effective March 2005, the term of office for Directors was shortened to one year.
- * Following the transition to a Company with an Audit and Supervisory Committee on March 27, 2020, the term of office for Directors (excluding those who are Audit & Supervisory Committee Members) became one year.
3. As of March 30, 2023, the independent Outside Directors constitute a majority on the Board of Directors.

5. Cross-shareholdings

(i) Policy on cross-shareholdings

The Company holds shares strategically when it determines that such shareholdings will contribute to enhancing corporate value over the medium to long term. This determination is made from the perspectives of ensuring smooth business continuity and expanding revenue through stronger business relationships. The appropriateness of each cross-shareholding is reviewed annually by the Board of Directors in accordance with the Company's relevant regulations. The benefits and risks associated with cross-shareholdings are comprehensively evaluated through both qualitative business viability assessments (such as transaction scale and future growth potential) and quantitative investment viability assessments (such as comparison with capital costs). Based on these evaluations, the Company remains committed to further reducing holdings that have been identified as candidates for sale.

In accordance with the policies of the Medium-Term Management Plan, the Company has been steadily working to reduce its cross-shareholdings, and in the year ended December 31, 2025, the Company sold shares totaling 9,056 million yen. As a result, the ratio of the book value of cross-shareholdings to the total equity attributable to owners of parent was 14%.

Additionally, while the Company had targeted reducing the ratio of the book value of cross-shareholdings to the total equity attributable to owners of parent to less than 10% by the fiscal year ending December 31, 2026, the total equity attributable to owners of the parent is expected to increase during this period due to the planned injection of external capital into the real estate business. Therefore, after comprehensively considering these impacts, the Company has revised this target ratio to below 5%.

The Company will continue to reduce its cross-shareholding and strive to improve capital efficiency.

(ii) Exercise of voting rights related to cross-shareholdings

In exercising voting rights related to cross-shareholdings, the Company will make decisions on whether to vote for or against proposals from a medium- to long-term perspective, comprehensively taking into account its holding policy and the collective interests of shareholders in its investee companies. The Company will engage in dialogue with investee companies as necessary regarding the content of proposals and other matters.

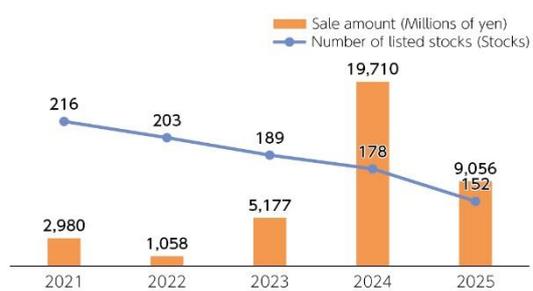
(iii) Number of listed stocks, balance sheet carrying amount, and total equity attributable to owners of parent

	FY2022	FY2023	FY2024	FY2025
Number of listed stocks	203	189	178	152
Balance sheet carrying amount (a)	47,047 million yen	48,375 million yen	31,902 million yen	31,402 million yen
Total equity attributable to owners of parent (b)	166,310 million yen	182,315 million yen	196,030 million yen	218,862 million yen
(a)/(b)	28%	27%	16%	14%

FY2026 target
Less than 5%

Note: The number of listed stocks and balance sheet carrying amount apply to the Company and Sapporo Breweries Limited (the company with the largest balance sheet carrying amount for investment securities among the Company and consolidated subsidiaries).

(iv) Trends in sales amount and number of number of listed stocks



Note: Sales amount and number of listed stocks apply to the Company and Sapporo Breweries Limited (the company with the largest balance sheet carrying amount for investment securities among the Company and consolidated subsidiaries).

Business Report

(From January 1, 2025 to December 31, 2025)

1. Review of Sapporo Group Operations

(1) Operations and Operating Results

The Sapporo Group resolved, on December 24, 2025, to enter into a series of transactions (the “Transactions”) including an investment in the Company’s wholly owned subsidiary SAPPORO REAL ESTATE CO., LTD. (“SRE”) by SPARK LLC, an entity jointly invested in by PAG Investment Management Limited and Kohlberg Kravis Roberts & Co. L.P., or the funds their related parties advise on or operate, and executed an agreement related to the Transactions.

Accordingly, a portion of the real estate business has been classified as discontinued operation, and the same presentation has been applied to both the current and previous fiscal years. For revenue, core operating profit, and operating profit, the amounts for continuing operations, excluding discontinued operations, are presented. Profit attributable to owners of the parent is presented as a combined figure for continuing and discontinued operations. For details on discontinued operations, please refer to “VIII. Notes on Discontinued Operations” in “Matters omitted from the written convocation notice to be delivered” of Notice of Convocation of the 102nd Ordinary General Meeting of Shareholders.

Furthermore, ahead of the Transactions, the Company plans to transfer 30% of SRE’s trust beneficiary rights in Yebisu Garden Place, along with Ginza Place, and part of Sapporo Garden Park to Sapporo Breweries Limited, another wholly owned subsidiary.

In addition, the Sapporo Group previously reported three segments: Alcoholic Beverages, Food & Beverages and Real Estate. From the fiscal year under review, it has changed to two segments: Alcoholic Beverages and Food & Beverages.

During the fiscal year under review, the economic environment remained uncertain due to factors such as prolonged geopolitical risks, rising prices caused by surging raw material and energy costs, and concerns about the impact of U.S. tariff policies and other factors on the global economy.

Amid such circumstances, in the third year of its Medium-Term Management Plan (2023 to 2026), the Group has been steadily achieving results by advancing initiatives aimed at further enhancing profitability through decisive structural reform and accelerated growth.

Consolidated revenue decreased year on year, despite strong beer sales in the domestic market and increased revenue from the price revision in April, due to the impact of decreased revenue resulting from structural reforms in the food & beverages business.

Consolidated core operating profit increased year on year, mainly due to higher sales in the alcoholic beverages business, as well as the effects of cost structure reforms in the food & beverages business and a rebound effect following IT investments in the previous fiscal year.

Consolidated operating profit increased year on year, mainly due to the rebound from the impairment loss on goodwill recorded in the previous fiscal year upon the acquisition of stock in STONE BREWING CO., LLC.

Profit attributable to owners of parent increased year on year, as the increase in consolidated operating profit and other factors outweighed the decrease in exchange rate gains from the fiscal year due to fluctuations in exchange rates.

(2) Issues to be Addressed by the Group

(i) Management philosophy and value provided

Sapporo Group has established 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 its fundamental

management policy of “striving to maintain integrity in corporate conduct that reinforces stakeholder trust and aim to achieve continuous growth in corporate value.”

[Our Value]

Through the Time and Space where all our businesses provide, the Group contribute to Well-being of People and Local Communities

Utilizing the assets of “Highly Unique Brands” and “Engaging with customers and communities,” Sapporo Group has created a unique brand experience in 2 domains: “time” and “space.”

With the essence of “richness” that changes with the times, the Group will contribute to the “richness” of nature, society, and the spirit that will lead to tomorrow.

(ii) Medium-Term Management Plan (2023 to 2026)

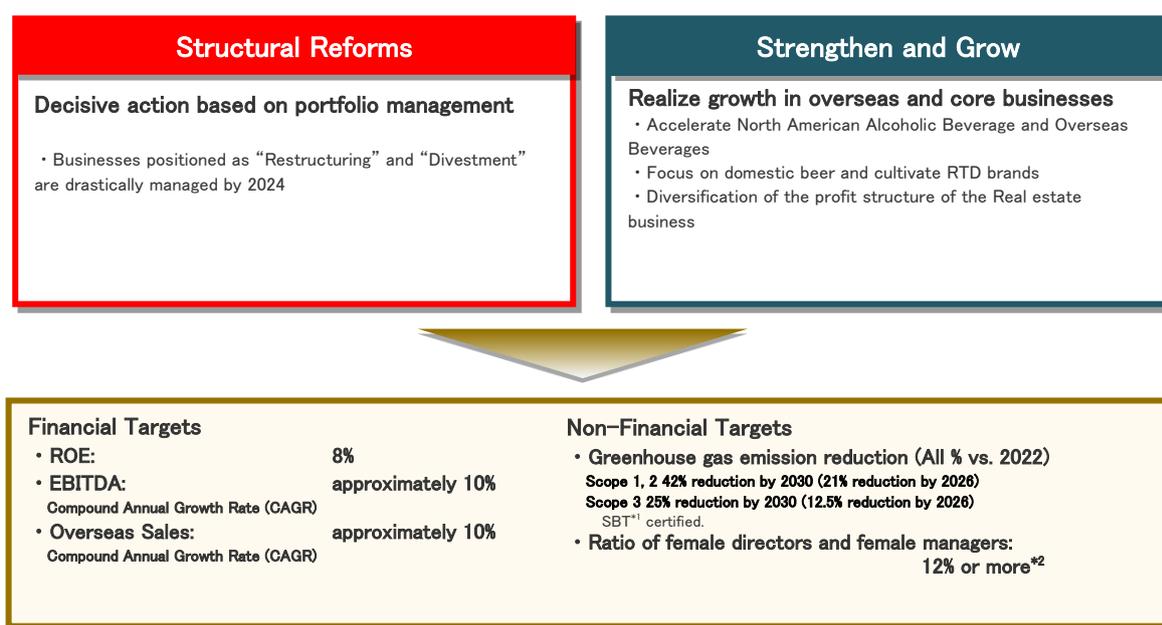
Since its foundation in 1876, the Company has constantly driven various innovations and delivered products and services that have enriched customers’ lives. This year, the Company will mark its 150th anniversary.

In order to keep demonstrating its exclusive value to society beyond 150 years, the Company has developed a management plan for the four (4) year period from 2023 to 2026. The key points of this plan are a revision of business portfolio, realizing group management aligned with the positioning of each of businesses, and increasing corporate value through higher capital efficiency. As a result of steadily advancing these initiatives, the Company achieved the 8% ROE financial target for 2026 set in this plan one year ahead of schedule, in 2025. The Company will continue to reliably meet the expectations of stakeholders.

For the detail, please refer to the website: https://www.sapporoholdings.jp/en/news/items/20221109_sh_en_2.pdf

<Essentials of Medium-Term Management Plan (2023 to 2026)>

<Basic Policy> Beyond 150 – New Growth Through Business Structure Transformation –



*1 SBT (Science Based Targets) The greenhouse gas emission reduction target set by a company consistent with the level required by the Paris Agreement.
*2 Results at the end of September 2022: 8.3% for female directors and 5.4% for female managers.

(iii) Promotion of sustainability management

In response to changes in social conditions and the business environment surrounding the Sapporo Group, the Group has established key sustainability issues under the Sapporo Group Sustainability Policy, focusing on “harmony with the environment,” “co-prosperity with society,” and “active role played by human assets.” Among them, “realization of a decarbonized society,” “realization of a society in harmony with nature,” “co-prosperity with local communities,” “promotion of responsible drinking,” and “active role played by diverse human assets” are positioned as the most important issues for management. For each of the nine priority issues, the Group has set targets and is monitoring progress toward achieving them.

The Company endorses the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD), and is actively disclosing information regarding the assessment and management of risks and opportunities for its corporate activities related to climate change and natural capital. Sapporo Group will continue to work in partnership with its employees around the world and with its stakeholders to create both social and economic value, and to help realize a sustainable society.

For the detail, please refer to the website: <https://www.sapporoholdings.jp/en/sustainability/>

(iv) Human assets strategy

In order to realize the basic policy of the Mid-Term Management Plan (2023 to 2026), “Beyond 150 - New Growth Through Business Structure Transformation -,” the Group has positioned “human assets,” the source of all value creation, as an important management foundation and formulated a human assets strategy. The human assets strategy is based on Sapporo Group’s strengths since its founding, which are rooted in Hokkaido’s “Kaitakushi (a government agency established to develop Hokkaido).” Its goal is for the Group’s diverse human assets to “become a transboundary group that leverages differences and takes on the challenge of change” so that the Group can continue to create new value in response to changes in the business environment. Sapporo Group has chiefly identified “actively investing for speedy growth,” “fostering management talent,” “promoting diversity,” “agile utilization of human resources internally and externally,” and “increasing engagement and promoting health” as five priority measures, and ensures support for the execution of management strategies through more specific action plans and KPIs.

For the detail, please refer to the website: <https://www.sapporoholdings.jp/en/sustainability/human/>

(v) Promotion of DX

The Company has been promoting the development of human assets and infrastructure related to DX and IT, based on the “Sapporo Group DX Policy” announced in March 2022.

In the development of human assets, the Company has been continuously implementing company-wide e-learning and selective training programs in order to develop the DX talents of all employees and make them “DX human assets.” The Company has also fully launched the Sapporo Data Factory, its group-wide data utilization platform. By establishing an environment capable of integrating and analyzing internal data such as shipping information with open data such as meteorological information, the Company is advancing the speed and sophistication of decision-making.

Furthermore, the Company has adopted SAPPORO Group’s proprietary generative AI tool, SAPPORO AI-Stick (“Aibo”), across the entire company to accelerate operational efficiency and the creation of new value. Furthermore, the Company has been also promoting the expansion of customer touchpoints, business growth, and work-style reform through the utilization of AI and data, and will enhance corporate value through digital transformation.

[Sapporo Group DX Policy (Overview)]

Policy (1) Increase Customer Contact Points: Become connected with, deepen understanding of, and stay at the side of customers

Policy (2) Expand Existing and New Businesses: Create customer-centered and well-thought-out new value and strengthen earning power

Policy (3) Workstyle Transformation: Make jobs more comfortable and enjoyable, with work Sapporo Group can take pride in, so that it can continue growing along with every stakeholder involved

For the detail, please refer to the website: <https://www.sapporoholdings.jp/news/dit/?id=8912> (in Japanese)

(vi) Financial strategy

Under the theme “Focus on Sustainable Growth and Capital Efficiency,” the Company will enhance capital efficiency by strengthening profitability through structural reform and business growth, as well as review of assets and the business portfolio, and will ensure the improvement of corporate value.

With respect to financial soundness, the Company, in principle, will maintain its current credit rating levels. With respect to investments, the Company will promote growth by prioritizing investments overseas while maintaining a balance with operating cash flow and promote sustainability-related investments as well. In addition, the Company will flexibly respond to growth investment opportunities, including M&A, to the extent the Company can maintain its current credit rating levels.

The Company regards the return of profits to shareholders as an important management policy, and the Company takes the basic policy of paying stable dividends in consideration of its business performance and financial condition. Based on the performance forecast revised in November 2025, the year-end dividend for 2025 has been revised upward from the previously forecast 60 yen per share to 90 yen per share. As for the level of dividends going forward, based on the change to dividend policy in December, the Company will aim for a DOE* of 3% or higher, targeting a DOE of 4% or higher by 2030.

* DOE = Amount of dividends/Total equity attributable to owners of parent (beginning and ending period average)

(vii) Issues to be addressed in the principal business lines of Sapporo Group

Domestic business	<p>[Domestic]</p> <ul style="list-style-type: none">● Achieve growth exceeding total demand by strengthening investment in beer categories, centered on Black Label and YEBISU, in anticipation of the 2026 liquor tax revision● Further growth and profit improvement in RTD through portfolio expansion, including nurturing the strong Koime brand and new offerings in the sugar-free beverage market● Further strengthen profitability through cost structure reforms <p>[Restaurants]</p> <ul style="list-style-type: none">● Enhance customer experience value to gain repeat customers and strengthen brand power● Strengthen functions as customer touchpoints and a base to promote the attractiveness of brand in the alcoholic beverages business <p>[Food & Beverages (Japan)]</p> <ul style="list-style-type: none">● Expand total lemon demand by securing stable domestic lemon ingredients and providing value centered on functional appeal● Review business structure thoroughly to improve the profitability of soup and beverages businesses
Overseas business	<p>[Alcoholic Beverages]</p> <ul style="list-style-type: none">● U.S.: Promote the growth of SAPPORO PREMIUM BEER and further structural reforms● Canada: Reinvigorate the Sleeman brand and strengthen non-alcoholic RTD initiatives● Asia and Europe: Strengthen revenue base through a business structure review, including alliances <p>[Beverages]</p> <ul style="list-style-type: none">● Singapore: Maximize profits by expanding market share through strengthening the Zero-sugar tea and low-sugar tea categories and optimizing sales expenses● Malaysia: Improve profitability by reviewing the product portfolio and strengthening alliances

Note:1 The existing reportable segments of Alcoholic Beverages and Food & Beverages will be changed to the Domestic Business and Overseas Business starting from the first quarter of the fiscal year ending December 2026. After the change, the Domestic Business reportable segment consists of Alcoholic Beverages (Japan), Restaurants, and Food & Beverages (Japan), while the Overseas Business reportable segment consists of Alcoholic Beverages (Overseas) and Overseas Beverages.

For the detail, please refer to the website:

https://www.sapporoholdings.jp/en/news/items/e_seg_260213.pdf

Note:2 As stated in the “Notice of Change Regarding Consolidated Subsidiary Following Injection of External Capital into the Real Estate Business” announced on December 24, 2025, the Company has classified the real estate business as discontinued operation starting from the fiscal year under review, following a series of transactions related to the real estate business.

For the detail, please refer to the website:

https://www.sapporoholdings.jp/en/news/items/1_en_re_251224.pdf

(viii) Group Medium- to Long-Term Growth Strategy

The Company announced the “Notice of Medium to Long Term Management Policies for Increasing Group-wide Corporate Value” on February 14, 2024, and subsequently announced the Group Medium- to Long-Term Growth Strategy” on February 14, 2025, as a concrete strategy based on these policies. The following is a summary of the strategy.

1. Medium- to long-term vision and outline of the strategy

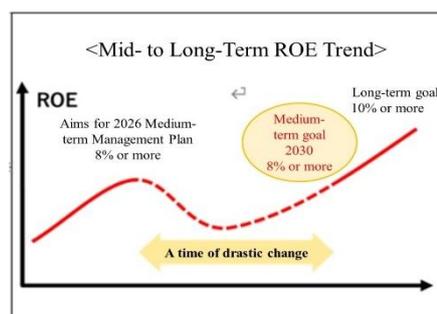
Its medium- to long-term vision is to deliver quality products and experiences to customers around the world. To achieve this vision, the Company will implement the following five strategies.

Outline of Strategy	Policies and Targets
(i) Bonds with Community (Offering exciting experiences and new services)	Aim for a 25% share of the domestic beer market and a 10% or more profit margin in the domestic alcoholic beverages business in 2030 by doubling marketing investment in flagship brands and expanding customer touchpoints, primarily through the restaurant business.
(ii) Healthier Choice (Providing healthier options)	Japan: Promote health functional value by strengthening development system for non-alcoholic ready-to-drink (RTD) products and integrating the alcoholic beverages and soft drinks businesses organizationally. North America: Expand the availability of non-alcoholic beers.
(iii) Efficient Foundation (Organizational reform to implement growth strategy)	Transition to a business holding company structure scheduled for July 2026. The new structure consisting of two business divisions, one for domestic operations and one for international operations, to improve management efficiency, strengthen governance, and continue to invest in human assets.
(iv) Strategic Alliance (Building strategic partnerships)	US: Implement structural reforms and explore strategic alliances with other companies to build a foundation for growth of the Sapporo brand. Vietnam: Aim for market expansion in cooperation with Carlsberg in both manufacturing and sales.
(v) Inorganic Growth (Inorganic growth)	Consider growth investments, including large-scale M&A, to utilize external funds injected into the real estate business. Determine and execute investments by defining key focus areas such as delivering customer experience value, strengthening the RTD business, and enhancing overseas business.

2. Financial Strategy

The Company sets a long-term goal of ROE of 10% or more and aims to improve capital efficiency through financial management using ROIC as an indicator. The Company will also maintain financial security credit rating (‘A’ or higher) necessary for achieving sustainable growth, while implementing appropriate cash allocation.

Furthermore, the Company will strive to further enhance its profitability through the strategies outlined above, targeting an average annual growth rate of approximately 10% in operating profit from 2024 to 2030. Although ROE is expected to temporarily decline due to the expected capital increase from the off-balance treatment of the real estate business after 2026, the Company aims to accelerate profit growth and further improve capital efficiency from a long-term perspective by investing capital in growth investments in the alcoholic beverages business.



This upcoming medium-term period will be a time of drastic change during which the Company’s financial structure will undergo significant modifications depending on the strategies it chooses. Therefore, the Company will consider the financial targets for 2030 during the process of formulating the next Medium-Term Management Plan.

(ix) Medium-Term Management Plan (2027 to 2030)

The Company is currently formulating a Medium-Term Management Plan for the four (4) year period from 2027 to 2030. The Company plans to transition to a business holding company structure in July 2026. In the Medium-Term Management Plan starting in 2027, the Company will consolidate the Group's comprehensive strengths to focus its investments on growth areas, strengthen revenue structure, and pursue initiatives aimed at the sustained enhancement of corporate value. The detailed content is scheduled to be finalized during FY2026. The Company will promptly announce it once finalized. The Company will continue to strive for transparent information disclosure to its shareholders.

Consolidated Statement of Financial Position

(As of December 31, 2025)

(Million Yen)

Item	102nd business term (As of December 31, 2025)	(Reference) 101st business term (As of December 31, 2024)	Item	102nd business term (As of December 31, 2025)	(Reference) 101st business term (As of December 31, 2024)
[Assets]			[Liabilities]		
Current assets	340,461	193,918	Current liabilities	217,757	207,007
Cash and cash equivalents	22,360	24,140	Trade and other payables	36,423	38,027
Trade and other receivables	94,523	99,458	Bonds and borrowings	51,389	56,996
Inventories	45,687	58,148	Lease liabilities	3,561	3,741
Other financial assets	3,091	6,178	Income taxes payable	3,667	7,485
Other current assets	6,220	5,340	Other financial liabilities	26,386	32,060
Subtotal	171,881	193,265	Provisions	8,412	8,272
Assets held for sale	168,580	653	Other current liabilities	58,793	60,426
Non-current assets	313,229	471,045	Subtotal	188,632	207,007
Property, plant, and equipment	144,970	157,799	Liabilities directly associated with assets held for sale	29,125	-
Investment property	82,607	209,176	Non-current liabilities	215,815	260,799
Goodwill	22,509	22,362	Bonds and borrowings	119,199	148,117
Intangible assets	5,820	6,279	Lease liabilities	24,396	27,730
Investments accounted for using equity method	86	1,323	Other financial liabilities	49,546	60,987
Other financial assets	52,145	67,528	Retirement benefit liability	2,647	3,297
Retirement benefit asset	-	409	Provisions	2,100	2,146
Other non-current assets	3,058	3,403	Other non-current liabilities	616	936
Deferred tax assets	2,034	2,766	Deferred tax liabilities	17,312	17,585
			Total liabilities	433,572	467,805
			[Equity]		
			Share capital	53,887	53,887
			Capital surplus	40,901	40,832
			Treasury shares	(1,633)	(1,722)
			Retained earnings	85,689	65,268
			Other components of equity	40,019	37,766
			Total equity attributable to owners of parent	218,862	196,030
			Non-controlling interests	1,256	1,127
			Total equity	220,117	197,157
Total assets	653,690	664,963	Total liabilities and equity	653,690	664,963

Consolidated Statement of Profit or Loss

(From January 1, 2025 to December 31, 2025)

(Million Yen)

Item	102nd business term (From January 1, 2025 to December 31, 2025)	(Reference) 101st business term (From January 1, 2024 to December 31, 2024)
Continuing operations		
Revenue	506,861	512,434
Cost of sales	339,815	353,002
Gross profit	167,046	159,433
Selling, general, and administrative expenses	142,038	142,605
Other operating income	3,868	6,367
Other operating expenses	4,439	17,549
Operating profit	24,437	5,645
Finance income	2,379	5,041
Finance costs	4,128	3,492
Share of profit of investments accounted for using equity method	15	23
Profit before tax	22,704	7,217
Income tax expense	7,612	4,456
Profit from continuing operations	15,092	2,761
Discontinued operations		
Profit from discontinued operations	4,444	5,010
Profit	19,536	7,771
Profit attributable to		
Owners of parent	19,498	7,714
Non-controlling interests	39	57
Profit	19,536	7,771

Consolidated Statement of Changes in Equity

(From January 1, 2025 to December 31, 2025)

(Million Yen)

	Share capital	Capital surplus	Treasury shares	Retained earnings	Other components of equity				
					Exchange differences on translation of foreign operations	Effective portion of net change in fair value of cash flow hedges	Financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Total
Balance as of January 1, 2025	53,887	40,832	(1,722)	65,268	12,858	–	24,908	–	37,766
Profit				19,498					–
Other comprehensive income					1,783	3	5,968	(521)	7,233
Comprehensive income	–	–	–	19,498	1,783	3	5,968	(521)	7,233
Purchase of treasury shares			(60)						–
Disposal of treasury shares		37	149						–
Dividends				(4,057)					–
Share-based payment transactions		31							–
Transfer to retained earnings				4,980			(5,501)	521	(4,980)
Total transactions with owners	–	68	89	923	–	–	(5,501)	521	(4,980)
Balance as of December 31, 2025	53,887	40,901	(1,633)	85,689	14,641	3	25,375	–	40,019

	Total equity attributable to owners of parent	Non-controlling interests	Total equity
Balance as of January 1, 2025	196,030	1,127	197,157
Profit	19,498	39	19,536
Other comprehensive income	7,233	99	7,332
Comprehensive income	26,731	138	26,869
Purchase of treasury shares	(60)	–	(60)
Disposal of treasury shares	186	–	186
Dividends	(4,057)	(9)	(4,066)
Share-based payment transactions	31	–	31
Transfer to retained earnings	–	–	–
Total transactions with owners	(3,899)	(9)	(3,908)
Balance as of December 31, 2025	218,862	1,256	220,117

Non-Consolidated Balance Sheet

(As of December 31, 2025)

(Million Yen)

Item	102nd business term (As of December 31, 2025)	(Reference) 101st business term (As of December 31, 2024)	Item	102nd business term (As of December 31, 2025)	(Reference) 101st business term (As of December 31, 2024)
[Assets]			[Liabilities]		
Current assets	32,627	36,924	Current liabilities	67,702	64,560
Cash and deposits	2,502	2,925	Short-term borrowings	20,880	15,960
Trade accounts receivable	903	857	Current portion of bonds	10,000	20,000
Advance payments to suppliers	1	1	Current portion of long-term borrowings	20,000	15,500
Prepaid expenses	277	2	Commercial papers	6,000	7,000
Accounts receivable - other	2,163	951	Accounts payable - other	2,016	1,716
Short-term loans receivable	26,133	32,184	Accrued expenses	155	152
Other	648	5	Income taxes payable	-	396
			Accrued consumption taxes	61	106
			Deposits received	8,442	3,630
			Provision for bonuses	148	100
Non-current assets	315,917	340,744	Non-current liabilities	123,049	150,583
Property, plant, and equipment	688	23	Bonds payable	30,000	40,000
Buildings	16	23	Long-term borrowings	89,300	108,300
Machinery and equipment	0	0	Provision for share awards for directors (and other officers)	286	294
Tools, furniture, and fixtures	401	1	Deferred tax liabilities	3,429	1,945
Construction in progress	271	-	Asset retirement obligations	-	9
Intangible assets	2,951	154	Other	35	35
Software	2,951	154			
Investments and other assets	312,278	340,567	Total liabilities	190,751	215,143
Investment securities	5,563	4,391	[Net Assets]		
Shares of subsidiaries and associates	110,434	123,494	Shareholders' equity	155,201	160,799
Long-term loans receivable	192,100	210,434	Share capital	53,887	53,887
Long-term prepaid expenses	1	2	Capital surplus	46,761	46,724
Prepaid pension costs	3,772	3,655	Legal capital surplus	46,544	46,544
Other	409	426	Other capital surplus	217	180
Allowance for doubtful accounts	-	(1,834)	Retained earnings	56,187	61,912
			Legal retained earnings	6,754	6,754
			Other retained earnings	49,433	55,157
			General reserve	16,339	16,339
			Retained earnings brought forward	33,094	38,818
			Treasury shares	(1,633)	(1,722)
			Valuation and translation adjustments	2,592	1,725
			Valuation difference on available-for-sale securities	2,592	1,725
			Total net assets	157,793	162,524
Total assets	348,544	377,668	Total liabilities and net assets	348,544	377,668

Non-Consolidated Statement of Income

(From January 1, 2025 to December 31, 2025)

(Million Yen)

Item	102nd business term (From January 1, 2025 to December 31, 2025)	(Reference) 101st business term (From January 1, 2024 to December 31, 2024)
Operating revenue	10,047	14,337
Managing revenue from operating companies	8,060	8,028
Dividend income from subsidiaries and associates	–	5,772
Other	1,987	537
Operating expenses	9,542	7,781
General and administrative expenses	9,542	7,781
Operating profit	505	6,556
Non-operating income	1,664	1,448
Interest and dividend income	1,540	1,283
Other revenue	123	165
Non-operating expenses	1,685	1,738
Interest expenses	1,334	1,144
Commission expenses	2	3
Foreign exchange losses	222	369
Provision of allowance for doubtful accounts	–	96
Other expenses	127	126
Ordinary profit	483	6,265
Extraordinary income	698	1,084
Gain on sale of investment securities	434	1,084
Gain on extinguishment of tie-in shares	264	–
Extraordinary losses	2,697	4,180
Loss on debt waiver for subsidiary	–	4,167
Loss on sale of receivables	2,581	–
Other	115	13
Profit (loss) before income taxes	(1,516)	3,169
Income taxes - current	(1,132)	458
Income taxes - deferred	1,283	(22)
Profit (loss)	(1,668)	2,733

Notes to Consolidated Financial Statements

I. Significant Matters that Serve as the Basis for Preparation of Consolidated Financial Statements

1. Basis of Preparation

The consolidated financial statements of the Company and its subsidiaries (collectively the “Group”) are prepared in accordance with International Financial Reporting Standards (“IFRS Accounting Standards”), pursuant to Article 120, Paragraph 1 of the Regulation on Corporate Accounting. Certain disclosure items required by IFRS Accounting Standards are omitted pursuant to the latter part of that paragraph.

2. Scope of Consolidation

Number of consolidated subsidiaries: 36 companies

Major consolidated subsidiaries are as described in Business Report 1. Overview of Sapporo Group Operations (7) Status of significant subsidiaries, etc.

During the fiscal year under review, the Company has excluded Sapporo Group Management Co., Ltd., which was dissolved through an absorption-type merger with Sapporo Holdings Limited as the surviving company, ANCHOR BREWING COMPANY, LLC, which was liquidated, and Shinsyu-ichi Miso Co., Ltd., whose shares were sold, from the scope of consolidation.

3. Application of Equity Method

Number of affiliates accounted for under the equity method: 2 companies

Major affiliates accounted for under the equity method are as described in Business Report 1. Overview of Sapporo Group Operations (7) Status of significant subsidiaries, etc.

4. Material Accounting Policies

(1) Financial assets

(i) Initial recognition and measurement

Financial assets are classified as either financial assets measured at fair value through profit or loss or other comprehensive income, or as financial assets measured at amortized cost. The Group determines the classification at initial recognition of financial assets.

The Group recognizes financial instruments on the transaction date on which it becomes a party to the contract for the financial asset.

Financial assets are classified as financial assets measured at amortized cost when both of the following conditions are met. In all other cases, they are classified as financial assets measured at fair value.

- The financial asset is within a business model whose objective is to hold financial assets in order to collect contractual cash flows.
- Contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Equity instruments measured at fair value are individually designated as measured either through profit or loss or through other comprehensive income. Such designation is applied on an ongoing basis.

(ii) Subsequent measurement

For equity instruments designated as measured at fair value through other comprehensive income, changes in fair value are recognized in other comprehensive income. When an equity instrument designated as measured at fair value through other comprehensive income is derecognized, the cumulative fair value changes are transferred from other comprehensive income to retained earnings. Dividends on equity instruments measured at fair value through other comprehensive income are recognized in profit or loss of the reporting period.

(iii) Impairment

For financial assets measured at amortized cost, a loss allowance is recognized for expected credit losses.

The Group assesses at the end of each reporting period whether the credit risk on each financial asset has increased significantly since initial recognition. If the credit risk has not increased significantly, an amount equivalent to 12-month expected credit losses is recognized as allowance for doubtful accounts. If the credit risk has increased significantly since initial recognition, an amount equivalent to lifetime expected credit losses is recognized as allowance for doubtful accounts.

(2) Financial liabilities

(i) Initial recognition and measurement

Financial liabilities are classified as either financial liabilities measured at fair value through profit or loss or as financial liabilities measured at amortized cost. The Group determines the classification at initial recognition of financial liabilities.

(ii) Subsequent measurement

Measurement of financial liabilities after initial recognition is determined as follows according to their classification.

(a) Financial liabilities measured at fair value through profit or loss

Financial liabilities measured at fair value through profit or loss are subsequently measured at fair value. After initial recognition, the portion of changes in fair value and interest expense related to changes in the Group's credit risk is recognized in other comprehensive income on the consolidated statement of comprehensive income, with the remaining amount recognized in profit or loss.

(b) Financial liabilities measured at amortized cost

After initial recognition, financial liabilities measured at amortized cost are measured at amortized cost using the effective interest method. Amortization under the effective interest method and gains or losses on derecognition are recognized in profit or loss on the consolidated statement of profit or loss.

(3) Derivatives and hedge accounting

The Group utilizes derivatives, such as forward foreign exchange contracts, to hedge foreign exchange and other risks. These derivatives are initially measured at fair value when the contract is entered into, and are subsequently measured at fair value. Changes in the fair value of derivatives are recognized in profit or loss on the consolidated statement of profit or loss. However, the effective portion of cash flow hedges is recognized in other comprehensive income on the consolidated statement of comprehensive income.

(4) Inventories

Inventories are measured at the lower of acquisition cost and net realizable value. The cost is determined based on the specific identification method for inventory items that are not interchangeable, and for inventory items that are interchangeable, the weighted average method is primarily used. Net realizable value is the estimated selling price in the ordinary course of business less estimated costs of completion and estimated selling expenses.

(5) Property, plant, and equipment

The Group adopts the cost model for measuring property, plant, and equipment.

Depreciation is calculated by systematically allocating the depreciable amount, which is the acquisition cost less the residual value as of the end of the period, using the straight-line method for all property, plant, and equipment other than land.

The estimated useful lives of major property, plant, and equipment are as follows.

Buildings and structures	2-65 years
Machinery, equipment, and vehicles	2-20 years
Tools, furniture, and fixtures	2-20 years

The residual value, useful life, and depreciation method of assets are reviewed at the end of each fiscal year. Any changes to these are accounted for as changes in accounting estimates.

- (6) **Investment property**
Investment property is measured using the cost model, in the same manner as property, plant, and equipment.
The estimated useful life of major investment properties is 2-65 years.
The residual value, useful life, and depreciation method of investment properties are reviewed at the end of each fiscal year. Any changes to these are accounted for as changes in accounting estimates.
- (7) **Intangible assets**
Intangible assets are measured using the cost model.
Intangible assets acquired separately are measured at acquisition cost at the initial recognition. All expenditures on internally generated intangible assets are recognized as an expense for the period in which they are incurred, except for development expenditures that satisfy the capitalization criteria.
If the useful life of an intangible asset can be estimated, it is amortized using the straight-line method over the estimated useful life.
The estimated useful life and amortization methods of intangible assets with estimated useful lives are reviewed at the end of each fiscal year. Any changes are applied prospectively as changes in accounting estimates.
The estimated useful lives of major intangible assets are as follows.
- | | |
|----------|------------|
| Software | 2-5 years |
| Other | 2-30 years |
- (8) **Leases**
(Leases as lessee)
Lease liabilities in lease transactions are measured as the discounted present value of the unpaid portion of the total lease payments at the lease commencement date. For right-of-use assets, initial measurement is based on the amount that includes costs such as obligations to restore the property to its original condition as required under the lease agreement. Right-of-use assets are depreciated on a straight-line basis over the lease term. For leases with a lease term of 12 months or less and leases of low-value assets, lease payments related to such leases are recognized as an expense over the lease term on either a straight-line basis or another systematic basis.
- (Leases as lessor)**
For operating lease transactions, the underlying assets are recorded on the consolidated statement of financial position, and lease payments received are recognized as revenue on the consolidated statement of profit or loss using the straight-line method over the lease term.
- (9) **Impairment of assets**
(i) Impairment of non-financial assets
The Group determines at each reporting date whether there is any indication of impairment for assets. If there is any indication that an asset may be impaired, or in cases where an impairment test is required to be performed annually, the Group estimates the recoverable amount of the asset. If the recoverable amount cannot be estimated for an individual asset, it is estimated for the cash-generating unit (or group of cash-generating units) to which the asset belongs. If the carrying amount of an asset or cash-generating unit (or group of cash-generating units) exceeds its recoverable amount, impairment is recognized for that asset or cash-generating unit (or group of cash-generating units) and its value is written down to the recoverable amount. The recoverable amount of an asset or cash-generating unit (or group of cash-generating units) is measured at the higher of its fair value less costs of disposal and its value in use.
Value in use is determined by discounting estimated future cash flows to their present value using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the asset.

In determining fair value less costs of disposal, the Group uses appropriate valuation models supported by available fair value indicators.

(ii) Reversal of impairment loss

For impaired assets other than goodwill, the Group assesses at each reporting date whether there are any indications that the impairment loss recognized in prior years may decrease or be reversed, such as changes in the assumptions used to calculate the asset's recoverable amount. If such indications exist, the recoverable amount of the asset or cash-generating unit is estimated. In cases where the recoverable amount exceeds the carrying amount of the asset or cash-generating unit, an impairment loss is reversed up to the lower of the recoverable amount determined and the carrying amount after depreciation that would have been determined if no impairment loss had been recognized in prior years. The reversal of the impairment loss is recognized in profit or loss.

(10) Provisions

A provision is recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Where the effect of the time value of money is material, the amount of a provision is measured at the present value of the expenditures expected to be required to settle the present obligation. The present value calculation uses a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the liability.

(11) Employee benefits

(i) Post-employment benefits

The Group operates both defined benefit and defined contribution plans as post-employment benefit plans for employees.

For each defined benefit plan, the Group determines the present value of its defined benefit obligations, as well as the related current service cost and past service cost, using the projected unit credit method.

The discount rate applied is determined by reference to market yields on high-quality corporate bonds at the end of the period.

The net defined benefit liability (asset) is determined by deducting fair value of any plan assets from the present value of the defined benefit obligations. When a defined benefit plan has a surplus, the net defined benefit assets are measured at the lower of the plan's surplus amount and the asset ceiling.

Remeasurements of the net defined benefit asset (liability) are recognized collectively in other comprehensive income and reflected immediately in retained earnings for the period during which they have occurred. Additionally, past service costs are recognized as expenses for the period in which they are incurred.

Costs for defined contribution plans are recognized as expenses for the period in which they are paid.

(ii) Short-term employee benefits

Short-term employee benefits are expensed on an undiscounted basis when the related service is provided. Bonuses are recorded as liabilities for the amount estimated to be paid in accordance with the applicable plans when the Group has present legal or constructive obligations to pay as a result of past labor rendered by employees, and the obligations can be reliably estimated.

(12) Foreign currency translation

(i) Foreign currency transactions

Foreign currency transactions are translated into the functional currency at the spot exchange rate on the transaction date or a rate approximating it.

Foreign currency-denominated monetary assets and liabilities are translated into the functional currency at the spot exchange rate on the consolidated closing date. Exchange differences arising from such translation and settlement are recognized in profit or loss. However, exchange differences arising from financial assets measured through other comprehensive income and from cash flow hedges are recognized in other comprehensive income.

(ii) Foreign operations

Assets and liabilities of foreign operations are translated into yen at the spot exchange rate on the consolidated closing date. Revenues and expenses are translated into yen at the spot exchange rate on the transaction date or a rate approximating it. Exchange differences arising from the translation are recognized in other comprehensive income.

(13) Revenue

The Group recognizes revenue based on the five-step approach, reflecting the consideration expected to be received in exchange for the transfer of goods or services to customers, excluding rental income, etc. under IFRS 16 “Leases” (“IFRS 16”). Revenue recognition for each segment of the Group is as follows.

Alcoholic beverages business

In Japan, Sapporo Breweries Ltd. manufactures and sells beer, happoshu, wine, and other alcoholic beverages, while YEBISU WINEMART handles retail and mail-order sales of wine, imported liquor, and other alcoholic beverages. Overseas, STONE BREWING CO., LLC manufactures and sells beer in the United States, SLEEMAN BREWERIES LTD. manufactures and sells beer in Canada, and SAPPORO VIETNAM LTD. manufactures and sells beer in Vietnam. In the restaurant business, SAPPORO LION, Inc. operates various types of restaurants, including beer halls and restaurants under the Lion Chain. The primary customers of Sapporo Breweries Ltd. are companies engaged in retail and wholesale operations. Revenue from sales to such customers is recognized when control of the products is transferred to the customer, specifically upon delivery and handover of the products to the location designated by the customer, since this is the point at which legal title, physical possession, and significant risks and rewards of ownership of the products are transferred to the customer, and the customer has the right to determine the sales method and price for the products sold. Additionally, the Group receives payment within approximately three months after the delivery of the product, which is the point at which its performance obligation is fulfilled.

The primary customers of YEBISU WINEMART are consumers who visit its stores. Revenue from sales to such customers is recognized when control of the goods is transferred to the customer, specifically upon provision of the goods to the customer, since this is the point at which legal title, physical possession, and significant risks and rewards of ownership of the goods are transferred to the customer. Furthermore, the Group generally receives payment of consideration upon fulfillment of its performance obligations.

The primary customers for overseas beer sales are companies engaged in retail and wholesale operations. Revenue from sales to such customers is recognized when control of the products is transferred to the customer, specifically upon delivery and handover of the products to the location designated by the customer, since this is the point at which legal title, physical possession, and significant risks and rewards of ownership of the products are transferred to the customer, and the customer has the right to determine the sales method and price for the products sold. Additionally, the Group receives payment within approximately three months after the delivery of the product, which is the point at which its performance obligation is fulfilled.

The primary customers for operations of various types of restaurants are consumers who dine at those establishments. Revenue from sales to such customers is recognized when control of the goods is transferred to the customer, specifically upon provision of the goods to the customer, since this is the point at which legal title, physical possession, and

significant risks and rewards of ownership of the goods are transferred to the customer. Furthermore, the Group generally receives payment of consideration upon fulfillment of its performance obligations.

Food & beverages business

In the food & beverages business, POKKA SAPPORO FOOD & BEVERAGE LTD. manufactures and sells beverages and food products. Overseas, POKKA PTE. LTD. manufactures and sells beverages and food products in Singapore, while POKKA ACE (MALAYSIA) SDN. BHD. manufactures and sells beverages in Malaysia.

Food products and beverages are primarily sold to companies engaged in retail and wholesale operations. Revenue from sales to such customers is recognized when control of the products is transferred to the customer, specifically upon delivery and handover of the products to the location designated by the customer, since this is the point at which legal title, physical possession, and significant risks and rewards of ownership of the products are transferred to the customer, and the customer has the right to determine the sales method and price for the products sold. Additionally, the Group receives payment within approximately three months after the delivery of the product, which is the point at which its performance obligation is fulfilled.

Real estate business (discontinued operation)

In the real estate business, SAPPORO REAL ESTATE CO., LTD. manages and operates the mixed-use complex Yebisu Garden Place (located in Shibuya-ku and Meguro-ku, Tokyo), featuring offices, residences, commercial spaces, restaurants, and cultural facilities, as well as the mixed-use complex Sapporo Factory (located in Chuo-ku, Sapporo), featuring commercial and amusement facilities.

The management and operation of real estate recognize rental income in the period in which it is earned are conducted in accordance with IFRS 16.

Products in the alcoholic beverages and food & beverages businesses may be sold with rebates (“achievement rebates”) contingent upon achieving certain targets, such as sales volume or sales amount. In such cases, the transaction price is calculated by deducting the estimated amount of achievement rebates from the consideration agreed upon in the contract with the customer. Estimates for achievement rebates are calculated using the most frequent value method based on past performance. Revenue is recognized only within a range where the likelihood of significant reversals is extremely low.

Furthermore, when the Group makes payments to customers, such as sales cooperation fees, and the consideration paid to the customer is for separate goods or services provided by the customer, and the fair value cannot be reasonably estimated, that consideration is deducted from the transaction price to measure revenue.

(14) Non-current assets and discontinued operations held for sale

(i) Non-current assets held for sale

When the carrying amount of a non-current asset (or disposal group) is expected to be recovered principally through a sale transaction rather than through continuing use, the asset (or disposal group) is classified as an asset held for sale. Furthermore, such classification applies only when the Group’s management has committed to executing a disposal plan, the asset (or disposal group) is highly likely to be sold within one year, and it is available for immediate sale in its present condition. Non-current assets (or disposal groups) classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

(ii) Discontinued operations

The Group recognizes as discontinued operations those components of an entity that have been disposed of or are classified as held for sale and meet any of the following items.

- An independent major business area or operating region

- Part of a series of plans to dispose of an independent major business area or operating region

- Subsidiaries acquired solely for the purpose of resale

Profit or loss after tax from discontinued operations and profit or loss after tax recognized from the disposal of the disposal group comprising discontinued operations are presented in the consolidated statement of profit or loss as profit from discontinued operations, separately from profit from continuing operations. Disclosures for prior periods have been restated accordingly.

(15) Other significant matters that serve as the basis for preparation of consolidated financial statements

(i) Japanese Group Relief System

The Group applies the Japanese Group Relief System.

(ii) Amounts are rounded to the nearest million yen.

II. Notes on Changes in the Presentation Method

The profit or loss attributable to businesses classified as discontinued operations is presented separately in the consolidated statement of profit or loss after the profit from continuing operations, at the amount after deducting income tax expense. For businesses classified as discontinued operations, certain reclassifications have been made to the consolidated statement of profit or loss and related notes for the previous fiscal year.

III. Notes on Accounting Estimates

The preparation of consolidated financial statements in conformity with IFRS Accounting Standards requires management to make judgments, estimates, and assumptions that affect the application of accounting policies and amounts of assets, liabilities, revenue, and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. The impact of revising accounting estimates is recognized in the accounting period in which the estimate is revised and in future accounting periods.

The judgments and estimates made by management that could materially affect the amounts in the consolidated financial statements are as follows.

(1) Impairment of non-financial assets

(i) Amount recorded for the fiscal year under review

Property, plant, and equipment: 144,970 million yen; Goodwill: 22,509 million yen; Intangible assets: 5,820 million yen (Impairment loss: 2,828 million yen)

(ii) Information on the content of significant accounting estimates related to the identified items

The Group conducts impairment tests on property, plant, and equipment and intangible assets, including goodwill, in accordance with “I. Significant Matters that Serve as the Basis for Preparation of Consolidated Financial Statements 4. Material Accounting Policies (9) Impairment of assets (i) Impairment of non-financial assets.” The recoverable amount in impairment testing is primarily measured based on value in use. In calculating this value, certain assumptions are made regarding the projected revenue growth, profit margin, discount rate, and perpetuity growth rate within the business plan that forms the basis for future cash flows. These assumptions are determined based on management’s best estimates and judgments, but they may be affected by changes in uncertain future economic conditions. Should a review become necessary, it could have a significant impact on the amounts recognized in the consolidated financial statements for the following fiscal year and beyond.

(2) Recoverability of deferred tax assets

(i) Amount recorded for the fiscal year under review

Deferred tax assets: 2,034 million yen; Deferred tax liabilities: 17,312 million yen

- (ii) Information on the content of significant accounting estimates related to the identified items

Deferred tax assets are recognized for deductible temporary differences to the extent that it is probable that taxable profit against which they can be utilized will be available. In recognizing deferred tax assets, the timing and amount of future taxable profit that may be available are reasonably estimated to determine the likelihood of taxable profit arising, and the amount is calculated accordingly.

The timing and amount of taxable profit arising may be affected by changes in uncertain future economic conditions. If the timing and amount actually realized differ from the estimates, this could have a significant impact on the amounts recognized in the consolidated financial statements for the following fiscal year and beyond.

IV. Notes to Consolidated Statement of Financial Position

1. Allowance for doubtful accounts directly deducted from assets

Trade and other receivables	27 million yen
Other financial assets (Current)	48
Other financial assets (Non-current)	890

2. Accumulated depreciation and accumulated impairment losses on property, plant, and equipment
335,262 million yen
3. Accumulated depreciation and accumulated impairment losses on investment property
38,617 million yen
4. Contingent obligations
(Guarantee obligations)
The Group provides guarantees for loans taken out by employees and others as follows.

Employees (Housing acquisition funds)	6 million yen
---------------------------------------	---------------

V. Notes to Consolidated Statement of Changes in Equity

1. Total number of issued shares at the end of the fiscal year under review
78,794,298 shares
2. Matters related to dividends
 - (1) Dividend payments
The following resolutions were adopted at the Ordinary General Meeting of Shareholders held on March 28, 2025.
Dividend on common stock

(a) Total amount of dividend	4,057 million yen
(b) Dividend per share	52.00 yen
(c) Record date	December 31, 2024
(d) Effective date	March 31, 2025
 - (2) Dividends for which the record date falls within the fiscal year under review but the effective date falls within the following fiscal year
The following proposals are scheduled to be submitted for approval at the Ordinary General Meeting of Shareholders to be held on March 27, 2026.
Dividend on common stock

(a) Total amount of dividend	7,022 million yen
(b) Dividend per share	90.00 yen
(c) Record date	December 31, 2025
(d) Effective date	March 30, 2026

 The source of funds for dividends is planned to be retained earnings.

VI. Notes on Financial Instruments

1. Overview of financial instruments

- (1) Capital management
The Group's basic policy is to strive for improved profitability and expansion of growth businesses under the Medium-Term Management Plan, and to appropriately allocate the resources gained from these efforts to growth investments and strengthening its financial foundation. As its financial strategy, the Group will actively promote growth investments aimed at increasing corporate value while also working to enhance stability through strengthening its financial foundation.
- (2) Risk management
The Group is exposed to financial risks in the course of conducting business activities across a wide range of fields in various countries and regions. To reduce or avoid such risks, the Group implements risk management based on established policies and procedures. Regarding derivative transactions, the policy of the Group is to limit them to the scope of actual demand, and the Group does not use derivatives for speculative purposes. Furthermore, for derivative transactions, the Group regularly reports contract balances, fair values, and other relevant information to the responsible officers in accordance with internal regulations that define transaction authority and limits.
- (3) Credit risk
Trade receivables and other accounts receivable arising from the Group's business activities are exposed to customer credit risk. The securities held by the Group are exposed to the credit risk of the issuers. Additionally, derivative transactions conducted by the Group for the purpose of hedging financial risks are exposed to the credit risk of the financial institutions acting as counterparties.
The Group regularly monitors the status of major customers regarding trade receivables and long-term loans in accordance with its credit management regulations, thereby managing due dates and outstanding balances for each customer while striving to identify and mitigate at an early stage collection concerns stemming from deterioration in the financial condition of its customers. The Group primarily holds bonds issued by its major customers and regularly reviews their management status. When utilizing derivative transactions, the Group limits counterparties to highly creditworthy financial institutions and others to minimize credit risk associated with counterparty default. There is no excessive credit risk concentration that requires special management.
- (4) Liquidity risk
The Group's trade payables and borrowings are exposed to liquidity risk, whereby changes in the financial environment may prevent the Group from making payments on the due date. The Group has a cash management system in place, by which the Company centrally manages the funds of the Company and its major consolidated subsidiaries in an effort to reduce consolidated interest-bearing debt and ensure sufficient short-term liquidity. The Finance Department manages liquidity risk by creating financing and cash management plans and continuously monitoring planned versus actual cash flows.
- (5) Foreign exchange risk
Foreign currency-denominated receivables and payables arising from the Group's global business operations are exposed to foreign exchange rate fluctuation risk.
The Group hedges foreign currency-denominated trade receivables and payables, borrowings, and loans receivable as necessary using forward exchange contracts and currency swaps.
- (6) Interest rate risk
The Group's interest rate risk arises from net interest-bearing debt, which is total interest-bearing debt minus cash and cash equivalents.
The Group borrows money and issues bonds for the purpose of raising funds necessary for business transactions and capital investment. Some of the borrowings and bonds payable are subject to interest rate fluctuation risk because they carry variable interest rates.
The Group hedges this risk as necessary through derivative transactions (interest rate swaps).
- (7) Market price fluctuation risk

The securities and other financial instruments held by the Group are subject to market price fluctuation risk.

For securities and other financial instruments, the Group regularly assesses the fair value, the financial conditions of the issuers (business partners), etc., and continuously reviews the holding status of such instruments while considering the relationships with the business partners.

2. Fair values of financial instruments

The fair value hierarchy for financial instruments is classified into Levels 1 through 3 as follows.

- Level 1: Fair value based on unadjusted quoted prices in active markets for identical assets or liabilities
- Level 2: Fair value determined using inputs other than quoted prices included within Level 1 that are observable either directly or indirectly
- Level 3: Fair value measured using valuation techniques, including inputs not based on significant observable market data

The Group reviews to determine at the end of each period if any financial instruments have moved between these levels of fair value hierarchy. During the fiscal year under review, there were no financial instruments for which significant transfers occurred between the levels.

(1) Financial instruments measured at fair value on a recurring basis

Financial instruments measured at fair value are as follows.

(Million Yen)

	Level 1	Level 2	Level 3	Total
Financial assets				
Derivative assets	-	49	-	49
Stocks, etc.	29,191	901	20,143	50,235
Total	29,191	949	20,143	50,284

Stocks, etc.

Stocks are included in other financial assets.

The fair value of marketable equities classified as Level 1 is based on unadjusted quoted prices in active markets for identical assets or liabilities.

The fair value of stocks classified as Level 2 is determined primarily using market prices for identical or similar assets or liabilities in inactive markets.

The fair value of unlisted stocks and capital contributions classified as Level 3 for which quoted prices in active markets are unavailable is determined using the comparable company analysis or other appropriate valuation techniques, based on inputs such as P/E ratios and P/B ratios of comparable companies that are reasonably obtainable.

Fair value is expected to fluctuate based on factors such as the P/E ratio of comparable companies. Furthermore, the increase or decrease in fair value expected when replacing unobservable inputs with reasonably possible alternative assumptions is not significant.

For Level 3 financial instruments, the valuer determines the valuation method for each financial instrument and calculates its fair value in accordance with the valuation policies and procedures, including the fair value measurement methods approved by the appropriate authority. The results are reviewed and approved by the appropriate authority.

Derivative assets

Derivative assets are included in other financial assets and classified as financial assets measured at fair value through profit or loss. These are foreign exchange forward contracts and are measured primarily based on models utilizing observable inputs such as foreign exchange rates and interest rates.

Changes in Level 3 financial assets are as follows.

(Million Yen)

Balance at beginning of period	34,972
Other comprehensive income	597
Profit or loss (Note)	2,632
Purchases	5,490
Sales	(10,880)
Transfers to assets held for sale	(12,872)
Others	204
Balance at end of period	20,143

Note: Included in items such as “Finance income” and “Profit from discontinued operations” on the consolidated statement of profit or loss. Of the gains or losses recognized in profit or loss, those related to financial instruments held at the end of the fiscal year under review amount to 1,369 million yen.

(2) Financial instruments measured at amortized cost

The carrying amounts and fair values of financial assets and financial liabilities measured at amortized cost are as follows.

(Million Yen)

	Carrying amount	Fair value			
		Level 1	Level 2	Level 3	Total
Assets					
Long-term loans receivable	224	–	224	–	224
Bonds	20	–	20	–	20
Total	244	–	244	–	244
Liabilities					
Long-term borrowings	109,264	–	107,611	–	107,611
Bonds payable	39,924	–	38,813	–	38,813
Total	149,188	–	146,424	–	146,424

Financial instruments whose fair value approximates their carrying amount are not included in the above table.

Long-term loans receivable

The fair value of loans classified as Level 2 is calculated based on the present value of the estimated future cash flows from principal and interest payments, discounted at the interest rate that would be charged on a new loan of the same type.

Bonds

The fair value of bonds classified as Level 2 is calculated based on the present value of the sum of principal and interest discounted at a rate reflecting the credit risk.

Long-term borrowings

The fair value of long-term borrowings classified as Level 2 is calculated based on the present value of the sum of principal and interest discounted at the interest rate that would be assumed if a new similar borrowing were made.

Bonds payable

The fair value of bonds payable classified as Level 2 is determined based on market prices for those with market prices, and for those without market prices, it is calculated based on the present value of the sum of principal and interest discounted at a rate reflecting the bond’s remaining term and credit risk.

VII. Notes on Investment Property

The Group owns office buildings and commercial facilities (including land) for lease in Tokyo.

(Million Yen)

Amount recorded on the consolidated statement of financial position	Fair value
82,607	146,472

Notes: 1. The amount recorded on the consolidated statement of financial position is the acquisition cost less accumulated depreciation and accumulated impairment losses.

2. Fair value of investment property is primarily determined using an appraisal based on the discounted cash flow method presented by an external real estate appraiser or market transaction prices of comparable assets.

VIII. Notes on Discontinued Operations

(1) Overview of discontinued operations

The Company resolved, at its Board of Directors' meeting held on December 24, 2025, to enter into a series of transactions (the "Transactions") including an investment in the Company's wholly owned subsidiary SAPPORO REAL ESTATE CO., LTD. ("SRE") by SPARK LLC ("SPARK"), an entity jointly invested in by PAG Investment Management Limited and Kohlberg Kravis Roberts & Co. L.P., or the funds their related parties advise on or operate (collectively, the "Consortium"), and executed an agreement related to the Transactions.

In addition, the Company plans to spread the closing of the Transactions over three separate dates to transfer the voting rights in SRE incrementally.

On the first closing date (scheduled for June 1, 2026), SPARK will acquire 51.0% of voting rights associated with SRE's stock as a result of transactions including an investment by the Consortium and a share buyback. On the second closing date (scheduled for June 1, 2028), SPARK will acquire an additional 29.0% of voting rights associated with SRE's stock. Then, on the third closing date (scheduled for June 1, 2029), the Company plans to transfer all the remaining voting rights in SRE that it holds at that point to SPARK.

Furthermore, ahead of the Transactions, the Company plans to transfer 30% of SRE's trust beneficiary rights in Yebisu Garden Place, along with Ginza Place, and part of Sapporo Garden Park to Sapporo Breweries Limited, another wholly owned subsidiary.

Based on the above, 30% of SRE's trust beneficiary rights in Yebisu Garden Place, along with real estate businesses excluding Ginza Place and part of Sapporo Garden Park, are classified as discontinued operations, and profit from discontinued operations are presented separately from profit from continuing operations in the consolidated statement of profit or loss.

Assets and liabilities held by the real estate business are classified, with certain exceptions, as assets held for sale and liabilities directly associated with assets held for sale.

(2) Profit and loss from discontinued operations

(Million Yen)

Discontinued operations	
Revenue	20,903
Expenses	14,561
Profit before tax from discontinued operations	6,342
Income tax expense	1,897
Profit from discontinued operations	4,444

(3) Profit attributable to

(Million Yen)

Owners of parent	
Profit from continuing operations	15,053
Profit from discontinued operations	4,444
Total	19,498
Non-controlling interests	
Profit from continuing operations	39
Profit from discontinued operations	—
Total	39

IX. Notes on Per-Share Information

Net assets per share	561.41 yen
Basic earnings per share	50.02 yen
Continuing operations	38.62 yen
Discontinued operations	11.40 yen

Notes: 1. The Company carried out a five-for-one stock split of common stock effective January 1, 2026. “Equity attributable to owners of parent per share” and “Basic earnings per share” are calculated assuming that the stock split was carried out at the beginning of the fiscal year under review.

2. Shares of the Company held by Custody Bank of Japan, Ltd. (Trust Account E) under the share-based benefit trust (BBT) scheme are included in treasury stock deducted from the calculation of the average number of shares outstanding during the period for the purpose of determining basic earnings per share.

X. Notes on Significant Subsequent Events

(Matters Concerning Changes in Reportable Segments, Etc.)

The Company will change its reportable segments starting from the financial results for the first quarter of the fiscal year ending December 31, 2026.

As announced on December 24, 2025, the Company will transition to a business holding company structure as the optimal organizational form to support sustainable growth and reorganize its business portfolio under the management approach into the Domestic Business and Overseas Business, aiming to strategically advance the enhancement of corporate value.

The existing reportable segments of Alcoholic Beverages and Food & Soft Drinks will be changed to Domestic Business and Overseas Business. After the change, the Domestic Business reportable segment consists of Alcoholic Beverages (Japan), Restaurants, and Food & Beverages (Japan), while the Overseas Business reportable segment consists of Alcoholic Beverages (Overseas) and Overseas Beverages. Sapporo Breweries Limited’s export business (APAC and Europe), previously classified under the reportable segment Alcoholic Beverages, will be included in the Overseas Business.

Furthermore, as stated in the “Notice Concerning Revisions to Full-Year Earnings Forecast and Changes in Reportable Segments” announced on December 24, 2025, in connection with the injection of external capital into SAPPORO REAL ESTATE CO., LTD., the real estate business has been classified as discontinued operation and excluded from the reportable segments in the fiscal year ended December 31, 2025.

Reportable segments
Alcoholic Beverages
Alcoholic Beverages (Japan)
Alcoholic Beverages (Overseas)
Restaurants
Food & Soft Drinks
Food & Soft Drinks (Japan)
Overseas Soft Drinks

Reportable segments	Main business company
Domestic Business	
Alcoholic Beverages (Japan)	Sapporo Breweries Limited
Restaurants	SAPPORO LION, Inc.
Food & Beverages (Japan)	POKKA SAPPORO Food & Beverage Ltd.
Overseas Business	
Alcoholic Beverages (Overseas)	SLEEMAN BREWERIES LTD.
Overseas Beverages	POKKA PTE. LTD.

- Notes: 1. The wording of “Food & Soft Drinks (Japan)” changed to “Food & Beverages (Japan).”
2. The wording of “Overseas Soft Drinks” changed to “Overseas Beverages.”

(Stock Split and Partial Amendments to Articles of Incorporation in Connection with Stock Split)
The Company has carried out a stock split and made partial amendments to its Articles of Incorporation in connection with the stock split, effective January 1, 2026, by a resolution of the Board of Directors’ meeting held on November 12, 2025.

1. Regarding the Stock Split

(1) Purpose of the stock split

The purpose of the stock split is to boost liquidity and further expand the investor base by reducing the minimum investment unit of the Company’s stock and improving the investment environment.

(2) Method of the stock split

As of the record date of December 31, 2025, the Company will carry out a five-for-one stock split of common stock held by shareholders recorded in the final shareholder register on that date (effectively Tuesday, December 30, 2025 as December 31, 2025 is a Shareholder Register Administrator holiday).

(3) Increase in number of shares due to the split

i) Total number of issued shares before the stock split	78,794,298 shares
ii) Increase in number of shares due to the split	315,177,192 shares
iii) Total number of issued shares after the stock split	393,971,490 shares
iv) Total number of authorized shares after the stock split	1,000,000,000 shares

(4) Schedule for the split

i) Date of public notice for setting the record date	Tuesday, December 16, 2025
ii) Record date	Wednesday, December 31, 2025
iii) Effective date	Thursday, January 1, 2026

(5) Change in the amount of share capital

There will be no change in the amount of share capital in connection with this stock split.

2. Partial Amendments to the Articles of Incorporation

(1) Reason for amendments to the Articles of Incorporation

In connection with the stock split, the Company's Articles of Incorporation was partially amended, effective January 1, 2026, by a resolution of the Board of Directors' meeting, pursuant to Article 184, Paragraph 2 of the Companies Act.

(2) Details of the amendments to the Articles of Incorporation

The details of the amendments are as follows.

(Amendments are underlined)

Current Articles of Incorporation	After Amendments
(Total Number of Authorized Shares) Article 5 The total number of authorized shares of the Company shall be <u>two hundred million</u> (200,000,000) shares.	(Total Number of Authorized Shares) Article 5 The total number of authorized shares of the Company shall be <u>one billion</u> (1,000,000,000) shares.

(3) Schedule for amending the Articles of Incorporation

Date of resolution by the Board of Directors: Wednesday, November 12, 2025

Effective date: Thursday, January 1, 2026

XI. Notes on Revenue Recognition

(1) Revenue recognized from contracts with customers and other sources

As a result of the resolution to transfer shares in SAPPORO REAL ESTATE CO., LTD., a consolidated subsidiary, the real estate business has been classified as discontinued operation from the fiscal year under review and excluded from the reportable segments in the fiscal year under review.

For details, please refer to Note X. Notes on Significant Subsequent Events (Matters Concerning Changes in Reportable Segments, Etc.).

(2) Breakdown of revenue

In connection with the conclusion of an agreement regarding a series of transactions related to the injection of external capital into the Company's wholly owned subsidiary SAPPORO REAL ESTATE CO., LTD., the real estate business has been classified as discontinued operation and excluded from the reportable segments in the fiscal year ended December 31, 2025.

For details, please refer to Note X. Notes on Significant Subsequent Events (Matters Concerning Changes in Reportable Segments, Etc.).

(Million Yen)

	Japan	North America	Other	Total
Alcoholic beverages business	303,727	86,520	9,997	400,244
Food & beverages business	80,241	123	26,244	106,609
Other	9	–	–	9
Total	383,977	86,644	36,241	506,861
Revenue recognized from contracts with customers	377,358	86,644	36,241	500,242
Revenue recognized from other sources	6,619	–	–	6,619

Notes: 1. The amount shown is after deducting internal transactions between Group companies.

2. Revenue recognized from other sources constitutes rental income, etc., under IFRS 16.

(3) Foundational information for understanding revenue

As described in I. Significant Matters that Serve as the Basis for Preparation of Consolidated Financial Statements 4. Material Accounting Policies (13) Revenue.

(4) Contract balances

The balances of receivables from contracts with customers, contract assets, and contract liabilities are as follows.

(Million Yen)

	Beginning of fiscal year under review (January 1, 2025)	End of fiscal year under review (December 31, 2025)
Receivables from contracts with customers		
Notes and accounts receivable - trade	99,458	94,523
Total	99,458	94,523

(5) Transaction price allocated to the remaining performance obligation

The Group has no significant transactions with an individual expected contract duration of more than one year. There are no significant amounts in consideration from contracts with customers that are not included in transaction prices.

(6) Assets recognized from costs incurred to obtain or fulfill customer contracts

The Group recognizes as assets the portion of incremental costs of obtaining contracts with customers and costs incurred to fulfill contracts that are directly related to those contracts and are expected to be recoverable. These are recorded under “Other assets” on the consolidated statement of financial position. Incremental costs of obtaining a contract refer to costs incurred to obtain a contract with a customer that would not have been incurred had that contract not been obtained.

There were no incremental costs incurred to obtain contracts or costs incurred to fulfill contracts directly related to those contracts that were recorded as assets for the fiscal year under review.

Non-Consolidated Statement of Changes in Equity

(From January 1, 2025 to December 31, 2025)

(Million Yen)

	Shareholders' equity							
	Share capital	Capital surplus			Legal retained earnings	Retained earnings		Total retained earnings
		Legal capital surplus	Other capital surplus	Total capital surplus		General reserve	Retained earnings brought forward	
Balance as of January 1, 2025	53,887	46,544	180	46,724	6,754	16,339	38,818	61,912
Changes during period								
Dividends of surplus							(4,057)	(4,057)
Loss							(1,668)	(1,668)
Purchase of treasury shares								
Disposal of treasury shares			37	37				
Net changes in items other than shareholders' equity								
Total changes during period	–	–	37	37	–	–	(5,725)	(5,725)
Balance as of December 31, 2025	53,887	46,544	217	46,761	6,754	16,339	33,094	56,187

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance as of January 1, 2025	(1,722)	160,799	1,725	1,725	162,524
Changes during period					
Dividends of surplus		(4,057)			(4,057)
Loss		(1,668)			(1,668)
Purchase of treasury shares	(60)	(60)			(60)
Disposal of treasury shares	149	186			186
Net changes in items other than shareholders' equity			867	867	867
Total changes during period	89	(5,599)	867	867	(4,731)
Balance as of December 31, 2025	(1,633)	155,201	2,592	2,592	157,793