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Financial Results
for the Year Ended December 31, 2025 — Consolidated
(Based on IFRS)

February 13, 2026

Company name **Sapporo Holdings Limited**

Security code 2501
Listed on Tokyo Stock Exchange (Prime Market); Sapporo Securities Exchange
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Scheduled dates:

Annual general meeting of shareholders March 27, 2026
Filing of annual financial report March 30, 2026
Commencement of dividend payments March 25, 2026
Supplementary information on the year-end earnings results Available
Financial results briefing Yes
(mainly targeted at institutional investors and analysts)

1. Consolidated Financial Results for the Year Ended December 31, 2025
(January 1 – December 31, 2025)

(Amounts in million yen rounded to the nearest million yen)

(1) Operating Results

(Percentage figures represent year-over-year changes)

	Revenue		Core Operating profit		Operating profit		Profit	
	million yen	%	million yen	%	million yen	%	million yen	%
Year ended December 31, 2025	506,861	(1.1)	25,009	48.6	24,437	332.9	19,536	151.4
Year ended December 31, 2024	512,434	-	16,827	-	5,645	-	7,771	(11.3)
	Profit attributable to owners of parent		Total comprehensive income					
	million yen	%	million yen	%				
Year ended December 31, 2025	19,498	152.8	26,869	54.0				
Year ended December 31, 2024	7,714	(11.6)	17,444	(9.3)				

	Basic earnings per share	Diluted earnings per share	Ratio of profit to equity attributable to owners of parent	Ratio of profit before tax to total assets	Core operating profit margin
	Yen	Yen	%	%	%
Year ended December 31, 2025	50.02	49.99	9.4	3.4	4.9
Year ended December 31, 2024	19.80	19.79	4.1	1.1	3.3

Note: Equity method investment gains:

Year ended December 31, 2025: 15 million yen

Year ended December 31, 2024: 23 million yen

Profit (loss) before tax:

Year ended December 31, 2025: 22,704 million yen

Year ended December 31, 2024: 7,217 million yen

Operating profit margin:

Year ended December 31, 2025: 4.8%

Year ended December 31, 2024: 1.1%

Notes:

1. Core operating profit is a proprietary profit indicator that measures the performance consistency of its business.
Core operating profit is calculated as Revenue – Cost of sales – SG&A expenses.
2. The Company conducted a stock split at a ratio of 5 shares for each share of common stock, effective January 1, 2026. "Basic earnings per share" and "Diluted earnings per share" are calculated on the assumption that the stock split was conducted at the beginning of the previous consolidated fiscal year.
3. In the current consolidated fiscal year, the Real Estate business, consisting of Sapporo Real Estate Co., Ltd. and other subsidiaries, has been classified as discontinued operations. Accordingly, revenue, core operating profit, operating profit, and profit before tax are presented as amounts for continuing operations, excluding discontinued operations. The same reclassification has been applied to the previous consolidated fiscal year, and therefore, year-over-year changes for these items are not presented.

(2) Financial Position

	Total assets	Total equity	Equity attributable to owners of parent	Ratio of equity attributable to owners of parent to total assets	Equity per share attributable to owners of parent
	million yen	million yen	million yen	%	Yen
As of December 31, 2025	653,690	220,117	218,862	33.5	561.41
As of December 31, 2024	664,963	197,157	196,030	29.5	503.14

Note: The Company conducted a stock split at a ratio of 5 shares for each share of common stock, effective January 1, 2026. " Equity per share attributable to owners of parent " is calculated on the assumption that the stock split was conducted at the beginning of the previous consolidated fiscal year.

(3) Cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and equivalents at end of period
	million yen	million yen	million yen	million yen
Year ended December 31, 2025	44,592	(2,972)	(42,274)	22,360
Year ended December 31, 2024	36,109	(5,836)	(25,372)	24,140

2. Dividends

	Dividend per share					Total dividends paid (full year)	Payout ratio (consolidated)	Dividends to equity attributable to owners of parent (consolidated)
Record date or period	End Q1	End Q2	End Q3	Year-end	Full year			
	yen	yen	yen	yen	yen	million yen	%	%
Year ended December 31, 2024	-	0.00	-	52.00	52.00	4,057	52.5	2.1
Year ended December 31, 2025	-	0.00	-	90.00	90.00	7,022	36.0	3.4
Year ending December 31, 2026 (forecast)	-	20.00	-	20.00	40.00		5.3	

Notes:

- 1.As disclosed today (February 13, 2026) in the "Notice Concerning Implementation of Interim Dividend," starting from the fiscal year ending December 2026, the Company will distribute dividends of surplus twice a year—an interim dividend and a year-end dividend—in order to enhance opportunities for profit return to its shareholders.
2. The Company conducted a stock split at a ratio of 5 shares for each share of common stock, effective January 1, 2026. For the fiscal years ending December 2024 and December 2025, the actual dividend amounts before the stock split are stated. For the fiscal year ending December 2026 (forecast), the figures after the stock split are stated. If the stock split is not taken into account, the annual dividend for the fiscal year ending December 2026 (forecast) would be 200 yen.

3. Forecast of Consolidated Earnings for the Year Ending December 31, 2026 (January 1 – December 31, 2026)

(Percentage figures represent year-over-year changes)

	Revenue		Core operating profit		Operating profit		Profit		Profit attributable to owners of parent		Basic earnings per share
	million yen	%	million yen	%	million yen	%	million yen	%	million yen	%	yen
Year ending December 31, 2025	505,000	(0.4)	22,000	(12.0)	6,000	(75.4)	296,040	-	296,000	-	759.28

Notes:

1. The Company conducted a stock split at a ratio of 5 shares for each common stock, effective January 1, 2026. The "Basic earnings per share" in the consolidated earnings forecast is calculated based on the number of shares outstanding (excluding treasury stock) after the stock split.
2. The Company manages its performance on an annual basis and therefore omits disclosure of consolidated earnings forecasts for the second quarter (cumulative).

4. Other

- (1) Significant changes in the scope of consolidation during the period: Yes
Newly included: None
Excluded: 2 companies (Sapporo Group Management Ltd., ANCHOR BREWING COMPANY, LLC)
- (2) Changes in accounting policy, changes in accounting estimates, and retrospective restatement
1) Changes in accounting policies required by IFRS: None
2) Changes other than 1) above: None
3) Changes in accounting estimates: None
- (3) Number of shares issued and outstanding (common stock)
1) Number of shares issued at end of period (treasury stock included):
December 31, 2025: 393,971,490 shares
December 31, 2024: 393,971,490 shares

2) Number of shares held in treasury at end of period:
December 31, 2025: 4,129,135 shares
December 31, 2024: 4,354,890 shares

3) Average number of outstanding shares during the period:
Year ended December 31, 2025: 389,787,450 shares
Year ended December 31, 2024: 389,585,005 shares

Note: The Company conducted a stock split at a ratio of 5 shares for each common stock, effective January 1, 2026. The number of shares issued and outstanding (common stock) has been calculated assuming that the stock split was implemented at the beginning of the previous consolidated fiscal year.

Review of the Japanese-language originals of the attached condensed quarterly consolidated financial statements by certified public accountants or an audit firm: None

Appropriate Use of Earnings Forecasts and Other Important Information

This document contains projections and other forward-looking statements based on information available to the Company as of the date of this document. Actual results may differ from those expressed or implied by forward-looking statements due to various factors. For the assumptions underlying the forecasts herein and other information on the use of earnings forecasts, refer to "Outlook for fiscal year ending December 31, 2026," on page 13.

1. Analysis of Operating Results and Financial Condition

(1) Operating Results

(a) Review of the fiscal Year ended December 31, 2025

The Group has resolved, on December 24, 2025, to execute a series of transactions (hereinafter, the "Transactions") including an investment in Sapporo Real Estate Co., Ltd. (hereinafter, "SRE"), a wholly owned subsidiary of its company, by SPARK LLC, which is jointly funded by PAG Investment Management Co., Ltd. and funds advised or managed by Kohlberg Kravis Roberts & Co. L.P. or their respective affiliates, and has executed agreements related to the Transactions.

Accordingly, a portion of the Real Estate business (*) has been classified as discontinued operations, and the same presentation has been applied to both the current and prior consolidated fiscal years. For revenue, core operating profit, and operating profit, the amounts for continuing operations, excluding discontinued operations, are presented. For net income attributable to owners of the parent company, the total of continuing operations and discontinued operations is presented. For details regarding discontinued operations, please refer to "3. Consolidated Financial Statements and (6) Notes to Consolidated Financial Statements (Discontinued Operations)."

In addition, its group previously reported three segments: "Alcoholic Beverages," "Food & Beverages " and "Real Estate." However, from this fiscal year, the Company has changed to two segments: "Alcoholic Beverages " and "Food & Beverages." For details, please refer to "3. Consolidated Financial Statements and (6) Notes to Consolidated Financial Statements (Segment Information)."

During the current period, 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 on the global economy.

Amid such circumstances, in the third year of its Medium-Term Management Plan (2023–26), its 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 from the previous fiscal year, 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 (hereinafter, "Stone") and other factors.

Profit attributable to owners of parent increased compared to the previous fiscal year, as the increase in consolidated operating profit outweighed the decrease in exchange rate gains due to fluctuations in exchange rates.

* Prior to the Transactions, 30% of SRE's trust beneficiary rights in Yebisu Garden Place, along with Ginza Place, and part of Sapporo Garden Park will be transferred to Sapporo Breweries Limited, another wholly owned subsidiary.

Summary in key figures

Millions of yen, except percentages

	Revenue	Core operating profit	Operating profit	Profit attributable to owners of parent
Year ended December 31, 2025	506,861	25,009	24,437	19,498
Year ended December 31, 2024	512,434	16,827	5,645	7,714
Change (%)	(1.1)	48.6	332.9	152.8

Notes:

1. Core operating profit is a proprietary profit indicator that measures the performance consistency of its business. Core operating profit is calculated as Revenue – Cost of sales – SG&A expenses.
2. Revenue, core operating profit, and operating profit represent the amounts for continuing operations, excluding discontinued operations, while profit attributable to owners of parent represents the total of continuing operations and discontinued operations.

Results by segment are outlined below.

Alcoholic Beverages

Revenue increased from the previous fiscal year, despite a decrease in sales volume of overseas brand beer, due to strong sales of beer in the domestic market and the impact of the price revision in April.

Core operating profit increased from the previous fiscal year, mainly due to higher sales in Domestic Alcoholic Beverages.

Operating profit increased from the previous period due to the increase in core operating profit, as well as the absence of the goodwill impairment loss that was recorded in the previous period when acquiring stock of Stone.

- Revenue: ¥400.2billion (up ¥5.9 billion, or 1.5% year-on-year)
- Core operating profit: ¥28.5 billion (up ¥7.1 billion, or 33.1% year-on-year)
- Operating profit: ¥30.3 billion (up ¥2.3 billion, or 315.4% year-on-year)

Details of Alcoholic Beverages (Japan and Overseas) and Restaurants in the Alcoholic Beverages segment are as follows.

Japan

Due to the deterioration of business sentiment and the impact of the price revision in April, both the on trade and off trade markets in Japan remained sluggish. The total demand for beer-type beverages (beer, happoshu (including happoshu (2))) is estimated to be 96% compared to the previous year. In addition, the total demand for beer is estimated to be 99% compared to the previous year.

In the current period, the Company is further strengthening its initiatives for beer in anticipation of the liquor tax revision in October 2026, while focusing on business growth centered on RTD.

Amid such circumstances, the sales volume of Sapporo Draft Beer Black Label canned products was 107% compared to the previous year, and the sales volume of Yebisu Beer canned products was 102% compared to the previous year, both showing strong performance. As a result, the total sales volume of beer-type beverages in its group in Japan reached 99% compared to the previous year, exceeding total market demand. In addition, the sales volume of RTD cans was 108% compared to the previous year.

*: RTD, or ready-to-drink beverages, are pre-mixed, low-alcohol cocktail-like beverages that can be consumed as is immediately after opening.

Overseas

The North American beer market remained sluggish compared to the previous year due to weak consumer demand and changes in category composition. In particular, the U.S. craft beer segment continued to experience market weakness, and sales volume of its overseas brands fell below the previous year's level. On the other hand, the Sapporo brand performed steadily in North America, with sales volume reaching 105% of the previous year, driven by expanded distribution in key areas and strengthened communication that consistently conveyed the brand worldview.

Restaurants

Restaurant demand remained steady as the recovery in foot traffic and consumer spending on in-person services continued gradually with the normalization of socio-economic activities. Amid these conditions, existing store sales revenue in the Restaurants business reached 104% year-on-year, driven by capturing inbound demand, attracting senior customers, and revising menus and prices.

Food & Beverages

Revenue decreased from the previous fiscal year due to the impact of structural reforms such as business transfers in the domestic market up to last year, as well as a decline in sales resulting from the temporary suspension of operations and lower operating rates at the Malaysia plant of Overseas Beverages.

Although core operating profit was affected by surging raw material costs, the effects of the cost structure reform contributed to an increase in profit compared to the previous fiscal year.

Operating profit decreased from the previous period, mainly due to the recording of an impairment loss associated with the conclusion of a transfer agreement for the shares and receivables of Shinsyuchi Miso Co., Ltd., as well as the absence of gains from the reversal of impairment losses on non-current assets and gains on the sale of land that were recorded in the previous period.

■ Revenue: ¥106.6 billion (down ¥11.3 billion, or 9.6% year-on-year)

■ Core operating profit: ¥4.2 billion (up ¥0.8 billion, or 23.3% year-on-year)

■ Operating profit: ¥1.9 billion (down ¥3.3 billion, or 63.8% year-on-year)

Details of Food & Beverages (Japan) and Overseas Beverages in the International Business segment are as follows.

Food & Beverages (Japan)

The total domestic beverage demand is estimated to be 97% compared to the previous period. In this environment, the sales amount of domestic beverages for its group saw steady growth, with its main beverage brand "Kireto Lemon" achieving 109% compared to the previous period.

Merchandise with unique value, such as the "Hokkaido Corn Tea" series and "Hokkaido Furano Hop," also performed well, each recording double-digit growth compared to the previous period. However, due to product renewals and discontinuations, overall beverage sales amounted to 94% compared to the previous period.

In addition, the main brand 'Pokka Lemon 100' continued to perform well, achieving 117% compared to the previous period, as in the previous year.

Overseas Beverages

Regarding the defect in finished goods packages that occurred at the Malaysia plant from early March 2025, the situation has now been normalized.

Under such circumstances, in Singapore, due to the diversification of consumer preferences and the resulting decline in demand in existing markets, sales amounted to 93% of the previous year (on a local currency basis).

In Malaysia, which is a key focus area, while the Company worked to expand sales through the sales network of new distributors, sales amounted to 85% of the previous year (on a local currency basis) due to the impact of manufacturing conditions.

In export businesses other than those mentioned above, exports to the Middle East resumed in August 2024. Although the recent situation in the Middle East has had some negative impact,

sales amounted to 108% of the previous year (on a local currency basis).

Real Estate (Discontinued Operations)

In the office leasing market in the Greater Tokyo area, both occupancy rates and average rent levels have remained steady. In particular, among the five central wards, the office vacancy rate in Shibuya Ward is lower compared to other wards, and as a result, rents are also on an upward trend.

Amid such circumstances, revenue increased from the previous period due to the continued high office operating rate at Yebisu Garden Place, strong customer traffic at Sapporo Factory driven by cinema and events, and an increase in lease revenue from properties acquired last year.

(2) Consolidated Financial Condition

As of the end of the fiscal year consolidated accounting period, the following were the changes in the condition of assets, liabilities, and equity.

(Millions of yen)

	As of December 31, 2024	As of December 31, 2025	Change
Current assets	193,918	340,461	146,543
Non-current assets	471,045	313,229	(157,816)
Total assets	664,963	653,690	(11,273)
Current Liabilities	207,007	217,757	10,750
Non-current liabilities	260,799	215,815	(44,983)
Total liabilities	467,805	433,572	(34,233)
Total equity	197,157	220,117	22,960
Total liabilities and equity	664,963	653,690	(11,273)

At the end of the fiscal year, assets decreased by 11.3 billion yen compared to the end of the previous fiscal year to 653.7 billion yen, mainly due to a decrease in other financial assets resulting from the sale of investment securities.

Liabilities decreased by 34.2 billion yen compared to the end of the previous fiscal year, to 433.6 billion yen, mainly due to a decrease in bonds and loans payable.

Equity increased by 23 billion yen compared to the end of the previous fiscal year, to 220.1 billion yen, mainly due to an increase in retained earnings resulting from the recording of profit attributable to owners of the parent.

(3) Consolidated Cash Flows

At the end of the fiscal year consolidated accounting period, cash and cash equivalents (collectively “cash”) decreased by ¥1.8 billion (7%) to ¥22.4 billion, relative to the previous consolidated fiscal year-end.

The components of cash flow categories were as follows.

(Millions of yen)

Category	As of December 31, 2024	As of December 31, 2025	Change
Cash flows from operating activities	36,109	44,592	8,483
Cash flows from investing activities	(5,836)	(2,972)	2,864
Free cash flow	30,273	41,620	11,347
Cash flows from financing activities	(25,372)	(42,274)	(16,902)
Effect of exchange rate change on cash and cash equivalents	2,035	(313)	(2,348)
Net increase (decrease) in cash and cash equivalents	6,936	(968)	(7,904)
Cash and cash equivalents at beginning of period	17,204	24,140	6,936
Cash and cash equivalents included in assets of disposal groups classified as held for sale	-	(813)	(813)
Cash and cash equivalents at end of period	24,140	22,360	(1,780)

(Cash Flows from Operating Activities)

Net cash provided by operating activities was 44.6 billion yen (compared to net cash provided of 36.1 billion yen in the previous fiscal year). This was mainly due to a decrease in income taxes paid of 12.9 billion yen, while there were increases due to depreciation and amortization expenses of 22.8 billion yen, profit before tax of 22.7 billion yen, profit before tax from discontinued operations of 6.3 billion yen, and a decrease in trade and other receivables of 4.6 billion yen.

(Cash Flows from Investing Activities)

Funds used as a result of investing activities amounted to 3 billion yen (compared to an outflow of 5.8 billion yen in the previous period). This was mainly due to increases from proceeds from the sale of investment securities of 9 billion yen and proceeds from redemption of investment securities of 8.2 billion yen, while there were decreases due to purchase of property, plant and equipment of 11.9 billion yen, purchase of investment securities of 5.5 billion yen, and an outflow of 3.7 billion yen for the acquisition of investment property.

(Cash Flows from Financing Activities)

Net cash used in financing activities was 42.3 billion yen (compared to an outflow of 25.4 billion yen in the previous period). This was mainly due to an increase of 1.1 billion yen from proceeds from short-term borrowings, while there were decreases due to redemption of bonds payable of 20 billion yen, repayment of long-term borrowings of 15.5 billion yen, and dividend payments of 4.1 billion yen.

Cash Flow Indicators

	2024	2025
Ratio of equity attributable to owners of parent to total assets (%)	29.5	33.5
Ratio of equity attributable to owners of parent to total assets based on market capitalization (%)	97.5	100.5
Cash flow to interest-bearing debt (years)	7.5	5.1
Interest coverage ratio (times)	11.3	13.0

Ratio of equity attributable to owners of parent to total assets: $\text{Equity attributable to owners of parent to total assets} / \text{Total assets}$

Ratio of equity attributable to owners of parent to total assets based on market capitalization: $\text{Market capitalization} / \text{Total assets}$

Cash flow to interest-bearing debt: $\text{Interest-bearing debt} / \text{Cash flow}$

Interest coverage ratio: $\text{Cash flow} / \text{Interest expense}$

Notes:

1. Market capitalization is calculated based on the number of shares issued and outstanding, excluding treasury stock.
2. "Cash flow" is operating cash flow.
3. Of the debt carried on the consolidated balance sheet, interest-bearing debt is total debt on which interest is currently payable.

(4) Outlook for Fiscal Year Ending December 31, 2026 (Outlook for 2026)

Reporting segments will be changed from the previous "Alcoholic Beverages " and "Food & Beverages " to two segments: "Domestic Business" and "Overseas Business" starting from the first quarter of fiscal year 2026. For details, please refer to "3. Consolidated Financial Statements" and "(6) Notes to Consolidated Financial Statements (Significant Subsequent Events) (Matters Concerning Change in Reportable Segments, etc.)."

In fiscal year 2025, while taking into account the results of the business portfolio review and structural reform that have been promoted so far, the Company achieved the fiscal 2026 financial target of ROE 8%, as set forth in the Medium-Term Management Plan (2023–2026), one year ahead of schedule.

Fiscal year 2026 is positioned as a transition period toward growth from fiscal year 2027 onward, and the Company will work to strengthen its business foundation for future sustainable growth through structural reform and growth investments.

In the domestic business, while responding to changes in the market environment and rising costs, the Company aim to enhance profitability by focusing on the growth of the alcoholic beverages business centered on beer, as well as including the restaurants business and the food & beverages business.

The overseas business will primarily focus on expanding sales of alcoholic beverages in North America, while also implementing cost structure reforms.

Based on the above, the Group's overall revenue, core operating profit, and operating profit are expected to decrease, reflecting factors such as the classification of discontinued operations and temporary impacts associated with structural reform. On the other hand, profit attributable to owners of the parent is forecast to increase, as a gain of approximately 330 billion yen is expected to be recorded in 2026 due to the gain on loss of control over subsidiaries in real estate business (discontinued operations).

Overall outlook

Millions of yen, except percentages

	Revenue	Core operating profit	Operating profit	Profit attributable to owners of parent
2026 forecast	505,000	22,000	6,000	296,000
2025 results	506,861	25,009	24,437	19,498
Projected change (%)	(0.4)	(12.0)	(75.4)	-

Note: Revenue, core operating profit, and operating profit represent the amounts for continuing operations, excluding discontinued operations, while profit attributable to owners of the parent represents the total of continuing operations and discontinued operations.

Forecasts by segment are outlined below.

Domestic Business

Revenue is expected to increase in Domestic Alcoholic Beverages due to strengthened investment mainly in 'Sapporo Draft Beer Black Label' and 'Yebisu Beer.' On the other hand, due to the impact of the business transfer in Domestic Food & Beverages in 2025 and other factors, overall domestic business is forecasted to see a decrease in revenue.

Core operating profit and operating profit are expected to decrease for the overall domestic business. While positive effects such as price revisions and improved product mix in Domestic Alcoholic Beverages are anticipated, the forecast reflects the impact of surging raw material costs and logistics expenses, increased promotion expenses associated with strengthening beer, and temporary costs related to the injection of external capital into real estate business.

- Revenue ¥381.5 billion (down ¥2.4 billion, or 0.6% year-on-year)
- Core operating profit ¥30.1 billion (down ¥0.4 billion, or 1.4% year-on-year)
- Operating profit ¥25.1 billion (down ¥4.2 billion, or 14.2% year-on-year)

Details of Domestic Alcoholic Beverages, Restaurants, and Domestic Food & Beverages, which belong to the domestic business, are as follows.

Domestic Alcoholic Beverages

Toward the October 2026 liquor tax revision, the Company will further strengthen its initiatives for beer and aim for business growth centered on RTD. In particular, in the beer business, the Company will reinforce brand investment mainly in 'Sapporo Draft Beer Black Label' and 'Yebisu Beer,' continue initiatives for growth, and once again strive to pursue and enhance the appeal of beer. Following 2025, inflationary pressure in the market, including raw materials and logistics costs, is expected to continue to significantly impact the performance of domestic alcoholic beverages. However, the Company expects to absorb these impacts through the effects of the price revision implemented in April of the previous year, improvements in product mix, and continued efforts in cost control.

Restaurants

The Company will maintain the recovery trend established in 2023 and, in order to further strengthen its management foundation, focus on the growth of existing stores as its main pillar, while taking initiatives to enhance the functions of its alcoholic beverage business as customer touchpoints and brand communication hubs. Although raw material costs and various other expenses are expected to continue rising, the Company will enhance profitability and brand appeal through timely and appropriate price revisions and efforts to enhance customer experience value.

Domestic Food & Beverages

Following 2025, in addition to the diversification of customer preferences and intensifying competition among manufacturers, increases in raw material, energy, and logistics costs are expected. Even under such an environment, the Company will strive to drive growth in its core lemon-related products, while advancing functional research on lemons, technological development, and the strengthening of procurement and production systems. In addition, the Company will continue to strengthen its earnings base by steadily implementing cost reduction measures.

Overseas business

Revenue is forecasted to increase due to the expansion of sales of core brands, mainly in North America, as well as growth in the non-alcoholic beer and RTD categories.

Core operating profit and operating profit are forecasted to increase as a result of continued growth investments through strengthened marketing investment, while also implementing structural reforms in North America.

- Revenue ¥123.5 billion (up ¥0.6 billion, or 0.5% year-on-year)
- Core operating profit ¥3.4 billion (up ¥1.2 billion, or 51.9% year-on-year)
- Operating profit ¥3.2 billion (up ¥0.2 billion, or 5.9% year-on-year)

Details of Overseas Alcoholic Beverages and Overseas Beverages under the Overseas Business are as follows.

Overseas Alcoholic Beverages

In the United States, the Company recognizes the improvement of profitability as an urgent issue and will continue to advance structural reform, focusing on a fundamental review of operational costs at production sites. In addition, for the Sapporo brand, which continues to grow even in the sluggish North American beer market, the Company will strengthen marketing investments to further enhance growth and value creation, thereby increasing the brand's appeal. In Canada, in addition to premium brand beer, the Company will continue to promote the strengthening of non-alcoholic beer such as "SAPPORO 0.0" and the RTD category, while also advancing cost structure reform to improve business efficiency and profitability.

Overseas beverages

Overseas Beverages will continue to address key issues in each market. In Singapore, the Company will work to improve profitability by strengthening the low- and zero-sugar tea category and reviewing unprofitable businesses and SKUs. In Malaysia, the Company will further strengthen collaboration with distributors to take initiatives to improve its sales base. For exports, the Company will aim to move away from dependence on the Middle East, select and develop markets with high growth potential and profitability, and work to stabilize its business portfolio.

(5) Basic Policy on Profit Distribution and Dividends for the Current and Next Fiscal Year

The Company positions the return of profits to its shareholders as an important management policy, and its basic policy is to provide stable dividends, taking into consideration its business performance and financial condition. Regarding future dividend levels, the Company aims for a DOE of 3% or higher as a benchmark, with a goal of achieving a DOE of 4% or higher by 2030.

For the current fiscal year (fiscal year ending December 2025), in accordance with the above policy and taking into consideration business performance and financial condition, the Company has decided to increase the dividend per share by 38 yen from the previous fiscal year and pay a dividend of 90 yen per share.

Its distribution of dividends of surplus has previously been conducted once a year as a year-end dividend. However, starting from the fiscal year ending December 2026, in order to enhance opportunities to return profits to shareholders, the Company has decided to distribute dividends of surplus twice a year, with both an interim dividend and a year-end dividend. In addition, the Company has implemented a stock split at a ratio of 5 shares for each ordinary stock, with December 31, 2025 as the record date and January 1, 2026 as the effective date.

Based on the above, for the next fiscal year (fiscal year ending December 2026), the Company plans to increase the shareholder dividend to 40 yen per share annually (including an interim dividend of 20 yen). (On a pre-stock split basis, this would be 200 yen per year.) According to its Articles of Incorporation, the Board of Directors may, by resolution, set June 30 as the record date for the interim dividend each year.

Note: DOE = Dividend amount / Total equity attributable to owners of the parent (average of beginning and end of the period)

2. Basic Approach to Selecting Accounting Standards

The Sapporo Group has voluntarily applied the International Financial Reporting Standards (IFRS) to its consolidated accounts from the first quarter of 2018. This change in accounting standard is aimed at facilitating international comparisons of Group financial information in the capital markets.

3. Consolidated Financial Statements

(1) Consolidated Statement of Financial Position

(Millions of yen)

	As of December 31, 2024	As of December 31, 2025
Assets		
Current assets		
Cash and cash equivalents	24,140	22,360
Trade and other receivables	99,458	94,523
Inventories	58,148	45,687
Other financial assets	6,178	3,091
Other current assets	5,340	6,220
Subtotal	193,265	171,881
Assets held for sale	653	168,580
Total current assets	193,918	340,461
Non-current assets		
Property, plant and equipment	157,799	144,970
Investment property	209,176	82,607
Goodwill	22,362	22,509
Intangible assets	6,279	5,820
Investments accounted for using equity method	1,323	86
Other financial assets	67,528	52,145
Retirement benefit asset	409	—
Other non-current assets	3,403	3,058
Deferred tax assets	2,766	2,034
Total non-current assets	471,045	313,229
Total assets	664,963	653,690

(Millions of yen)

	As of December 31, 2024	As of December 31, 2025
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	38,027	36,423
Bonds and borrowings	56,996	51,389
Lease liabilities	3,741	3,561
Income taxes payable	7,485	3,667
Other financial liabilities	32,060	26,386
Provisions	8,272	8,412
Other current liabilities	60,426	58,793
Subtotal	207,007	188,632
Liabilities directly associated with assets held for sale	—	29,125
Total current liabilities	207,007	217,757
Non-current liabilities		
Bonds and borrowings	148,117	119,199
Lease liabilities	27,730	24,396
Other financial liabilities	60,987	49,546
Retirement benefit liability	3,297	2,647
Provisions	2,146	2,100
Other non-current liabilities	936	616
Deferred tax liabilities	17,585	17,312
Total non-current liabilities	260,799	215,815
Total liabilities	467,805	433,572
Equity		
Share capital	53,887	53,887
Capital surplus	40,832	40,901
Treasury shares	(1,722)	(1,633)
Retained earnings	65,268	85,689
Other components of equity	37,766	40,019
Total equity attributable to owners of parent	196,030	218,862
Non-controlling interests	1,127	1,256
Total equity	197,157	220,117
Total liabilities and equity	664,963	653,690

(2) Consolidated Statement of Profit or Loss

(Millions of yen)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Continuing operations		
Revenue	512,434	506,861
Cost of sales	353,002	339,815
Gross profit	159,433	167,046
Selling, general and administrative expenses	142,605	142,038
Other operating income	6,367	3,868
Other operating expenses	17,549	4,439
Operating profit	5,645	24,437
Finance income	5,041	2,379
Finance costs	3,492	4,128
Share of profit of investments accounted for using equity method	23	15
Profit before tax	7,217	22,704
Income tax expense	4,456	7,612
Profit from continuing operations	2,761	15,092
Discontinued operations		
Profit from discontinued operations	5,010	4,444
Profit	7,771	19,536
Profit attributable to		
Owners of parent	7,714	19,498
Non-controlling interests	57	39
Profit	7,771	19,536
Basic earnings per share		
Continuing operations	6.94	38.62
Discontinued operations	12.86	11.40
Basic earnings per share	19.80	50.02
Diluted earnings per share		
Continuing operations	6.94	38.60
Discontinued operations	12.85	11.39
Diluted earnings per share	19.79	49.99

(3) Consolidated Statement of Comprehensive Income

(Millions of yen)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Profit	7,771	19,536
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Net change in fair value of equity instruments designated as measured at fair value through other comprehensive income	6,256	5,968
Remeasurements of defined benefit plans	(694)	(521)
Total of items that will not be reclassified to profit or loss	5,561	5,447
Items that may be reclassified to profit or loss		
Exchange differences on translation of foreign operations	4,115	1,882
Effective portion of cash flow hedges	(3)	3
Total of items that may be reclassified to profit or loss	4,112	1,885
Total other comprehensive income, net of tax	9,673	7,332
Comprehensive income	17,444	26,869
Comprehensive income attributable to		
Owners of parent	17,244	26,731
Non-controlling interests	201	138
Comprehensive income	17,444	26,869

(4) Consolidated Statement of Changes in Equity

(Millions of yen)

	Share capital	Capital surplus	Treasury shares	Retained earnings	Other components of equity				
					Exchange differences on translation of foreign operations	Effective portion of cash flow hedges	Financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Total other components of equity
Balance at January 1, 2024	53,887	40,754	(1,783)	50,828	8,886	3	29,740	-	38,630
Profit				7,714					-
Other comprehensive income					3,971	(3)	6,256	(694)	9,529
Comprehensive income	-	-	-	7,714	3,971	(3)	6,256	(694)	9,529
Purchase of treasury shares			(21)						-
Disposal of treasury shares			82						-
Dividends				(3,667)					-
Share-based payment transactions		78							-
Transfer to retained earnings				10,394			(11,088)	694	(10,394)
Total transactions with owners	-	78	61	6,727	-	-	(11,088)	694	(10,394)
Balance at December 31, 2024	53,887	40,832	(1,722)	65,268	12,858	-	24,908	-	37,766

	Total equity attributable to owners of parent	Non-controlling interests	Total equity
Balance at January 1, 2024	182,315	933	183,248
Profit	7,714	57	7,771
Other comprehensive income	9,529	144	9,673
Comprehensive income	17,244	201	17,444
Purchase of treasury shares	(21)	-	(21)
Disposal of treasury shares	82	-	82
Dividends	(3,667)	(7)	(3,674)
Share-based payment transactions	78	-	78
Transfer to retained earnings	-	-	-
Total transactions with owners	(3,528)	(7)	(3,535)
Balance at December 31, 2024	196,030	1,127	197,157

(Millions of yen)

	Share capital	Capital surplus	Treasury shares	Retained earnings	Other components of equity				
					Exchange differences on translation of foreign operations	Effective portion of cash flow hedges	Financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Total other components of equity
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

(5) Consolidated Statement of Cash Flows

(Millions of yen)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Cash flows from operating activities		
Profit before tax	7,217	22,704
Profit before tax from discontinued operations	4,359	6,342
Depreciation and amortization	22,622	22,768
Impairment losses (reversal of impairment losses)	13,360	2,013
Interest and dividend income	(1,174)	(1,059)
Interest expenses	3,258	3,714
Foreign exchange loss (gain)	(1,318)	55
Share of loss (profit) of investments accounted for using equity method	(76)	(100)
Loss (gain) on sale and retirement of property, plant and equipment, and intangible assets	(1,266)	(354)
Decrease (increase) in trade and other receivables	(1,360)	4,624
Decrease (increase) in inventories	1,441	(880)
Increase (decrease) in trade and other payables	(1,493)	(1,243)
Increase (decrease) in accrued alcohol tax	1,438	(519)
Increase or decrease in retirement benefit asset or liability	(1,467)	(1,848)
Other	(1,366)	3,623
Subtotal	44,174	59,839
Interest and dividends received	1,320	1,043
Interest paid	(3,197)	(3,419)
Income taxes refund (paid)	(6,188)	(12,870)
Net cash provided by (used in) operating activities	36,109	44,592
Cash flows from investing activities		
Purchase of property, plant and equipment	(17,671)	(11,941)
Proceeds from sale of property, plant and equipment	5,630	2,055
Purchase of investment property	(17,490)	(3,667)
Proceeds from sale of investment property	1,002	-
Purchase of intangible assets	(1,797)	(1,405)
Purchase of investment securities	(786)	(5,500)
Proceeds from sale of investment securities	20,569	8,990
Proceeds from redemption of investment securities	1,702	8,226
Incomes from refund in capital of subsidiaries and associates	-	810
Proceeds from sale of businesses	1,088	-
Payments for loans receivable	(167)	(48)
Collection of loans receivable	52	52
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	2,986	410
Other	(955)	(955)
Net cash provided by (used in) investing activities	(5,836)	(2,972)

(Millions of yen)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	7,079	1,063
Net increase (decrease) in commercial papers	(8,000)	(1,000)
Proceeds from long-term borrowings	569	1,000
Repayments of long-term borrowings	(17,376)	(15,507)
Redemption of bonds	-	(20,000)
Dividends paid	(3,667)	(4,055)
Repayments of lease liabilities	(4,015)	(3,877)
Purchase of treasury shares	(21)	(60)
Other	58	161
Net cash provided by (used in) financing activities	(25,372)	(42,274)
Effect of exchange rate changes on cash and cash equivalents	2,035	(313)
Net increase (decrease) in cash and cash equivalents	6,936	(968)
Cash and cash equivalents at beginning of period	17,204	24,140
Cash and cash equivalents included in assets of disposal groups classified as held for sale	-	(813)
Cash and cash equivalents at end of period	24,140	22,360

(6) Notes to the Consolidated Financial Statements

(Notes on the Going-concern Assumption)

Not applicable

(Reporting entity)

Sapporo Holdings Limited (the "Company") is a stock company located in Japan. Both its registered head office and principal business address are located in Shibuya-ku, Tokyo. The Company's consolidated financial statements, with a year-end date of December 31, 2024, consist of the Company and its subsidiaries (collectively the "Group"), as well as the Company's interest in its affiliates. The Group's business and key activities are described in (Segment Information).

(Basis of Creation)

(a) Compliance with IFRS

The Group's consolidated financial statements are prepared in accordance with IFRS (International Financial Reporting Standards). The Company has applied the provisions of Article 312 of the Regulation, as it meets the requirements of "Specified Company Complying with Designated International Accounting Standards" as stipulated in Article 1-2 of the Regulation on Consolidated Financial Statements.

(b) Presentation currency

The Group's consolidated financial statements are presented in Japanese yen, the functional currency of the Company, and are rounded to the nearest million yen.

(c) Changes in the presentation method

The profit or loss related to businesses classified as discontinued operations is separately presented in the consolidated statement of profit or loss, after profit from continuing operations and after deduction of Income tax expenses. For businesses classified as discontinued operations, certain reclassifications have been made in the consolidated statement of profit or loss, consolidated cash flow statement, and related notes to the consolidated financial statements for the previous fiscal year.

(Segment Information)

(1) Overview of Reportable Segments

The Company's reportable segments are components of the Group for which separate financial information is available. These segments are periodically reviewed by the Board of Directors to decide on the allocation of resources and assess performance.

Under its pure holding company, each operating company in its group formulates business development and strategies for the finished goods, services, and sales markets they handle, and conducts business activities accordingly.

As of December 24, 2025, the Company entered into a series of agreements related to the injection of external capital to Sapporo Real Estate Co., Ltd., a subsidiary of the Company (hereinafter referred to as "the Transaction"). In light of the Transaction, the real estate business has been classified as discontinued operations. In addition, 30% of trust beneficiary rights in Yebisu Garden Place, along with Ginza Place, and part of Sapporo Garden Park will be transferred to Sapporo Breweries Limited, another wholly owned subsidiary, and will be transferred from the real estate business to the alcoholic beverages business.

Accordingly, from the current fiscal year, the Company has changed its reportable segments to two segments: the Alcoholic Beverages and the Food & Beverages. The reportable segments of its group are mainly organized based on operating companies and their affiliates, and are classified by finished goods, services, and sales markets.

The Alcoholic Beverages business is engaged in the manufacturing and sales of alcoholic beverages, as well as the management of restaurants of various types.

The Food & Beverages business is engaged in the manufacturing and sales of food and beverages.

The segment information for the previous consolidated fiscal year is disclosed based on the classification method of the reporting segments after the change in segment categories.

(2) Segment Revenue and Results

The revenue and performance by reporting segment of the Group are as follows.

For the Year ended December 31, 2024

(Unit: Million yen)

	Alcoholic Beverages	Food & Beverages	Other	Total	Adjustment amount	Consolidated
Revenue						
External Revenue	394,353	117,950	69	512,373	61	512,434
Inter-segment Revenue	12,026	895	-	12,921	(12,921)	-
Total	406,380	118,845	69	525,294	(12,859)	512,434
Operating profit	7,298	5,210	1,107	13,614	(7,969)	5,645

(Note) Intersegment revenue is based on prevailing market prices..

For the Year ended December 31, 2025

(Unit: Million yen)

	Alcoholic Beverages	Food & Beverages	Other	Total	Adjustment amount	Consolidated
Revenue						
External Revenue	400,244	106,609	-	506,853	9	506,861
Inter-segment Revenue	8,819	241	-	9,060	(9,060)	-
Total	409,064	106,849	-	515,913	(9,051)	506,861
Operating profit	30,318	1,886	-	32,204	(7,766)	24,437

(Note) Intersegment revenue is based on prevailing market prices.

The "Other" category comprises business segments that are not included in the reportable segments. Adjustment includes general corporate expenses and intercompany eliminations. General corporate expenses are general administrative expenses that do not belong to any reporting segment.

(Discontinued Operations)

(1) Overview of discontinued operations

The Company resolved, at the meeting of its Board of Directors held on December 24, 2025, to enter into a series of transactions (collectively, the "Transactions"), including an investment by SPARK LLC ("SPARK"), which is jointly funded by PAG Investment Management Co., Ltd. and Kohlberg Kravis Roberts & Co. L.P. or funds advised or managed by their respective affiliates (collectively, the "Consortium"), in Sapporo Real Estate Development Co., Ltd. ("SRE"), a wholly owned subsidiary of the Company, and has executed the relevant agreements for such transactions.

In addition, the closing of this transaction will be conducted in three stages, with the transfer of SRE's voting rights to be carried out 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, the Real Estate business, excluding 30% of the trust beneficial rights of Yebisu Garden Place, GINZA PLACE and part of Sapporo Garden Park, has been classified as discontinued operations, and profit from discontinued operations is presented separately from continuing operations in the consolidated statement of income.

Note that, with some exceptions, assets and liabilities held by the Real Estate business are classified as assets held for sale and liabilities directly associated with assets held for sale.

(2) Profit and loss from discontinued operations

(Unit: Million yen)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Discontinued operations		
Revenue	17,749	20,903
Expense	13,390	14,561
Profit before tax from discontinued operations	4,359	6,342
Income tax expenses	(651)	1,897
Non-profit from continuing operations	5,010	4,444

(3) Profit for the period attributable to

(Unit: Million yen)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Owners of the parent company		
Profit from continuing operations	2,704	15,053
Non-profit from continuing operations	5,010	4,444
Total	7,714	19,498
Noncontrolling interests		
Profit from continuing operations	57	39
Non-profit from continuing operations	-	-
Total	57	39

(Per share data)

The basis for calculating basic earnings per share and diluted earnings per share is as follows.

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Profit attributable to owners of the parent (million yen)	7,714	19,498
Continuing operations	2,704	15,053
Discontinued operations	5,010	4,444
Net income adjustment (million yen)	-	-
Net income (million yen) used for calculation of diluted profit per share	7,714	19,498
Continuing operations	2,704	15,053
Discontinued operations	5,010	4,444

Average number of common shares outstanding during the period (thousand shares)	389,585	389,787
Effect of potentially dilutive common stock (thousand shares)		
Stock Benefit Trust (BBT)	260	240
Average number of diluted shares outstanding during the period (thousand shares)	389,845	390,027

Basic earnings per share (Yen)	19.80	50.02
Continuing operations	6.94	38.62
Discontinued operations	12.86	11.40
Diluted earnings per share	19.79	49.99
Continuing operations	6.94	38.60
Discontinued operations	12.85	11.39

Notes:

1. The Company conducted a five-for-one stock split of its common stock effective January 1, 2026. "Equity attributable to owners of parent per share" and "Basic earnings per share" have been calculated as if the stock split had been implemented at the beginning of the previous consolidated fiscal year.
2. The shares of the Company held by Custody Bank of Japan, Ltd. (Trust E Account) under the Stock Benefit Trust (BBT) system are included in treasury shares to be deducted in the calculation of the average number of common shares outstanding during the period for the computation of earnings per share attributable to owners of the Company. The average number of such treasury shares deducted for the calculation of earnings per share attributable to owners of the Company was 530,975 shares in the previous consolidated fiscal year and 336,975 shares in the current consolidated fiscal year.

(Significant Subsequent Events)

(Matters Concerning Change 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 described in “Notice Concerning Absorption-Type Merger (Simplified, Short-form Merger) of Wholly-Owned Subsidiary with Change of Trade Name and Partial Amendments to Articles of Incorporation” published on December 24, 2025, the Company will transition to a business holding company structure as the optimal organizational format to support sustainable growth, change its business portfolio management to the Domestic Business and the Overseas Business based on the management approach, and work to enhance capital profitability and reduction in the cost of capital to strategically promote the increase of corporate value.

The Company will change its former reportable segments of Alcoholic Beverages and Food & Beverages to the Domestic Business and the Overseas Business. After the change, the Domestic Business reportable segment will consist of Alcoholic Beverages (Japan), Restaurants, and Food & Beverages (Japan), and the Overseas Business reportable segment will consist of Alcoholic Beverages (Overseas) and Overseas Beverages. In addition, the export business of Sapporo Breweries Limited (APAC and Europe), which was classified under the former Alcoholic Beverages reportable segment, will be included under the Overseas Business segment.

Moreover, as described in “Notice Concerning Revisions to Full-Year Earnings Forecast and Changes in Reportable Segments,” published on December 24, 2025, the Company classified the Real Estate Business as a discontinued operation and excluded it from its reportable segments in the fiscal year ended December 31, 2025 in conjunction with the execution of the agreement on a series of transactions related to the external capital injection into its wholly owned subsidiary, Sapporo Real Estate Co., Ltd.

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

*Change to Reportable Segments

The export business of Sapporo Breweries Limited (APAC and Europe), which was classified under the former Alcoholic Beverages reportable segment will be included under the Overseas Business segment.

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 Amendment to Articles of Incorporation in Conjunction with Stock Split)

At its meeting held on November 12, 2025, the Company's Board of Directors resolved to carry out a stock split and make partial amendments to its Articles of Incorporation in connection with the stock split.

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

The Company will conduct a 5-for-1 stock split for each share of common stock held by shareholders of record as of December 31, 2025.

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

i) Total number of shares outstanding 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 shares outstanding after the split	393,971,490 shares
iv) Total number of authorized shares after the 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 as a result of this stock split.

2. Partial Amendment to the Articles of Incorporation

(1) Reason for amendments to the Articles of Incorporation

In accordance with the stock split, the Company's Articles of Incorporation will be partially amended, effective January 1, 2026, by resolution of the Board of Directors, 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.)

Before amendment	After amendment
(Total number of authorized shares) Article 5. The total number of authorized shares of the Company shall be two hundred million (200,000,000) shares.	(Total number of authorized shares) Article 5. The total number of authorized shares of the Company shall be one billion (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



Year ended December 31, 2025

Supplemental information for Consolidated Financial Results

Consolidated Results (Year ended December 31, 2025)

Overview Diagram of Segment Changes for 2025

1. Consolidated Financial Highlights
2. Major Sales and Sales Volume Data
3. Condensed Consolidated Results
 - Consolidated Statements of Income
 - Consolidated Statements of Cash Flows
4. Consolidated Statements of Income : Breakdown of Key Changes
5. Segment Information
6. Condensed Consolidated Balance Sheets

Consolidated Forecasts (Year ending December 31, 2026)

Overview Diagram of Segment Changes for 2026

7. Full-Year Consolidated Business Results estimate
8. Full-Year Consolidated Statement of Income: Breakdown of Key Changes
9. Full-Year Consolidated Segment Information

February 2026

SAPPORO HOLDINGS LTD.

Securities Code: 2501

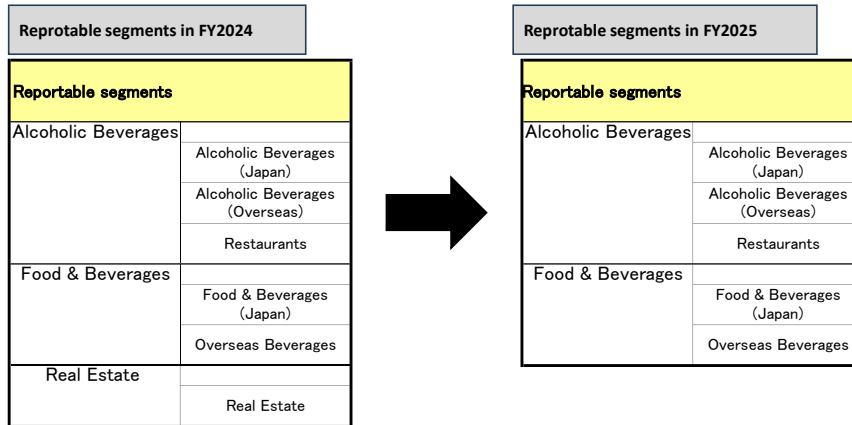
URL <https://www.sapporoholdings.jp/en/>

Overview Diagram of Segment Changes for 2025

Reportable segments in FY2025 have changed as follows:

①30% of SRE's trust beneficiary rights in Yebisu Garden Place, GINZA PLACE, and part of Sapporo Garden Park (the "Transferred Businesses"), which were included in the Real Estate Business, will be transferred from the Real Estate Business to the Alcoholic Beverages Business.

②The Real Estate Business, excluding the Transferred Businesses, will be classified as a discontinued operation and excluded from reportable segments. Accordingly, our reportable segments will be changed to two segments: Alcoholic Beverages Business and Food & Beverages Business.



1. Financial Highlights

(billions of yen, except percentages, ratios, per-share data, and exchange rates)

	Year ended December 31, 2024	Year ended December 31, 2025	Change	Change(%)
Revenue	512.4	506.9	(5.6)	(1.1%)
(ref.) Excluding liquor tax	394.6	391.1	(3.6)	(0.9%)
Revenue growth rate	(1.2%)	(1.1%)	—	—
(ref.) Excluding liquor tax	(1.5%)	(0.9%)	—	—
Overseas revenue	128.5	122.9	(5.6)	(4.4%)
Overseas revenue growth rate	7.4%	(4.4%)	—	—
Core operating profit (*1)	16.8	25.0	8.2	48.6%
Core operating margin	3.3%	4.9%	—	—
Operating profit	5.6	24.4	18.8	332.9%
Profit attributable to owners of parent	7.7	19.5	11.8	152.8%
Total assets	665.0	653.7	(11.3)	(1.7%)
Total equity	197.2	220.1	23.0	11.6%
Balance of debt : Net (*2)	181.0	148.2	(32.7)	(18.1%)
Debt-to-equity ratio (times) : Net (*3)	0.9	0.7	—	—
Depreciation and amortization	17.2	16.9	(0.3)	(1.7%)
EBITDA (*4)	34.1	42.0	7.9	23.2%
EBITDA interest-bearing debt ratio(times) (*5)	5.3	3.5	—	—
Capital expenditure	17.8	13.2	(4.6)	(25.8%)
Cash basis	17.8	13.2	(4.6)	(25.8%)
R O E (%) (*6)	4.1%	9.4%	—	—
E P S (yen sen) (*7)	19.80	50.02	—	—
D O E (%) (*8)	2.1%	3.4%	—	—
Payout ratio (%)	52.5%	36.0%	—	—
Exchange rates (Yen) (*9)	US\$	151.69	149.62	—
	CAN\$	110.69	107.09	—
	SG\$	113.47	114.54	—

	Year ended December 31, 2025	Year ending December 31, 2026 (Forecast)	Change	Change(%)
Revenue	506.9	505.0	(1.8)	(0.4%)
(ref.) Excluding liquor tax	391.1	391.5	0.4	0.1%
Revenue growth rate	(1.1%)	(0.4%)	—	—
(ref.) Excluding liquor tax	(0.9%)	0.1%	—	—
Overseas revenue	122.9	123.5	0.6	0.5%
Overseas revenue growth rate	(4.4%)	0.5%	—	—
Core operating profit (*1)	25.0	22.0	(3.0)	(12.0%)
Core operating margin	4.9%	4.4%	—	—
Operating profit	24.4	6.0	(18.4)	(75.4%)
Profit attributable to owners of parent	19.5	296.0	276.5	—
Total assets	653.7	836.0	—	—
Total equity	220.1	492.1	—	—
Balance of debt : Net (*2)	148.2	(116.0)	(264.2)	(178.3%)
Debt-to-equity ratio (times) : Net (*3)	0.7	—	—	—
Depreciation and amortization	16.9	16.6	(0.3)	(1.9%)
EBITDA (*4)	42.0	38.6	(3.3)	(8.0%)
EBITDA interest-bearing debt ratio (times) (*5)	3.5	—	—	—
Capital expenditure	13.2	19.1	5.9	44.8%
Cash basis	13.2	19.1	5.9	44.8%
R O E (%) (*6)	9.4%	83.4%	—	—
E P S (yen sen) (*7)	50.02	759.28	—	—
D O E (%) (*8)	3.4%	4.4%	—	—
Payout ratio (%)	36.0%	5.3%	—	—
Exchange rates (Yen) (*9)	US\$	149.62	150.00	—
	CAN\$	107.09	105.00	—
	SG\$	114.54	110.00	—

*1: Core operating profit is calculated as Revenue – Cost of sales – SG&A expenses.

*2: The balance of debt includes commercial paper but excludes the balance of lease obligations.

*3: Balance of debt:Net(excluding lease liabilities) /Equity attributable to owners of parent

*4: EBITDA (IFRS)=Core operating profit + Depreciation and amortization

(excluding depreciation expense on leased assets which is charged on the rent of restaurants)

*5: Balance of debt:Net (excluding lease liabilities)/EBITDA

*6: Profit attributable to owners of parent./Equity attributable to owners of parent(Average)

*7: Profit attributable to owners of parent./Average number of shares during the period

*8: Dividend./Equity attributable to owners of parent(Average)

*9: Revenues and expenses are translated into Japanese yen at the average exchange rate for the fiscal year.

2. Major Sales and Sales Volume

Sales Volume: Beer (Japan)

(10,000 cases)

	Fiscal 2024	Fiscal 2025	YoY Change	YoY Change(%)	Full-year estimate for fiscal 2026	YoY Change	YoY Change(%)
Sapporo Draft Beer Black Label (total)	1,721	1,786	65	3.8%	1,843	57	3.2%
YEBISU (total)	632	627	(5)	(0.8%)	671	44	7.0%
④ Beer (total)	3,121	3,220	99	3.2%	3,351	131	4.1%
⑤ Happoshu (include happoshu (2))	884	738	(145)	(16.5%)	550	(188)	(25.5%)
Beer-type beverages (④+⑤)	4,005	3,958	(47)	(1.2%)	3,901	(57)	(1.4%)
RTD (*1)	1,080	1,170	90	8.3%	1,230	60	5.1%
Non-alcoholic beer and low alcohol beer taste beverage	65	74	9	13.8%	75	1	2.0%

*1: Only canned products, RTD 1 case = 350ml x 24 bottles

Sales Volume: Beer (Overseas)

(10,000 cases)

	Fiscal 2024	Fiscal 2025	YoY Change	YoY Change(%)	Full-year estimate for fiscal 2026	YoY Change	YoY Change(%)
Overseas brand (SLEEMAN, Stone, etc.)	1,493	1,361	(132)	(8.8%)	1,291	(70)	(5.1%)
Sapporo brand	479	501	22	4.6%	540	39	7.7%
North America	1,972	1,862	(109)	(5.5%)	1,831	(31)	(1.7%)
Sapporo brand	404	554	150	37.3%	635	81	14.6%
Other areas	404	554	150	37.3%	635	81	14.6%
Sapporo brand (total)	883	1,056	173	19.6%	1,175	119	11.3%
Total	2,375	2,417	41	1.7%	2,466	49	2.0%

Sales: Beer (Japan) *including liquor tax

(billions of yen)

	Fiscal 2024	Fiscal 2025	YoY Change	YoY Change(%)	Full-year estimate for fiscal 2026	YoY Change	YoY Change(%)
Beer	170.8	182.0	11.2	6.6%	188.2	6.2	3.4%
Happoshu (include happoshu (2))	37.8	32.9	(4.9)	(12.9%)	25.2	(7.7)	(23.5%)
Subtotal	208.6	214.9	6.3	3.0%	213.4	(1.5)	(0.7%)
Rebate subtracted from sales (*2)	(11.7)	(11.8)	(0.1)	—	—	—	—
Total	196.9	203.2	6.3	3.2%	—	—	—

*2: Full year estimate for rebate subtracted from sales in not disclosed.

Sales: Alcoholic Beverages (Japan)

(billions of yen)

	Fiscal 2024	Fiscal 2025	YoY Change	YoY Change(%)	Full-year estimate for fiscal 2026	YoY Change	YoY Change(%)
Domestic wines	1.8	1.1	(0.7)	(40.0%)	1.0	(0.1)	(6.3%)
Imported wines	6.3	6.4	0.1	2.3%	6.1	(0.3)	(4.6%)
Wine (total)	8.0	7.5	(0.6)	(7.1%)	7.1	(0.4)	(4.9%)
Spirits and Shochu (total)	31.8	31.5	(0.3)	(1.0%)	31.9	0.4	1.3%
RTD	28.2	31.5	3.3	11.5%	34.1	2.6	8.2%
Subtotal	68.1	70.5	2.4	3.5%	73.1	2.6	3.7%
Rebate subtracted from sales (*3)	(10.6)	(10.7)	(0.1)	—	—	—	—
Total	57.5	59.8	2.3	4.0%	—	—	—

*3: Full year estimate for rebate subtracted from sales in not disclosed.

Sales: Food & Beverages (Japan) (*4)

(billions of yen)

	Fiscal 2024	Fiscal 2025	YoY Change	YoY Change(%)	Full-year estimate for fiscal 2026	YoY Change	YoY Change(%)
Lemon (Lemon Drinks · Lemon Food)	33.5	35.5	2.0	6.0%	38.8	3.3	9.2%
Drinks (excluding lemon drinks), etc.	49.2	39.3	(10.0)	(20.2%)	33.5	(5.7)	(14.6%)

*4: Only domestic sales (Before Rebate subtracted from sales)

Sales: Overseas Beverages (*5)

(millions of SGD)

	Fiscal 2024	Fiscal 2025	YoY Change	YoY Change(%)	Full-year estimate for fiscal 2026	YoY Change	YoY Change(%)
Singapore	146	135	(10)	(7.1%)	138	3	2.3%
Malaysia	29	26	(3)	(9.0%)	31	5	20.0%
International	38	41	3	8.2%	43	3	6.6%

*5: Before sales deduction, exclude OEM sales

3. Consolidated Results (Year ended December 31, 2025)

Consolidated Statements of Income

(billions of yen)

	Year ended December 31, 2024	Year ended December 31, 2025	Change	Change(%)
Alcoholic Beverages	394.4	400.2	5.9	1.5%
Japan	279.2	291.0	11.8	4.2%
Overseas	94.3	87.7	(6.6)	(7.0%)
Restaurants	20.9	21.5	0.6	3.0%
Food & Beverages	118.0	106.6	(11.3)	(9.6%)
Japan	90.7	80.9	(9.8)	(10.9%)
Overseas	27.2	25.7	(1.5)	(5.5%)
Other	0.1	—	(0.1)	—
Revenue	512.4	506.9	(5.6)	(1.1%)
Alcoholic Beverages	21.4	28.5	7.1	33.1%
Japan	19.0	26.3	7.3	38.3%
Overseas	0.4	0.2	(0.2)	(57.5%)
Restaurants	1.9	2.0	0.1	5.6%
Food & Beverages	3.4	4.2	0.8	23.3%
Japan	2.2	3.0	0.8	35.5%
Overseas	1.2	1.2	(0.0)	(1.0%)
Other • General corporate and intercompany eliminations	(8.0)	(7.8)	0.3	—
Core operating profit (*1)	16.8	25.0	8.2	48.6%
Other operating income	6.4	3.9	(2.5)	(39.2%)
Other operating expense	17.5	4.4	(13.1)	(74.7%)
Operating profit	5.6	24.4	18.8	332.9%
Financial income (expense)	1.5	(1.7)	(3.3)	—
Equity in net income of affiliates	0.0	0.0	(0.0)	(33.9%)
Profit before tax	7.2	22.7	15.5	214.6%
Income taxes	4.5	7.6	3.2	70.8%
Profit from continuing operations	2.8	15.1	12.3	446.7%
Profit from discontinued operations	5.0	4.4	(0.6)	(11.3%)
Profit	7.8	19.5	11.8	151.4%
Profit (loss) attributable to non-controlling interest	0.1	0.0	(0.0)	(31.8%)
Profit attributable to owners of parent	7.7	19.5	11.8	152.8%

(ref.)

E B I T D A (*2)	34.1	42.0	7.9	23.2%
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*1: Core operating profit is calculated as Revenue – Cost of sales – SG&A expenses.

*2: EBITDA (IFRS)=Core operating profit + Depreciation and amortization
(excluding depreciation expense on leased assets which is charged on the rent of restaurants)

*3: The real estate business has been classified as discontinued operations.

*4: Segment information for the previous fiscal year has been prepared in accordance with the revised reportable segment classification.

Consolidated Statements of Cash Flows

(billions of yen)

	Year ended December 31, 2024	Year ended December 31, 2025	Change	Change(%)
Increase (decrease) in cash and cash equivalents	6.9	(1.0)	(7.9)	—
Cash flows from operating activities	36.1	44.6	8.5	23.5%
Profit (loss) before tax	7.2	22.7	15.5	214.6%
Profit (loss) before tax from discontinued operations	4.4	6.3	2.0	45.5%
Depreciation and amortization	22.6	22.8	0.1	0.6%
Impairment losses (reversal of impairment losses)	13.4	2.0	(11.3)	(84.9%)
Income taxes refund (paid)	(6.2)	(12.9)	(6.7)	—
Others	(5.3)	3.6	8.9	—
Cash flows from investing activities	(5.8)	(3.0)	2.9	—
Proceeds from sales (Purchase) of fixed assets	(13.8)	(11.3)	2.6	—
Proceeds from sales (Purchase) of investment property	(16.5)	(3.7)	12.8	—
Proceeds from sales and redemption (Purchase) of investment securities	21.5	11.7	(9.8)	(45.5%)
Others	3.0	0.2	(2.8)	(91.9%)
Free Cash flows	30.3	41.6	11.3	37.5%
Cash flows from financing activities	(25.4)	(42.3)	(16.9)	—
Change in financial liabilities	(17.7)	(34.3)	(16.7)	—
Others	(7.7)	(7.9)	(0.3)	—

4. Consolidated Statements of Income : Breakdown of key income Changes (Year ended December 31, 2026)

(1) Alcoholic Beverages

(billions of yen)

Change factor	Fiscal 2024	Fiscal 2025	Change	Details
Beer-type beverages increase (decrease) in volume			(0.8)	Including Non-alcoholic
Product mix, Price revision, Manufacturing cost			6.8	
RTD ・ Wine ・ Spirits ・ Shochu, other			4.1	
Advertising and promotion expenses (*1)			(3.1)	
Personnel expenses, Facilities costs ,other			0.6	
Domestic subsidiaries,consolidation adjustments, other			(0.3)	
Alcoholic beverages (Japan)	19.0	26.3	7.3	
Alcoholic beverages (Overseas)	0.4	0.2	(0.2)	
Restaurants	1.9	2.0	0.1	
Segment adjustment	0.1	0.0	(0.1)	
Alcoholic Beverages(Core operating profit)	21.4	28.5	7.1	

*1: Advertising and promotion expenses(2025)26.4 billions of yen

(2) Food & Beverages

(billions of yen)

Change factor	Fiscal 2024	Fiscal 2025	Change	Details
Increase (decrease) in volume			(2.1)	
Product mix, Price revision, Manufacturing cost			1.1	
Advertising and promotion expenses			0.7	
Personnel expenses, Facilities costs ,other			0.4	
Domestic subsidiaries and consolidation adjustments, other			0.7	
Food & Beverages (Japan)			0.8	
Overseas Beverages			(0.0)	
Food & Beverages(Core operating profit)	3.4	4.2	0.8	

*2: In FY2025, 30% of the trust beneficiary rights for Yebisu Garden Place, GINZA PLACE, and a portion of Sapporo Garden Park, which had been included in the Real Estate segment, were transferred from the Real Estate segment to the Alcoholic Beverages segment. The impact on profit or loss resulting from these transfers is included in "Domestic subsidiaries,consolidation adjustments, other" within "Japan alcoholic beverages" in (1) Alcoholic Beverages segment.

*3: In FY2025, the "Real Estate Business" was classified as a discontinued operation and excluded from the reportable segments. The table above shows the amounts for continuing operations excluding the amounts related to discontinued operations.

5. Segment Information (Year ended December 31, 2025)

(billions of yen)

		Alcoholic Beverages	Food & Beverages	Other	Corporate and eliminations	Consolidated total
Revenue	Jan. 1 - Dec.31, 2025	400.2	106.6	—	0.0	506.9
	Jan. 1 - Dec.31, 2024	394.4	118.0	0.1	0.1	512.4
	Change	5.9	(11.3)	(0.1)	(0.1)	(5.6)
Core operating profit (*1)	Jan. 1 - Dec.31, 2025	28.5	4.2	—	(7.8)	25.0
	Jan. 1 - Dec.31, 2024	21.4	3.4	0.0	(8.1)	16.8
	Change	7.1	0.8	(0.0)	0.3	8.2
Operating profit	Jan. 1 - Dec.31, 2025	30.3	1.9	—	(7.8)	24.4
	Jan. 1 - Dec.31, 2024	7.3	5.2	1.1	(8.0)	5.6
	Change	23.0	(3.3)	(1.1)	0.2	18.8
Depreciation and amortization	Jan. 1 - Dec.31, 2025	13.2	2.6	—	1.1	16.9
	Jan. 1 - Dec.31, 2024	13.0	2.9	—	1.3	17.2
	Change	0.2	(0.3)	—	(0.2)	(0.3)
E B I T D A (*2)	Jan. 1 - Dec.31, 2025	41.8	6.8	—	(6.7)	42.0
	Jan. 1 - Dec.31, 2024	34.4	6.3	0.0	(6.7)	34.1
	Change	7.3	0.5	(0.0)	0.1	7.9
Capital expenditures (cash basis)	Jan. 1 - Dec.31, 2025	10.1	2.2	—	0.9	13.2
	Jan. 1 - Dec.31, 2024	14.1	2.3	—	1.4	17.8
	Change	(3.9)	(0.1)	—	(0.6)	(4.6)

*1: Core operating profit is calculated as Revenue – Cost of sales – SG&A expenses.

*2: EBITDA (IFRS)=Profit from operations before non-recurring items+ Depreciation and amortization
(excluding depreciation expense on leased assets which is charged on the rent of restaurants)

*3: The real estate business has been classified as discontinued operations.

*4: Segment information for the previous fiscal year has been prepared in accordance with the revised reportable segment classification.

6. Condensed Consolidated Balance Sheets (Year ended December 31, 2025)

(billions of yen)

	Year ended December 31, 2024	Year ended December 31, 2025	Change	Details
Current assets	193.9	340.5	146.5	
Cash and cash equivalents	24.1	22.4	(1.8)	
Trade and other receivables	99.5	94.5	(4.9)	
Inventories	58.1	45.7	(12.5)	
Assets held for sale (*1)	0.7	168.6	167.9	
Other	11.5	9.3	(2.2)	
Non-current assets	471.0	313.2	(157.8)	
Fixed assets	164.1	150.8	(13.3)	
Investment property	209.2	82.6	(126.6)	
Goodwill	22.4	22.5	0.1	
Other	75.4	57.3	(18.1)	
Total assets	665.0	653.7	(11.3)	
Current liabilities	207.0	217.8	10.7	
Trade and other payables	38.0	36.4	(1.6)	
Short-term financial liabilities	57.0	51.4	(5.6)	
Liabilities directly associated with assets held for sale (*1)	—	29.1	29.1	
Other	112.0	100.8	(11.2)	
Non-current liabilities	260.8	215.8	(45.0)	
Long-term financial liabilities	148.1	119.2	(28.9)	
Retirement benefit liability	3.3	2.6	(0.7)	
Other	109.4	94.0	(15.4)	
Total liabilities	467.8	433.6	(34.2)	
Equity attributable to owners of parent	196.0	218.9	22.8	
Equity attributable to non-controlling interests	1.1	1.3	0.1	
Total equity	197.2	220.1	23.0	
Total liabilities and equity	665.0	653.7	(11.3)	

Total Asset by segment

(billions of yen)

	Year ended December 31, 2020	Year ended December 31, 2025	Change	Details
Alcoholic Beverages (*2)	326.6	421.6	95.1	
Food & Beverages	114.5	109.6	(4.9)	
Corporate and eliminations (*3)	223.9	122.5	(101.4)	
Total	665.0	653.7	(11.3)	

*1: In FY2025, among the assets of the Real Estate segment, except for certain assets and liabilities that remain within the Group, such assets and liabilities were classified as assets held for sale and liabilities directly associated with assets held for sale.

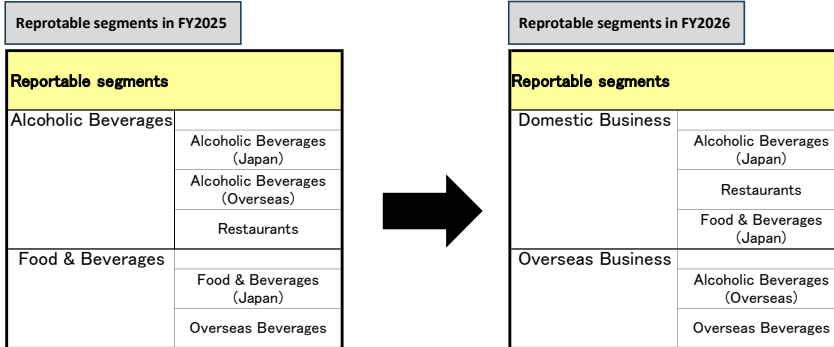
*2: In FY2025, 30% of the trust beneficiary rights for Yebisu Garden Place, GINZA PLACE, and a portion of Sapporo Garden Park were transferred from the Real Estate segment to the Alcoholic Beverages segment and are included in total assets of the Alcoholic Beverages segment as of the end of FY2025.

*3: Among the assets of the Real Estate segment, except for certain assets that remain within the Group, assets held for sale are included in "Corporate and eliminations."

Overview Diagram of Segment Changes for 2026

Reportable segments will be changed as follows, starting from the fiscal year ending December 31, 2026.

- ① We will change former reportable segments of Alcoholic Beverages and Food & Beverages to the Domestic Business and the Overseas Business.
- ② After the change, the Domestic Business reportable segment will consist of Alcoholic Beverages (Japan), Restaurants, and Food & Beverages (Japan)
- ③ After the change, the Overseas Business reportable segment will consist of Alcoholic Beverages (Overseas) and Overseas Beverages.
- ④ The export business of Sapporo Breweries Limited (APAC and Europe), which was classified under the former Alcoholic Beverages reportable segment, will be included under the Overseas Business segment.



7. Consolidated Business Results estimate (Year ending December 31, 2026)

Consolidated Statements of Income

(billions of yen)

	Year ended December 31, 2025	Year ending December 31, 2026 (Forecast)	Change	Change(%)
Domestic Business	383.9	381.5	(2.4)	(0.6%)
Alcoholic Beverages (Japan)	281.5	284.0	2.5	0.9%
Restaurants	21.5	22.0	0.5	2.4%
Food & Beverages (Japan)	80.9	75.5	(5.4)	(6.7%)
Overseas Business	122.9	123.5	0.6	0.5%
Alcoholic Beverages (Overseas)	97.2	97.0	(0.2)	(0.2%)
Overseas Beverages	25.7	26.5	0.8	3.0%
Other	—	—	—	—
Revenue	506.9	505.0	(1.8)	(0.4%)
Cost of sales	30.5	30.1	(0.4)	(1.4%)
Alcoholic Beverages (Japan)	25.4	25.0	(0.4)	(1.7%)
Restaurants	2.0	2.0	(0.0)	(1.9%)
Food & Beverages (Japan)	3.0	3.1	0.1	1.7%
Overseas Business	2.2	3.4	1.2	51.9%
Alcoholic Beverages (Overseas)	1.1	2.0	0.9	88.1%
Overseas Beverages	1.2	1.4	0.2	19.2%
Other · General corporate and intercompany eliminations	(7.8)	(11.5)	(3.7)	—
Core operating profit (*1)	25.0	22.0	(3.0)	(12.0%)
Other operating income (expense)	(0.6)	(16.0)	(15.4)	—
Operating profit	24.4	6.0	(18.4)	(75.4%)
Financial income (expense)	(1.7)	5.1	6.9	—
Equity in net income (loss) of affiliates	0.0	0.0	0.0	4.3%
Profit before tax	22.7	11.2	(11.5)	(50.9%)
Income taxes	7.6	5.1	(2.5)	(32.8%)
Profit from continuing operations	15.1	6.0	(9.1)	(6.0%)
Profit from discontinued operations	4.4	290.0	285.6	—
Profit (loss)	19.5	296.0	276.5	—
Profit (loss) attributable to non-controlling interest	0.0	0.0	0.0	3.2%
Profit (loss) attributable to owners of parent	19.5	296.0	276.5	—

(ref.)

EBITDA (*2)	42.0	38.6	(3.3)	(8.0%)
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*1: Core operating profit is calculated as Revenue – Cost of sales – SG&A expenses.

*2: EBITDA=Core operating profit + Depreciation and amortization (excluding depreciation expense on leased assets which is charged on the rent of restaurants)

*3: In FY2025, the Real Estate segment was classified as a discontinued operation. In FY2025 and the FY2026 forecast, amounts for continuing operations, excluding amounts related to discontinued operations, are presented for the relevant line items. Profit for the year and profit attributable to owners of the parent are presented as the aggregate of continuing operations and discontinued operations.

*4: Effective from FY2026, the reportable segments will be changed to “Domestic Business” and “Overseas Business.” In addition, the export business (APAC and Europe) of Sapporo Breweries Ltd., which had previously been included in the “Alcoholic Beverages” segment, will be included in the “Overseas Business” segment. Accordingly, for year-on-year comparisons, prior-year figures have been reclassified to conform to the revised segment classification.

Condensed Consolidated Statements of Cash Flows

(billions of yen)

	Year ended December 31, 2025	Year ending December 31, 2026 (Forecast)	Change	Change(%)
Cash flows from operating activities	44.6	28.2	(16.4)	(36.8%)
Cash flows from investing activities	(3.0)	275.4	278.4	—
Free Cash flows	41.6	303.6	262.0	629.5%

8.Consolidated Statement of Income: Breakdown of Key Changes Forecast (Year ending December 31, 2026)

(1) Domestic Business

(billions of yen)

Change factor	Year ended December 31, 2025	Year ending December 31, 2026 (Forecast)	Change	Details
Beer-type beverages increase (decrease) in volume			(1.1)	Including Non-alcoholic
Product mix, Price revision, Manufacturing cost			2.4	
RTD ・ Wine ・ Spirits ・ Shochu, other			1.0	
Advertising and promotion expenses			(1.9)	
Personnel expenses, Facilities costs ,other			(0.7)	
Domestic subsidiaries and consolidation adjustments, other			(0.1)	
Alcoholic Beverages (Japan)	25.4	25.0	(0.4)	
Restaurants	2.0	2.0	(0.0)	
Increase (decrease) in volume			(1.2)	
Product mix, Price revision, Manufacturing cost			0.7	
Advertising and promotion expenses			0.6	
Personnel expenses, Facilities costs ,other			0.6	
Domestic subsidiaries and consolidation adjustments, other			(0.6)	
Food & Beverages (Japan)	3.0	3.1	0.1	
Segment adjustment	0.0	0.0	0.0	
Domestic Business(Core operating profit)	30.5	30.1	(0.4)	

(2) Overseas Business

(billions of yen)

Change factor	Year ended December 31, 2025	Year ending December 31, 2026 (Forecast)	Change	Details
North America			1.2	
Other areas and consolidation adjustments, other			(0.3)	
Alcoholic Beverages (Overseas)	1.1	2.0	0.9	
Overseas Beverages	1.2	1.4	0.2	
Overseas Business(Core operating profit)	2.2	3.4	1.2	

*1: Effective from FY2026, the reportable segments will be changed to "Domestic Business" and "Overseas Business." In addition, the export business (APAC and Europe) of Sapporo Breweries Ltd., which had previously been included in the "Alcoholic Beverages segment, will be included in the "Overseas Business" segment. Accordingly, for year-on-year comparisons, prior-year figures have been reclassified to conform to the revised segment classification.

*2: In FY2025, 30% of the trust beneficiary rights for Yebisu Garden Place, GINZA PLACE, and a portion of Sapporo Garden Park included in the Real Estate Business were transferred from the Real Estate Business to the Alcoholic Beverages Business. The impact on profit or loss resulting from these transfers is included in "Domestic subsidiaries and consolidation adjustments, other" within "Domestic alcoholic beverages" in (1) Domestic Business.

*3: In FY2025, the Real Estate Business was classified as a discontinued operation and excluded from the reportable segments. The table above presents amounts for continuing operations, excluding amounts related to discontinued operations.

9. Consolidated Segment Information Forecasts (Year ending December 31, 2026)

(billions of yen)

		Domestic Business	Overseas Business	Corporate and eliminations	Consolidated total
Revenue	Year ending December 31, 2026 (Forecast)	381.5	123.5	—	505.0
	Year ended December 31, 2025	383.9	122.9	—	506.9
	Change	(2.4)	0.6	—	(1.8)
Core operating profit (*1)	Year ending December 31, 2026 (Forecast)	30.1	3.4	(11.5)	22.0
	Year ended December 31, 2025	30.5	2.2	(7.8)	25.0
	Change	(0.4)	1.2	(3.7)	(3.0)
Operating profit	Year ending December 31, 2026 (Forecast)	25.1	3.2	(22.2)	6.0
	Year ended December 31, 2025	29.2	3.0	(7.8)	24.4
	Change	(4.2)	0.2	(14.5)	(18.4)
Depreciation and amortization	Year ending December 31, 2026 (Forecast)	8.8	6.7	1.2	16.6
	Year ended December 31, 2025	9.1	6.8	1.1	16.9
	Change	(0.3)	(0.1)	0.1	(0.3)
E B I T D A (*2)	Year ending December 31, 2026 (Forecast)	38.9	10.1	(10.3)	38.6
	Year ended December 31, 2025	39.6	9.0	(6.7)	42.0
	Change	(0.7)	1.0	(3.6)	(3.3)
Capital expenditures (cash basis)	Year ending December 31, 2026 (Forecast)	12.1	4.6	2.4	19.1
	Year ended December 31, 2025	7.2	5.2	0.9	13.2
	Change	4.9	(0.6)	1.5	5.9

*1: Core operating profit is calculated as Revenue – Cost of sales – SG&A expenses.

*2: EBITDA (IFRS)=Core operating profit + Depreciation and amortization

(excluding depreciation expense on leased assets which is charged on the rent of restaurants)

*3: Effective from FY2026, the reportable segments will be changed to “Domestic Business” and “Overseas Business.” In addition, the export business (APAC and Europe) of Sapporo Breweries Ltd., which had previously been included in the “Alcoholic Beverages ” segment, will be included in the “Overseas Business”

Accordingly, for year-on-year comparisons, prior-year figures have been reclassified to conform to the revised segment classification.

*4: The table above presents amounts for continuing operations, excluding discontinued operations.