[Translation]

February 8, 2013

Company name	Sapporo Holdings Limited
Representative	Tsutomu Kamijo President and Representative Director
Securities code	2501
Listed on	Tokyo Stock Exchange Sapporo Securities Exchange
Inquiries	Tatsuya Komatsu Director, Corporate Communication Department Tel.: +81 3-5423-7407

SAPPORO Group Medium-Term Management Plan 2013–2014
—Establishing a Foundation to Realize a New Management Framework and Producing Substantive Results—

We are pleased to announce the SAPPORO Group Medium-Term Management Plan 2013–2014 (the "Management Plan 2013–2014").

The SAPPORO Group has formulated a long-term management vision, the SAPPORO Group's New Management Framework (the "New Management Framework"), with targets set for 2016 and has been taking initiatives toward its realization. The Group has also seen significant structural changes such as the launch of operations in January 2013 of POKKA SAPPORO FOOD & BEVERAGE LTD., a new Food & Soft Drinks business that resulted from the business integration of the Pokka Group.

Counting the current fiscal year, we have four years until 2016, the final year of our New Management Framework. Fiscal 2013 and 2014, the first two years have been designated as an important period to establish a foundation for realizing our plans and striving to achieve some targets ahead of schedule. We will further improve the SAPPORO Group's corporate value with the Group's new management structure.

I. Overview of 2012

In preparation for the dynamic growth of the Group through the New Management Framework, we have been promoting the following three basic strategies in 2012, the first year we consider as the "period we seek vigorous improvement in our business by implementing the Group's new management structure."

1) Challenges toward growth in all businesses
2) Carrying out growth measures
3) Creating new opportunities for growth

Despite the negative impact from the previous year's Great East Japan Earthquake on our respective businesses, which hindered us from achieving some of the targets as a Group, we successfully laid the groundwork for future growth in each business.

1. Progress of basic strategies

1) Challenge toward growth in all businesses

- In the Japanese Alcoholic Beverages business, we introduced Mugi to Hop Black, a beer product for year-round sales, in March and newly released HOKKAIDO Premium in July, thereby reinforcing our beer and beer-type product lineup. As a result, sales volume in the beer and beer-type category exceeded that in the previous year and the market share expanded despite a prior prediction that the general demand for beer and beer-type products would be about 99% of the demand for a year earlier. Also, sales rose steadily in non-beer multitier businesses such as the non-alcoholic beer category, RTD (ready-to-drink) products, wine and shochu. Consequently, net sales in the Japanese Alcoholic Beverages business advanced 2% compared with the previous year.

- The Sapporo Group's International business continued to progress steadily. In Canada, sales volume at SLEEMAN BREWERIES LTD. advanced 4% compared with the previous year, recording an increase for the sixth consecutive year, excluding Sapporo-brand products produced under a commission production contract and those sold inside Canada. In the United States, at SAPPORO USA, sales volume of Sapporo-brand products increased 1% from the previous year. In Vietnam, to raise recognition of the Sapporo brand, full-scale marketing started in April, including the airing of TV commercials and the placement of billboards in Ho Chi Minh City. In South Korea, Oceania and Singapore as well, we strove to increase market sales, resulting in a 68% year-on-year increase in the beer category's sales volume in global areas centering on Asia, excluding North America.

- In the Food & Soft Drinks business, we have focused on a smooth shift to POKKA SAPPORO FOOD & BEVERAGE LTD., a new company born from the integration. Sapporo Beverage Co. Ltd. implemented measures to promote priority category products, the German sparkling natural mineral water GEROLSTEINER and *Oishii Tansansui*, resulting in sales of these products exceeding the previous year. The Pokka Group concentrated investments in the reinforcement of mainstay and emerging brands such as Kireto Lemon, POKKA Lemon 100, Aromax and *Jikkuri Kotokoto.*

- In the Restaurants business, although the management environment remained severe given sluggish personal consumption, drinking at home and prepared meals, the Group improved service quality; reinforced brand power in all businesses but primarily at its mainstay beer halls; and reinforced sales activities aimed at corporate clients. The newly opened YEBISU BAR and the small to medium-sized Ginza Lion brasseries progressed favorably. Moreover, we continued to improve profitability by compressing various expenses and closing unprofitable stores.

- In the Real Estate business, we strove to maintain and improve the occupancy rate and rent standards for the properties we hold. In January, the trade name of Yebisu Garden Place Co., Ltd., a consolidated subsidiary of the Company, was changed to SAPPORO REAL ESTATE CO., LTD., to increase SAPPORO's brand value and strengthen group synergies. In March, we increased our equity in the Yebisu

Garden Place complex to 100% and started measures to strengthen our brand power and improve the asset value of Yebisu Garden Place by improving the convenience of its overall facilities.

2) Carry out growth measures

- In March, the Company purchased trust beneficiary rights from joint holders that accounted for 15% of the total equity of Yebisu Garden Place, thereby achieving full ownership of the Yebisu Garden Place complex. Toward the 20th anniversary of Yebisu Garden Place in 2014, we started measures to strengthen our brand power and improve the asset value of Yebisu Garden Place by improving the convenience of its overall facilities.

- In March, we established POKKA SAPPORO FOOD & BEVERAGE LTD., an integrated Food & Soft Drinks business promotion company, and prepared to launch operations in January 2013.

- We reinforced the International Alcoholic Beverages and Soft Drinks businesses especially in Southeast Asia. We developed and expanded the International Alcoholic Beverages business in Southeast Asia by maximizing the geographic positioning of Vietnam as a bridgehead to our Southeast Asian strategy. In the Soft Drinks business, we aggressively implemented measures to reinforce our presence in surrounding countries with Pokka Corporation Singapore Pte Ltd. as a core.

3) Create new opportunities for growth

- In the Japanese Alcoholic Beverages business, we have engaged in promoting a new beer culture and revitalizing the beer market by reaching customers through several approaches. Specifically, we launched a site, “100 People Beer Lab,” for interactive communication with customers using Facebook. We started Waku Waku Breweries at which they can make original beer by choosing their own label, taste and bottle. Beer enthusiasts voluntarily established a corporation and implemented the first Japanese Beer *Kentei*, or *Beer-ken* (official beer quality screening). We also strove to revitalize particular regions and release products in collaboration with some retailers.

- In the International business, the Company acquired 15% of the shares in a group company of Maeil Dairies Co., Ltd., a South Korean company with which the Company entered into an alliance at the end of January, thereby putting a structure in place to raise Sapporo’s brand value and reinforce the product sales structure in South Korea. Also, at the end of January 2012, the Company acquired 51% of the shares issued by Silver Springs Citrus Inc. in the United States. Effective from April, we consolidated Silver Springs Citrus’s profit-and-loss items into the Company’s consolidated statement of income, launching the Soft Drinks business in North American markets.

- The Company maintained a high rating by the credit rating agencies, reflecting a high appraisal of its continued efforts to reinforce its revenue base and financial foundation.
  (JCR: A–, R&I: BBB+) *As of February 8, 2013

2. Strategic investment outlays

Our major strategic investments made in 2012 were as follows.

- Acquisition of shares in Silver Springs Citrus: Approximately ¥2.5 billion (including net financial liabilities)
- Acquisition of 15% of the trust beneficiary rights in Yebisu Garden Place: Approximately ¥40.5 billion
- Capital expenditures and lease fees: Approximately ¥17.3 billion (Consolidated total)

3. Financial results

Both the Japanese Alcoholic Beverages business and the Restaurants business recorded revenue increases due to a rebound from the previous term, a period directly affected by the Great East Japan Earthquake. In the International business, an increase in net sales was recorded by Silver Springs Citrus, which was consolidated in April. In the Food & Soft Drinks business, an increase in net sales of the Pokka Group for the first quarter, which had not been consolidated in the previous year, contributed on an annual basis, leading to a significant revenue increase. Consequently, consolidated net sales were ¥492.4 billion, up ¥43.0 billion, or 10%, from the same period of the previous year.

Operating income in the Restaurants business increased due to sales increase. Operating income in the Real Estate business advanced by including the profit-and-loss items of Yebisu Garden Place, effective from March, resulting from the acquisition of the 15% trust beneficiary rights in Yebisu Garden Place from joint holders. However, we aggressively invested more sales expenses than the previous year in the International Alcoholic Beverages business and the Food & Soft Drinks business. In the International business, expenses increased for establishing markets in Vietnam. Amortization of goodwill increased in the Food & Soft Drinks business. The Pokka Group was consolidated into the Group and recorded an operating loss for the first quarter. These factors led to a decrease in operating income, resulting in consolidated operating income of ¥14.4 billion, down ¥4.4 billion, or 24%, year on year.

(Billions of yen)

	2011 results	2012 targets	**2012 results**
Consolidated net sales (incl. liquor taxes)	449.4	493.0	**492.4**
Japanese Alcoholic Beverages	268.1	277.5	**274.4**
International	25.8	37.3	**36.1**
Food and Soft Drinks	108.0	128.1	**132.1**
Restaurants	24.0	24.9	**25.6**
Real Estate	22.4	24.4	**23.2**
Other Businesses	0.7	0.8	**0.8**
Consolidated operating income	18.8	16.0	**14.4**
Japanese Alcoholic Beverages	9.3	9.0	**7.5**
International	0.3	0.0	**(0.0)**
Food and Soft Drinks	3.6	0.2	**0.3**
Restaurants	0.2	0.6	**0.5**
Real Estate	8.5	9.3	**9.3**
Other Businesses	(0.6)	(0.4)	**(0.4)**
Corporate and intercompany eliminations	(2.6)	(2.7)	**(2.9)**
Consolidated ordinary income	16.8	13.0	**13.6**
Consolidated net income	3.1	3.6	**5.3**

Notes:

1. Exchange rates: 2011 actual rates were US$=¥79.79 and CAN$=¥80.74; 2012 targets assumed

US$=¥81.00 and CAN$=¥80.00; 2012 actual rates were US$=¥79.81 and CAN$=¥79.83.

2. 2012 target figures are consolidated performance projections revised as of August 7, 2012, when the interim financial statements were released.

	2011 results	2012 targets	**2012 results**
Consolidated operating margin (excl. liquor taxes, before amortization of goodwill)	6.5%	5.1%	**4.8%**
Financial liabilities	¥219.1 bn	¥249.0 bn	**¥257.6 bn**
D/E ratio	1.8 times	2.0 times	**1.9 times**
ROE	2.5%	2.9%	**4.2%**
ROE before amortization of goodwill	5.1%	6.1%	**7.3%**

II. SAPPORO Group Management Plan 2013–2014

1. Relationship to the long-term management vision

The New Management Framework (formulated in October 2007) lays out a long-term management vision for enhancing corporate value through group-wide growth. Regarding the managerial goals addressed in the New Management Framework, we position the first two years, 2013 and 2014, as an important period to establish a foundation for realizing our plans and striving to achieve some targets ahead of schedule. Including the implementation of new investments with an aim toward medium- to long-term growth, we will further improve the Group's corporate value.

The New Management Framework's targets (to be achieved by 2016):

Consolidated Net Sales: ¥600 billion (including liquor taxes)
¥450 billion (excluding liquor taxes)
Consolidated Operating Income: ¥40 billion (before amortization of goodwill)

2. New group management structure to be pursued from a medium-term perspective

Regarding the products and services provided by the Group, in addition to the Alcoholic Beverages and Real Estate businesses, we intend to nurture the Food & Soft Drinks (excluding alcoholic beverages) business as the third pillar for future growth of the SAPPORO Group. With regard to business expansion, we will expand our corporate activities from our center of operations in Japan, where the Group's management base is located, to North America and other parts of Asia.

Meanwhile, the SAPPORO Group advocates "Food value creation" and "Creating comfortable surroundings" as ideal business domains and is active in increasing the respective values of these two objectives. Over the medium term, we will address the relevant activities according to the following policies.

・ Food value creation

The Food Value Creation business is positioned, both in name and substance, as a core business domain that assumes the Group's future growth in conjunction with the Alcoholic Beverages business through the reinforcement of the Food & Soft Drinks business. We intend to make aggressive investment for growth in Japan and overseas to strengthen the SAPPORO brand.

・ Creating comfortable surroundings

The Creating Comfortable Surroundings business is positioned as a core business domain that allows us to anticipate stable profits based on excellent properties. We intend to realize further reinforcement of our profit structure in the pursuit of the enhanced value of the SAPPORO Group's properties.

3. Outline of the Management Plan 2013–2014

For the achievement of the New Management Framework, we will continue to undertake the following three basic strategies to directly connect all intragroup initiatives to the Group's growth and accelerate the process of the initiatives.

1) Challenge toward growth in all businesses

－We will harness the strengths offered by our brands and enterprise resources and engage in fresh challenges to survive the harsh competition in the markets.

2) Carrying out growth measures

－We will solidify foundations including additional up-front investments to ensure positive results from the initiatives for which the groundwork was laid as Group measures in the past several years. Major initiatives are as follows:

- In the Food & Soft Drinks business, we will complete the business integration of POKKA SAPPORO FOOD & BEVERAGE LTD., which started operations in January 2013, and achieve further synergies. Especially in the Overseas Soft Drinks business, we will strive to reinforce production capabilities to build a foundation for further growth.

- In the International business, toward expansion throughout Southeast Asia, we will further expand sales routes. In the Alcoholic Beverages business in Vietnam, we will expand operations, which so far have been centered in the Ho Chi Minh area, to the northern area that includes Hanoi.

- In the Real Estate business, we will promote the Value-Up Plan including the expansion of emergency power generation system at Yebisu Garden Place toward its 20th anniversary in 2014. At the Seiwa Yebisu Building, we will promote redevelopment including expansion of its total floor space aiming at completion of construction in the fall of 2014. At the SAPPORO Ginza Building, which is located at the Ginza 4-chome intersection, we are planning redevelopment that includes the expansion of its total floor space to contribute to increase allure of the Ginza area.

3) Creating new opportunities for growth

－We will proactively approach M&A and alliance activities in Japan and overseas.

4. Basic investment strategies

For 2012 through 2016, we envision strategic investments totaling ¥150 billion–¥200 billion (including ordinary capital expenditures), which will be implemented, in principle, within operating cash flow.

We project approximately ¥28.0 billion (including ordinary annual capital expenditures) in strategic investment in 2013, centered on enhancing the asset value of the Yebisu Garden Place complex, reconstructing the Seiwa Yebisu Building, enhancing the efficiency of the Japanese Alcoholic Beverages and Food & Soft Drinks businesses and particularly financing new restaurant openings in the Restaurants business.

5. Growth strategies for the respective business segments

1) Japanese Alcoholic Beverages

- With the slogan “Bringing more cheer to your ‘Cheers’!” and the two marketing strategies of “Growth in the non-alcoholic beer market” and “Growth as a comprehensive alcoholic beverages enterprise,” we will strive to reflect a presence that is distinctly Sapporo, while further improving profitability, and corporate and brand values. Also, to ensure the quality of our raw materials, we will continue to obtain our beers’ main raw materials—malt and hops—under 100% cooperated contract farming, which is the first in the world. We intend to build stronger bonds with our customers to ensure more inspiring experiences.

- In the beer and beer-type category, the Group will focus resources on three core brands: Yebisu, Sapporo Draft Beer Black Label and Mugi to Hop. In the non-alcoholic beer category, we will focus resources to further enhance the brand image of Sapporo Premium Alcohol Free, the renewed products of which are to be released in February 2013.

- We will continue aggressive expansion, recognizing great growth opportunities in fields other than the beer and beer-type category such as alcohol beverages including domestic and imported wine; the BACARDI brand; RTD, which showed significant growth in the previous year; and blended shochu such as Kokuimo and Koimugi, which have shown favorable sales.

2) International

- In the North American and Canadian markets, SLEEMAN BREWERIES continued investments in marketing to maintain and improve the value of its core premium brands, aiming to achieve sales volume of our products, including our growing value brands, that exceeds the growth in total demand.
  In the U.S. markets, in addition to SAPPORO USA's continuing measures for Japanese-American markets, we will further reinforce development to the U.S. general markets and Asian-American markets, aiming to achieve sales volume exceeding the growth of total demand. Utilizing the business foundation of Silver Springs Citrus, in which the Company invested in January 2012, we will strive to expand sales of the Soft Drinks business in North America.

- In Southeast Asia, another priority region, we will strive to increase sales by continuing aggressive development. Taking the exploration of new markets into consideration, we will reinforce the operational foundation for the International business and strive for further business development. Especially in the Vietnamese markets, we will continue full-scale marketing activities to quickly establish and expand Sapporo brand.

- Other than the above, in the South Korean markets, we will accelerate beer sales in the household and business-use markets in South Korea, utilizing group companies of Maeil Dairies Co., Ltd., in which the Company acquired 15% of the shares and entered into a business alliance in January 2012. In Oceania, we will reinforce sales in its markets with licensed production with Coopers Brewery Limited as a core operation. In Singapore, we intend to continue to reinforce sales network's expansion to household-use markets in cooperation with the Group's subsidiaries in Singapore.

3) Food & Soft Drinks

- To grow our Food & Soft Drinks business, we will review the Marketing Division's strategic units and set up five categories of soft drinks brands, overseas brands, lemon & natural foods, soup & foods, and commercial-use products. We aim to achieve and develop business with a target of net sales of ¥170.0 billion and operating income of ¥8.5 billion (before amortization of goodwill) in 2016, the final fiscal year of our New Management Framework.

- In the Japanese Soft Drinks business, we will focus marketing investments and operating capabilities in the core brands such as GEROLSTEINER, Aromax, Ribbon, *Gabunomi* and Kireto Lemon. For new brands such as *Yasuragi Kibun-no Corn-Cha* tea drink, we will develop a marketing plan designed to meet our targets.

- We will aggressively expand our Food business by reinforcing sales of POKKA Lemon 100, expanding the lineup of the soup products *Kongari Pan* and *Jikkuri Kotokot*o, and nurturing *Kantanbumi*.

- In addition to the above five categories, in the Japanese Restaurants business, we will promote entire store renewal under a new branding concept for the Café de Crié franchised coffee chain. In the International Soft Drinks business, we will maintain the top share of tea beverages in Singapore, while expanding new categories such as carbonated beverages.

4) Restaurants

- We will strengthen the branding of the Group's various restaurant formats and, in marketing, conduct various types of promotional activities. To increase the number of customers, we will conduct marketing activities targeting corporate clients to increase reservation order receipts.

- We will promote further reform on our earnings structure by reducing costs through the collective delivery system, utilizing the Tokyo metropolitan logistics network, and by trimming other fixed costs such as rent, as well as by closing unprofitable stores.

- Regarding the opening of new restaurants, YEBISU BAR, small to medium-sized restaurants such as Ginza Lion and THE KITCHEN Ginza Lion, all of which are progressing favorably, will become the center of our development. Moreover, we will develop new businesses to address customer needs.

- POKKA FOOD (SINGAPORE) PTE. LTD., which used to be a company operating in the Foods & Soft Drinks business until last year, shifted to the Restaurants business in January 2013. Sapporo Lion Limited will develop our Restaurants business in Singapore, thereby accelerating international development.

5) Real Estate

- The real estate industry is expected to see definite improvement against the backdrop of a decline in the supply of new office buildings in the Tokyo metropolitan rental office market and an recovery of the economy foreseen. In such a climate, in the Company's real estate business, we will continue to improve the occupancy rate and rent standards for the properties we hold. At our flagship facility, Yebisu Garden Place, we will improve the asset value by reinforcing our brand power and improving the convenience of the overall facilities. Specifically, we will expand emergency power generation system and take other measures to improve capabilities for the Business Continuity Plan (BCP) and renew commercial-use floors. In February, in the Ebisu district, we will start to operate a shared housing Chezvia Yebisu, proposing a new urban living style.

- We will steadily promote new construction of the Seiwa Yebisu Building, our new business base in the Ebisu district, and redevelopment including expansion of its total floor space at the Sapporo Ginza Building, which is located at the Ginza 4-chome intersection.

6. Overall group strategies

1) Promoting more efficient group management
   - As the Group's scale has been expanding through the integration with the POKKA Group, we will further consolidate the group-wide common functions to SGM, the new group headquarters organization. In particular, we will realize the consolidation of logistics and procurement operations to enhance our low-cost operations.

2) Initiatives to enhance group brands
   - We will take group-crossing initiatives by maximally leveraging brands that are held by the respective businesses so that the customers for each business or brand become SAPPORO Group's customers, that is, SAPPORO Group fans. We will especially take care to solidify relations with local communities in focused areas where our strengths can be exploited.

3) Enhancing human resource development
   - We will embark on our human resource development to strengthen the ability to implement Group growth strategies and adapt to changes in the business environment. We will accelerate people-to-people exchanges and the diversity of employees in our group, and develop our human resources as our business will be expanded and diversified.

   - We will continually implement a training program for global human resources who will assume international strategies that will be our management priority.

7. Financial targets

(Billions of yen)

	2012 results	**2013 targets**	**2014 targets**
Consolidated net sales (incl. liquor taxes)	492.4	**512.0**	**533.0**
Japanese Alcoholic Beverages	269.9	**275.2**	**283.5**
International	36.1	**43.3**	**46.4**
Food & Soft Drinks	129.0	**136.5**	**145.5**
Restaurants	26.6	**26.8**	**28.2**
Real Estate	23.2	**23.6**	**22.4**
Other Businesses	7.5	**6.6**	**7.0**
Consolidated operating income (before amortization of goodwill)	18.2	**19.2**	**21.6**
Consolidated operating income	14.4	**15.3**	**17.8**
Japanese Alcoholic Beverages	7.5	**9.0**	**9.0**
International	(0.0)	*1 **0.0**	**1.1**
Food & Soft Drinks	0.3	**1.0**	**2.7**
Restaurants	0.5	**0.8**	**1.0**
Real Estate	9.3	*2 **8.3**	*2 **7.3**
Other Businesses	(0.4)	**(0.1)**	**0.0**
Corporate and intercompany eliminations	(2.9)	**(3.7)**	**(3.3)**
Consolidated ordinary income	13.6	**14.0**	**16.5**
Consolidated net income	5.3	**5.5**	**7.0**

*1. Assumes continuing marketing investment along with our entry to the Vietnamese market.

*2. Assumes the redevelopment of our properties.

Notes:

1. Assumed exchange rates: 2013–2014: US$=¥85.00, CAN$=¥83.00.
2. From fiscal 2013, SAPPORO LOGISTICS SYSTEMS Co., Ltd., which had been categorized as a Japanese Alcoholic Beverages business, and Pokka Logistics Co., Ltd., which had been categorized as a Food & Soft Drinks business, have been shifted to "Other Business." Also, Pokka Food (Singapore) Pte. Ltd., which had been in the Food & Soft Drinks business, has been categorized as a Restaurants business. Along with these changes, the above 2012 results show the amounts after retrospective application of these changes.
3. Because the amount of the increase in consumption taxes is not yet known, the 2014 targets do not include the impact of the increase in taxes.

	2012 results	**2013 targets**	**2014 targets**
Consolidated operating margin (excl. liquor taxes, before amortization of goodwill)	4.8%	**4.8%**	**5.2%**
Financial liabilities	¥257.6 bn	**¥254.0 bn**	**¥245.5 bn**
D/E ratio	1.9 times	**1.8 times**	**1.7 times**
ROE	4.2%	**4.1%**	**5.1%**
ROE before amortization of goodwill	7.3%	**7.1%**	**8.0%**

III. Returning Profits to Shareholders

1. Basic policy

Providing fair returns to our shareholders is a key management policy of our Group. Our basic policy is to pay stable dividends to the extent permitted by our operating performance and financial condition.

We also aim to maximize corporate value by internally retaining funds to strengthen our financial base and strategically invest in growth businesses in accord with our Management Plan.

2. Dividend policy

We will pay a dividend of ¥7 per share from retained earnings for the year ended December 31, 2012. For 2013, we plan to again pay an annual dividend of ¥7 per share by steadily carrying out our Management Plan to enhance earnings with due regard to returning profits to shareholders, as well as to internally retained funds, etc., that will be required for strengthening our financial foundation and making strategic investments in the future.

We will steadily implement the measures laid out in our Management Plan 2013–2014 to solidify the SAPPORO Group's growth trajectory and leap into a dynamic growth phase.

*The earnings forecasts and forward-looking statements appearing in this document were prepared by the SAPPORO Group based on currently available information and its best assessment of potential risks and uncertainties.
Actual outcomes may differ materially from forecasts due to changes in various underlying factors.