

## FY2020 Consolidated Financial Results Highlight

### ◆ Financial Results Highlight

(Billions of yen)

	FY2020	FY2019	Inc./Dec.	YoY	Remarks
Revenue	2,027.8	2,089.0	- 61.3	- 2.9%	
Domestic Businesses	938.5	1,034.6	- 96.2	- 9.3%	
Overseas Business	625.6	576.3	49.3	8.6%	
Revenue excluding liquor tax	1,564.0	1,610.9	- 46.9	- 2.9%	
Core operating profit *1	167.8	213.0	- 45.1	- 21.2%	
Operating profit	135.2	201.4	- 66.3	- 32.9%	
EBITDA *2	269.4	304.8	- 35.4	- 11.6%	
Profit before tax	125.4	197.4	- 72.0	- 36.5%	
Profit for the period	92.6	141.3	- 48.7	- 34.5%	
Profit attributable to owners of parent	92.8	142.2	- 49.4	- 34.7%	
Adjusted Profit attributable to owners of parent *3	92.8	142.2	- 49.4	- 34.7%	

<Reference: Performance on constant currency basis>

Revenue	2,034.6	2,089.0	- 54.5	- 2.6%
Core operating profit *1	168.1	213.0	- 44.9	- 21.1%

\*1 Core operating profit is the reference index for normalized business performance.

Core operating profit = Revenue - (COGS + general administrative cost)

\*2 EBITDA = Core operating profit + amortization of intangible assets + depreciation.

\*3 Adjusted Profit attributable to owners of parent

= Profit attributable to owners of parent - one off special factors including business portfolio restructuring

### ◆ Reference Data

	FY2020	FY2019	Inc./Dec.
Alcohol Beverages Business (including liquor tax)	10.6%	11.9%	- 1.3%
(excluding liquor tax)	17.4%	19.9%	- 2.5%
Soft Drinks Business	7.9%	8.9%	- 1.0%
Food Business	8.9%	10.7%	- 1.8%
Overseas Business (including liquor tax)	11.9%	14.6%	- 2.7%
(excluding liquor tax)	15.0%	17.7%	- 2.7%
Core operating profit margin (including liquor tax)	8.3%	10.2%	- 1.9%
(excluding liquor tax)	10.7%	13.2%	- 2.5%
EBITDA margin (including liquor tax)	13.3%	14.6%	- 1.3%
(excluding liquor tax)	17.2%	18.9%	- 1.7%
EPS (yen)	196.5	310.4	- 113.9
Adjusted EPS (yen) *4	196.5	310.4	- 113.9
ROE	6.7%	11.9%	- 5.2%
Adjusted ROE *5	7.5%	13.0%	- 5.5%
Debt Equity Ratio *6,7	0.98	0.72	0.26
Net Debt EBITDA Ratio *7	6.03	2.93	3.10
Dividend payout ratio	53.9%	32.2%	21.7%
Adjusted Dividend payout ratio *8	53.9%	32.2%	21.7%

\*4 Calculated based on Adjusted Profit attributable to owners of parent.

\*5 Adjusted ROE

= Adjusted Profit attributable to owners of parent / Equity attributable to owners of parent  
(after the deduction of translation difference on foreign operations and Changes in fair value of financial instruments measured at fair value through other comprehensive income)

\*6 Calculated by adding 50% of the outstanding subordinated bonds (300 billion yen) to the equity for this fiscal year.

\*7 Calculated by deducting 50% of the outstanding subordinated bonds (300 billion yen) from Net Debt for this fiscal year.

\*8 Calculated based on Adjusted EPS

## FY2020 Consolidated Financial Results

### ◆ Summary of Statement of Profit or Loss

(Billions of yen)

	FY2020	FY2019	Inc./Dec.	YoY	Remarks
Alcohol Beverages Business	758.3	886.9	- 128.6	- 14.5%	} Details are on supplement 3
Soft Drinks Business *1	353.4	376.9	- 23.5	- 6.2%	
Food Business *2	123.5	129.0	- 5.5	- 4.2%	
Overseas Business *1	793.0	698.5	94.4	13.5%	
Other Business *2	93.2	97.7	- 4.6	- 4.7%	
Adjustmenet (corporate and elimination)	- 93.5	- 99.9	6.4	-	
<b>Revenue</b>	<b>2,027.8</b>	<b>2,089.0</b>	<b>- 61.3</b>	<b>- 2.9%</b>	
Alcohol Beverages Business	80.4	105.5	- 25.1	- 23.8%	} Details are on supplement 3
Soft Drinks Business *1	27.8	33.4	- 5.6	- 16.9%	
Food Business *2	11.0	13.7	- 2.7	- 19.9%	
Overseas Business *1	94.1	102.3	- 8.1	- 8.0%	
Other Business *2	1.3	1.5	- 0.2	- 13.2%	
Adjustmenet (corporate and elimination)	- 21.4	- 22.4	1.0	-	
Amortization of acquisition-related intangible assets *3	- 25.5	- 21.2	- 4.3	-	Details are on supplement 5
<b>Core operating profit</b>	<b>167.8</b>	<b>213.0</b>	<b>- 45.1</b>	<b>- 21.2%</b>	
Adjustment item	- 32.7	- 11.5	- 21.1	-	
Loss (gain) on sales and retirement of non current assets	1.8	- 3.9	5.8	-	
Business integration expenses	- 8.9	- 5.5	- 3.5	-	
Impairment loss	- 8.8	- 0.1	- 8.8	-	
Others	- 16.7	- 2.1	- 14.6	-	
<b>Operating profit</b>	<b>135.2</b>	<b>201.4</b>	<b>- 66.3</b>	<b>- 32.9%</b>	
Finance income or loss	- 7.6	- 4.3	- 3.3	-	
Share of profit (loss) of entities accounted for using equity method	0.3	0.9	- 0.6	- 67.3%	
Loss (gain) on sales of investments accounted for using equity method	- 2.3	-	- 2.3	-	
Others	- 0.1	- 0.6	0.5	-	
<b>Profit before tax</b>	<b>125.4</b>	<b>197.4</b>	<b>- 72.0</b>	<b>- 36.5%</b>	
Income tax expense	- 32.8	- 56.1	23.3	-	
<b>Profit for the period</b>	<b>92.6</b>	<b>141.3</b>	<b>- 48.7</b>	<b>- 34.5%</b>	
Profit attributable to owners of parent	92.8	142.2	- 49.4	- 34.7%	
Profit attributable to non-controlling interests	- 0.2	- 0.9	0.7	-	

\* The effects of change 1 and 2 below resulting from business reorganization effective January 1, 2020 were reflected in figures from the beginning of 2020 and comparable previous year's results in 2019.

\*1 We transferred Calpis Beverages U.S.A which was previously in Other/elimination in Overseas Business to Asahi Soft Drinks Business in Soft Drinks Business.

\*2 We transferred a part of businesses of CALPIS WELLNESS CO., LTD. which was previously in Other Business to Other/elimination in Food Business.

\*3 Reflects amortization of intangible assets from June 1 to December 31 (7 months) for the CUB business.

### ◆ Summary of Statement of Financial Position

(Billions of yen)

	FY2020	FY2019	Inc./Dec.	YoY	Remarks
Total assets	4,439.4	3,140.8	1,298.6	41.3%	
Total equity	1,517.8	1,248.3	269.5	21.6%	
Total equity attributable to owners of parent	1,516.1	1,246.3	269.8	21.6%	
Interest-bearing debt	1,823.6	943.2	880.4	93.3%	

### ◆ Others

(Billions of yen)

	FY2020	FY2019	Inc./Dec.	YoY	Remarks
Capital expenditures	84.5	86.1	- 1.7	- 1.9%	
Depreciation	76.1	70.7	5.4	7.7%	

\* Capital expenditures and depreciation do not include lease assets or trademarks at the time of acquisition of subsidiaries.

**FY2020 Financial Results (Individual)**
**◆Revenue**

(Billions of yen)

	FY2020	FY2019	Inc./Dec.	YoY	Remarks
Asahi Breweries	745.2	863.4	- 118.2	- 13.7%	
Other/elimination in segment	13.1	23.5	- 10.4	- 44.3%	
Alcohol Beverages Business	758.3	886.9	- 128.6	- 14.5%	
Asahi Soft Drinks *1	353.4	376.9	- 23.5	- 6.2%	
Other/elimination in segment	-	-	-	-	
Soft Drinks Business	353.4	376.9	- 23.5	- 6.2%	
Asahi Group Foods	112.4	117.7	- 5.3	- 4.5%	
Other/elimination in segment *2	11.1	11.3	- 0.2	- 1.9%	
Food Business	123.5	129.0	- 5.5	- 4.2%	
Europe business	351.6	388.3	- 36.7	- 9.5%	
Oceania business	339.1	178.8	160.3	89.6%	
Existing business	173.8	178.8	- 5.1	- 2.8%	
CUB business *3	165.3	-	165.3	-	
Southeast Asia business *4	43.1	44.9	- 1.8	- 4.0%	
Asahi International	78.4	104.3	- 25.9	- 24.8%	
Other/elimination in segment *1, 4	- 19.2	- 17.8	- 1.4	-	
Overseas Business	793.0	698.5	94.4	13.5%	
Other Business *2	93.2	97.7	- 4.6	- 4.7%	
Adjustment (corporate and elimination)	- 93.5	- 99.9	6.4	-	
Total	2,027.8	2,089.0	- 61.3	- 2.9%	

**◆Core Operating Profit**

(Billions of yen)

	FY2020	FY2019	Inc./Dec.	YoY	Remarks
Asahi Breweries	82.7	104.9	- 22.2	- 21.2%	
Other/elimination in segment	- 2.3	0.6	- 2.9	-	
Alcohol Beverages Business	80.4	105.5	- 25.1	- 23.8%	
Asahi Soft Drinks *1	27.8	33.4	- 5.6	- 16.9%	
Other/elimination in segment	-	-	-	-	
Soft Drinks Business	27.8	33.4	- 5.6	- 16.9%	
Asahi Group Foods	10.1	12.5	- 2.4	- 19.0%	
Other / elimination in segment *2	0.8	1.2	- 0.4	- 30.1%	
Food Business	11.0	13.7	- 2.7	- 19.9%	
Europe business	59.5	77.7	- 18.2	- 23.4%	
Oceania business	33.0	15.2	17.7	116.3%	
Net business profit *5	44.2	15.5	28.7	184.8%	
Temporary expenses	- 11.2	- 0.3	- 11.0	-	
Southeast Asia business *4	1.7	2.2	- 0.5	- 23.6%	
Asahi International	0.8	7.1	- 6.3	- 88.4%	
Other / elimination in segment *1,4	- 0.9	0.0	- 0.9	-	
Overseas Business	94.1	102.3	- 8.1	- 8.0%	
Other Business *2	1.3	1.5	- 0.2	- 13.2%	
Adjustment (corporate and elimination) *6	- 21.4	- 22.4	1.0	-	Include group administration costs for Holdings
Amortization of acquisition-related intangible assets	- 25.5	- 21.2	- 4.3	-	
Total	167.8	213.0	- 45.1	- 21.2%	

\* The effects of change 1, 2 and 4 below resulting from business reorganization effective January 1, 2020 were reflected in figures from the beginning of 2020 and comparable previous year's results in 2019.

\*1 We transferred Calpis Beverages U.S.A which was previously in Other/elimination in Overseas Business to Asahi Soft Drinks Business in Soft Drinks Business.

\*2 We transferred a part of businesses of CALPIS WELLNESS CO., LTD. which was previously in Other Business to Other/elimination in Food Business.

\*3 The results for CUB Business from June 1 to December 31 are listed.

\*4 We transferred Calpis Indonesia which was previously in Other/elimination in Overseas Business to Southeast Asia Business.

\*5 Due to the reorganization within the Oceania business in October, the cost allocation is no longer comparable to the previous year. Therefore, only total figures are shown.

\*6 The amortization of CUB Business from June 1 to December 31 are listed.

<b>Segment Results (constant currency basis)</b>
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**◆Revenue**

(Billions of yen)

	FY2020	FY2019	Inc./Dec.	YoY	Remarks
Alcohol Beverages Business	758.3	886.9	- 128.6	- 14.5%	
Soft Drinks Business *1	353.4	376.9	- 23.5	- 6.2%	
Food Business *2	123.5	129.0	- 5.5	- 4.2%	
Europe business	352.0	388.3	- 36.3	- 9.3%	
Oceania business	344.0	178.8	165.2	92.4%	
Existing business	178.7	178.8	- 0.1	- 0.1%	
CUB business *3	165.3	-	165.3	-	
Southeast Asia business *4	44.4	44.9	- 0.5	- 1.1%	
Asahi International	78.5	104.3	- 25.8	- 24.7%	
Other/elimination in segment *1, 4	- 19.1	- 17.8	- 1.3	-	
Overseas Business	799.8	698.5	101.2	14.5%	
Other Business *2	93.2	97.7	- 4.6	- 4.7%	
Adjustment (corporate and elimination)	- 93.5	- 99.9	6.4	-	
Total	2,034.6	2,089.0	- 54.5	- 2.6%	

**◆Core Operating Profit**

(Billions of yen)

	FY2020	FY2019	Inc./Dec.	YoY	Remarks
Alcohol Beverages Business	80.4	105.5	- 25.1	- 23.8%	
Soft Drinks Business *1	27.8	33.4	- 5.6	- 16.9%	
Food Business *2	11.0	13.7	- 2.7	- 19.9%	
Europe business	59.6	77.7	- 18.1	- 23.3%	
Oceania business	33.2	15.2	17.9	117.7%	
Net business profit *5	44.4	15.5	28.9	186.2%	
Temporary expenses	- 11.2	- 0.3	- 11.0	-	
Southeast Asia business *4	1.7	2.2	- 0.5	- 22.6%	
Asahi International	0.8	7.1	- 6.3	- 88.4%	
Other/elimination in segment *1, 4	- 0.9	0.0	- 0.9	-	
Overseas Business	94.4	102.3	- 7.8	- 7.6%	
Other Business *2	1.3	1.5	- 0.2	- 13.2%	
Adjustment (corporate and elimination) *6	- 21.4	- 22.4	1.0	-	Include group administration costs for Holdings
Amortization of acquisition-related intangible assets	- 25.5	- 21.2	- 4.4	-	
Total	168.1	213.0	- 44.9	- 21.1%	

\* The figures in 2020 are converted by the previous year's local currency rate

\* The effects of change 1, 2, 3, 4, 5 and 6 below resulting from business reorganization, refer to supplement 3.

## Intangible Assets Amortization/FX Rate

### ◆Details of amortization of acquisition-related intangible assets

(Billions of yen)

	FY2020	FY2019	Inc./Dec.	Remarks
Alcohol Beverages Business	- 0.2	- 0.2	-	
Soft Drinks Business	- 1.6	- 1.6	-	
Food Business	-	-	-	
Europe business	- 14.1	- 14.5	0.3	
Oceania business	- 6.4	- 2.0	- 4.4	
Existing business	- 2.0	- 2.0	0.0	
CUB business *	- 4.5	-	- 4.5	
Southeast Asia business	- 0.1	-	- 0.1	
Asahi International	- 2.8	- 2.7	- 0.1	
Overseas Business	- 23.5	- 19.2	- 4.3	
Other Business	- 0.2	- 0.2	-	
<b>Total</b>	<b>- 25.5</b>	<b>- 21.2</b>	<b>- 4.3</b>	

\* The amortization of CUB Business for June 1 to December 31 are listed.

### ◆Exchange Rate

(yen)

	FY2020 (Average)	FY2019 (Average)
Euro	121.9	122.0
Australian dollar	73.7	75.8
Malaysia Ringgit	25.4	26.3
US dollar	106.8	109.0

**Breakdown of Inc./Dec. in Profit (Alcohol Beverages Business & Soft Drinks Business)**
**< Alcohol Beverages Business >**

(Billions of yen)

	FY2020	FY2019	Inc./Dec.	YoY	Remarks
Asahi Breweries Revenue	745.2	863.4	- 118.2	- 13.7%	
Other / elimination in segment	13.1	23.5	- 10.4	- 44.3%	
Revenue total	758.3	886.9	- 128.6	- 14.5%	
Change in sales, category and container mix *1			- 38.5		Sales volume decrease in beer-type -36.2, Sales decrease in other alcohol beverages -4.9, Change in category and container mix, and others
Cost reduction in manufacturing			1.9		Raw materials +0.5, Other than beer-typed +0.4, Utilities +0.3, Transportation +0.5 and others
Cost increase in manufacturing			- 2.8		Raw materials -0.6, Other than beer-typed -0.8, Transportation -0.9 and others
Advertisement and Sales promotion expenses *2			6.8		Advertisement +2.8, Promotion expense +4.0 (Beer-type +2.0, others +4.8)
Other expenses			10.4		
Change in personal expenses			0.5		
Change in depreciation			0.8		
Change in selling equipment expenses			1.6		
Change in other materials			7.5		
Asahi Breweries Core operating profit	82.7	104.9	- 22.2	- 21.2%	
Other/elimination in segment	- 2.3	0.6	- 2.9	-	
Core operating profit total	80.4	105.5	- 25.1	- 23.8%	

\*1 The figures include the impact of change of sales rebate.

\*2 The figures exclude the impact of change of sales rebate (2020 : advertisement 26.4, promotion expense 30.6)

**< Soft Drinks Business >**

(Billions of yen)

	FY2020	FY2019	Inc./Dec.	YoY	Remarks
Asahi Soft Drinks Revenue	353.4	376.9	- 23.5	- 6.2%	
Other / elimination in segment	-	-	-	-	
Revenue total	353.4	376.9	- 23.5	- 6.2%	
Change in sales, category and container mix			- 9.6		Decrease in sales volume -7.9, Change in category and container mix, and others
Cost reduction in manufacturing			4.7		Raw materials +0.3, Packages +2.4, operational efficiency / in-house production +2.0
Cost increase in manufacturing			- 0.8		Raw materials -0.2, Packages -0.6
Advertisement and Sales promotion expenses			1.7		Advertisement +0.9, Promotion expense +0.8
Change in other materials			- 1.6		Depreciation, etc.
Asahi Soft Drinks Core operating profit	27.8	33.4	- 5.6	- 16.9%	
Other/elimination in segment	-	-	-	-	
Core operating profit total	27.8	33.4	- 5.6	- 16.9%	

\* The effects of change below resulting from business reorganization effective January 1, 2020 were reflected in figures from the beginning of 2020 and comparable previous year's results in 2019.

We transferred Calpis Beverages U.S.A which was previously in Other/elimination in Overseas Business to Asahi Soft Drinks Business in Soft Drinks Business.

**< Asahi Soft Drinks Sales Volume >**

(Million case)

	FY2020	FY2019	Inc./Dec.	YoY
Carbonated drinks	78.20	72.98	5.22	7.2%
Lactic acid drinks	43.79	48.87	- 5.08	- 10.4%
Coffee	35.46	41.15	- 5.68	- 13.8%
Tea	35.05	39.96	- 4.91	- 12.3%
Mineral water	16.47	19.92	- 3.45	- 17.3%
Fruit juice	14.33	19.22	- 4.89	- 25.4%
Other drinks	25.36	23.05	2.31	10.0%
Asahi Soft Drinks total	248.67	265.15	- 16.47	- 6.2%

**FY2020 Consolidated Statement of Financial Position**

(Billions of yen)

	2020	2019	Inc./Dec.	Remarks
Current assets	689.1	735.1	- 46.0	
Cash and cash equivalents	48.5	48.5	- 0.0	
Trade and other receivables	378.9	407.6	- 28.7	
Inventories	183.2	171.7	11.4	
Income tax receivables	24.4	24.9	- 0.5	
Other financial assets	4.2	51.3	- 47.1	
Other current assets	32.3	31.1	1.2	
Assets held for sale	17.7	-	17.7	
Non-current assets	3,750.3	2,405.7	1,344.6	
Property, plant and equipment	810.3	735.0	75.2	
Goodwill and intangible assets	2,702.0	1,398.4	1,303.6	
Investments accounted for using equity method	5.3	8.8	- 3.5	
Other financial assets	160.1	198.7	- 38.6	
Deferred tax assets	27.6	15.7	11.9	
Net defined benefit assets	19.3	20.7	- 1.4	
Other non-current assets	25.8	28.4	- 2.6	
<b>Total assets</b>	<b>4,439.4</b>	<b>3,140.8</b>	<b>1,298.6</b>	
Current liabilities	1,652.7	1,075.7	577.0	
Trade and other payables	477.1	423.8	53.3	
Bonds and borrowings (current)	924.8	408.3	516.5	
Income tax payables	35.7	39.6	- 3.9	
Allowance	12.0	14.4	- 2.4	
Other financial liabilities	89.5	56.3	33.3	
Other current liabilities	113.4	133.4	- 19.9	
Liabilities directly associated with assets held for sale	0.1	-	0.1	
Non-current liabilities	1,268.9	816.8	452.1	
Bonds and borrowings (non-current)	898.9	535.0	363.9	
Net defined benefit liabilities	24.1	24.8	- 0.7	
Deferred tax liabilities	205.3	148.0	57.3	
Other financial liabilities	134.7	106.2	28.5	
Other non-current liabilities	5.9	2.9	3.1	
<b>Total liabilities</b>	<b>2,921.6</b>	<b>1,892.5</b>	<b>1,029.1</b>	
Issued capital	220.0	182.5	37.5	
Share premium	161.8	119.2	42.6	
Retained earnings	967.2	918.5	48.7	
Treasury shares	- 1.0	- 77.0	76.0	
Other components of equity	168.1	103.1	65.0	
Non-controlling interests	1.7	2.0	- 0.3	
<b>Total equity</b>	<b>1,517.8</b>	<b>1,248.3</b>	<b>269.5</b>	
<b>Total liabilities and equity</b>	<b>4,439.4</b>	<b>3,140.8</b>	<b>1,298.6</b>	

Main points of Consolidated Statement of Financial Position

Total assets: Assets increased by 1298.6 billion yen compared to the end of the previous fiscal year due to an increase in assets by the consolidation of CUB business.

Total equity: We issued common stocks by public offering and disposed treasury stocks and increased retained earnings due to earnings attributable to owners of the parent. Therefore, total equity increased by 269.5 billion yen from the end of the previous period.

**FY2020 Consolidated Statement of Cash Flows Forecast**

(Billions of yen)

	FY2020	FY2019	Inc./Dec.
Cash flows from (used in) operating activities	275.9	253.5	22.4
(Profit before tax)	125.4	197.4	- 72.0
(Depreciation) *1	76.1	70.7	5.4
(Amortization of acquisition-related intangible assets)	25.5	21.2	4.3
(Income tax paid)	- 55.3	- 53.7	- 1.6
Cash flows from (used in) investing activities	- 1,243.4	- 103.7	- 1,139.7
(Acquisition of stock of subsidiaries)	- 1,166.0	- 23.9	- 1,142.0
(Capital expenditure) *1	- 84.5	- 86.1	1.7
Cash flows from (used in) financing activities	956.8	- 158.8	1,115.6
(Increase (decrease) of financial obligation) *2	880.4	- 84.2	964.6
(Proceeds from issuance of common stocks)	75.0	-	75.0
(Acquisition of treasury shares)	81.3	0.0	81.3
(Dividends paid)	- 46.3	- 48.6	2.3
Translation difference	10.7	0.2	10.5
Increase (decrease) of cash and cash equivalents	- 0.0	- 8.8	8.8

\*1 Capital expenditures and depreciation do not include lease assets or trademarks at the time of acquisition of subsidiaries.

\*2 We describe the figure of Increase (decrease) of financial obligation as the difference of each balance between at the end of this period and at the end of the previous period.

**Segment Information**

FY2020

(Billions of yen)

	Alcohol Beverages	Soft Drinks	Food	Overseas	Other	Adjustment (corporate/elimination)	Amortization of intangible assets	Total
Revenue	758.3	353.4	123.5	793.0	93.2	- 93.5	-	2,027.8
Core operating profit	80.4	27.8	11.0	94.1	1.3	- 21.4	- 25.5	167.8
Depreciation *1	21.2	12.0	4.1	35.1	0.5	3.2	-	76.1
Amortisation of acquisition-related intangible assets	0.2	1.6	-	23.5	0.2	-	-	25.5
EBITDA *2	101.7	39.8	15.0	129.2	1.8	-	-	269.4
Capital expenditure *1	24.1	13.4	3.8	37.4	0.3	5.5	-	84.5

\*1 Capital expenditures and depreciation do not include lease assets or trademarks at the time of acquisition of subsidiaries.

\*2 consolidated EBITDA = Core operating profit + amortization of acquisition-related intangible assets + depreciation  
each business EBITDA = Core operating profit + depreciation

FY2019

(Billions of yen)

	Alcohol Beverages	Soft Drinks	Food	Overseas	Other	Adjustment (corporate/elimination)	Amortization of intangible assets	Total
Revenue	886.9	376.9	129.0	698.5	97.7	- 99.9	-	2,089.0
Core operating profit	105.5	33.4	13.7	102.3	1.5	- 22.4	- 21.2	213.0
Depreciation *1	22.0	10.6	3.8	30.2	0.5	3.7	-	70.7
Amortisation of acquisition-related intangible assets	0.2	1.6	-	19.2	0.2	-	-	21.2
EBITDA *2	127.5	44.1	17.5	132.4	2.0	-	-	304.8
Capital expenditure *1	21.9	17.9	5.5	36.7	0.8	3.2	-	86.1

Increase / Decrease

(Billions of yen)

	Alcohol Beverages	Soft Drinks	Food	Overseas	Other	Adjustment (corporate/elimination)	Amortization of intangible assets	Total
Revenue	- 128.6	- 23.5	- 5.5	94.4	- 4.6	6.4	-	- 61.3
Core operating profit	- 25.1	- 5.6	- 2.7	- 8.1	- 0.2	1.0	- 4.3	- 45.1
Depreciation *1	- 0.8	1.4	0.3	5.0	- 0.0	- 0.4	-	5.4
Amortisation of acquisition-related intangible assets	-	-	-	4.3	-	-	-	4.3
EBITDA *2	- 25.9	- 4.3	- 2.4	- 3.2	- 0.2	-	-	- 35.4
Capital expenditure *1	2.2	- 4.6	- 1.8	0.7	- 0.5	2.3	-	- 1.7



## FY2021 Consolidated Financial Results Forecast Highlight

### ◆ Financial Results Highlight

(Billions of yen)

	FY2021 forecast	FY2020	Inc./Dec.	YoY	Remarks
Revenue	2,296.0	2,027.8	268.2	13.2%	
Domestic Business	991.2	938.5	52.8	5.6%	
Overseas Business	776.1	625.6	150.5	24.1%	
Revenue excluding liquor tax	1,767.3	1,564.0	203.3	13.0%	
Core operating profit *1	217.5	167.8	49.7	29.6%	
Operating profit	216.0	135.2	80.8	59.8%	
EBITDA *2	327.9	269.4	58.4	21.7%	
Profit before tax	203.0	125.4	77.6	61.9%	
Profit	152.0	92.6	59.4	64.2%	
Profit attributable to owners of parent	152.0	92.8	59.2	63.7%	
Adjusted Profit attributable to owners of parent *3	152.0	92.8	59.2	63.7%	

#### <Performance on constant currency basis>

Revenue	2,272.2	2,027.8	244.4	12.1%
Core operating profit *1	214.3	167.8	46.4	27.7%

\*1 Core operating profit is the reference index for normalized business performance.

Core operating profit = Revenue - (COGS + general administrative cost)

\*2 EBITDA = Core operating profit + amortization of intangible assets + depreciation.

\*3 Adjusted Profit attributable to owners of parent

= Profit attributable to owners of parent - one off special factors including business portfolio restructuring

### ◆ Reference Data

	FY2021 forecast	FY2020	Inc./Dec.
Alcohol Beverages Business (including liquor tax)	11.1%	11.1%	0.0%
(excluding liquor tax)	18.4%	18.4%	0.0%
Soft Drinks Business	7.9%	7.9%	0.0%
Food Business	8.8%	8.9%	- 0.1%
Overseas Business (including liquor tax)	14.9%	11.9%	3.0%
(excluding liquor tax)	19.1%	15.0%	4.1%
Core operating profit margin (including liquor tax)	9.5%	8.3%	1.2%
(excluding liquor tax)	12.3%	10.7%	1.6%
EBITDA margin (including liquor tax)	14.3%	13.3%	1.0%
(excluding liquor tax)	18.6%	17.2%	1.4%
EPS (yen)	300.0	196.5	103.5
Adjusted EPS (yen) *4	300.0	196.5	103.5
ROE	10.0%	6.7%	3.3%
Adjusted ROE *5	10.9%	7.5%	3.4%
Net Debt Equity Ratio *6, 7	0.88	0.98	- 0.10
Net Debt EBITDA Ratio *7	4.48	6.03	- 1.55
Dividend payout ratio	36.3%	53.9%	- 17.6%
Adjusted Dividend payout ratio *8	36.3%	53.9%	- 17.6%

\*4 Calculated based on Adjusted Profit attributable to owners of parent

\*5 Adjusted ROE

= Adjusted Profit attributable to owners of parent / Equity attributable to owners of parent

(after the deduction of translation difference on foreign operations and Changes in fair value of financial instruments measured at fair value through other comprehensive income)

\*6 Calculated by adding 50% of the outstanding subordinated bonds (300 billion yen) to the equity.

\*7 Calculated by deducting 50% of the outstanding subordinated bonds (300 billion yen) from Net Debt.

\*8 Calculated based on Adjusted EPS

## FY2021 Consolidated Financial Results Forecast

### ◆ Summary of Statement of Profit or Loss

(Billions of yen)

	FY2021 forecast	FY2020	Inc./Dec.	YoY	Remarks
Alcohol Beverages Business *1	782.5	747.0	35.5	4.8%	} Details are on supplement 11
Soft Drinks Business	372.4	353.4	19.1	5.4%	
Food Business	128.7	123.5	5.2	4.2%	
Overseas Business	995.6	793.0	202.7	25.6%	
Other Business *1	111.7	104.7	7.0	6.7%	
Adjustment (corporate and elimination)	- 94.9	- 93.8	- 1.2	-	
<b>Revenue</b>	<b>2,296.0</b>	<b>2,027.8</b>	<b>268.2</b>	<b>13.2%</b>	
Alcohol Beverages Business *1	87.0	83.0	4.0	4.9%	} Details are on supplement 11
Soft Drinks Business	29.5	27.8	1.7	6.3%	
Food Business	11.3	11.0	0.3	2.8%	
Overseas Business	148.6	94.1	54.5	57.9%	
Other Business *1	- 1.7	- 1.2	- 0.6	-	
Adjustment (corporate and elimination)	- 27.8	- 21.4	- 6.5	-	
Amortization of acquisition-related intangible assets	- 29.4	- 25.5	- 3.9	-	Details are on supplement 12
<b>Core operating profit</b>	<b>217.5</b>	<b>167.8</b>	<b>49.7</b>	<b>29.6%</b>	
Adjustment item	- 1.5	- 32.7	31.2	-	
Loss (gain) on sales and retirement of non current assets	28.8	1.8	27.0	-	
Business integration expenses	-	- 8.9	8.9	-	
Impairment loss	-	- 8.8	8.8	-	
Others	- 30.3	- 16.7	- 13.6	-	
<b>Operating profit</b>	<b>216.0</b>	<b>135.2</b>	<b>80.8</b>	<b>59.8%</b>	
Finance income or loss	- 13.0	- 7.6	- 5.3	-	
Share of profit (loss) of entities accounted for using equity method	0.3	0.3	- 0.0	- 12.0%	
Profit (loss) from sales of investments accounted for using equity method	-	- 2.3	2.3	-	
Others	- 0.3	- 0.1	- 0.2	-	
<b>Profit before tax</b>	<b>203.0</b>	<b>125.4</b>	<b>77.6</b>	<b>61.9%</b>	
Income tax expense	- 51.0	- 32.8	- 18.2	-	
<b>Profit</b>	<b>152.0</b>	<b>92.6</b>	<b>59.4</b>	<b>64.2%</b>	
Profit attributable to owners of parent	152.0	92.8	59.2	63.7%	
Profit attributable to non-controlling interests	-	- 0.2	0.2	-	

\* The effect of change 1 below resulting from business reorganization effective January 1, 2021 is reflected in figures from the beginning of 2021 and comparable previous year's results in 2020.

\*1 We transferred NADAMAN CO., LTD. and ASAHI FOOD CREATE, LTD. which was previously in Alcohol Beverages Business to Other Business.

### ◆ Summary of Statement of Financial Position

(Billions of yen)

	FY2021 forecast	FY2020	Inc./Dec.	YoY	Remarks
Total assets	4,320.0	4,439.4	- 119.4	- 2.7%	
Total equity	1,522.0	1,517.8	4.2	0.3%	
Total equity attributable to owners of parent	1,521.0	1,516.1	4.9	0.3%	
Interest-bearing debt	1,670.0	1,823.6	- 153.6	- 8.4%	

### ◆ Others

(Billions of yen)

	FY2021 forecast	FY2020	Inc./Dec.	YoY	Remarks
Capital expenditures	94.0	84.5	9.5	11.3%	
Depreciation	81.0	76.1	4.9	6.4%	

\* Capital expenditures and depreciation do not include lease assets or trademarks at the time of acquisition of subsidiaries.

**FY2021 Financial Results (Individual) Forecast**
**◆Revenue**

(Billions of yen)

	FY2021 forecast	FY2020	Inc./Dec.	YoY	Remarks
Asahi Breweries	780.5	745.2	35.3	4.7%	
Other/elimination in segment *1	1.9	1.7	0.2	10.5%	
Alcohol Beverages Business	782.5	747.0	35.5	4.8%	
Asahi Soft Drinks	372.4	353.4	19.1	5.4%	
Other/elimination in segment	-	-	-	-	
Soft Drinks Business	372.4	353.4	19.1	5.4%	
Asahi Group Foods *2	128.4	123.2	5.2	4.2%	
Other/elimination in segment *2	0.3	0.3	0.0	15.1%	
Food Business	128.7	123.5	5.2	4.2%	
Europe business *3	485.7	411.0	74.6	18.2%	
Oceania business *4	467.8	339.1	128.7	37.9%	
Southeast Asia business *5	41.6	41.6	- 0.0	- 0.0%	
Other/elimination in segment *5	0.6	1.2	- 0.6	- 52.2%	
Overseas Business	995.6	793.0	202.7	25.6%	
Other Business *1	111.7	104.7	7.0	6.7%	
Adjustment (corporate and elimination)	- 94.9	- 93.8	- 1.2	-	
Total	2,296.0	2,027.8	268.2	13.2%	

**◆Core Operating Profit**

(Billions of yen)

	FY2021 forecast	FY2020	Inc./Dec.	YoY	Remarks
Asahi Breweries	87.0	82.7	4.2	5.1%	
Other/elimination in segment *1	0.0	0.2	- 0.2	- 92.8%	
Alcohol Beverages Business	87.0	83.0	4.0	4.9%	
Asahi Soft Drinks	29.5	27.8	1.7	6.3%	
Other/elimination in segment	-	-	-	-	
Soft Drinks Business	29.5	27.8	1.7	6.3%	
Asahi Group Foods *2	11.2	10.9	0.3	2.8%	
Other/elimination in segment *2	0.1	0.1	- 0.0	- 4.9%	
Food Business	11.3	11.0	0.3	2.8%	
Europe business *3	72.3	60.3	12.0	19.8%	
Oceania business *4	73.4	33.0	40.5	122.8%	
Net business profit	76.5	44.2	32.3	73.1%	
Temporary expenses	- 3.0	- 11.2	8.2	-	
Southeast Asia business *5	2.1	1.4	0.7	49.0%	
Other/elimination in segment *5	0.8	- 0.5	1.4	-	
Overseas Business	148.6	94.1	54.5	57.9%	
Other Business *1	- 1.7	- 1.2	- 0.6	-	
Adjustment (corporate and elimination) *4	- 27.8	- 21.4	- 6.5	-	Include group administration costs for Holdings
Amortization of acquisition-related intangible assets	- 29.4	- 25.5	- 3.9	-	
Total	217.5	167.8	49.7	29.6%	

\* The effects of change 1, 2, 3, 4 and 5 below resulting from business reorganization effective January 1, 2021 were reflected in figures from the beginning of 2021 and comparable previous year's results in 2020.

\*1 We transferred NADAMAN CO., LTD. and ASAHI FOOD CREATE, LTD. which was previously in Alcohol Beverages Business to Other Business.

\*2 Asahi Group Foods, Ltd. absorbed and merged ASAHI CALPIS WELLNESS CO., LTD. which was previously in Other/elimination in Food Business.

\*3 Asahi International, Ltd was merged into Europe business.

\*4 Existing business and CUB business were merged into Oceania business.

In 2020, the effect of the consolidation of the CUB business is included in sales revenue and business profit only for June-December.

Amortization of intangible assets is also included only as an expense for the same period above.

\*5 We transferred Asahi Loi Hein Company Limited which was previously in Southeast Asia business to Other Business.

**FY2021 Financial Results (Individual) Forecast (constant currency basis)**
**◆Revenue**

(Billions of yen)

	FY2021 forecast	FY2020	Inc./Dec.	YoY	Remarks
Alcohol Beverages Business *1	782.5	747.0	35.5	4.8%	
Soft Drinks Business	372.4	353.4	19.1	5.4%	
Food Business *2	128.7	123.5	5.2	4.2%	
Europe business *3	481.2	411.0	70.2	17.1%	
Oceania business *4	447.7	339.1	108.6	32.0%	
Southeast Asia business *5	42.3	41.6	0.7	1.6%	
Other/elimination in segment *5	0.6	1.2	- 0.6	- 50.8%	
Overseas Business	971.8	793.0	178.9	22.6%	
Other Business *1	111.7	104.7	7.0	6.7%	
Adjustment (corporate and elimination)	- 94.9	- 93.8	- 1.2	-	
Total	2,272.2	2,027.8	244.4	12.1%	

**◆Core Operating Profit**

(Billions of yen)

	FY2021 forecast	FY2020	Inc./Dec.	YoY	Remarks
Alcohol Beverages Business *1	87.0	83.0	4.0	4.9%	
Soft Drinks Business	29.5	27.8	1.7	6.3%	
Food Business *2	11.3	11.0	0.3	2.8%	
Europe business *3	71.6	60.3	11.3	18.7%	
Oceania business *4	70.3	33.0	37.3	113.3%	
Net business profit	73.2	44.2	29.0	65.7%	
Temporary expenses	- 2.9	- 11.2	8.3	-	
Southeast Asia business *5	2.1	1.4	0.7	51.5%	
Other/elimination in segment *5	0.8	- 0.5	1.4	-	
Overseas Business	144.8	94.1	50.7	53.9%	
Other Business *1	- 1.7	- 1.2	- 0.6	-	
Adjustment (corporate and elimination)	- 27.8	- 21.4	- 6.5	-	Include group administration costs for Holdings
Amortization of acquisition-related intangible assets	- 28.8	- 25.5	- 3.3	-	
Total	214.3	167.8	46.4	27.7%	

\* The figures in 2021 are converted by the previous year's local currency rate.

\* The effects of change 1, 2, 3, 4 and 5 below resulting from business reorganization, refer to supplement 11.

**Intangible Assets Amortization/FX Rate**
**◆Details of amortization of acquisition-related intangible assets**

(Billions of yen)

	FY2021 forecast	FY2020	Inc./Dec.	Remarks
Alcohol Beverages Business	- 0.1	- 0.1	-	
Soft Drinks Business	- 1.6	- 1.6	-	
Food Business	-	-	-	
Europe business	- 17.2	- 17.0	- 0.2	
Oceania business	- 10.2	- 6.4	- 3.7	
Southeast Asia business	- 0.1	- 0.1	- 0.0	
Overseas Business	- 27.4	- 23.5	- 3.9	
Other Business	- 0.2	- 0.3	0.1	
Total	- 29.4	- 25.5	- 3.9	

**◆Exchange Rate**

(yen)

	FY 2021 forecast (Average)	FY2020 (Average)
Euro	123.0	121.9
Australian dollar	77.0	73.7
Malaysia Ringgit	25.0	25.4
US dollar	105.0	106.8

**FY2021 Breakdown of Increase/Decrease in Profit Forecast**
**<Alcohol Business >**

(Billions of yen)

	FY2021 forecast	FY2020	Inc./Dec.	YoY	Remarks
Asahi Breweries Revenue	780.5	745.2	35.3	4.7%	
Other/elimination in segment *1	1.9	1.7	0.2	10.5%	
Alcohol Beverages Business revenue total	782.5	747.0	35.5	4.8%	
Change in sales, category and container mix *2			17.5		Sales volume increase in beer-type +13.1, Sales increase in other alcohol beverages +3.1, Change in category and container mix, and others
Cost reduction in manufacturing			4.8		Raw materials +0.8, Other than beer-type +1.1, Utilities +0.5, Disposal +0.5 and others
Cost increase in manufacturing			- 1.9		Raw materials -0.9, Other than beer-type -0.3, Transportation -0.6 and others
Advertisement and Sales promotion expenses *3			- 6.4		Advertisement -2.7, Promotion expenses -3.7 (Beer-type -4.6, Other -1.8)
Other expenses			- 9.8		
Change in personal expenses			- 0.9		
Change in depreciation			- 0.4		
Change in selling equipment expenses			0.0		
Change in other materials			- 8.5		
Asahi Breweries	87.0	82.7	4.2	5.1%	
Other/elimination in segment *1	0.0	0.2	- 0.2	- 92.8%	
Alcohol Beverages Business core operating profit total	87.0	83.0	4.0	4.9%	

\*1 We transferred NADAMAN CO., LTD. and ASAHI FOOD CREATE, LTD. which were previously in Alcohol Beverages Business to Other Business.

\*2 The figures include the impact of change of sales rebate

\*3 The figures exclude the impact of change of sales rebate (2021 forecast: advertisement 29.0, promotion expense 34.3)

**< Soft Drinks Business >**

(Billions of yen)

	FY2021 forecast	FY2020	Inc./Dec.	YoY	Remarks
Asahi Soft Drinks	372.4	353.4	19.1	5.4%	
Other/elimination in segment	-	-	-	-	
Soft Drinks Business revenue total	372.4	353.4	19.1	5.4%	
Change in sales, category and container mix			6.0		Increase in sales volume +5.6, Change in category and container mix, and others
Cost reduction in manufacturing			2.4		Raw materials +0.3, Packages +1.1, operational efficiency / in-house production +1.0
Cost increase in manufacturing			- 0.8		Raw materials -0.2, Packages -0.6
Advertisement and Sales promotion expenses			- 1.3		Advertisement -0.1, Promotion expenses -1.2
Other expenses			- 4.6		Depreciation, etc.
Asahi Soft Drinks	29.5	27.8	1.7	6.3%	
Other/elimination in segment	-	-	-	-	
Soft Drinks Business core operating profit total	29.5	27.8	1.7	6.3%	

**< Asahi Soft Drinks Sales Volume >**

(Millions of cases)

	FY2021 forecast	FY2020	Inc./Dec.	YoY	Remarks
Carbonated drinks	81.59	78.20	3.39	4.3%	
Lactic acid drinks	46.92	43.79	3.12	7.1%	
Coffee	36.58	35.46	1.12	3.1%	
Tea	36.59	35.05	1.54	4.4%	
Mineral water	18.42	16.47	1.95	11.9%	
Fruit juice	14.53	14.33	0.19	1.3%	
Other drinks	27.38	25.36	2.02	8.0%	
Asahi Soft Drinks total	262.00	248.67	13.33	5.4%	

**FY2021 Consolidated Statement of Cash Flows Forecast**

(Billions of yen)

	FY2021 forecast	FY2020	Inc./Dec.
Cash flows from (used in) operating activities	282.0	275.9	6.1
(Profit before tax)	203.0	125.4	77.6
(Depreciation) *1	81.0	76.1	4.9
(Amortization of acquisition-related intangible assets)	29.4	25.5	3.9
(Income tax paid)	- 47.0	- 55.3	8.3
Cash flows from (used in) investing activities	- 43.5	- 1,243.4	1,199.9
(Acquisition of stock of subsidiaries)	-	- 1,166.0	1,166.0
(Capital expenditure) *1	- 94.0	- 84.5	- 9.5
Cash flows from (used in) financing activities	- 237.0	956.8	- 1,193.8
(Increase (decrease) of financial obligation) *2	- 153.6	880.4	- 1,034.0
(Proceeds from issuance of common stocks)	-	75.0	- 75.0
(Acquisition of treasury shares)	-	81.3	- 81.3
(Dividends paid)	- 54.2	- 46.3	- 8.0
Translation difference	-	10.7	- 10.7
Increase (decrease) of cash and cash equivalents	1.5	- 0.0	1.5

\*1 Capital expenditures and depreciation do not include lease assets or trademarks at the time of acquisition of subsidiaries.

\*2 We describe the figure of Increase (decrease) of financial obligation as the difference of each balance between at the end of this period and at the end of the previous period.

**Segment Information**

◆FY2021 forecast

(Billions of yen)

	Alcohol Beverages	Soft Drinks	Food	Overseas	Other	Adjustment (corporate/ elimination)	Amortization of intangible assets	Total
Revenue	782.5	372.4	128.7	995.6	111.7	- 94.9	-	2,296.0
Core operating profit	87.0	29.5	11.3	148.6	- 1.7	- 27.8	- 29.4	217.5
Depreciation *1	21.8	12.2	4.3	38.6	0.7	3.4	-	81.0
Amortisation of acquisition-related intangible assets	0.1	1.6	-	27.4	0.2	-	-	29.4
EBITDA *2	108.8	41.7	15.6	187.2	- 1.0	-	-	327.9
Capital expenditure *1	21.2	11.4	4.5	47.7	0.6	8.6	-	94.0

\*1 Capital expenditures and depreciation do not include lease assets or trademarks at the time of acquisition of subsidiaries.

\*2 consolidated EBITDA = Core operating profit + amortization of acquisition-related intangible assets + depreciation  
each business EBITDA = Core operating profit + depreciation

◆FY2020

(Billions of yen)

	Alcohol Beverages	Soft Drinks	Food	Overseas	Other	Adjustment (corporate/ elimination)	Amortization of intangible assets	Total
Revenue	747.0	353.4	123.5	793.0	104.7	- 93.8	-	2,027.8
Core operating profit	83.0	27.8	11.0	94.1	- 1.2	- 21.4	- 25.5	167.8
Depreciation *1	21.0	12.0	4.1	35.1	0.7	3.2	-	76.1
Amortisation of acquisition-related intangible assets	0.1	1.6	-	23.5	0.3	-	-	25.5
EBITDA *2	104.0	39.8	15.0	129.2	- 0.5	-	-	269.4
Capital expenditure *1	23.7	13.4	3.8	37.4	0.7	5.5	-	84.5

◆Increase / Decrease

(Billions of yen)

	Alcohol Beverages	Soft Drinks	Food	Overseas	Other	Adjustment (corporate/ elimination)	Amortization of intangible assets	Total
Revenue	35.5	19.1	5.2	202.7	7.0	- 1.2	-	268.2
Core operating profit	4.0	1.7	0.3	54.5	- 0.6	- 6.5	- 3.9	49.7
Depreciation *1	0.8	0.2	0.2	3.5	- 0.0	0.2	-	4.9
Amortisation of acquisition-related intangible assets	-	-	-	3.9	- 0.1	-	-	3.9
EBITDA *2	4.8	1.9	0.6	58.0	- 0.6	-	-	58.4
Capital expenditure *1	- 2.5	- 2.0	0.7	10.3	- 0.1	3.1	-	9.5

<b>FY2021 H1 Forecast</b>
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◆Forecast for H1 2021

(Billions of yen)

	FY2021 forecast	FY2020	Inc./Dec.	YoY	Remarks
Alcohol Beverages Business *1	354.7	340.6	14.1	4.2%	
Soft Drinks Business	174.8	166.6	8.2	4.9%	
Food Business	61.7	59.9	1.8	3.0%	
Overseas Business	468.5	303.6	164.9	54.3%	
Other Business *1	52.8	49.2	3.6	7.4%	
Adjustmenet (corporate and elimination)	- 45.0	- 45.6	0.5	-	
Revenue	1,067.5	874.3	193.2	22.1%	
Alcohol Beverages Business *1	32.8	33.9	- 1.0	- 3.1%	
Soft Drinks Business	10.3	9.9	0.4	4.4%	
Food Business	4.3	5.4	- 1.1	- 20.6%	
Overseas Business	58.9	26.1	32.9	126.0%	
Other Business *1	- 1.4	- 1.1	- 0.3	-	
Adjustmenet (corporate and elimination)	- 13.8	- 11.2	- 2.5	-	
Amortization of intangible assets relating to the acquisition *2	- 14.7	- 10.9	- 3.8	-	
Core operating profit	76.5	52.0	24.5	47.2%	
Operating profit	93.5	44.7	48.8	109.3%	
Profit	59.4	29.6	29.8	100.4%	
Profit attributable to owners of parent	59.5	29.7	29.8	100.0%	

<Reference: Performance on constant currency basis>

	FY2021 forecast	FY2020	Inc./Dec.	YoY	Remarks
Revenue	1,044.4	874.3	170.1	19.5%	
Core operating profit	74.1	52.0	22.1	42.5%	

\*1 We transferred NADAMAN CO., LTD. and ASAHI FOOD CREATE, LTD. which was previously in Alcohol Beverages Business to Other Business.

\*2 Amortization of intangible assets in the CUB business ,which is determined by PPA on a monthly basis,is allocated and listed.

(Reflected only for June after the acquisition is completed.)