Goldman Sachs Changing Consumer Conference

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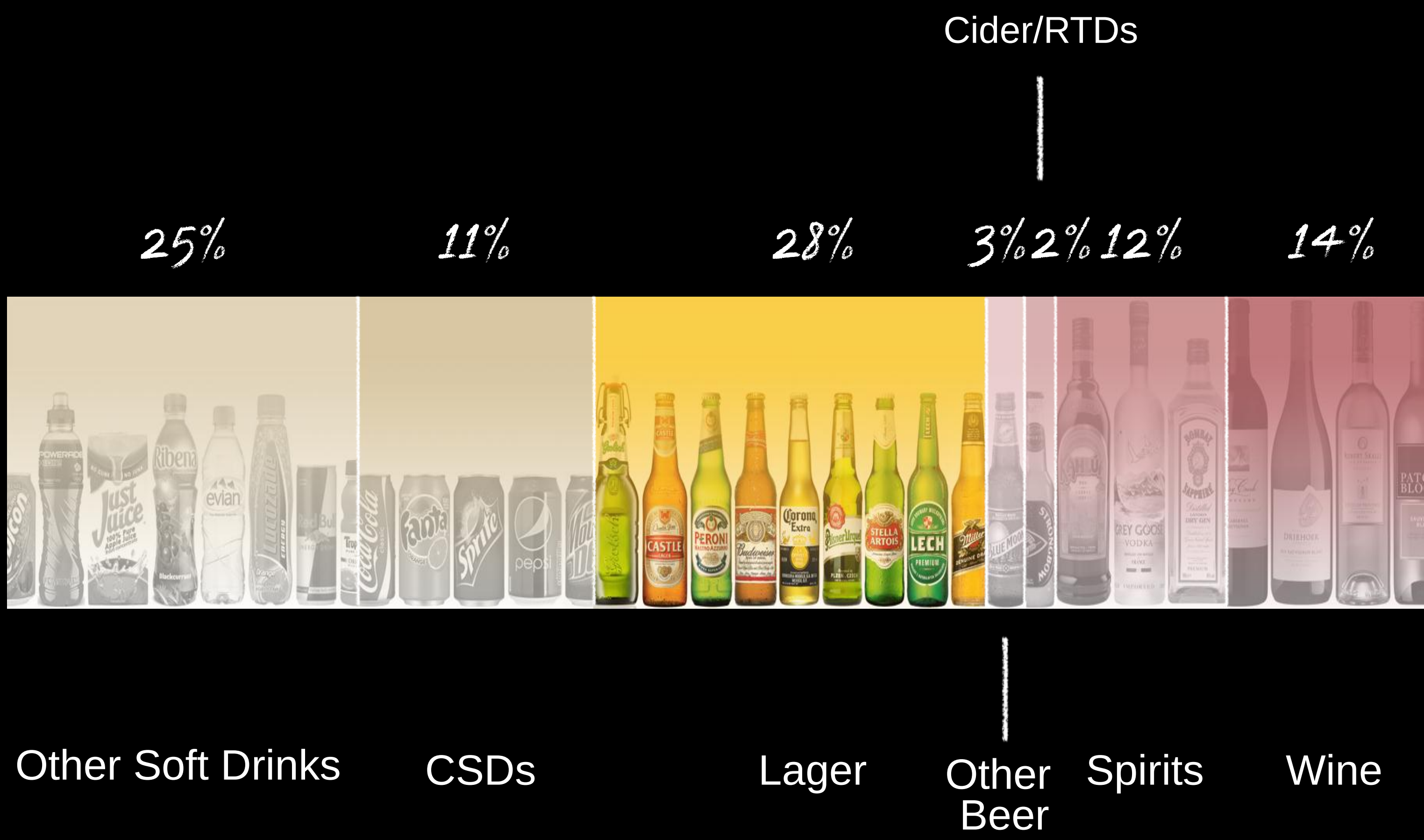
Beer is the biggest value pool in global packaged beverages



Strong, relevant brand portfolios that win in the local market

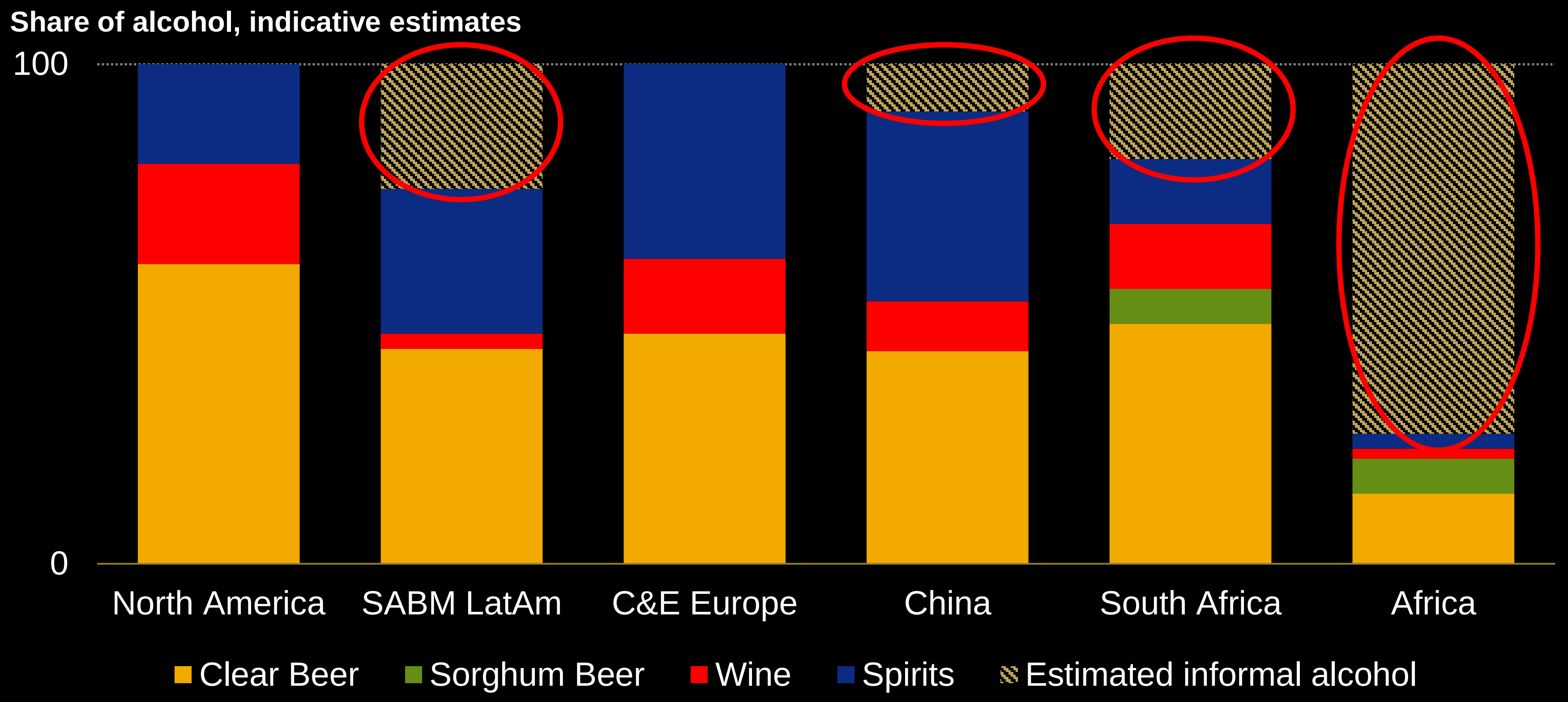
Strong portfolio of leading local mainstream brands

- Deep local heritage with leading consumer equity
- Diverse local portfolios to target diverse consumers and occasions
- Leading market shares, superior profitability

Country	Brand	Rank
Poland	Tyskie, Zubr	1,2
Czech	Gambrinus	1
Romania	Timisoreana	1
Italy	Peroni	2
South Africa	CBL, Hansa, Castle	1,2,3
Tanzania	Safari, Kilimanjaro	1,2
Mozambique	2M	1
Uganda	Eagle Extra	1
Colombia	Aguila, Poker	1,2
Peru	Cristal, Pilsen Callao	1,2
Ecuador	Pilsener, Club	1,2
China	Snow	1
India	Haywards 5000	2

Strong, relevant brand portfolios that win in the local market

Category development opportunity in emerging markets



Growing preference for beer due to societal development, category attractiveness and availability

Sources: Canadean, Euromonitor, internal management estimates

Strong, relevant brand portfolios that win in the local market

Rigorous approach to segmentation, delivering actionable plans

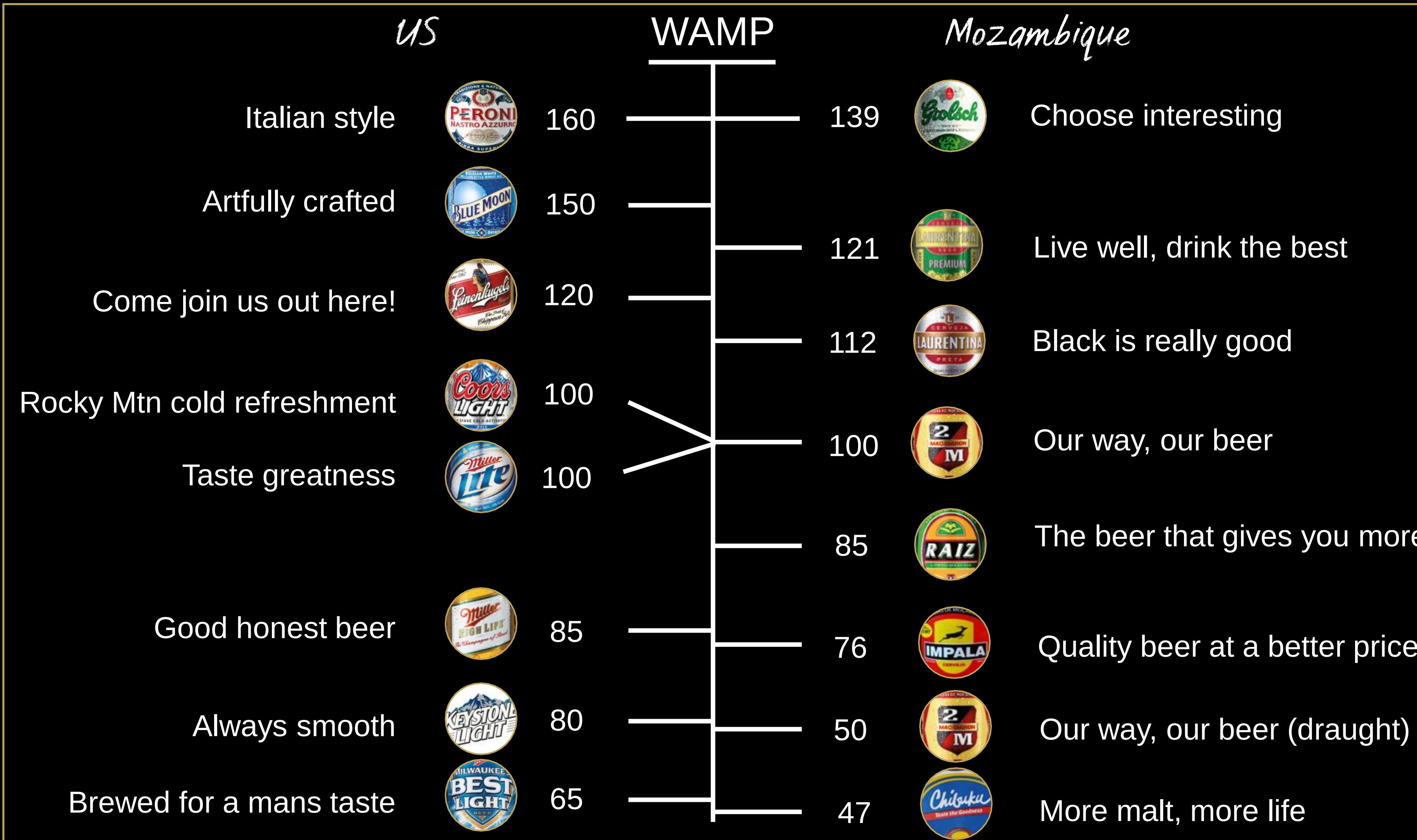
- Rooted in deep local insights
  - Local demographics, drinking culture
  - Recognizing changing local trends, opportunities
- Global methodology
  - Consistently mapping consumers and occasions
  - Enabling comparison and brand solution sharing across geographies
  - Aided by global expertise within SABMiller

… To drive our portfolios across all relevant market segments

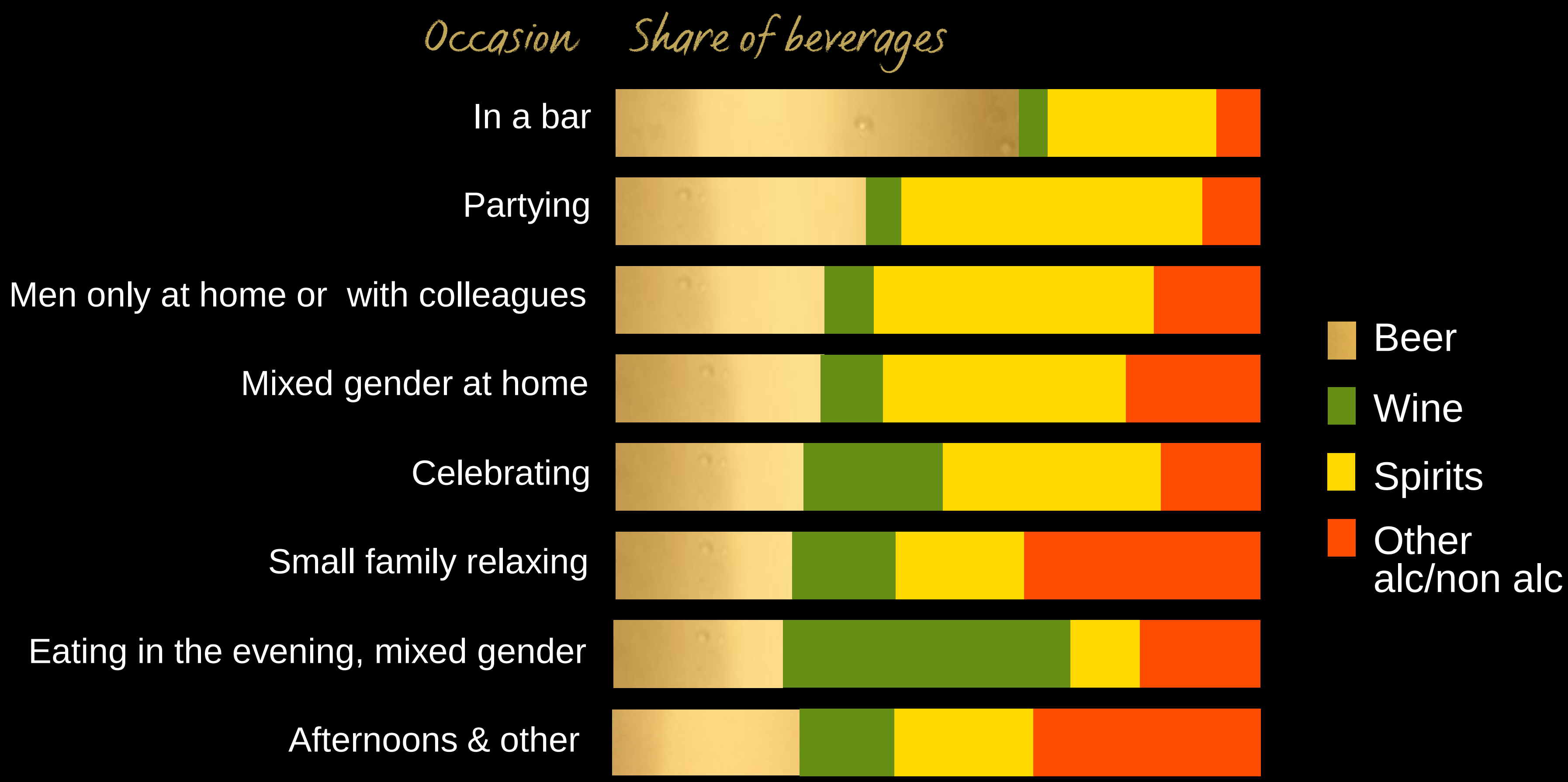
… To significantly grow the beer category nationally

… To maximize each local profit pool

Strong, relevant brand portfolios that win in the local market



Beer is present across all key occasions



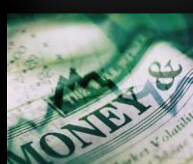
Shaping SABMiller's future success

Global trends

Implications for SABMiller

- Category Shaping
- Consumer lifetime value
- Women
- Middle class
- Premiumisation
- Fragmentation
- Building brands

Millennials are the battlefield

	Millennial Truths	*Reaction*
	Diversity	Inclusivity
	Environmental concerns	Looking for shared values
	Corporations can't be trusted	Go small (or "authentic")
	Income disparity and un/underemployment	Value
	Technology driving information	Two-way conversation and fragmentation

New competition in beer

Our 2 key challenges

Lead the development of the beer category

Move core lager forward	Expand to other beer styles

Move core lager forward

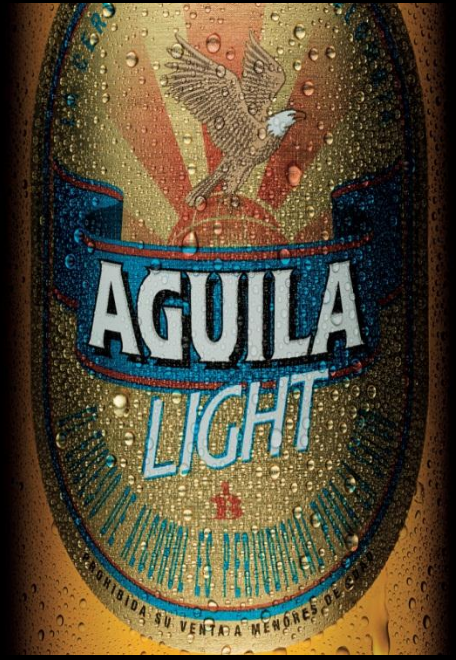
1. Splitting the category	2. Romancing and refreshing	3. Premiumising	4. Affordability
			


Sameness

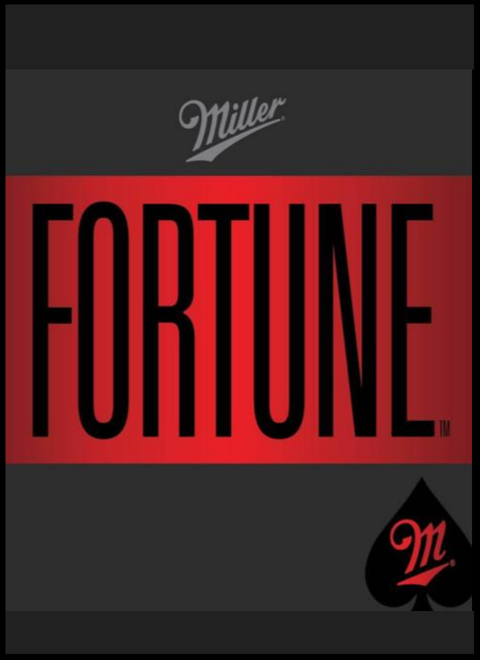
1. Split the category

Targeting white wine and white spirits

White wine



White spirits




Miller
FORTUNE
TM
Miller
GOLDEN LAGER

2. Romancing core lager

Our beliefs

1. The strategy is always in the product

2. Brands that include a product truth innovate more effectively


Coors LIGHT
Coors LIGHT
2 STAGE COLD ACTIVATION
COLD
SUPER COLD
Coors LIGHT

Romancing core lager: Coors Light volume growth

Romancing core lager:
Victoria Bitter back in growth

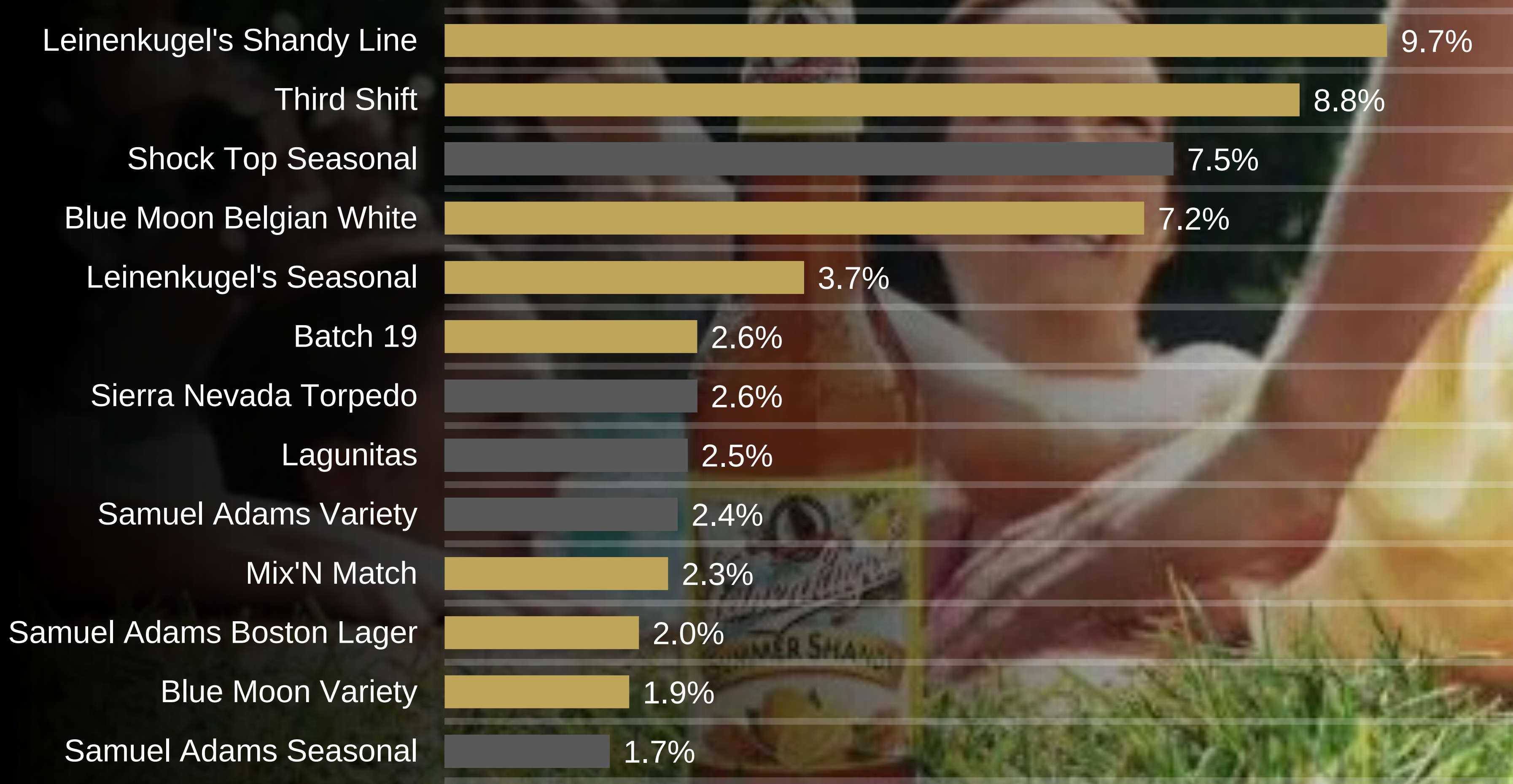
Pilsen
AGUILA
TYSKIE
Timisoreana
CERVEZA
POKER
CRISTAL
Gambrinus
SVĚTLÝ
light
Salva Vida

SAB MILLER

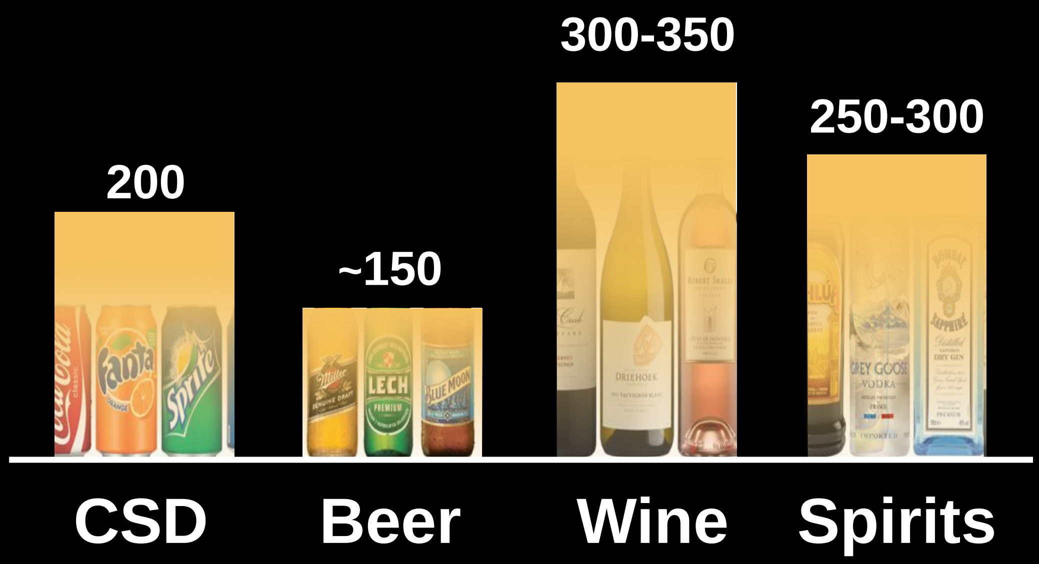
3. Premiumising

Craft is a scaleable opportunity

Top case volume contributors to craft growth

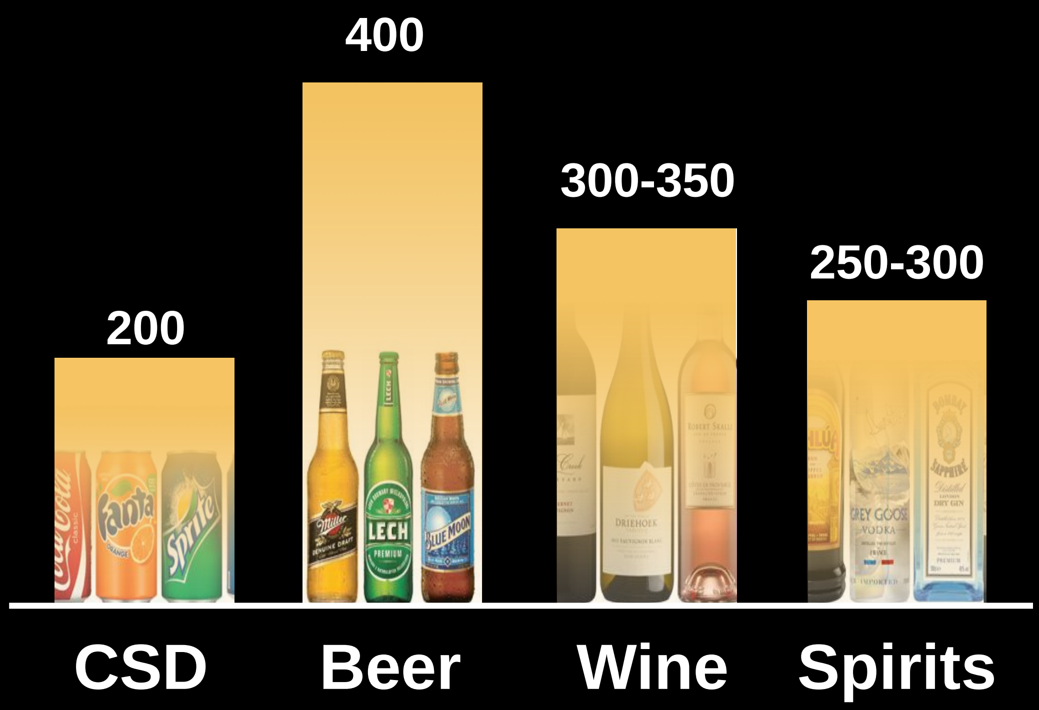


Beers' price ladder is compressed



Beers' price ladder is compressed

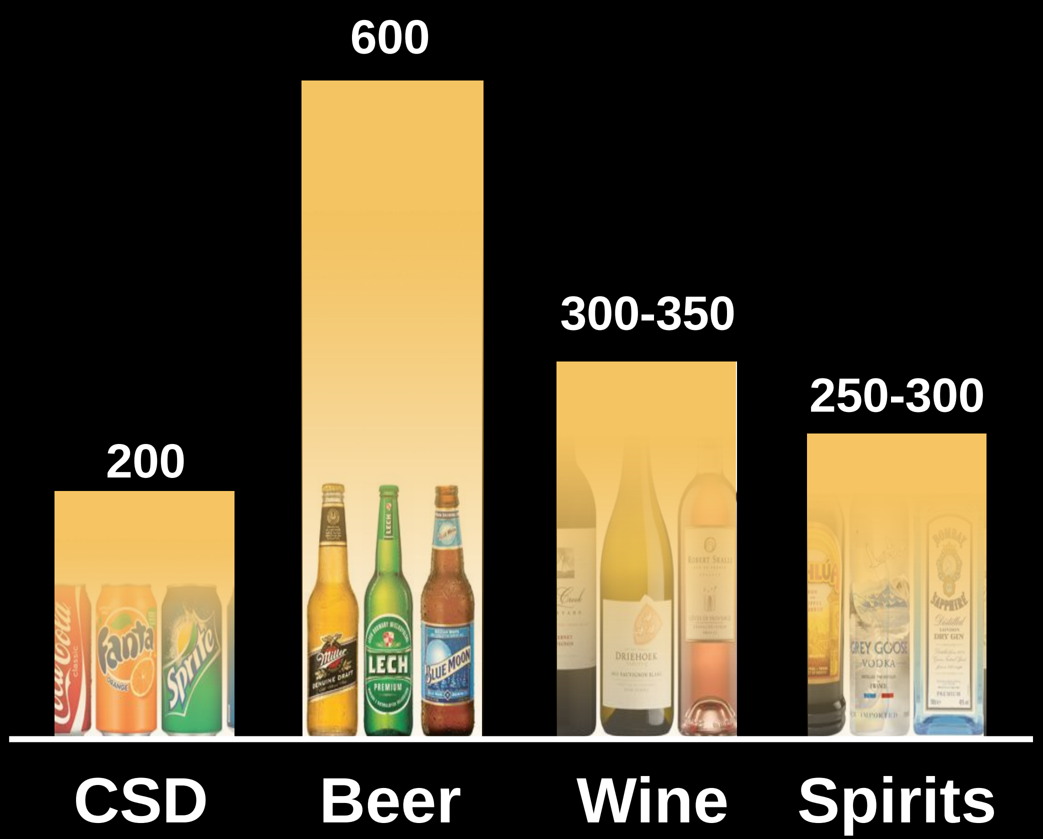
Getting to better



Beers' price ladder is compressed

Getting to better

Getting to best



4. Making beer affordable

4. Making beer affordable

1. Informal alcohol – 20% of total alcohol
2. Low income consumers in Africa +400m
3. 80% of Lat Am consumers are low income

4. Making beer affordable

Expand to other beer styles

Expand to other beer styles

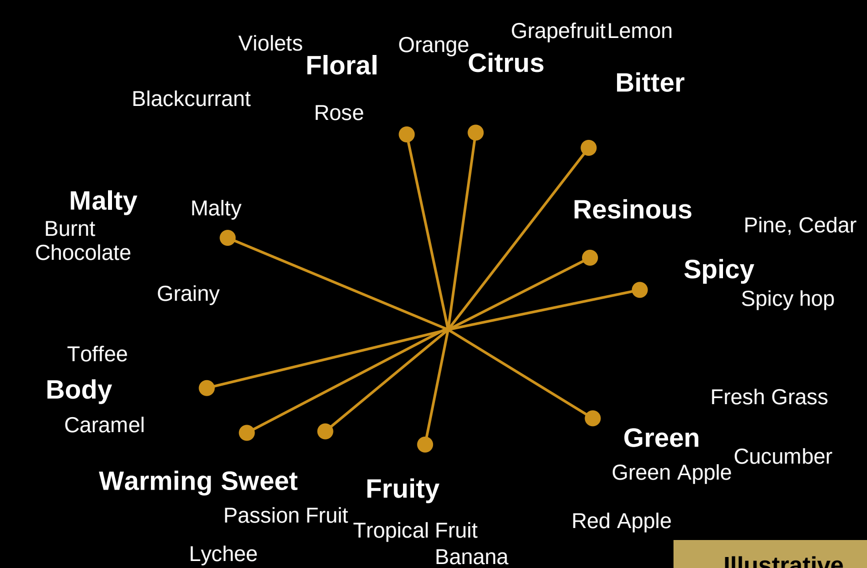
Greater use of intrinsics and functional benefits to target premium occasions

- Growth of mainstream has driven taste harmonization
- Product landscaping highlights “white spaces”
- New liquids help drive premium perception of beer and support pricing

Beer has many variables to drive differentiation e.g.

- Ingredients
- Colour
- Carbonation
- Smell
- Style
- Flavourings
- Filtration / Pasteurization
- Fermentation
- Bitterness / sweetness
- Alcohol level

Landscape and Sensory maps



Illustrative

Expand to other beer styles

Innovate to fuel growth

New liquids, packs and experiences

- Attract incremental LDAC users
- Retain existing users across more occasions
- Encourage trade up
- Motivate trade to continuously improve execution

Expand to other beer styles

Changing perceptions of what beer can be

Engaging consumers and customers e.g.

Beer knowledge

Styles / Flavours
Ingredients
Process
Bitterness
Food pairing

Premiumisation memes

Styles
Hopping
Brewing process

Advocacy groups

Upscale bartenders
Gastronomic societies
Hotels
Chefs / Sommeliers
Lifestyle commentators
Specialist liquor stores

Media

Advertorials
Word of mouth
Digital / mobile
Experiential events
PR exercises
In store communications

Engage, communicate and educate

Partner with customers to create new experiences

Revitalizing the on-premise experience

- Greater tank distribution, unparalleled “fresh” experience
- Quality of draught experience
- Communication of the ‘beer story’ and food pairings
- New design concepts and theme pubs to contemporize the consumer experience
- Digital & location based marketing






Questions and Answers