Marketing at SABMiller Plc

Investor Relations,
Quarterly Seminar Series

New York
12 October 2011

SAB MILLER

Forward looking statements

This presentation includes 'forward-looking statements' with respect to certain of SABMiller plc's plans, current goals and expectations relating to its future financial condition, performance and results. These statements contain the words "anticipate", "believe", "intend", "estimate", "expect" and words of similar meaning. All statements other than statements of historical facts included in this presentation, including, without limitation, those regarding the Company's financial position, business strategy, plans and objectives of management for future operations (including development plans and objectives relating to the Company's products and services) are forward-looking statements. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of the Company to be materially different from future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Company's present and future business strategies and the environment in which the Company will operate in the future. These forward-looking statements speak only as at the date of this document. The Company expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statements contained herein to reflect any change in the Company's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. The past business and financial performance of SABMiller plc is not to be relied on as an indication of its future performance.

All references to "EBITA" in this presentation refer to earnings before interest, tax, amortisation of intangible assets (excluding software) and exceptional items. Also includes the Group's share of associates' and joint ventures' EBITA on the same basis. All references to "organic" mean as adjusted to exclude the impact of acquisitions and disposals, while all references to "constant currency" mean as adjusted to exclude the impact of movements in foreign currency exchange rates in the translation of our results. References to "underlying" mean in organic, constant currency.

Nick Fell
Global Marketing Director
SAB Miller Plc

Chris Taylor
Global Brands Director
SAB Miller Plc

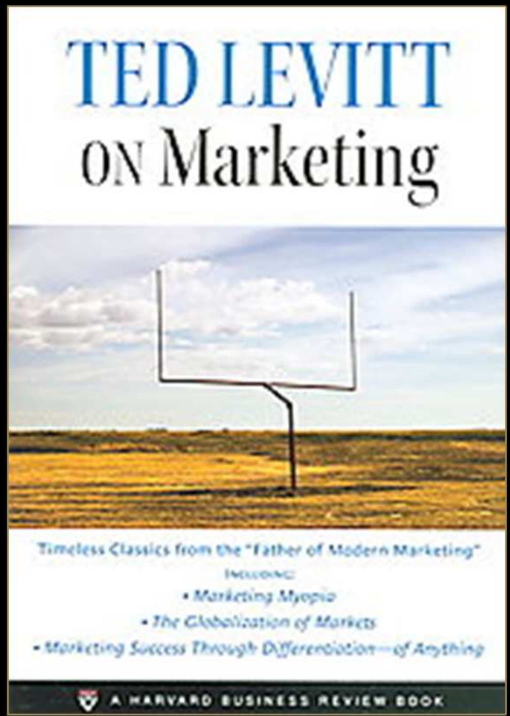
Charlie Hiscocks
Director for Integrated Activation
SAB Miller Plc

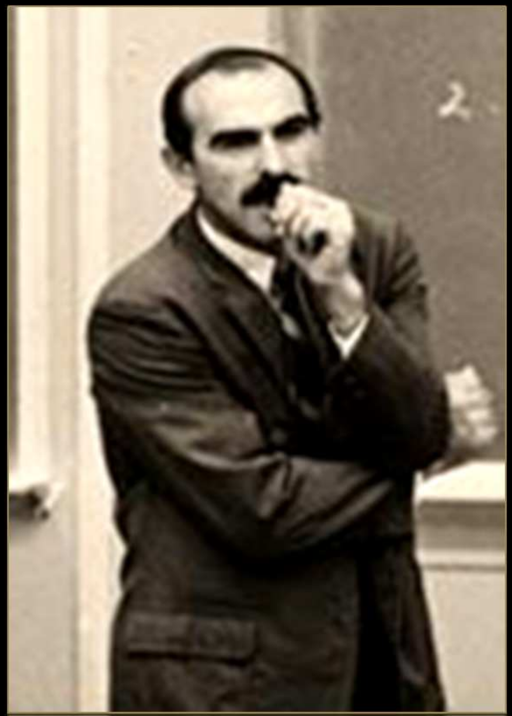
Randy Ransom
Commercial SVP
Latin America

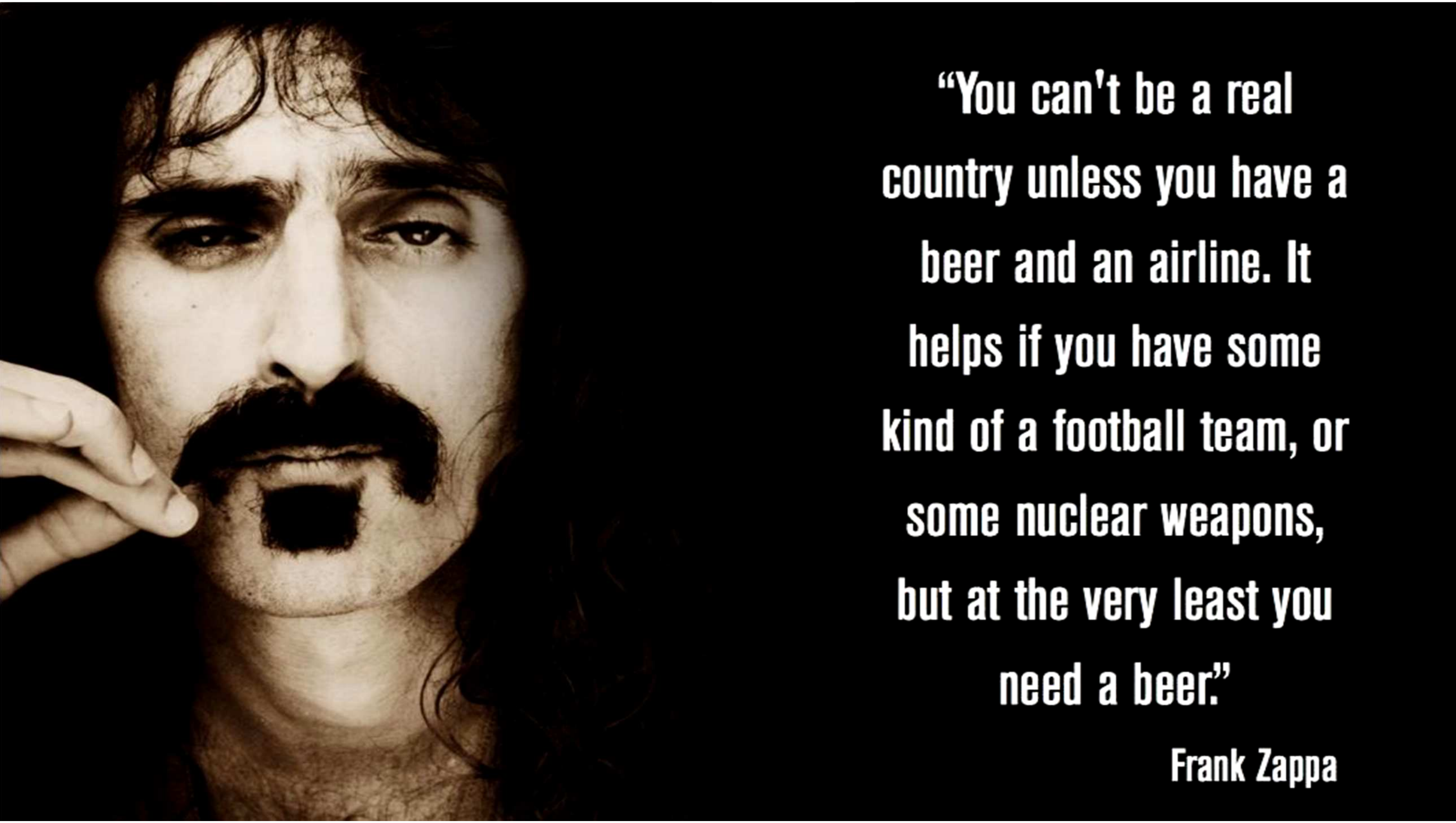
Andy England
CMO
MillerCoors

Dave Carruthers
Marketing Director
Africa

One globe, one brand, one voice, one ad?






"You can't be a real country unless you have a beer and an airline. It helps if you have some kind of a football team, or some nuclear weapons, but at the very least you need a beer."
Frank Zappa

Emotional Engagement

SAB MILLER

Beer has always been passionately local…

Who produces the best beer in the world?

Netherlands	42%
Belgium	31%
Germany	17%

El Salvador	39%
Germany	34%
USA	8%

Mozambique	42%
Germany	11%
Italy	7%

Developed Beer Culture → *Developing Beer Culture*

Czech	92%
Germany	3%
Belgium	1%

Poland	56%
Czech	14%
Germany	12%

Germany	51%
Italy	12%
Ireland	7%

Germany	36%
Vietnam	17%
Denmark	16%

Source: Internal synovate study 2008 – 16markets, 9,121 interviews

SABMiller's advantaged position

Developing strong relevant portfolios that win in the local market

SABMiller's commercial operating model

In market

Market Ownership

Marketing Way

Opportunity Assessment → Portfolio strategy → Positioning & footprint → Strategy → Consumer & channel activity planning & development → Execution → Learning

Global Brands Way

GAP – Assessment and Planning

- Portfolio management that can efficiently, create, capture and expand category value
- Create winning brand propositions that tap into deep local insights
- Create consumer-preferred products that strengthen brand differentiation and appeal
- Build brands and categories through compelling through the line execution in-outlet and off-premise consumption occasions

Above market

Capability Support

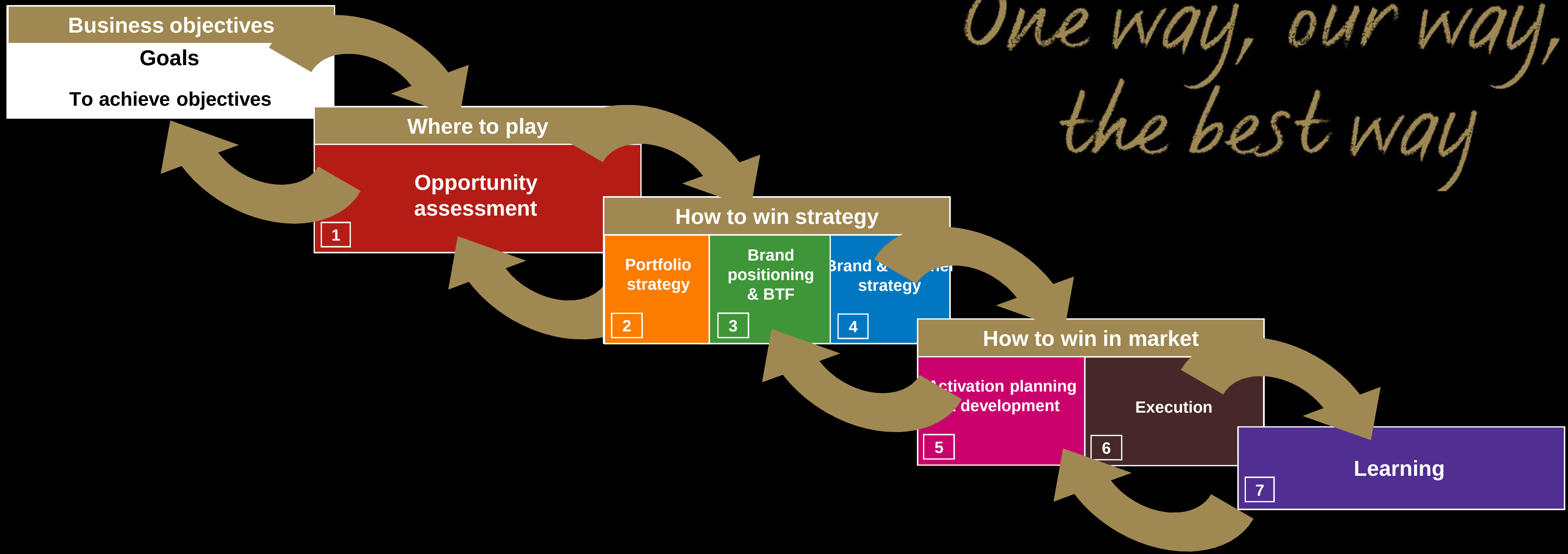
- SMEs
- Knowledge Management
- Communities of Interest

Commercial Governance

- 5 to Drive
- IMP
  QMR's
  Strategy Reviews

A global discipline to dig deep locally

One way, our way, the best way



Segmentation / Insight / Innovation / How money is made

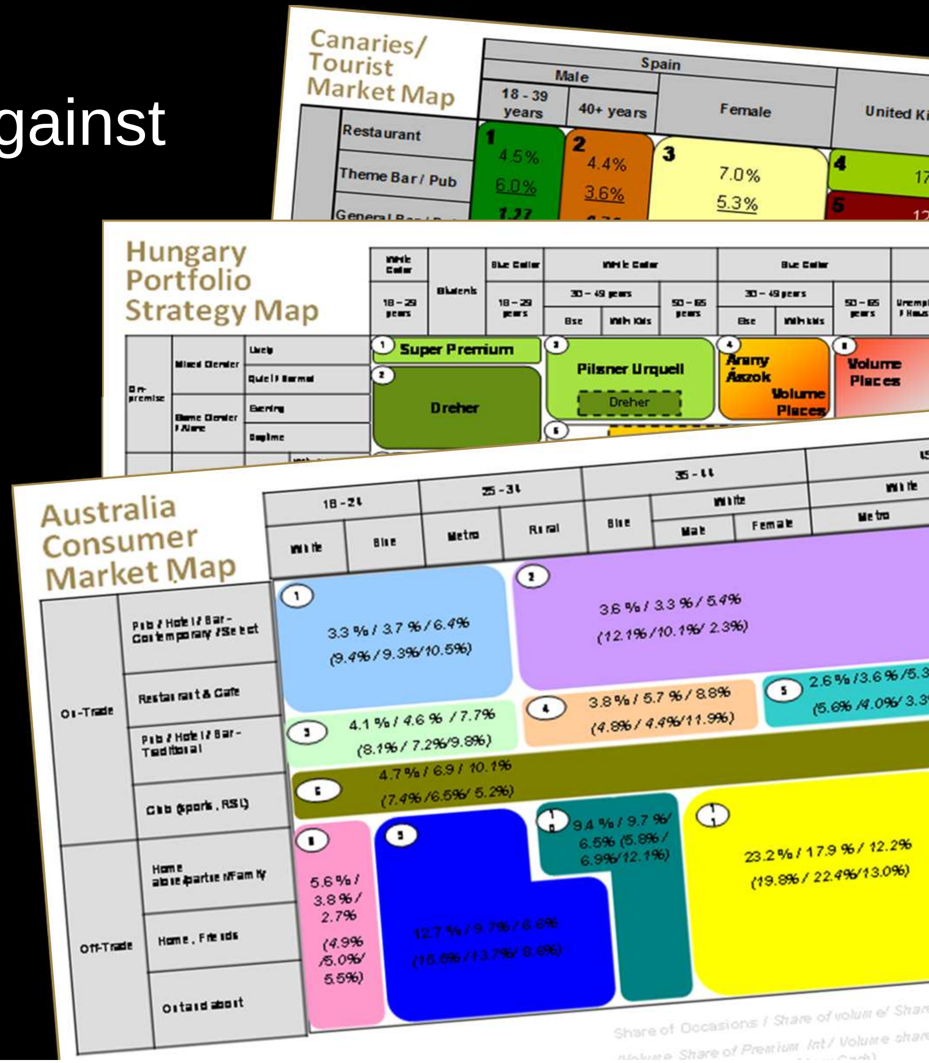
…underpinned by a rigorous approach to segmentation

Approach to segmentation standardised against the principles that make it effective

- Purpose driven
- Delivers the ability to target
- Delivers the ability to understand

Application of the approach customised to each local business circumstance

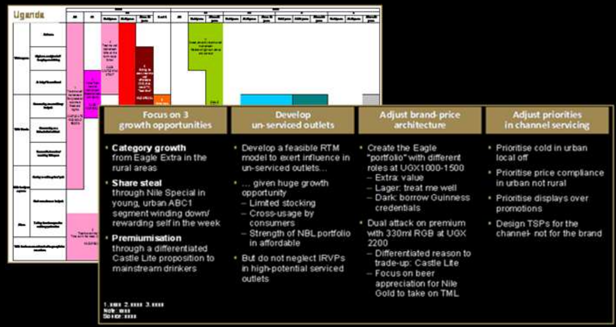
- Co-developed with local market
- Global expertise within SABMiller



..with segmentation delivering actionable plans…

In Colombia…

In Uganda…



…to gain share from spirits

…to unlock growth through affordability

…supported by a rigorous approach to measurement

5 to Drive

- Growing the core in mainstream
- Building premium brands
- Innovating and expanding in and beyond the category
- Winning with customers through execution
- Driving profitable revenue management

Mainstream

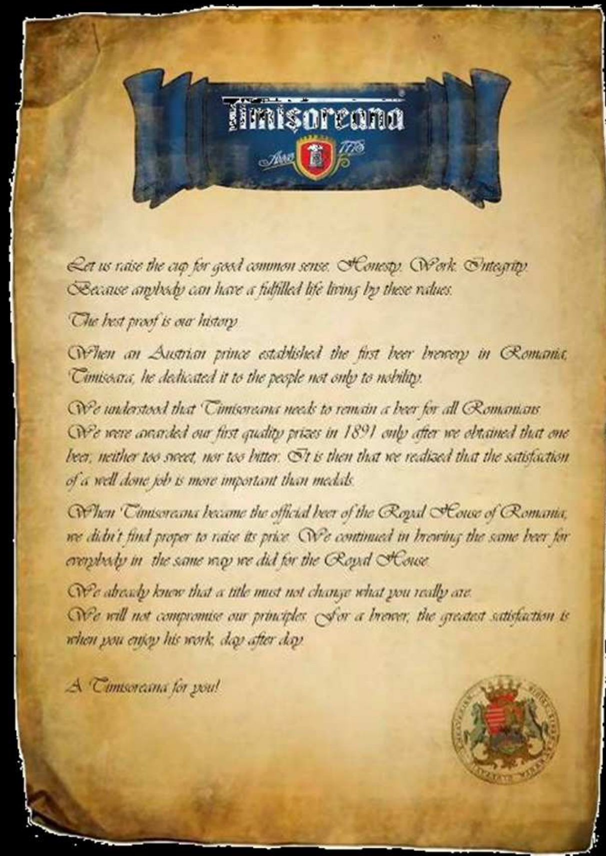
The Core of our Portfolios

Mainstream communities to drive insights…

…leading to deep local insights in Romania for Timisoreana

Insight

In a world where so many people and brands pretend to be what they are not, Timisoreana is proof that honest traditional values of ordinary people will always pass the test of time



Timisoreana

Let us raise the cup for good common sense. Honesty. Work. Integrity. Because anybody can have a fulfilled life living by these values.

The best proof is our history.

When an Austrian prince established the first beer brewery in Romania, Timisoara, he dedicated it to the people not only to nobility.

We understood that Timisoreana needs to remain a beer for all Romanians. We were awarded our first quality prizes in 1891 only after we obtained that one beer, neither too sweet, nor too bitter. It is then that we realized that the satisfaction of a well done job is more important than medals.

When Timisoreana became the official beer of the Royal House of Romania, we didn't find proper to raise its price. We continued in brewing the same beer for everybody in the same way we did for the Royal House.

We already knew that a title must not change what you really are. We will not compromise our principles. For a brewer, the greatest satisfaction is when you enjoy his work, day after day.

A Timisoreana for you!

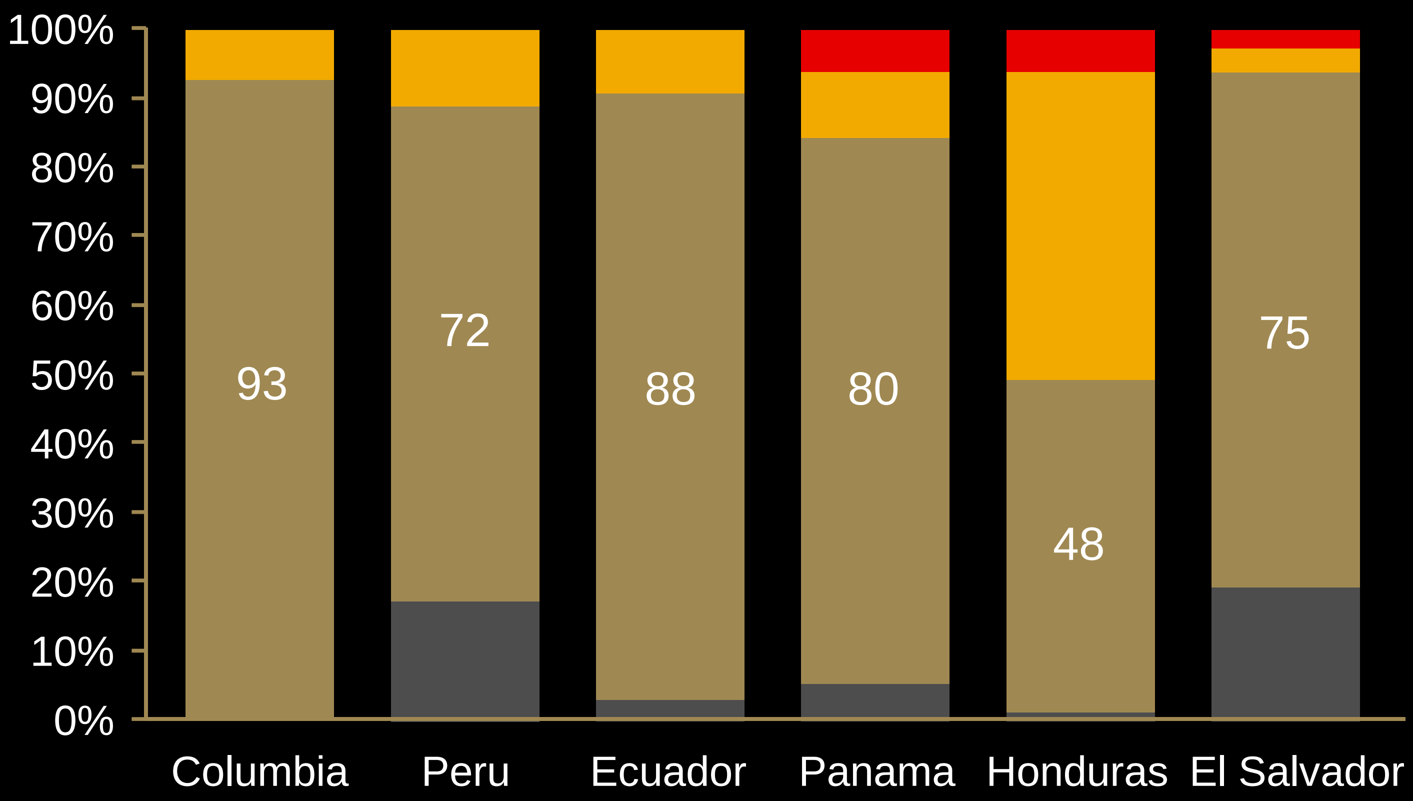
Mainstream brands as the foundation

SAB MILLER

Peroni Nastro Azzurro, Miller Genuine Draft, Grolsch	Super Premium	Price index: 150 - 250
Club Colombia Edición Limitada, Club Colombia, Cerveza Cusqueña, Club Premium, Barena, Suprema	Local Premium	Price index: 115 - 150
Aguila Light, Pilsen Callao, Pilsener Light, Golden Light	Upper Mainstream	Price index: 100 -115
Aguila, Poker, Poker, Pilsen, Cristal, Pilsener, Pilsener, Balboa, Atlas, Imperial, Salva Vida, Isenbeck	Mainstream	Price index: 100

Mainstream brands as the foundation

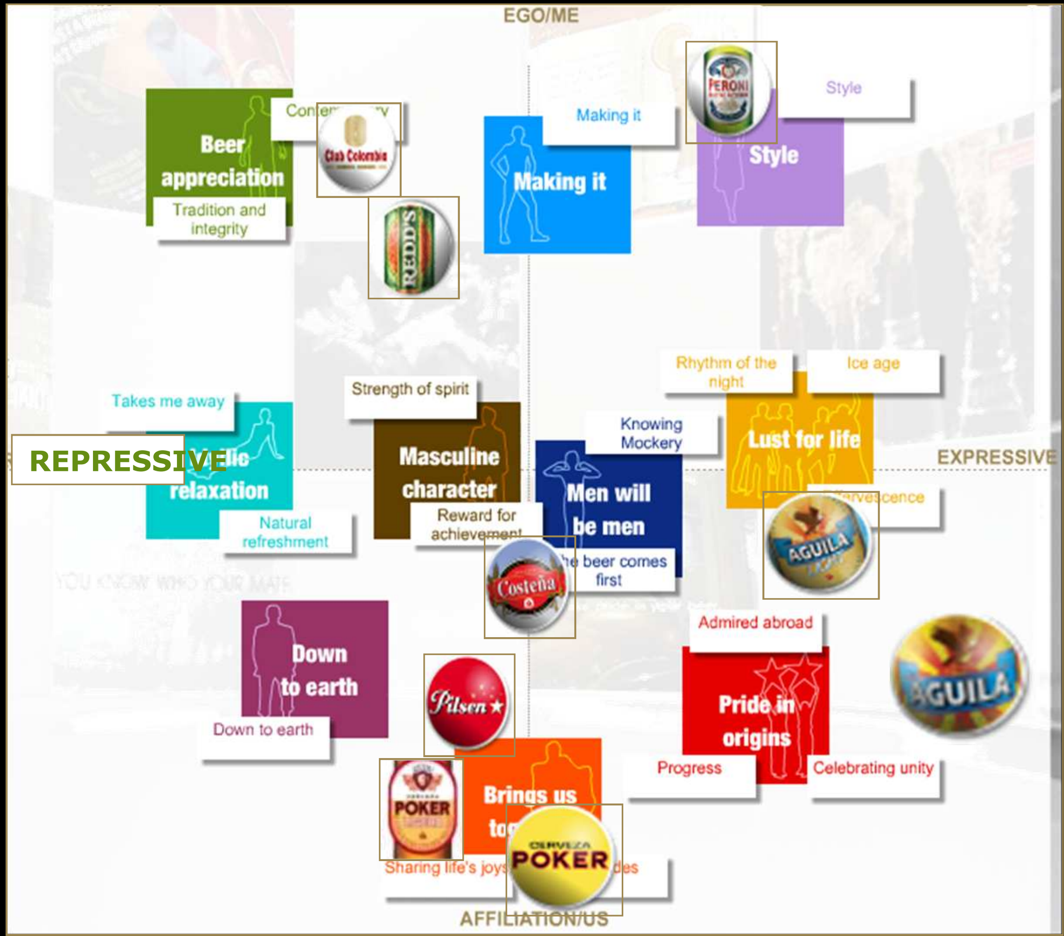
Volume Mix



- Main contributor to the volume of each country
- The drivers of what the beer category represents

Differentiation to connect with our consumers

“ The friend that brings friends together ”



“ The flavor of joy ”

Differentiating mainstream brands

Poker

“ The friend that brings friends together ”

BRAND AND PURPOSE	IDEA NAME	THE STORY	ICONOGRAPHY
 Poker exists to enhance those good moments with friends	No matter how friends are, they will always be together thanks to Poker	NARRATIVE Poker brings friends together, without caring how different they might be they can have a great moment being together VOICE Fun, Simple, Lighthearted, sociable, honest.	TAGLINE “The Friend that brings friends together” Shield with the four A’s cards

Aguila

“ The Flavor of Colombian Joy ”

BRAND AND PURPOSE	IDEA NAME	THE STORY	ICONOGRAPHY
 Keep alive the flame of Colombian Enjoyment	World Champions of Joy	NARRATIVE Show how Aguila inspires all colombians to take out their great capacity of being the most joyful people VOICE Spontaneous, Joyful, Sociable, Optimistic	TAGLINE “The Flavor of Joy” Blue Ribbon and the Eagle

Differentiating mainstream brands

Poker

“ The friend that brings friends together ”

BRAND AND PURPOSE	IDEA NAME	THE STORY	ICONOGRAPHY
 Poker exists to enhance those good moments with friends	No matter how friends are, they will always be together thanks to Poker	NARRATIVE Poker brings friends together, without caring how different they might be they can have a great moment being together VOICE Fun, Simple, Lighthearted, sociable, honest.	TAGLINE “The Friend that brings friends together” Shield with the four A’s cards

Aguila

“ The Flavor of Colombian Joy ”

BRAND AND PURPOSE	IDEA NAME	THE STORY	ICONOGRAPHY
 Keep alive the flame of Colombian Enjoyment	World Champions of Joy	NARRATIVE Show how Aguila inspires all colombians to take out their great capacity of being the most joyful people VOICE Spontaneous, Joyful, Sociable, Optimistic	TAGLINE “The Flavor of Joy” Blue Ribbon and the Eagle

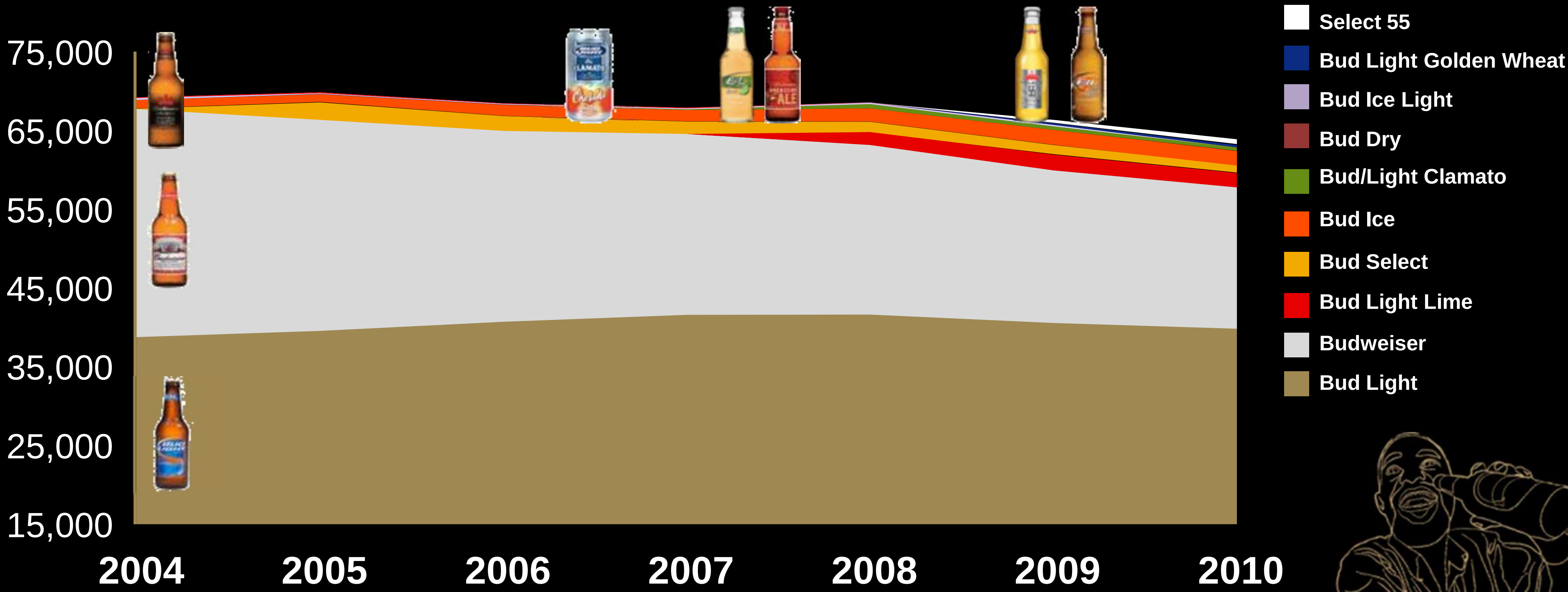
Differentiating mainstream brands

Pilsener Ecuador

- Celebrating daily pride in being Ecuadorian
- “100% natural” intrinsic attribute
- Expanded to new consumption occasions with new 225ml bottle
- 86% share, growing at 7% per annum

ABI has unsuccessfully used a line extension strategy in an attempt to grow the Budweiser Franchise

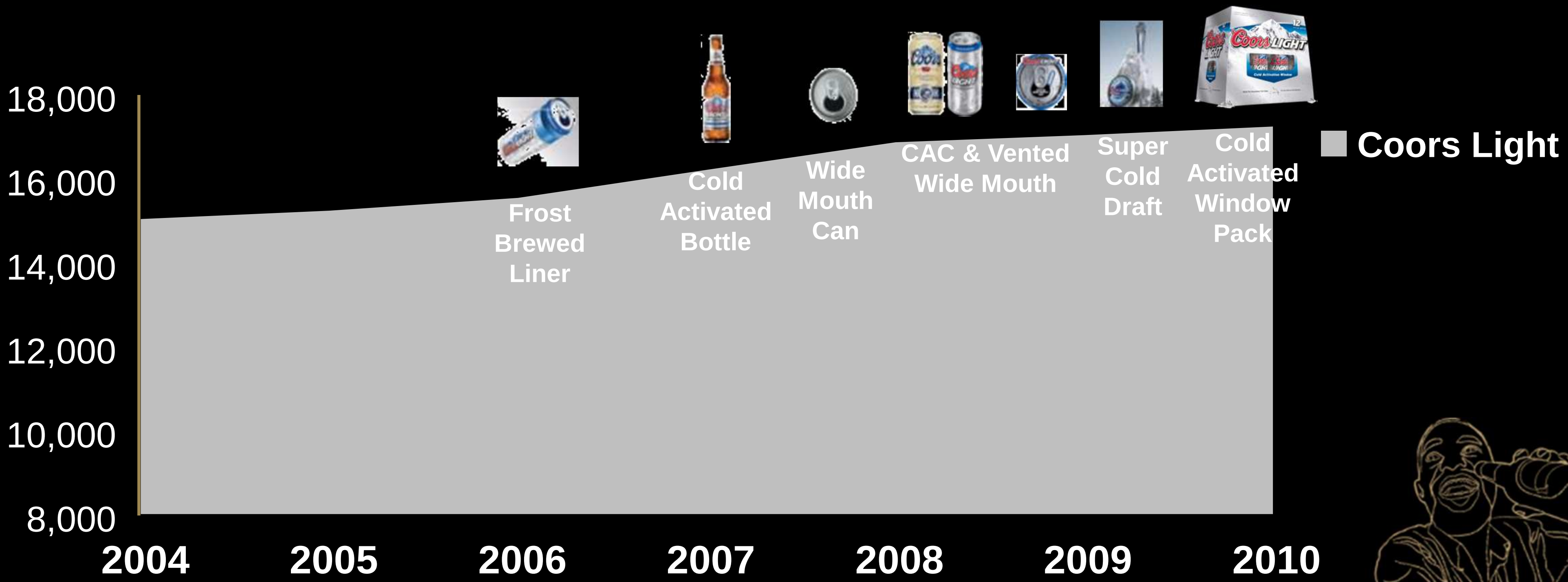
Despite launching 5 new brands, the Bud Family has seen its volume decline since 2004 **(-5.4M bbls/ -74.4M cases/ -7.8%)** – Annual bbls (000)



Source: Beer Marketer's Insights and internal estimates

MillerCoors has successfully used packaging innovations to grow volume across the Coors Family of Brands

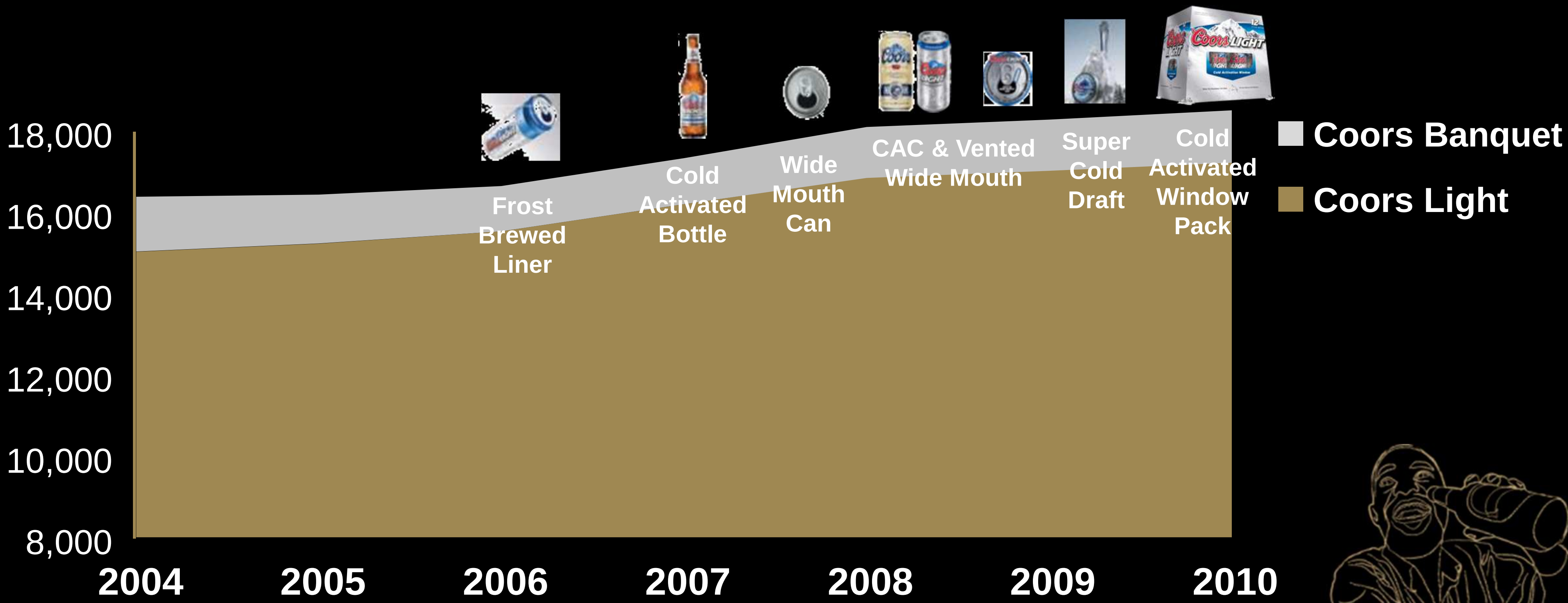
The Coors Family of Brands has grown volume through packaging innovations (+2.14M bbls/ +29.5M cases/ +13.6% since 2005) – Annual bbls (000)



Source: Beer Marketer's Insights

MillerCoors has successfully used packaging innovations to grow volume across the Coors Family of Brands

The Coors Family of Brands has grown volume through packaging innovations (+2.14M bbls/ +29.5M cases/ +13.6% since 2005) – Annual bbls (000)



Source: Beer Marketer's Insights

Bringing taste to life for Miller Lite

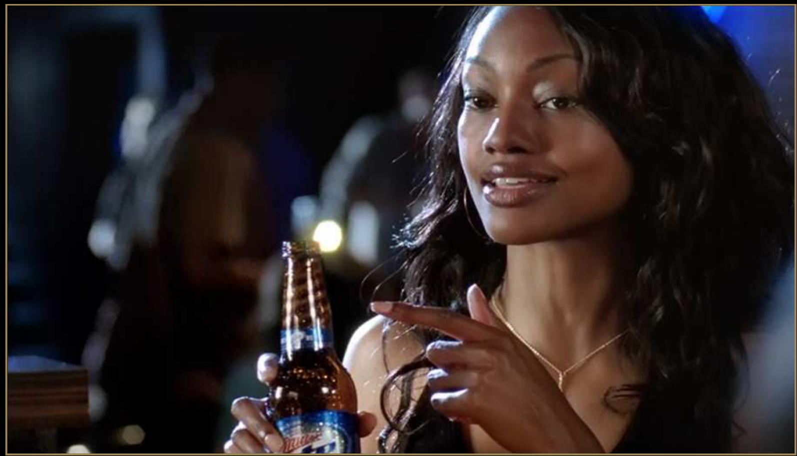
SAB MILLER

Vortex Bottle

Aluminum Pint

Taste Flow Can

SAB MILLER



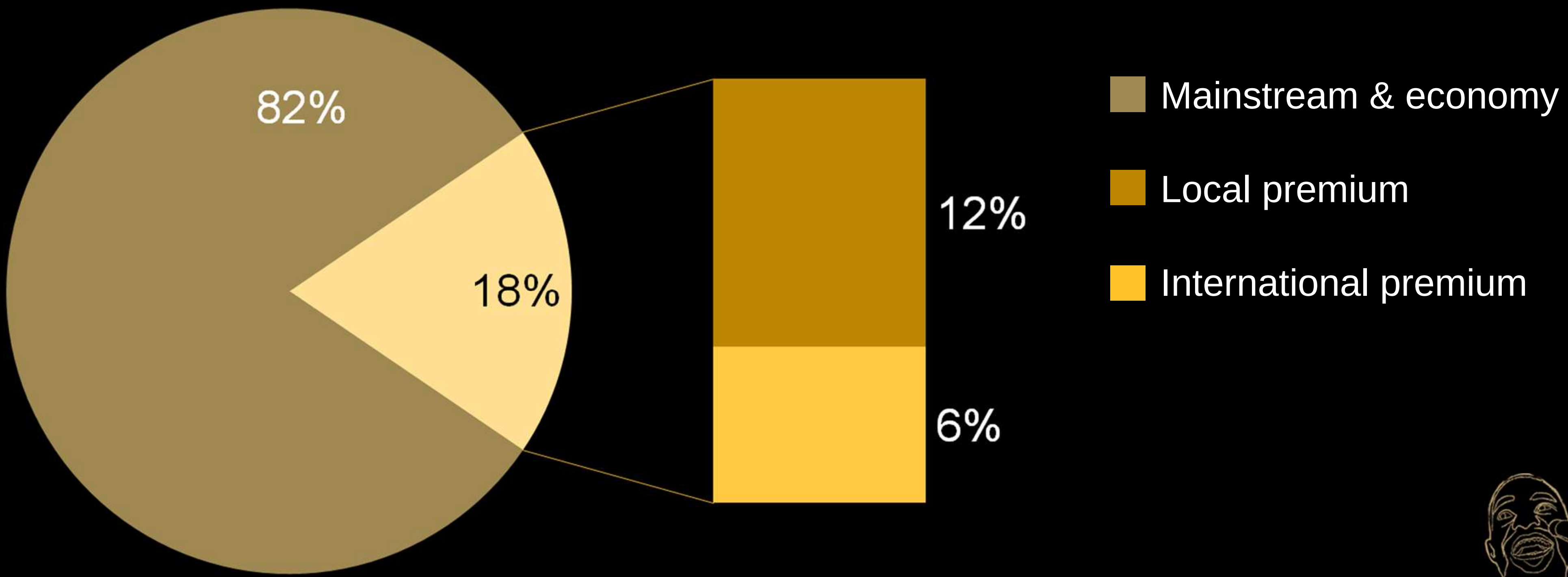
Premium

House of Brands
Tailored by Market

SAB MILLER

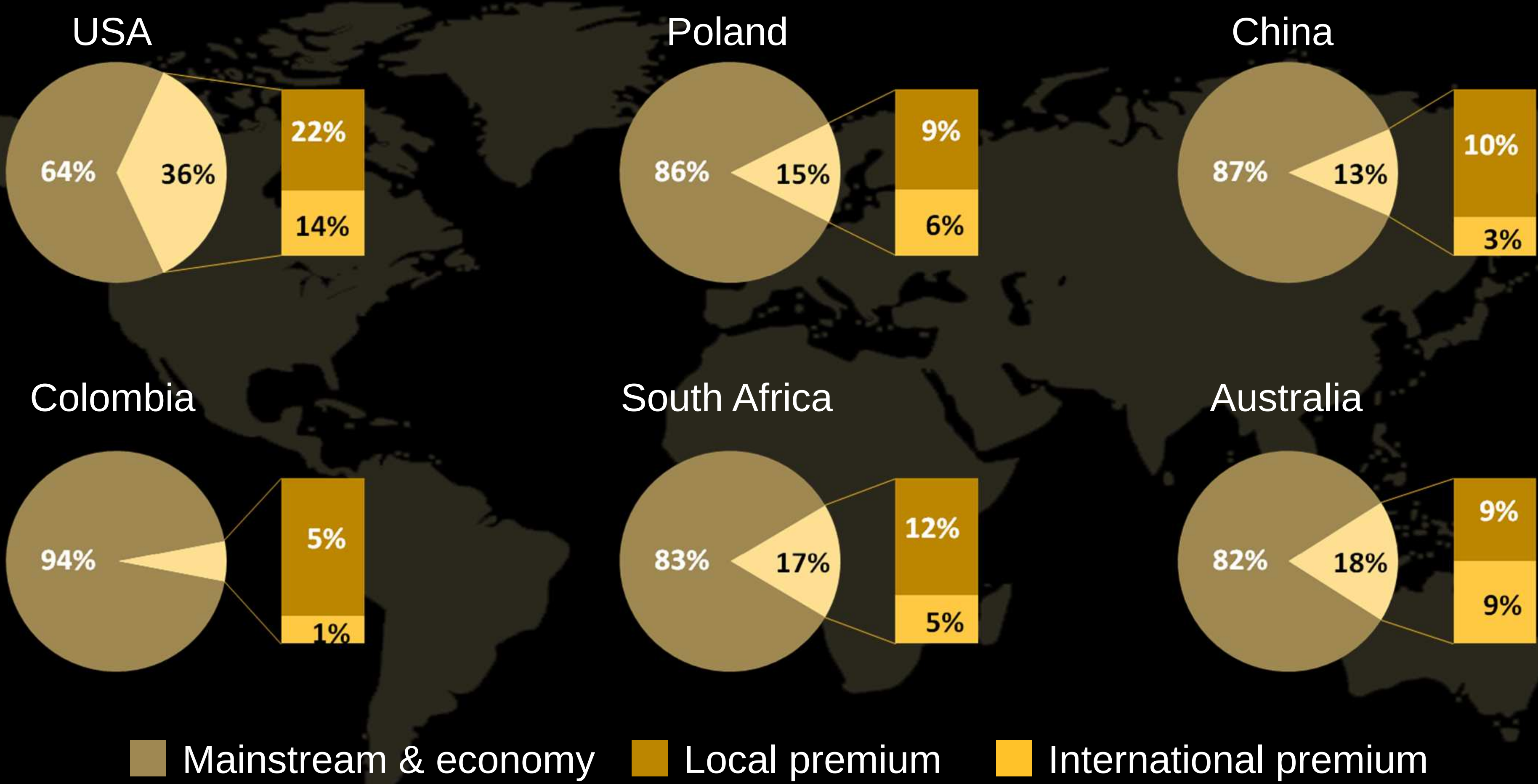
Global premium markets

2010 global beer market



Source: Canadean; internal analysis; International premium includes both imports and licensed international brands.

Global premium markets



Source: Canadean; internal analysis and management estimates; South Africa includes Castle Lite, Amstel in Local Premium. Poland includes Carlsberg in international premium though WAMP in mainstream

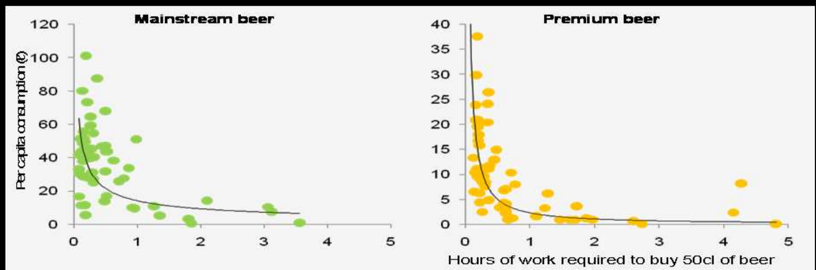
Bespoke premium approach to every market

Where to play → How to win

Stage of market development

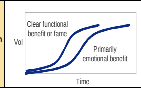
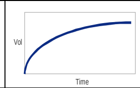
Stage of Worthmore Development	Dormant	Emerging	Mature
Growth Strategy	Establish	Enlarge	Embezzle
Required Behaviour	"Make the rules"	"Play by the rules"	"Change the rules"
Growth Opportunity	Establish the worthmore category	Grow the entire worthmore category; begin to sub-segment	19% 24% 57% Steal share from competitor brands; sub-segment the market

Affordability of beer

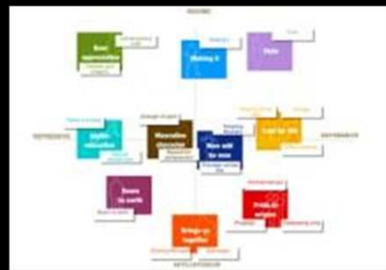


Provenance

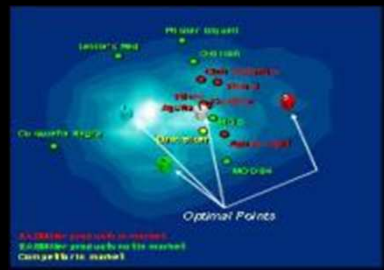
Benefit mix

Model / Characteristics	IWB Growth Model	LWB Growth Model
Growth Analogy	"Oaks" – slow to grow, but large and powerful when mature	"Pine Trees" – quicker to establish, potentially lower longevity
Indicative Brand Adoption Curve		
Positioning Space	Emphasis on emotional, image benefits Highly aspirational	Emphasis on "Being better" on intrinsics Strong "base" in the brand ladder
Pricing	Typically >140	Typically 115-125
Target Consumer	High SEL consumers	Wider range of SELs
Channel Emphasis	Narrow focus on high-end On Trade	Skewed to better outlets but less restricted distribution

Positioning



Flavour profile



What is a Global Brand?

Target consumers around the world all recognise and value the brand for the same reasons…

…as a result of global insight and strategy executed in a consistent but locally relevant way

Global brand iconography

Core Principles

There are six core principles that summarise the philosophy of the Global Brands Way

1. **Globally owned, locally executed**

2. **Pay as you go**

3. **Consumers and Customers make or break our Global Brands**

4. **Success is defined differently across C,B,E**

5. **Success requires specialist resource and skills**

6. **You are what you do, not what you say**

SAB MILLER

Case study

Peronі Nastro Azzurro in the UK: Italian style applied to beer

SAB MILLER

Authenticity

TRADIZIONE E NATURALITÀ
DAL 1846
PERONI
NASTRO AZZURRO
BIRRA SUPERIORE

Craftsmanship

Discoverability

Bravery

Exclusivity

Consistency

PIZZA
EXPRESS

Patience

Love

Results

Peroni Nastro Azzurro is one of the fastest growing and most profitable beers in the UK

The brand owns "style" and has powerful equity and momentum

Premiumising the African portfolio

Stretching price points

Local pride

Regional leverage

+38%
3 year CAGR

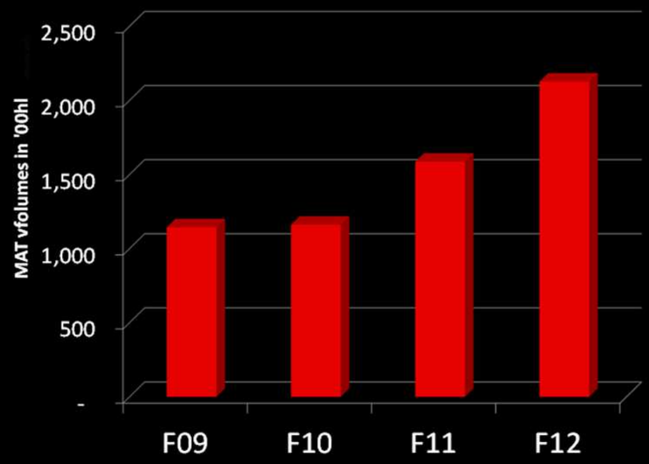
+25%
3 year CAGR

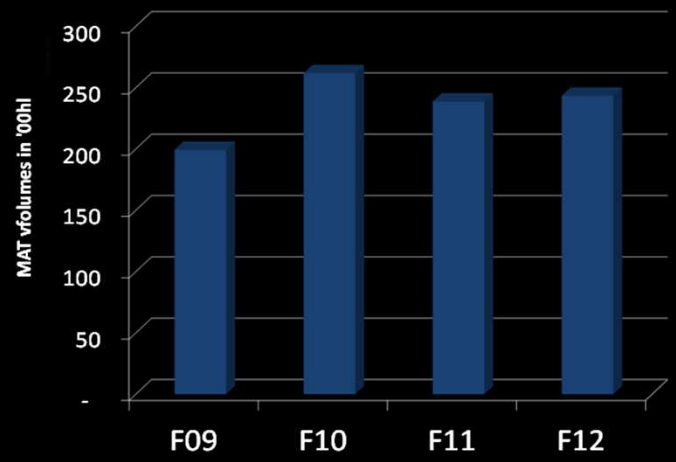
Regional leverage driving growth

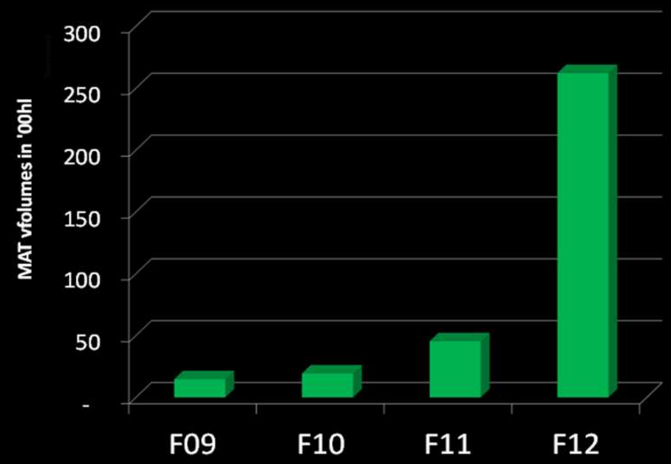
23%
3year CAGR

7%
3year CAGR

162%
3year CAGR







All financial years MAT to August

Castle equity unlocking growth

Long term building of intrinsic and international credentials

Smooth challenger questioning convention in the category

Rational benefits progressively appealing to both men and women

Local premium delivering to portfolio premiumisation

- In less than 3 years, local premium brand in every African market
- Using local equities to provide reassurance, both existing and dormant
- Targeting new consumers and new occasions

10th & Blake: *Strategic Framework*

Mission

Galvanize MillerCoors resources to lead growth across Craft & Import segment

Great Beer Partnerships

- Distributors planning and business building capabilities
- Retailer category management and customer solutions

Great Beers

- Current Craft & Import Brands
- Innovation

Great Beer Merchants

- Brewing and operations capability
- Strong Beer Merchant culture & Selling Team

10th & Blake: *Great Beers*

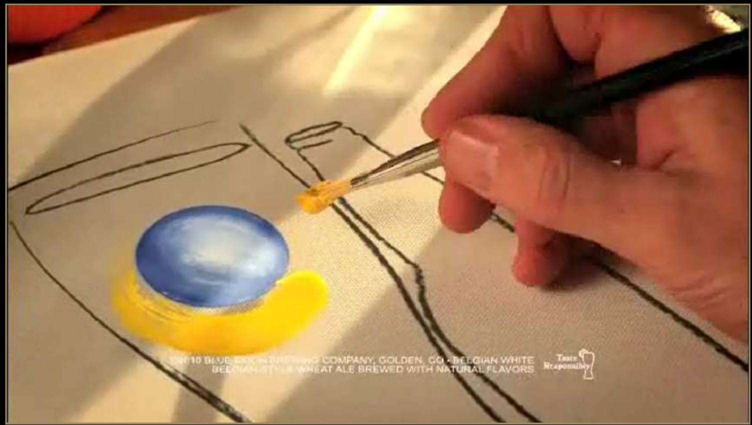
SAB MILLER

Blue Moon

Tightly focused portfolio of "delicious, easy-to-drink wheat beers." Growth fueled by strong flagship, seasonals and variety packs. Drive interest and credibility through specialty offerings

Leinenkugel's

Portfolio that achieves retail penetration through year-round brands and approachable seasonals; frequency by welcoming additional consumers with variety; and strong profits via selective placement of specialties




BLUE MOON


John
Jake
Leinenkugel's

10th & Blake: *White Space Expansion*

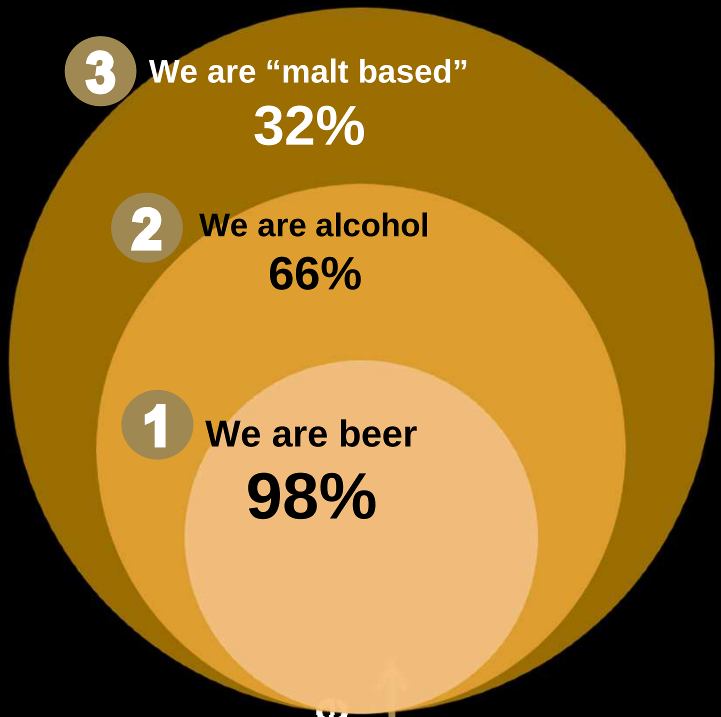
	Invitation	Exploration	Experimentation
Organic Growth			
Innovation	 BMBC New Year Round Brand	 BMBC Specialty Series	 JLBC New Series
Segment Size	58%	40%	2%

MillerCoors is currently strong in the Invitation segment with plans to grow further in Exploration and Experimentation

Expanding Categories

Defining the field of play

LATAM Volume Share F11



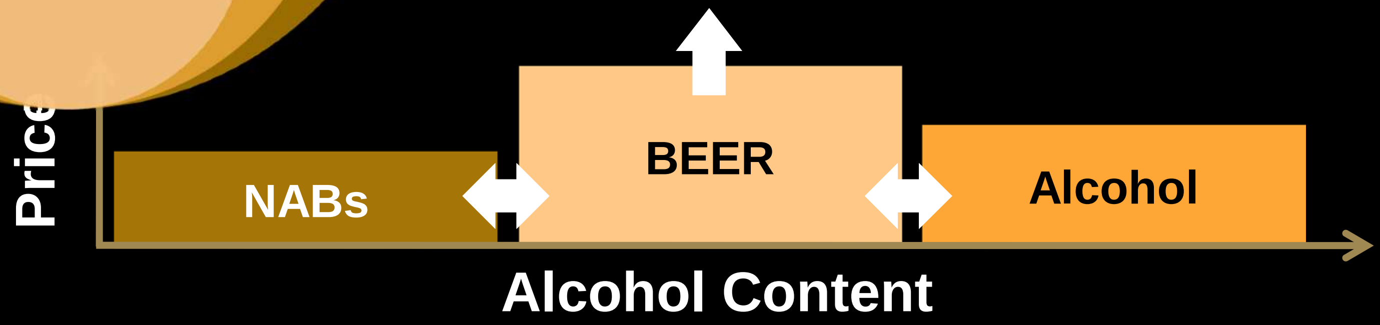
1 Initial focus on increasing share of beer market

2 Increasing share of the alcohol market addressing:

- Consumer needs and occasions
- Discriminatory taxes and relative affordability

3 Expanded to a “malt based” beverage company

- Expanding our proven malt brands into new geographies
- Expansion into new malt sub-segments



Example: defining expansion opportunities

Action segmentation framework

- Frequency of beer occasions
- Trade up from mainstream to premium beer
- Switching consumers from other alcohol to beer (defend)

The Action Segmentation showed 15 differentiated segments in this example market; and within, 5 segments where identified as key priority; representing 73% total volume and 75% value.

	Total Beverages	Frequency from CSD		Trade Up		Grow from alcohol bev.		Currt Busn.
Segment	**% occ/ vol**	**Attack**	**Defend**	**Attack**	**Defend**	**Attack**	**Defend**	**Defend**
1. In home with food								
10. Off-trade / social low SEC <6pm								
12. Weekends Off-trade / social, >6 pm, LDAC								
14. Discos and Bars								
15. Events								

Capturing more consumers with more occasions

Smaller packs for refreshment occasions

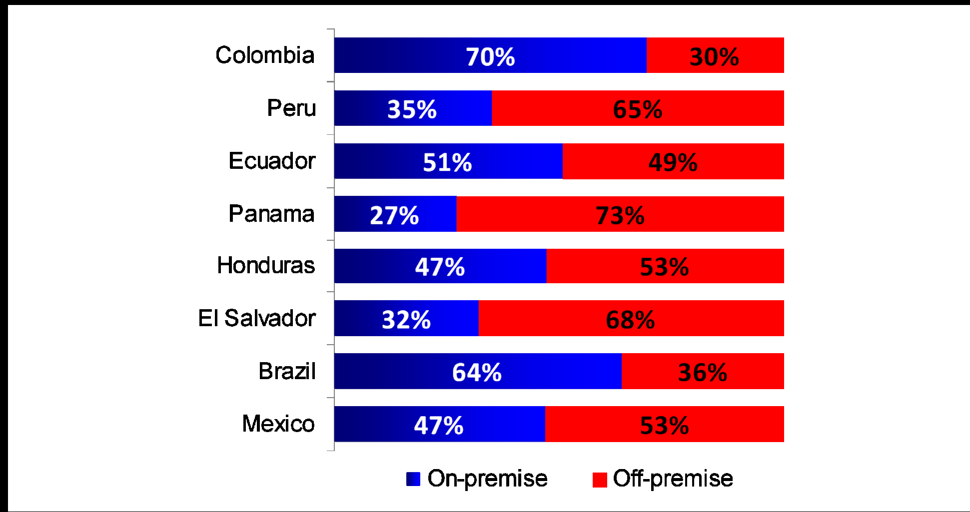
On the go…

…with meals

At events….

	# of events	% of beer vol
LATAM	>120.000	12%

Expanding at home consumption



- Focus off-trade channel
- Role of Aguila Light and Cola&Pola
- Multi-pack launch in F11
- Premium opportunity

Capturing more consumers from other alcoholic drinks

From traditional products…
Consumers trading up into the beer category

both from **formal…**

…and **informal** alcohol

- 30% of total alcohol consumption in Peru
- down from 41% in F07

From more expensive spirits…
Leveraging beer's improved attractiveness

35% of Redd's volume from non beer

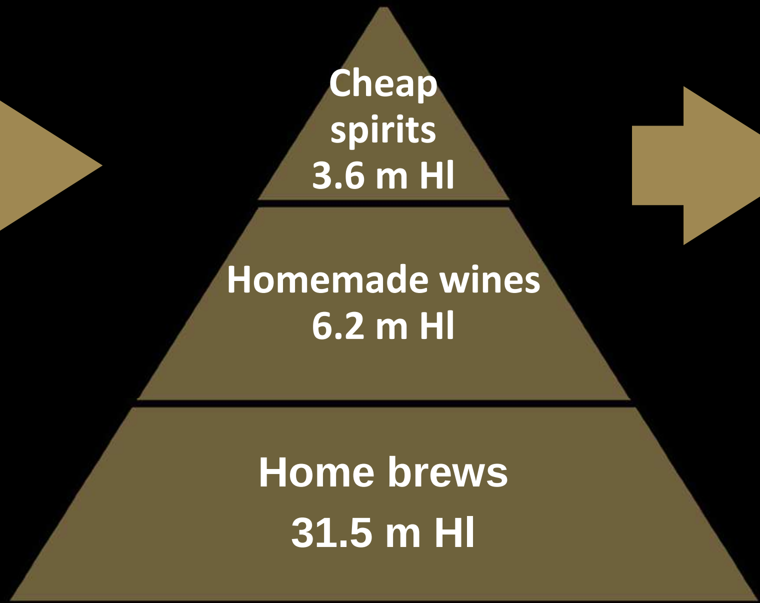
Africa’s vision statement

Halve the price of beer

Double the price of beer

and ... Go farming!

Sizing the opportunity in Africa



$3.7 billion value pool


... the opaque home-brews...


... the spirits...


... and some other stuff.


MAGIC

Spectrum of desired benefits beyond price

SABMiller focus

Strength
- Heavy drinks
- High in alcohol
- Part of broader repertoire

Reward
- Home brews
- Low in alcohol
- Easy drinking
- Tradition

Escape
- High alcohol
- Drinking for effect
- Low consumption repertoire

Nutrition
- Nutritional value
- Goodness
- Filling and thick
- Tradition

Driving growth by “halving” the price

Approximate price reduction compared to mainstream

-10%

Pricing
RSP programs and deeper rural penetration

-20%

Transactional packs
Draught, smaller packs and Thabure launch

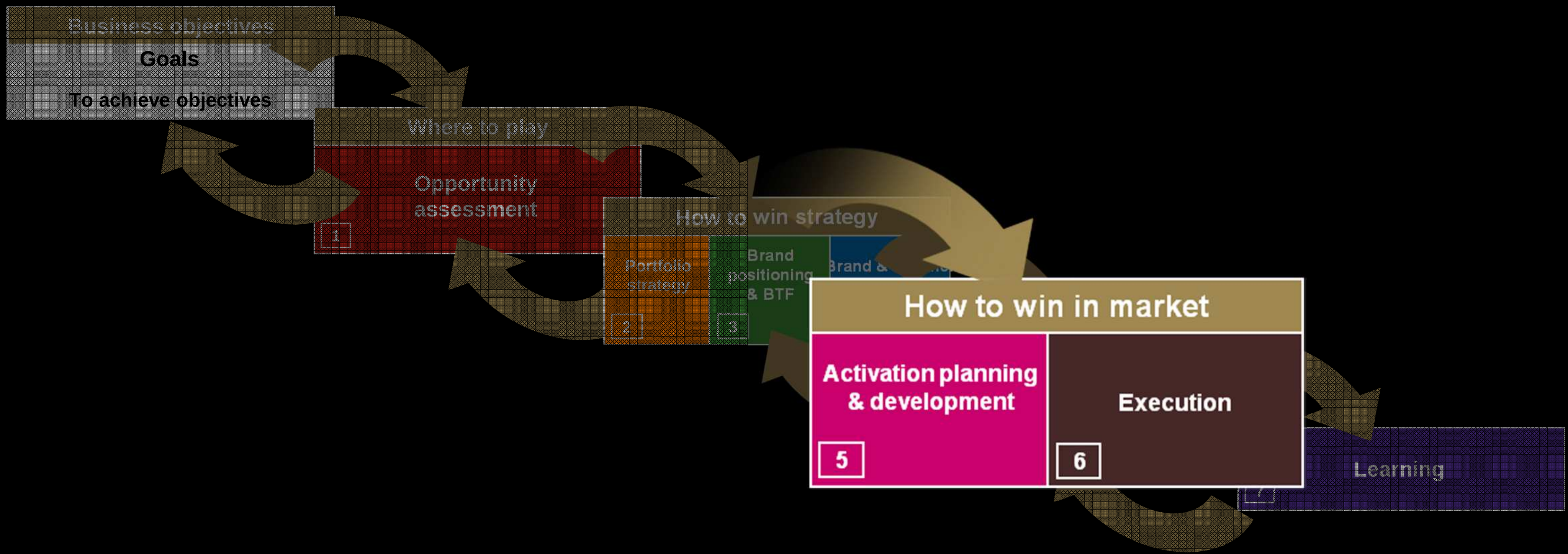
-30%

Local grains
Eagle from Sorghum, cassava in Mozambique bringing excise & farming advantages

-50%

Opaque beers
Expanding Chibuku beyond southern Africa

A global discipline to dig deep locally



In pursuit of fresh consistency...

‘You have got it the

wrong way round,

it isn’t about consistent freshness…

it’s about

fresh consistency’

USA 2006

“Multiple sources of influence”

Activity Assessment Guide

HOME | EXIT

Introduction | Identify potential activity types > Select | Full List by > Select | Feedback | Print

- Traditional Media
- Web & Online Comms
- Mobile & Mobile Web
- Social Networks & Media
- Sponsorship Rights & Events
- Product/Pack Design & Communications
- Consumer Promotions
- In-Store Visibility
- On-Trade Visibility
- Trade Promotions & Relationship

Full list of activity types

Activity Types, classified into Activity Groups in order to cluster similar activities. Descriptions can be viewed by rolling over the Activity Type name.

Traditional Media
- TV advertising
- Cinema advertising
- Radio advertising
- Outdoor advertising
- Print advertising
- Public relations

Web & Online Comms
- Brand website
- Campaign website
- Email
- Banners & rich media adverts
- Advertising: Website takeovers
- Search advertising (PPC)

Mobile & Mobile Web
- Brand mobile website
- Entertainment apps
- Information/utility apps
- USSD or simple websites
- SMS/MMS
- QR codes (2D barcodes)
- Mobile advertising

Social Networks & Media
- Brand social profiles
- Entertainment apps
- Information/utility apps
- Community management
- Social conversation seeding
- Social media platform advertising

Sponsorship Rights & Events
- Sponsorships
- Media sponsorship
- SABMiller owned events
- National celebrations & festivals
- Local community events
- Special interest events
- Brand ambassadors

Product/Pack Design & Communications
- Special edition interest area bottle/pack
- Temporary bottle label/pack comms
- Special edition sized bottle/pack
- Permanent bottle/pack design change

Consumer Promotions
- Free/discounted product
- Coupons
- Loyalty initiatives
- Gift with purchase
- Samplings/tastings
- Instant win
- Contest/sweepstake

In-Store Visibility
- On-shelf brand POS
- Off shelf display
- Other in-store POS
- Branded category signage/shop frontage

On-Trade Visibility
- Coolers and draft equipment
- Internal signage and furniture
- Barware
- External signage and furniture
- Direct consumer engagement

Trade Promotions & Relationship
- Promotional rebates
- Incentive/reward schemes
- Competitions
- Staff training/education
- Samples/free products
- Co-operative advertising
- Customer event sponsorship

Cuts through

- Stands out from the crowd and clearly linked to the brand

Coherent

- Easy to understand and hangs together as one body of work

Compelling

- Emotionally and rationally persuasive

Consistent

- Delivers the brand positioning, its narrative and iconography

Integrated Activity Planning

Brand Positioning
Creative Platform

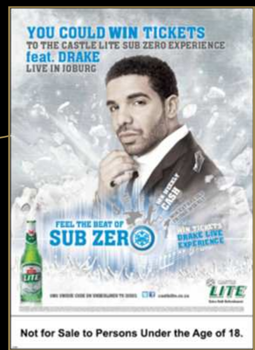
Brand and
Channel
Objectives &
Strategic Tasks

Key
Inputs

100%
Budget

Influence Model,
Insights Learning

The extra cold feeling in every bottle of Castle Lite invigorates and gives the clarity to take on any situation




BUY CASTLE LITE AND YOU COULD
WIN
A LIMITED EDITION
STAINLESS STEEL
COOLER BOX
EXTRA COLD
CASTLE
LITE
INSIDE
CASTLE
LITE
UNLEASH
THE EXTRA COLD
REFRESHMENT
CASTLE
LITE
UNLEASH
THE EXTRA COLD
REFRESHMENT
LITE

Unleash the Extra Cold Refreshment

Specialist Liquor display incentive

Specialist Liquor poster

The innovative 'Just Add Ice' pack entrenched the extra cold proposition

Launch Extra Cold Draught as part of premium drive

SAB MILLER


Enjoy Responsibly. Not for Sale to Persons Under the Age of 18.

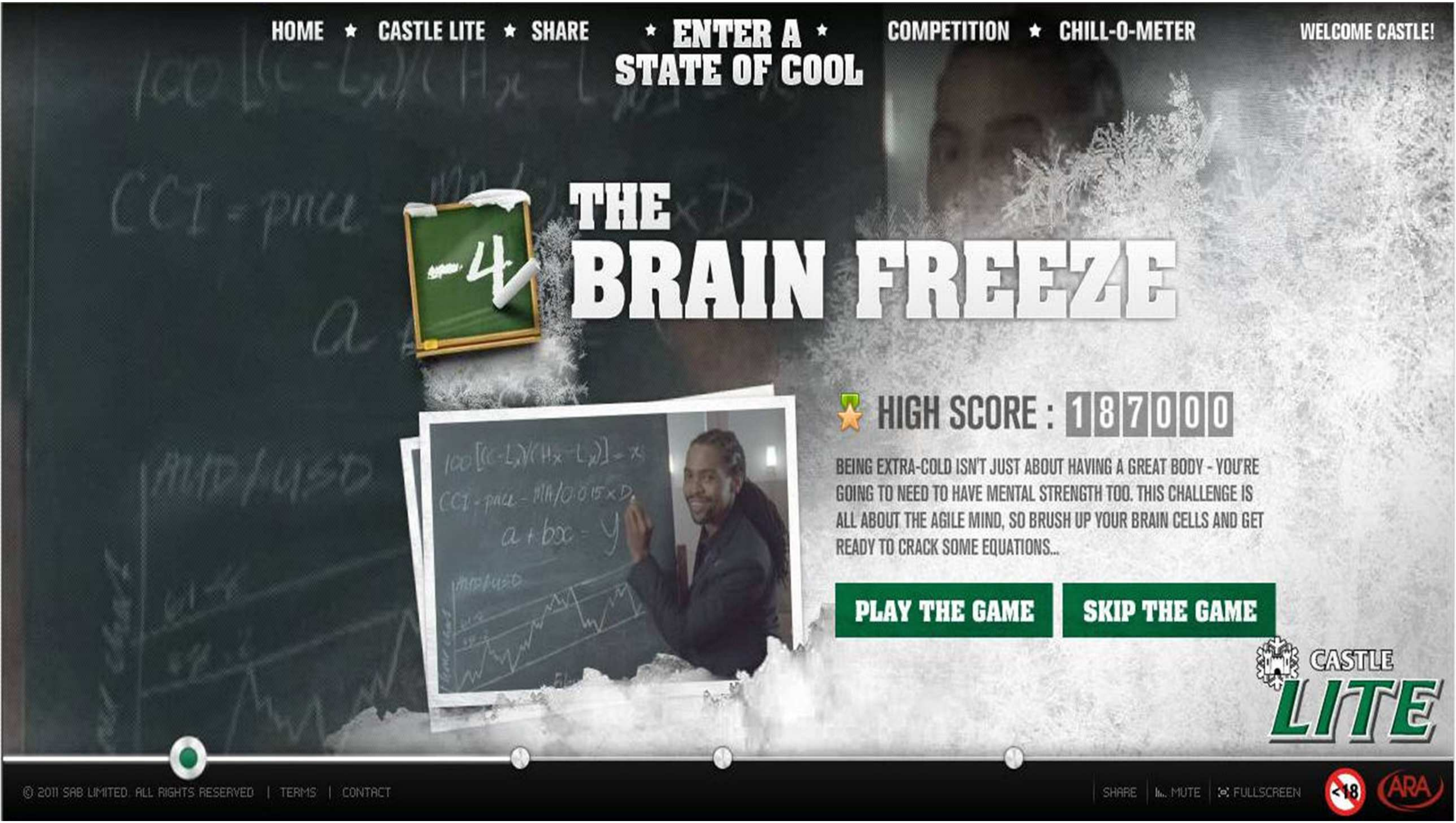

Enjoy Responsibly. Not for Sale to Persons Under the Age of 18.


The Cold Room
Enjoy Responsibly. Not for Sale to Persons Under the Age of 18.


Enjoy Responsibly. Not for Sale to Persons Under the Age of 18.

Enjoy Responsibly. Not for Sale to Persons Under the Age of 18.

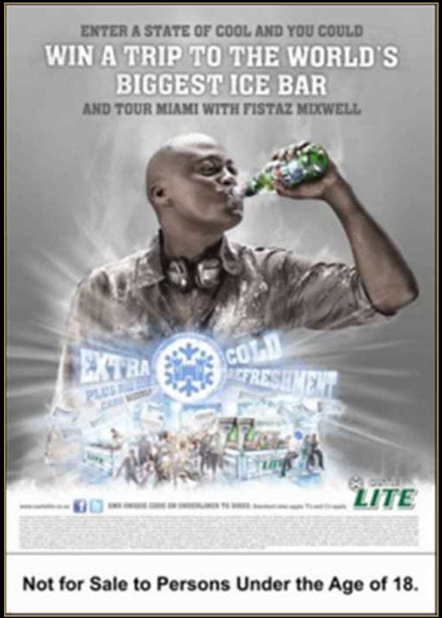
Mobile Ice Bar

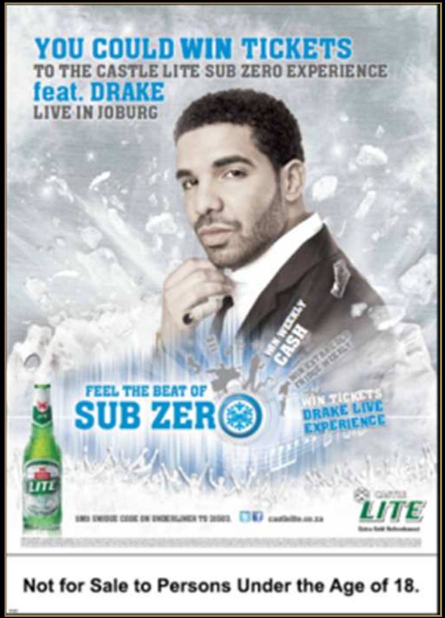

HOME ★ CASTLE LITE ★ SHARE
★ ENTER A ★
STATE OF COOL
COMPETITION ★ CHILL-O-METER
WELCOME CASTLE!
THE
BRAIN FREEZE
HIGH SCORE : 187000
BEING EXTRA-COLD ISN'T JUST ABOUT HAVING A GREAT BODY - YOU'RE GOING TO NEED TO HAVE MENTAL STRENGTH TOO. THIS CHALLENGE IS ALL ABOUT THE AGILE MIND, SO BRUSH UP YOUR BRAIN CELLS AND GET READY TO CRACK SOME EQUATIONS...
PLAY THE GAME
SKIP THE GAME
CASTLE
LITE
© 2011 SAB LIMITED. ALL RIGHTS RESERVED | TERMS | CONTACT
SHARE
MUTE
FULLSCREEN
<18
ARA

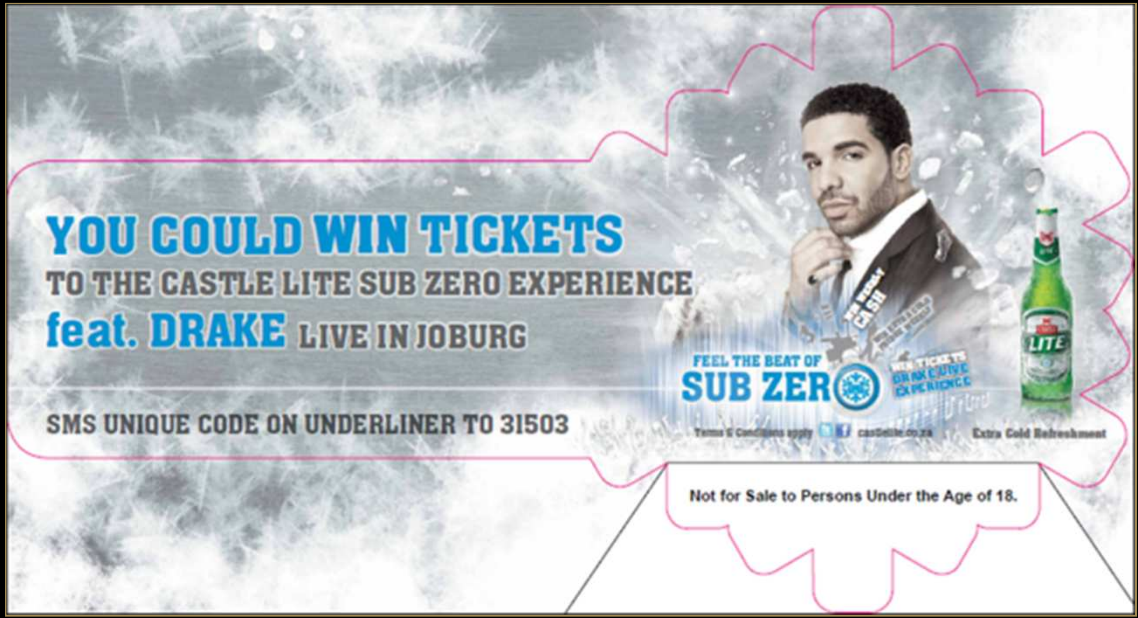

HOME ★ CASTLE LITE ★ SHARE ★ ENTER A STATE OF COOL ★ COMPETITION ★ CHILL-O-METER
ARE YOU READY TO ENTER A
STATE OF COOL?
OK PLAYER, YOU MIGHT CLAIM YOU'RE COOL, BUT HAVE YOU GOT WHAT IT TAKES TO BE EXTRA-COLD? THERE'S ONLY ONE WAY TO FIND OUT, SO TAKE THE FIRST STEP AND CLICK THE 'LIKE US' BUTTON NOW...
"LIKE US" TO WIN
GET STARTED
COLD BLUE REFRESHMENT LINER INSIDE
CASTLE
LITE
CASTLE
LITE
© 2011 SAB LIMITED. ALL RIGHTS RESERVED | TERMS | CONTACT
LOG IN | SHARE | MUTE | FULLSCREEN
ARA

440ml Can Launch
Driving trade-up and new outlet distribution

‘Feel the beat of Sub Zero’







Cuts through

- Stands out from the crowd and clearly linked to the brand

Coherent

- Easy to understand and hangs together as one body of work

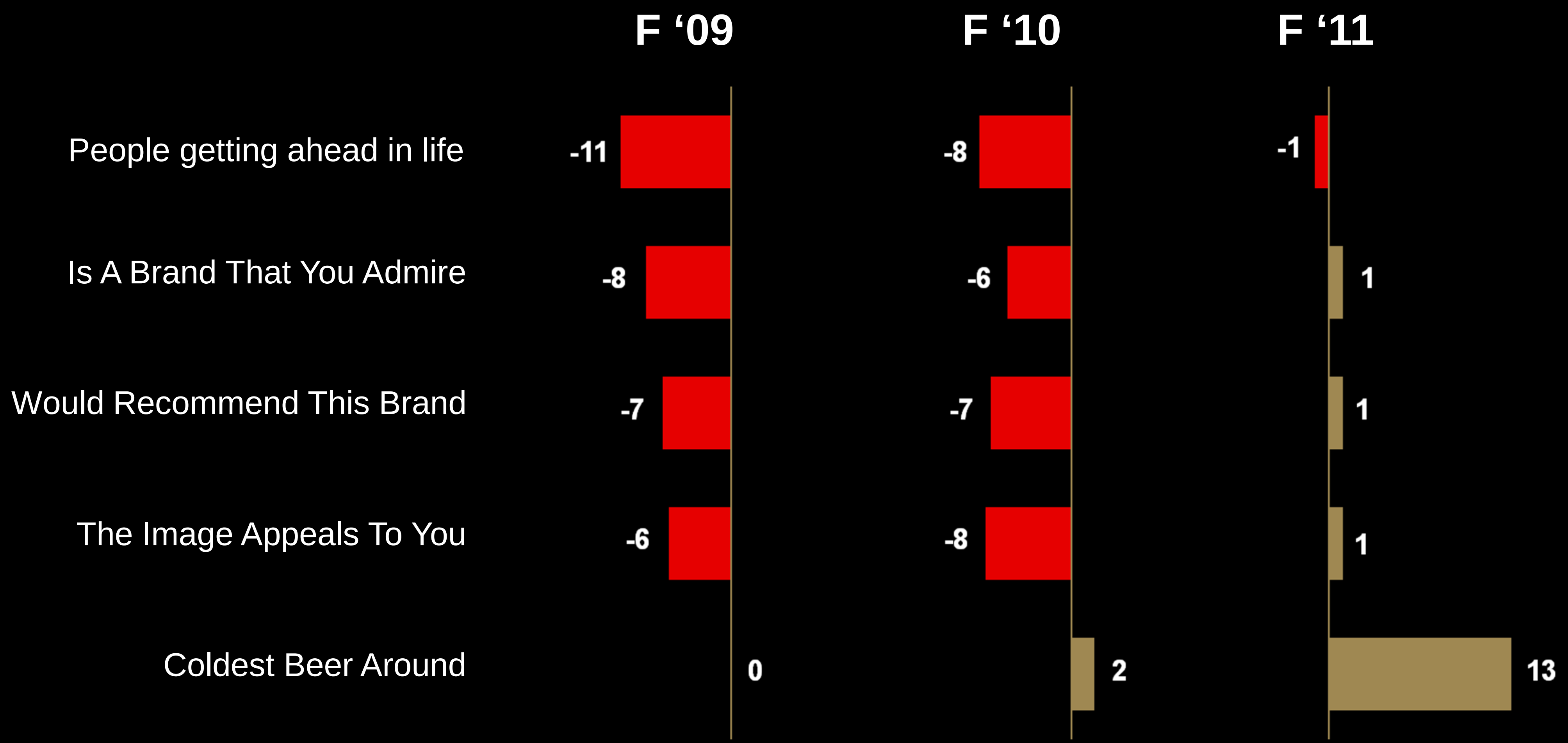
Compelling

- Emotionally and rationally persuasive

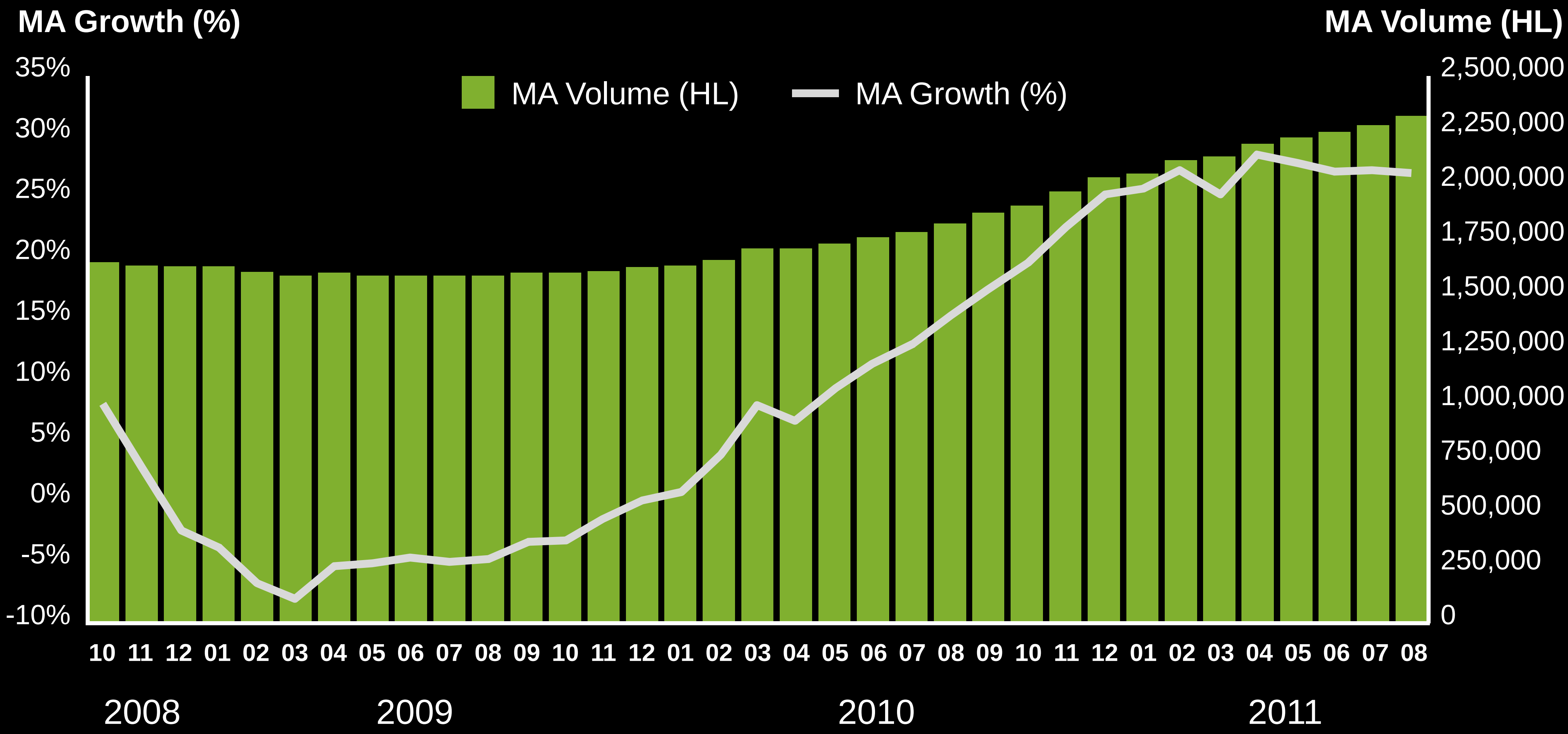
Consistent

- Delivers the brand positioning, its narrative and iconography

Castle Lite Performance Difference vs Amstel

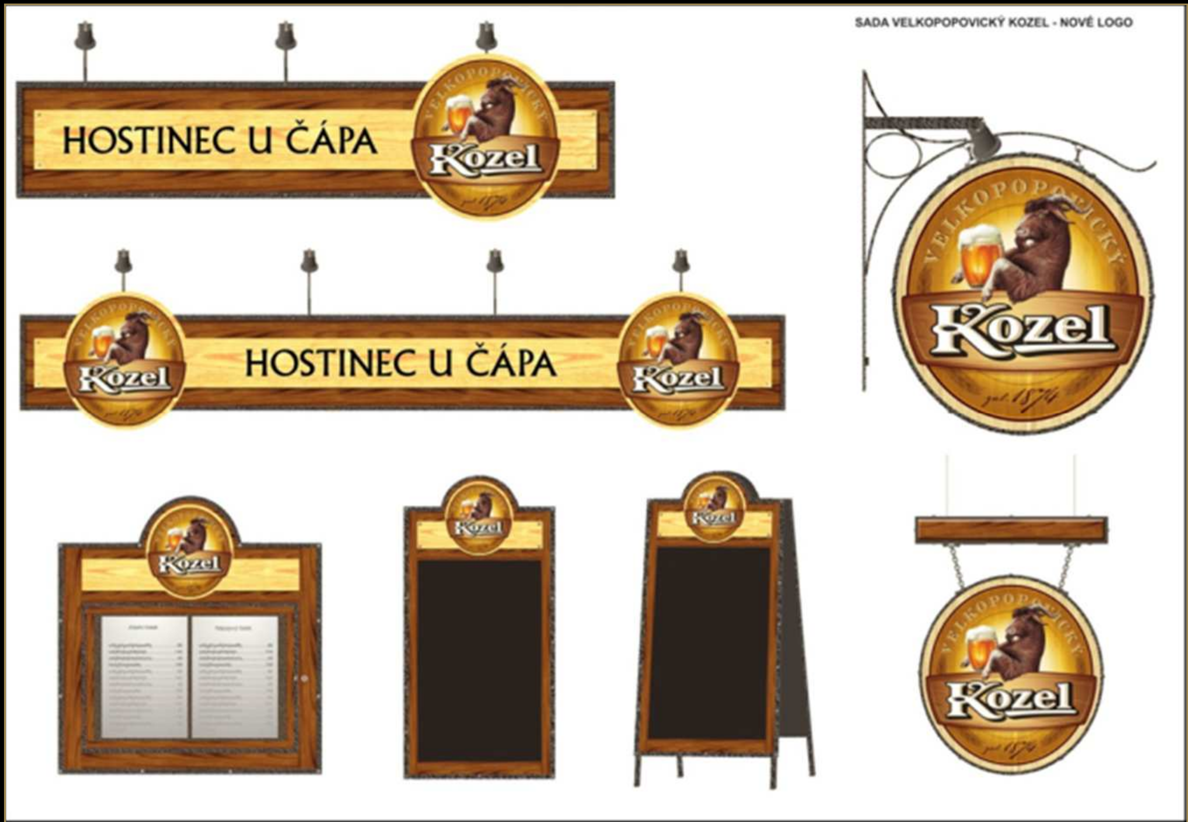


Castle Lite performance overview



Kozel embodies honest craftsmanship and is reward for unsung heroes who deserve appreciation

SAB MILLER


SADA VELKOPOPOVICKÝ KOZEL - NOVÉ LOGO
HOSTINEC U ČÁPA
Kozel
HOSTINEC U ČÁPA
VELKOPOPOVICKÝ
Kozel


Kdo umí, umí
Kozel
Medium
8x0.5L


VELKOPOPOVICKÝ
Kozel

“Kozel rewards honest work”

Image building activations aimed to establish a strong emotional bond with consumers

SAB MILLER

Image communication

Regional fachmans

Kozel Day

Intrinsic communication

Kozlovna

Consumer promotions

Voluntary firemen

SAB MILLER


Kozel
NOVINKA


Kozel


POCTIVÁ PRÁCE TRKNE NA PRVNÍ POHLED
Nová 1,5l láhev
Kozel
Kozel. Kdo umí, umí.
ALKOHOL ZA VOLANT NEPATŘÍ

PET Display visualisation


Kozel

Cuts through

- Stands out from the crowd and clearly linked to the brand

Coherent

- Easy to understand and hangs together as one body of work

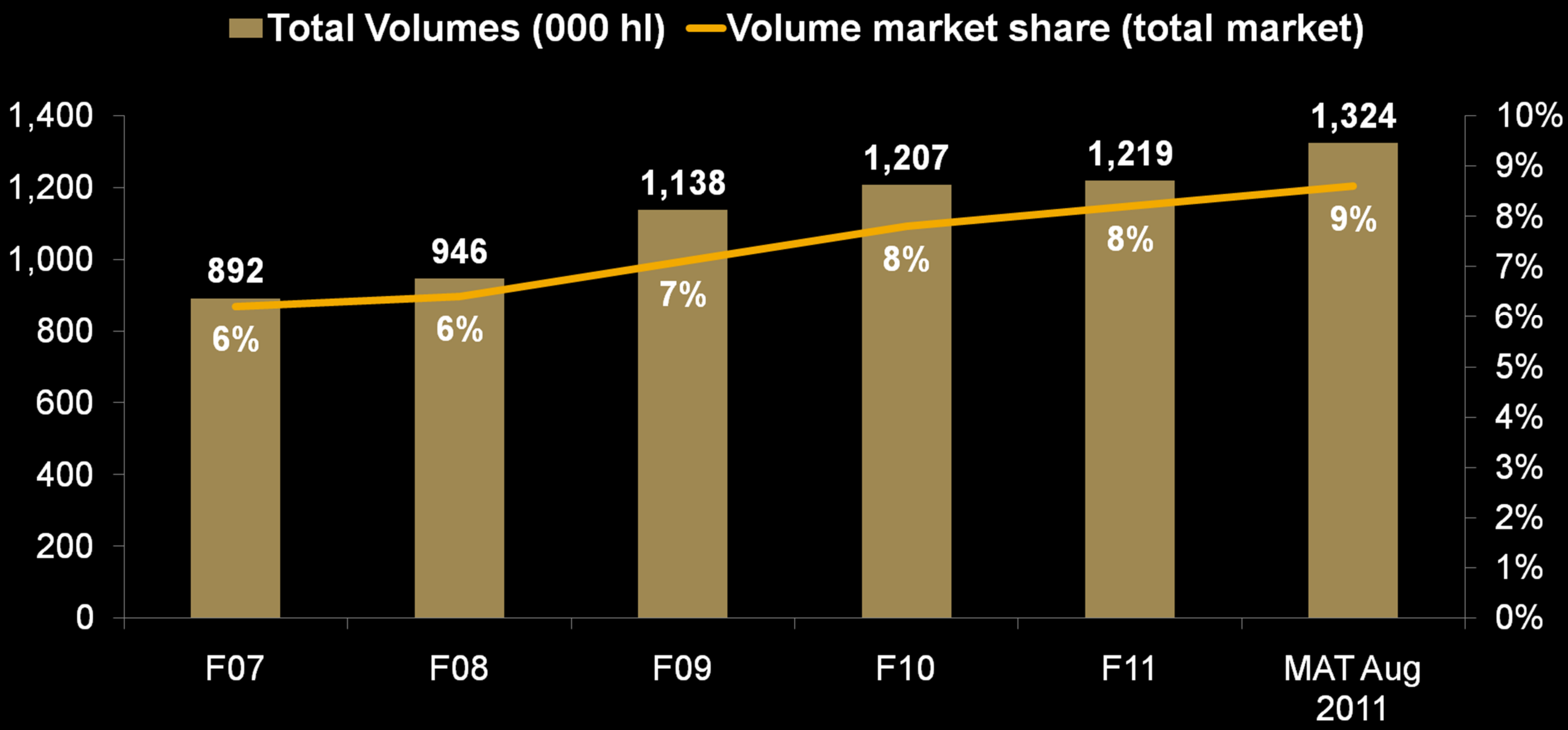
Compelling

- Emotionally and rationally persuasive

Consistent

- Delivers the brand positioning, its narrative and iconography

Kozel performance



MillerCoors: The Opportunity

Key Accounts continue to Gain in Size & Influence Across the World

Retailer	% Growth '99- '08	Retail Sales
Schwarz KG	296%	$80bn (USD)
Tesco	179%	$96bn (USD)
Costco	163%	$71bn (USD)
Wal-Mart	146%	$401bn (USD)
Aldi 100	100%	$66bn (USD)
Carrefour	98%	$158bn (USD)
Target	89%	$63bn (USD)
Metro	84%	$99bn (USD)
Kroger	68%	$76bn (USD)
Rewe Group	63%	$62bn (USD)

MillerCoors

Sources: Deloitte Global Powers of Retailing and Fortune 500 Global money.cnn.com

MillerCoors: The Opportunity

SAB MILLER

Such Growth is Rebalancing Power Between Key Accounts and Suppliers

Retailers are evolving from Merchants to Marketers

Walmart
Save money. Live better.

HomeTextiles Today
SANDOW | MEDIA
Walmart Hires Quinn for Marketing

Retailers are leveraging Shoppers insights

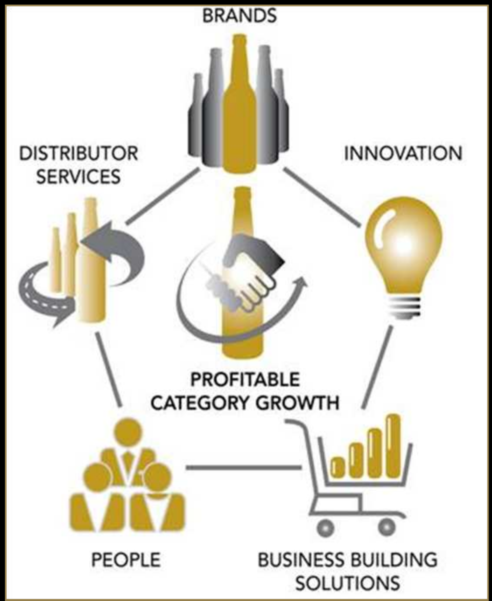
dunnhumby
essential customer genius

How Tesco became Britain's top supermarket

Retailers demand differentiated, Category-Building Solutions

MillerCoors: The Solution

The MillerCoors Advantage

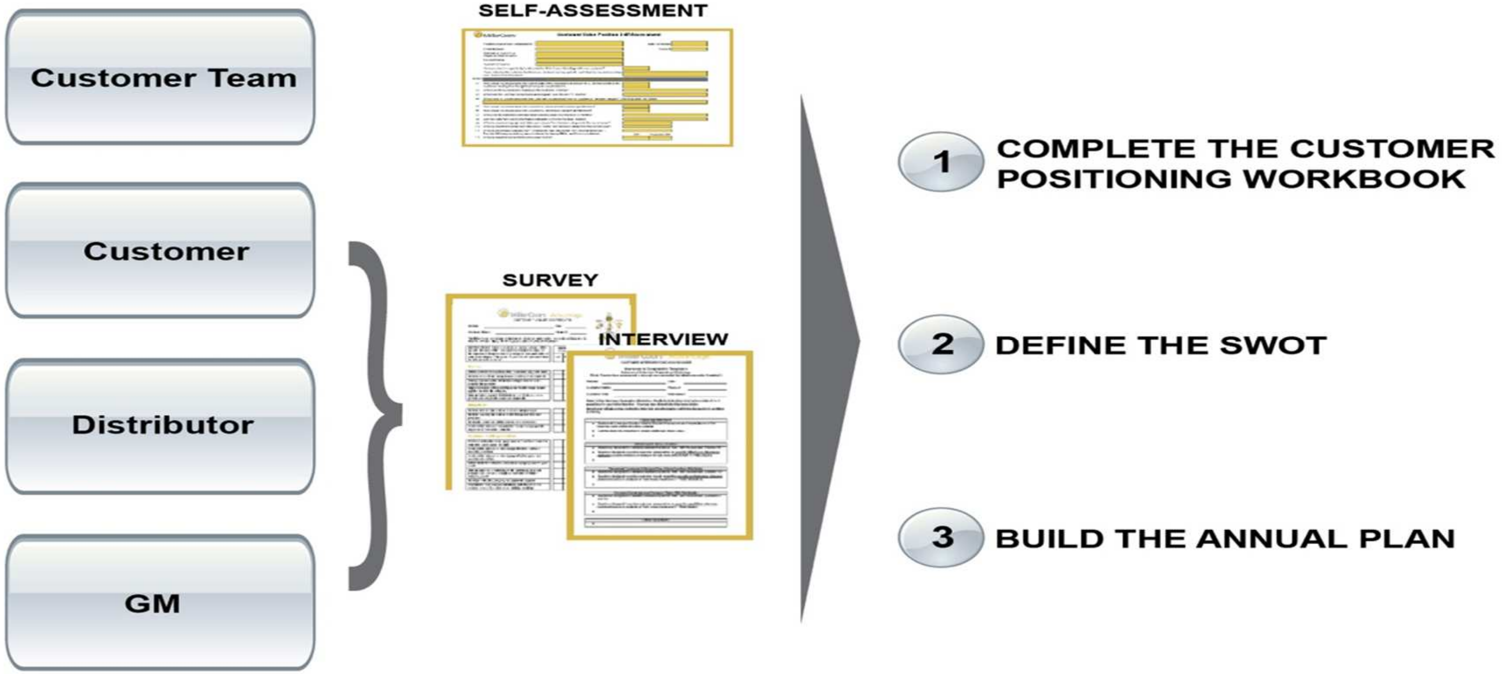


Deliver ***insight***-driven ***solutions*** and flawless ***execution*** to grow the size and value of our Retailers' beer ***category***, while gaining a disproportionate share of such growth

To activate the MillerCoors Advantage, powerful capabilities were quickly developed across Plan, Sell, and Execute dimensions

Plan

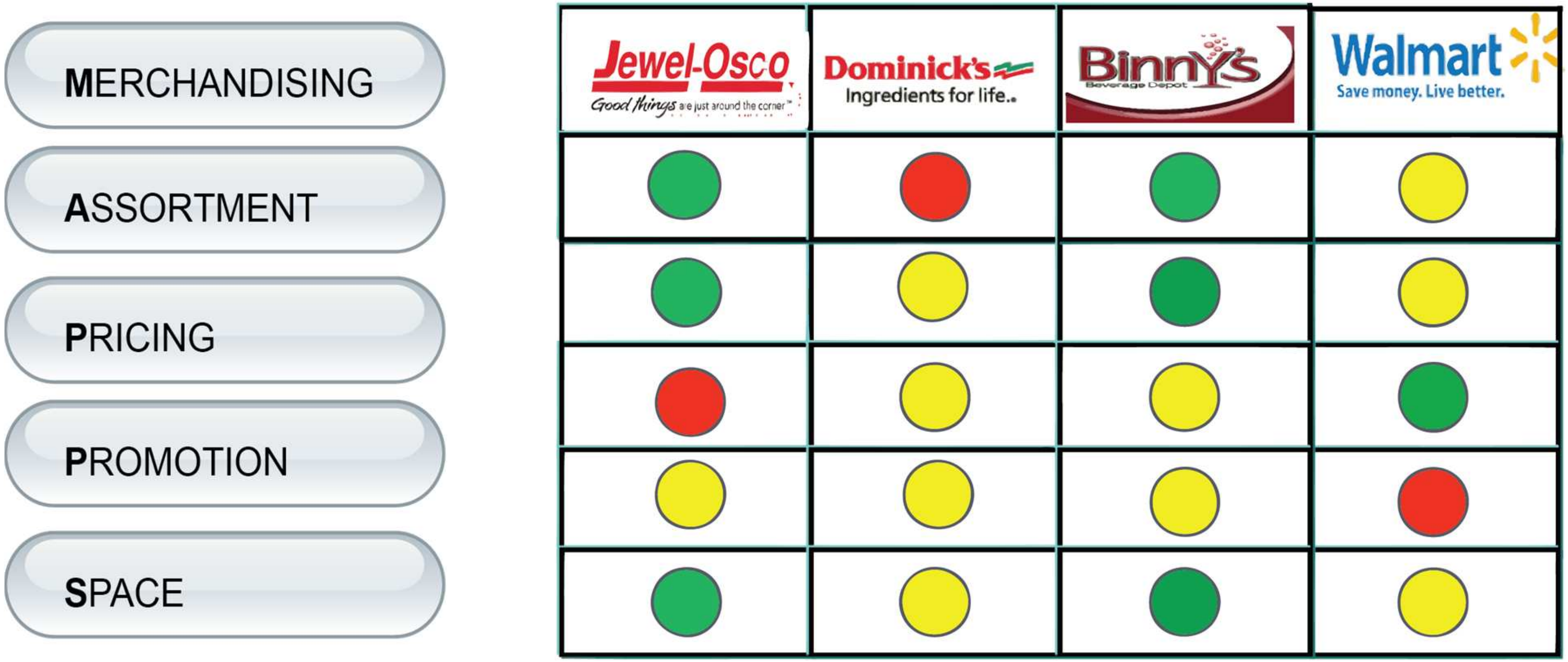
Customer Positioning



Customer Positioning provides us a rich, holistic view of our strengths and weaknesses across the top 100 Key Accounts and serves as the foundation of every Annual Plan

Sell

Category Management



MillerCoors leverages a MAPPS category management framework to dissect our Key Accounts' business with precision and offer tailored solutions to differentiate and win in their markets.

Sell

Category Management

Space Assortment Platform

1	How Big Is The Cooler Box?	Space Optimization
2	What Do I Put Into The Cooler?	Incrementality
3	How Do I Want The Cooler To Look?	Shopper-Centric Merchandising

Millercoors' Space & Assortment Platform & Capabilities reinforces our category-first strategy and shopper-centric approach in everything we do

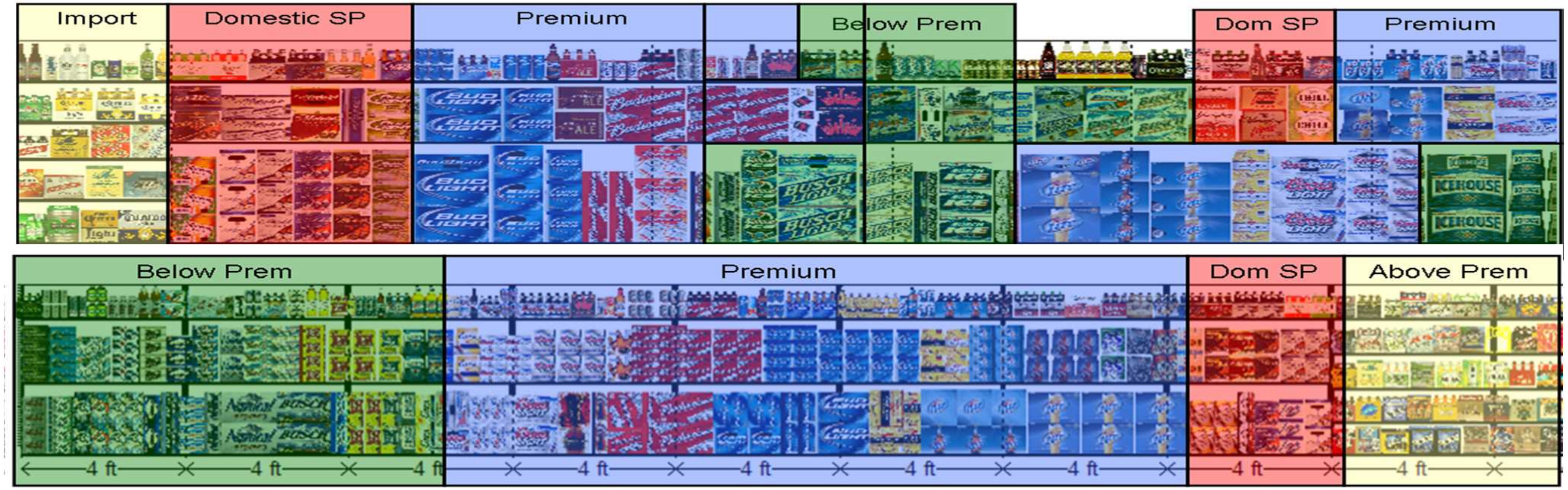
MillerCoors

Sell

Category Management

Space Assortment Platform

… from distributor centric …



…to shopper centric

Shoppers have defined ease of shopping as organization and location; Retailers who deliver against such shopper-centric thinking have been rewarded with roughly 3% category growth

Sell

Category Management

Space Assortment Platform

Shopper Insights and Marketing

Insights

Solution

Retailers are becoming increasingly sophisticated, demanding all retail solutions not only be differentiated, but also underpinned with Shopper Insights – MillerCoors developed a robust Shopper Marketing capability

Execute

B.E.E.R

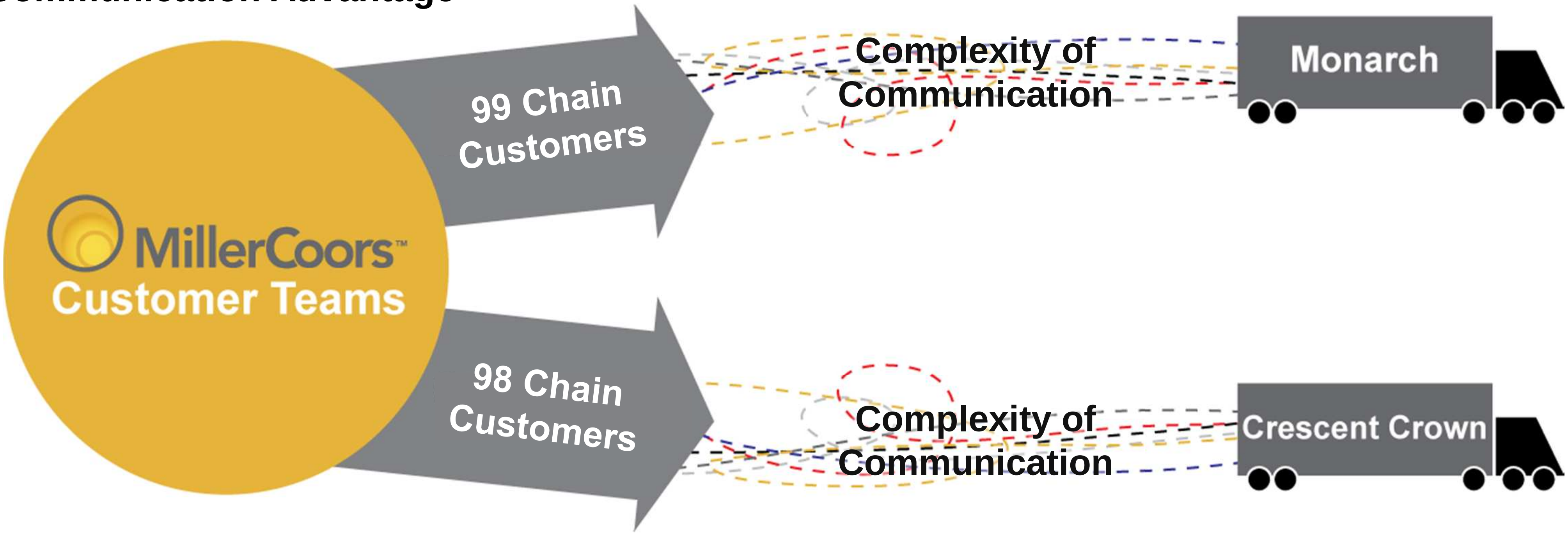
The B.E.E.R. capability enables:

- Consistent inspection of retail outlet execution by Channel
- Easy Identification of execution opportunities
- Common fact base for MillerCoors and Distributors to problem solve against

Execute

B.E.E.R

Communication Advantage



The Communication Advantage provides clear communication of Key Account retail expectations to the right Distributor stakeholders at the right time to improve execution consistency

MillerCoors case study: Kroger

Insights:	Kroger shoppers were not identifying Kroger as a destination for variety and craft OOSs ran rampant. Crafts still remained the hottest segment for Kroger, with craft seasonals driving a significant part of that growth, so the Retailer was yearning for a solution to efficiently merchandise craft seasonals & engage Kroger shoppers

Solution:

Different Executions For Each Season

Results:	Kroger's craft business +19% & +2 share points YTD. MillerCoors is driving Kroger's craft growth: Blue Moon franchise +38%, Blue Moon seasonals +43%, Leinenkugel's franchise +41%, Leinenkugel's seasonals +95%

Sources: Nielsen U.S. Grocery YTD through wk ending 9/10/11; Kroger Corp YTD through wk ending 9/10/11

MillerCoors case study: 7 Eleven

Insights:	7-Eleven perceived by shoppers as lacking in variety & assortment of beer & wine. 7-Eleven has considerable conversion opportunity. 7-Eleven's coolers are tight on space, leading to limited inventory & frequent out of stocks on high velocity premium light SKUs
Solution:	
Results:	Stores with solution grew beer category sales +5% (4 points > rest of market), total alcohol sales +7% (5 points > rest of market) and experienced a significant increase in beer & wine revenue per store per day (+17%). 7-Eleven corporate has endorsed this solution for franchisees looking to increase variety of above premium beer & wine

Sources: 7-11 CRX / © Landis Strategy & Innovation research

MillerCoors case study: Buffalo Wild Wings

Insights:

Buffalo Wild Wings # 1 on-premise customer for MillerCoors, wants to be known as a provider of high quality draft beer, wings, sports and ultimate social experience. MillerCoors research highlighted power of cold draft beer's ability to improve shopper perception of a retailer's draft beer quality and drive shopper loyalty to a retailer known for serving cold draft beer

Solution:

Results:

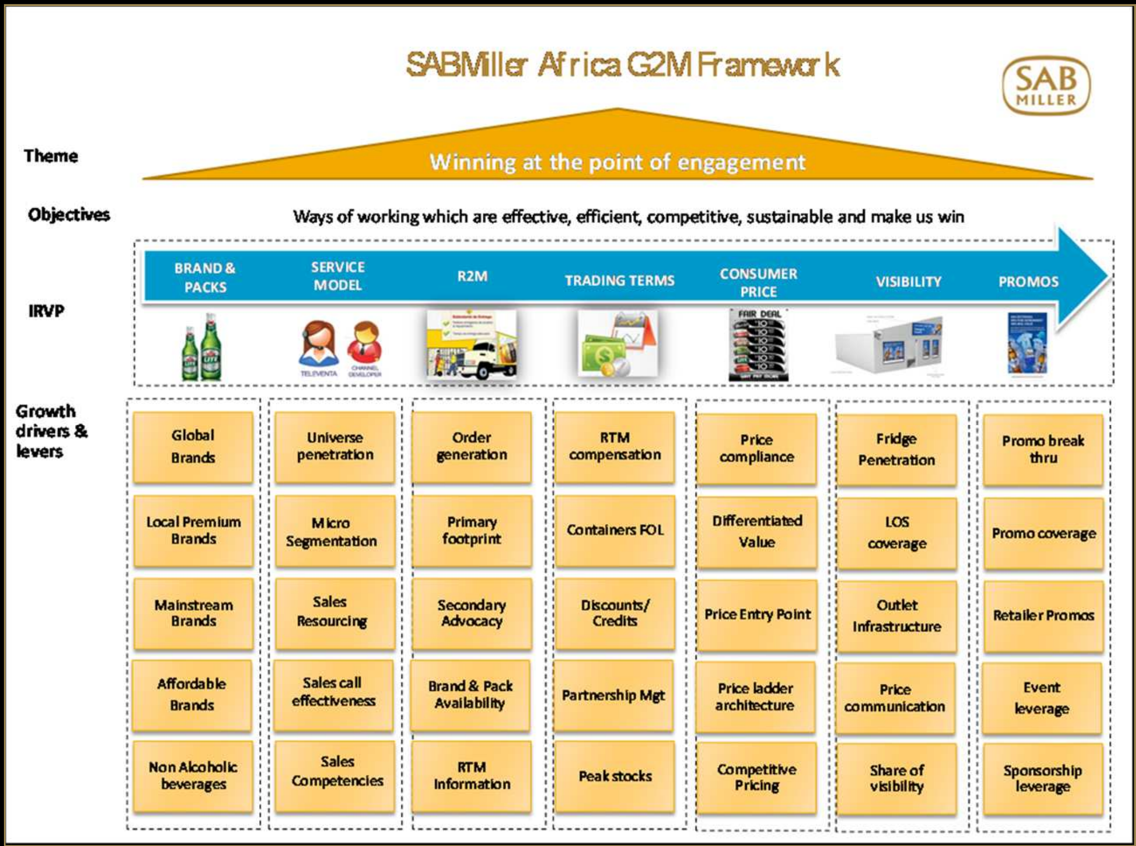
Coors Light +112% during month of program. Coors Light +5% year to date. MillerCoors total business +4.5% with BWW year to date. MillerCoors honored with "Business Partner of the Year" award last four consecutive years. MillerCoors business at BWW over those four years is +15%

Sources: MillerCoors internal sales data - CL program # July 2011, YTD numbers through 9/17/11

MillerCoors: the results

Cannondale PowerRankings	Across entire world of FMCG, we jumped 27 spots as Best Supplier
Tamarron Survey of Distributors	Rated #1 Beer Supplier for Category Management – 1st time ever!
Category Captaincies	Greatly expanded MillerCoors Category Captaincies; increased 180 accounts or over 6,000 outlets

Retailer execution in Africa – keep it simple



Winning @ the Point of Sale in Uganda

Refrigeration

- Cooler population increased from 200 units to over 2000 units (↑ penetration to 98% in top 2,000 volume outlets)

Brand visibility

- Brand house strategy implemented: 911 brand houses in F11

Pricing

- F11 Price Compliance from In-Trade Audits 83% Mainstream & 97% VFM
- Improved channel margins

Promotions

- Multiple Brand property activations Digital marketing campaigns
- National Big Hits on Mainstream category

Uganda outlets

Before

After

Uganda outlets

Before

After

Uganda outlets

Before

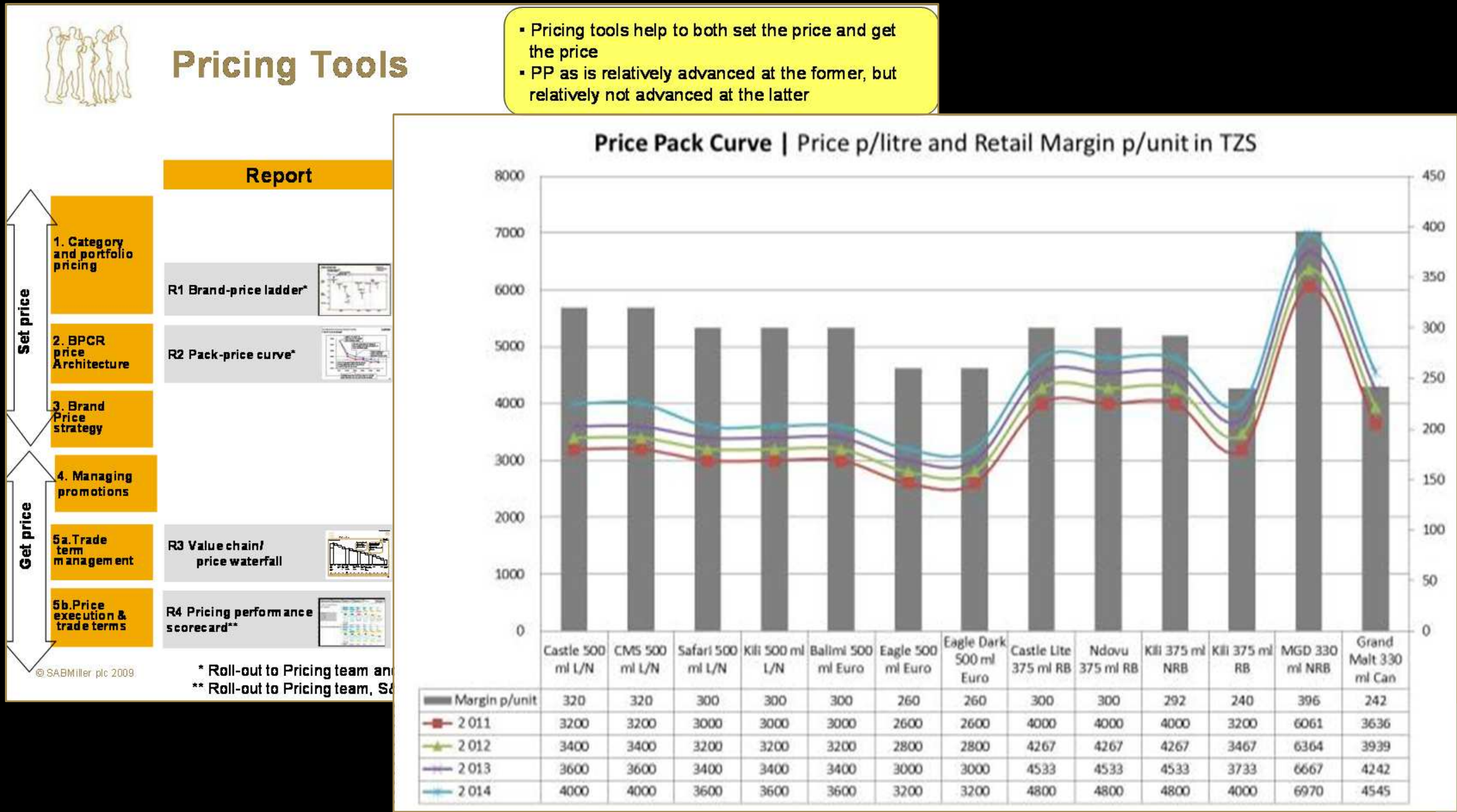
After

Revenue Management

Extracting Maximum Value

SAB MILLER

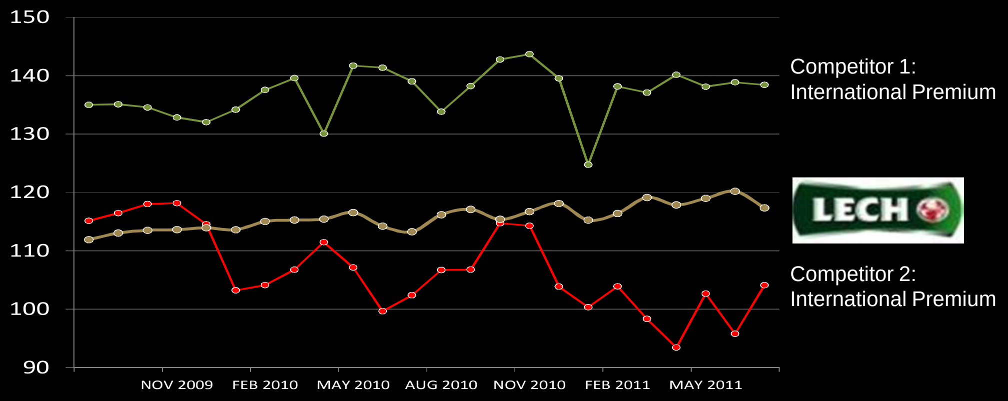
Global and regional analytical tools



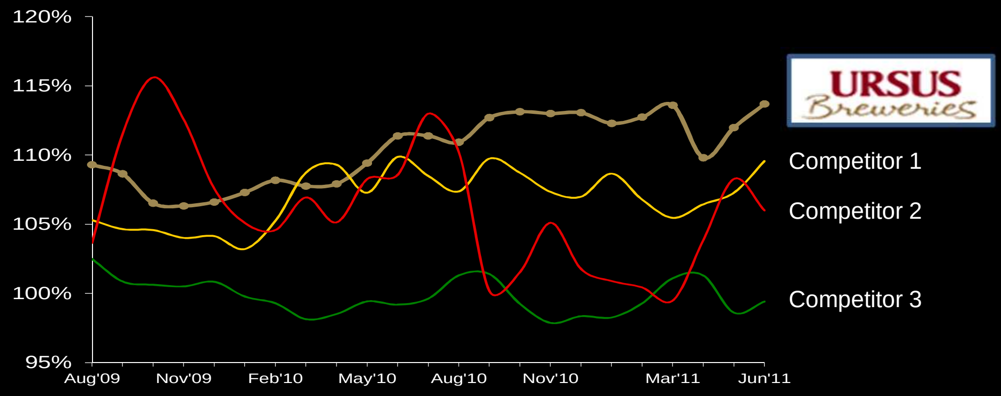
	Castle 500 ml L/N	CMS 500 ml L/N	Safari 500 ml L/N	Kili 500 ml L/N	Balimi 500 ml Euro	Eagle 500 ml Euro	Eagle Dark 500 ml Euro	Castle Lite 375 ml RB	Ndovu 375 ml RB	Kili 375 ml NRB	Kili 375 ml RB	MGD 330 ml NRB	Grand Malt 330 ml Can
Margin p/unit	320	320	300	300	300	260	260	300	300	292	240	396	242
2011	3200	3200	3000	3000	3000	2600	2600	4000	4000	4000	3200	6061	3636
2012	3400	3400	3200	3200	3200	2800	2800	4267	4267	4267	3467	6364	3939
2013	3600	3600	3400	3400	3400	3000	3000	4533	4533	4533	3733	6667	4242
2014	4000	4000	3600	3600	3600	3200	3200	4800	4800	4800	4000	6970	4545

Europe price environment

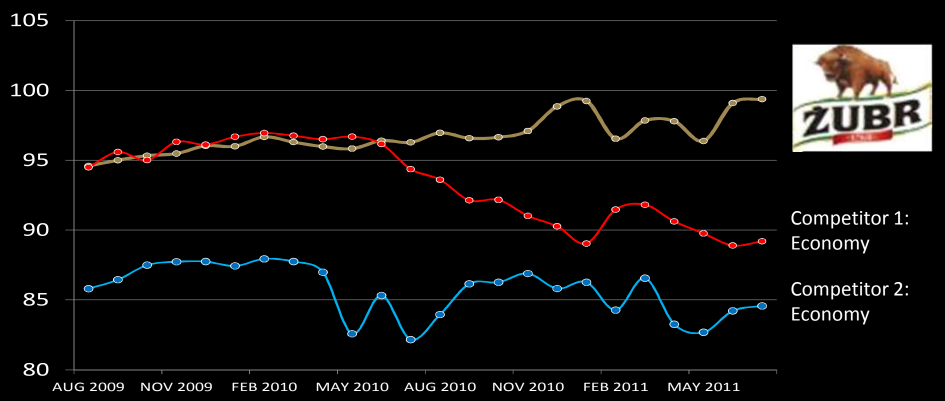
Poland: Premium WAMPS



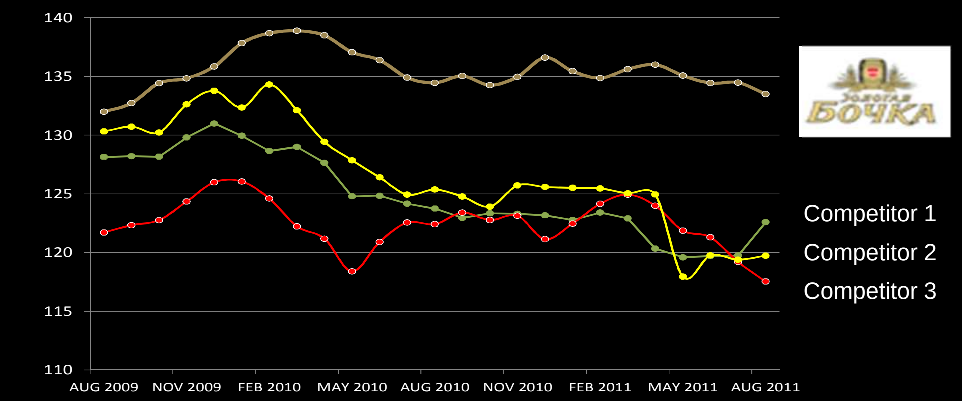
Romania: Company WAMPS



Poland: Economy WAMPS

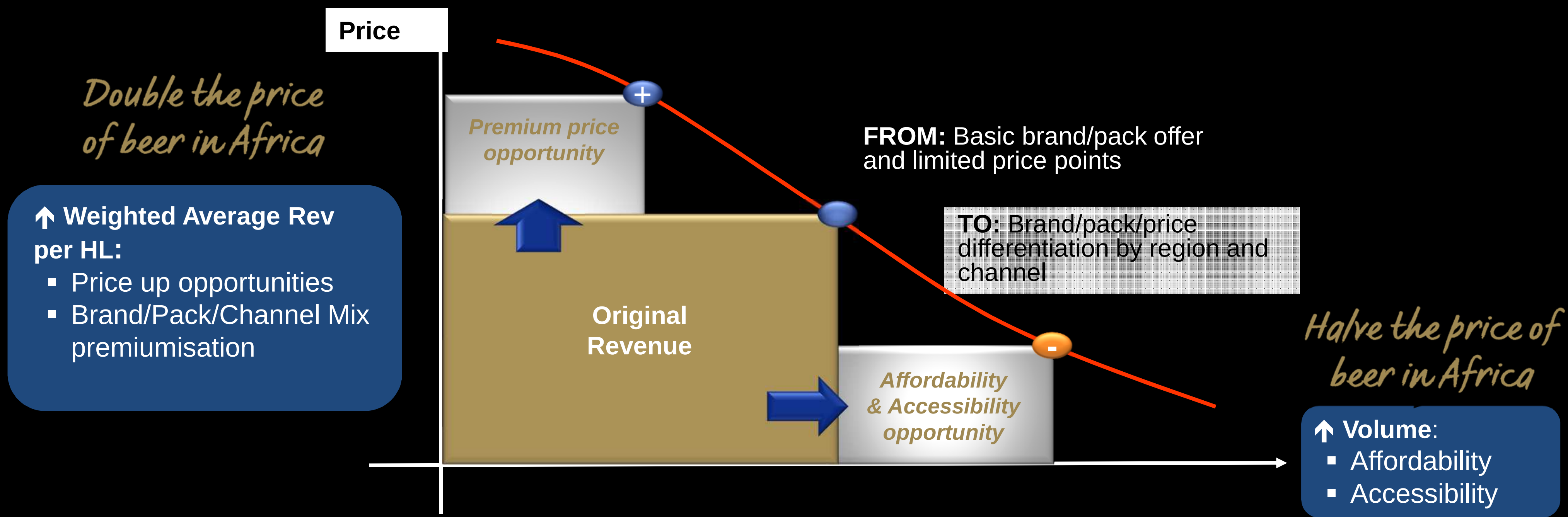


Russia: Premium WAMPS

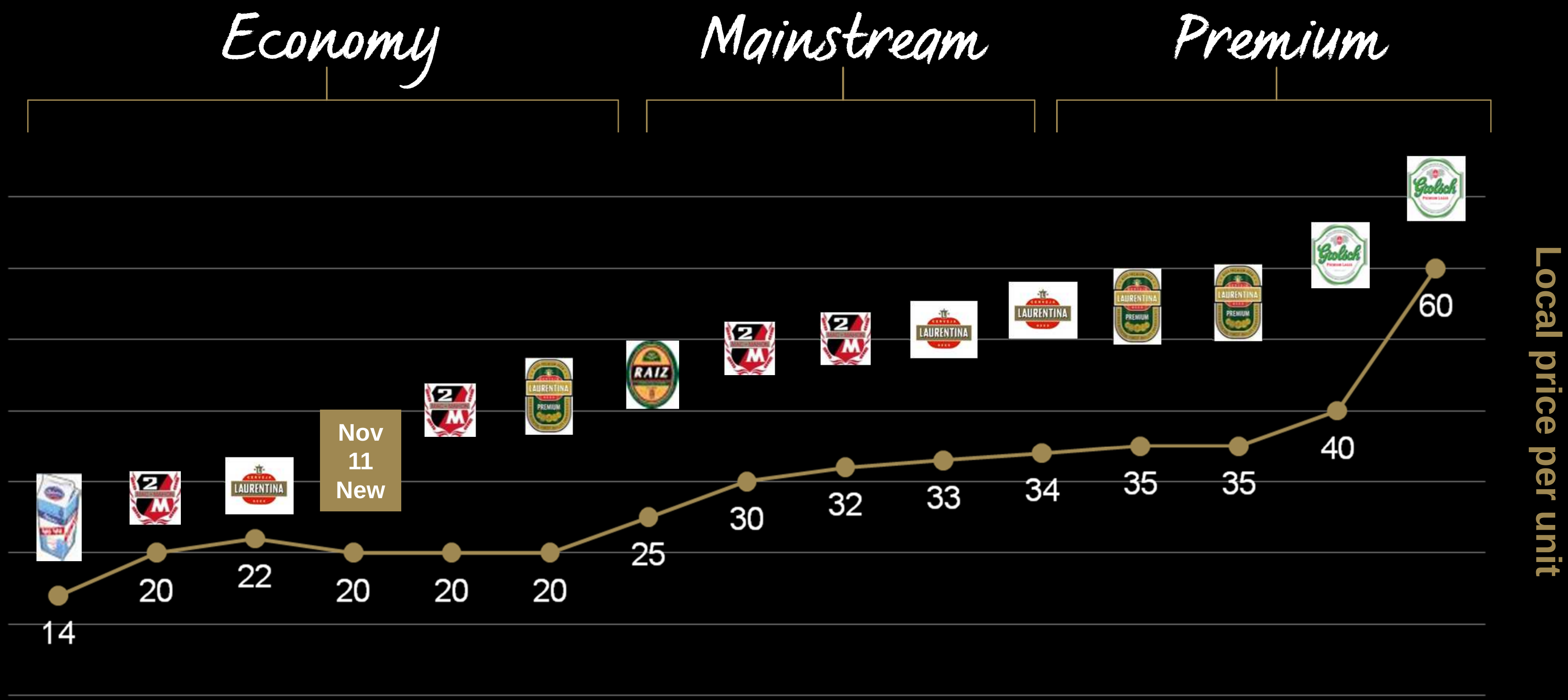


Sources: Nielsen omnibus data, IRI supermarket surveys

Revenue management in Africa



Mozambique Price, Brand, Pack ladder



	Chibuku 1L	2M Draught 340ml	Preta Draught 340ml	F11 new brand 550ml RB	2M 330ml RB	Premium Draught 340ml	Raiz 550ml RB	2M/Man/Clara 550ml RB	2M/Man/Clara 340ml NRB	Preta 550ml RB	Preta 340ml NRB	Premium 550ml RB	Premium 340ml NRB	Grolsch 330ml NRB	Grolsch 450ml NRB
Index vs mainstream	**47**	**50**	**50**	**67**	**67**	**67**	**83**	**100**	**107**	**110**	**113**	**117**	**117**	**133**	**200**

PRGM in Latin America

Changing the Company culture from one of volume and cost efficiencies as the sole drivers of growth to a search for the best combination of volume, price and mix to deliver sustainable VALUE growth

Analysis

- Category price elasticity
- Regional & channel brand pack price elasticity
- KPI tracking and adjustments

Strategy

- Develop 3 year Brand Pack Price Portfolio
- Revenue forecasts at consumer, retailer and manufacturer

Execution

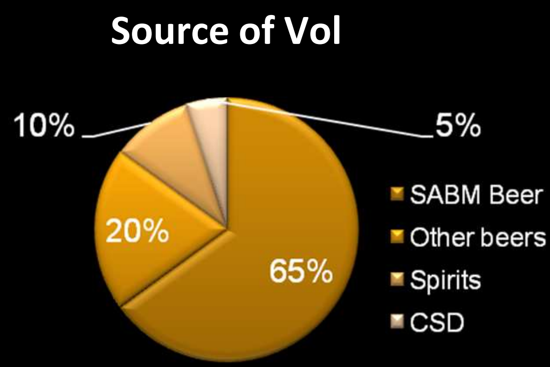
- Recommended retail price management
- Consumer price promotions
- Discount management & PTR
- Tactical portfolio management

"Consumer driven and fact based" analytics driving the decision making process

SAB MILLER

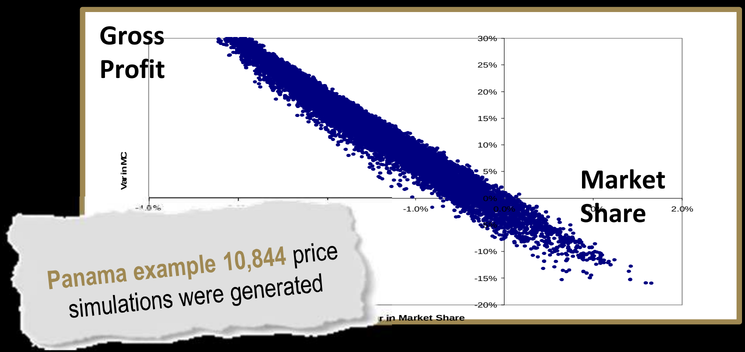
1. Price sensitivity field research

2. Portfolio impact



Var Vol SABM	6.6%
Var Share	2.6pp
Var Rev	4.0%
Var Profit	6.7%

3. Scenario simulations



4. Validation via In market Pilots

Marketing Way Training Kit “PATRIA”

Since SABMiller entered “PATRIA”, EBITA has quadrupled

- Cost leadership implementing SABMiller best practice
- Top line price increases ahead of inflationary environment (>10% p.a.) , local currency being the “Patria”

The challenge: Recuperate Volume and Per Capita growth while increasing Gross Profit

Key data points

- Per capita consumption still low: <20 ltrs
- Beer is expensive: 1.4 hours of work needed to buy 500ml of beer
- Beer has limited penetration: 20 to 25%
- Limited brand and pack portfolio: 2 mainstream beers and 2 premium indexed at 130 to mainstream

What would be your move as new MD in “PATRIA”?

SAB MILLER

Your choices…
please pick one

And give a thought to….

Option	…then
A - Decreasing general prices	How much?
B - Maintaining price of some brands while increasing others	Would you increase mainstream or premium brands? How much?
C - Launching a large pack	What bottle size? What discount should we offer?
D - None of the above	…how to grow volume and revenue ?

Option A impact – decrease general prices

Scenario	Base	A
Price mainstream Price premium	10/10 14/14	8/8 12/12
Gross Profit Var	**110**	**-8.2%**
Volume Var Hls	950	+3.6%

- It does not matter how much we decrease, the more we discount the lower gross profit results
- Analytics tells us beer demand is not elastic enough to make a general price decrease profitable

Option B impact: increasing some – but which?

Option B3 creates the greatest brand differentiation and maximizes profit growth

i. Position Mainstream 1 in the Affordable role, without undermining its quality credentials

ii. Keep a difference of 2 patrias with Mainstream 2 for price compliance and trade execution

iii. Maximizes profit by raising Premium 2 to 16 patrias, yet keeping Premium 1 at 14 patrias

Issue: B3 shows slight declines in volume ; this will require pack moves within brands to deliver against the Management Target of positive volume and positive Gross Profit

Scenario	Base	A	B1	B2	B3
Price Mainstream Premium	10/10 14/14	8/8 12/12	8/8 14/14	10/10 14/16	10/12 14/16
Gross Profit Var	**110**	**-8.2%**	**-17%**	**3.6%**	**6.7%**
Volume Var Hls	950	+3.6%	+1.9%	-0.4%	-1.9%

Option C impact: new pack launch, but what size, price

SAB MILLER

- OPTION C1 1000 ml bottle results too big for a country with no sharing culture developed and cannibalization vs dominant pack (330ml RGB) is to high
- OPTION C2 600 ml is the right size and 25% discount in price to retailer is the best price point, delivering positive Gross Profit and Volume for the Company

Scenario	Base	A
Price Mainstream Price Premium	10/10 18/18	8/8 12/12
Gross Profit Var	**123.9**	**-8.2%**
Volume Var Hls	1,068	+3.6%

C1	C2	C3	C4
Option B3+ 800ml 25% disc	Option B3+ 600ml 25% disc	option B3+ 600ml 35% disc	Option B3+ 600ml 15% disc
-3.2%	**+7.9%**	**-0.7%**	**+6.8%**
+4.5%	+4.3%	+4.9%	-1.0%

Consumer driven brand/pack/price scenario mapping determines the ideal combination to deliver positive Volume and profit

PRGM key thought starters

1. Reconstructing price/value in the consumer’s mind is very difficult to do
   - Pack innovation allows you expand into new occasions and delivers targeted affordability
   - Brand price moves is reliant on relative brand equity
2. To deliver brand, pack, price portfolio strategies requires a solid understanding of consumer price elasticities within and across categories
3. You can grow volume and gross profit

What we hope you heard today

1. Being the most local of Global Brewers is an advantage that delivers strong relevant portfolios that win in the local market
2. A disciplined approach to deeply understanding local markets and leveraging local insights to generate growth
3. High quality of local execution through all aspects of commercial activation from advertising to pricing
4. “If SABMiller did every where what SABMiller does brilliantly somewhere…”

Q&A

Marketing at SABMiller Plc

Investor Relations,
Quarterly Seminar Series

New York
12 October 2011