

# Welcome

SABMiller plc  
Quarterly divisional seminar series

Molson Coors Brewing Company



MillerCoors LLC – Divisional Seminar  
June 9, 2009 – New York





# Introduction

Gary Leibowitz

Senior Vice President, Investor Relations  
SABMiller plc

Dave Dunnewald

Vice President, Global Investor Relations  
Molson Coors Brewing Company



## Forward looking statements



This presentation includes 'forward-looking statements'. 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 presentation. 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.

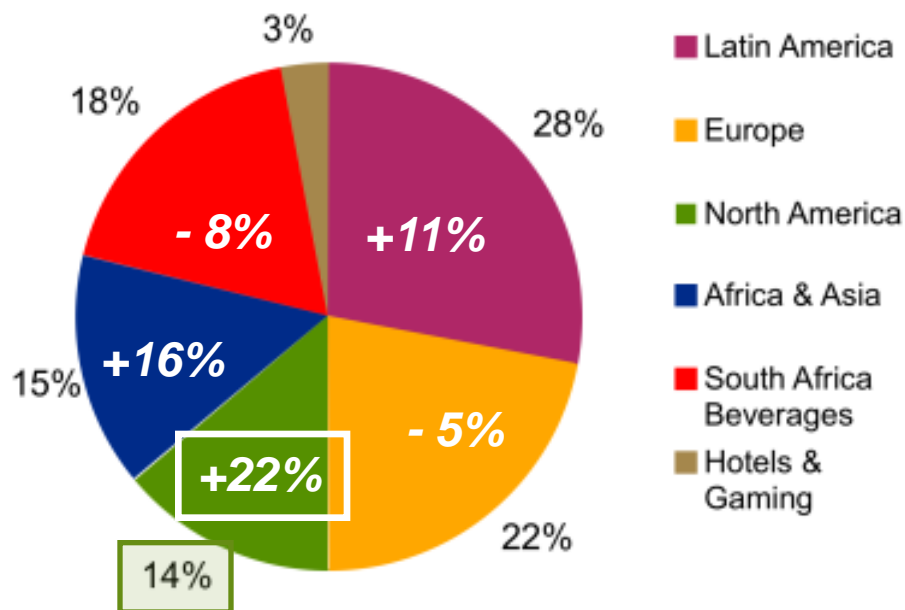


# Contribution to global parent companies' profits



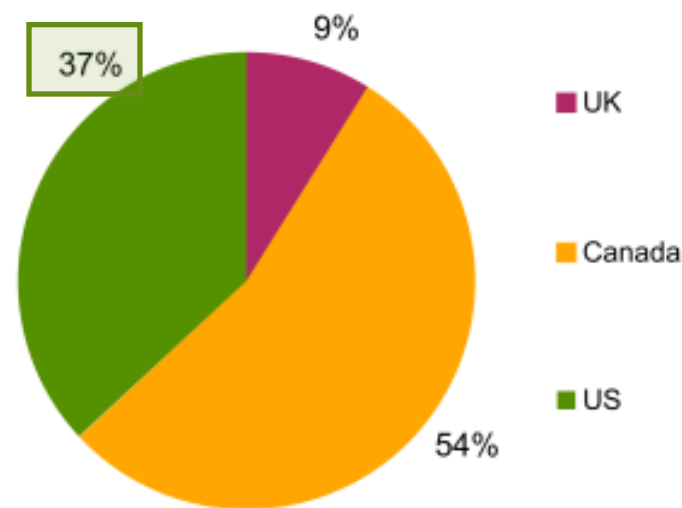
## SABMiller plc, F09 EBITA\*

Inner %s are F09 org cc EBITA growth rates



## Molson Coors, 2008

% of Business Unit Income\*\*



\* Before corporate costs; operating profit before exceptionals and amortization of intangibles; incl. share of associates and JVs

\*\* Underlying pretax income, excluding special and other one-time items



## Our speakers today



Leo Kiely

Chief Executive Officer, MillerCoors

Andy England

Chief Marketing Officer, MillerCoors

Gavin Hattersley

Chief Financial Officer, MillerCoors



## Seminar agenda



- Opening and industry overview
- People
- Brands
- Revenue management
- Scale
- Partners
- Conclusion and Q&A

# Winning in Beer

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Leo Kiely, Chief Executive Officer





# BECOMING AMERICA'S BEST BEER COMPANY

## PEOPLE

*Build a  
winning culture*

## BRANDS

*Leverage our  
powerful brands*

## PARTNERS

*Win at retail*

## SCALE

*Save to reinvest in our  
brands and people*

## RESPONSIBILITY

*Grow our business  
the right way*





# MillerCoors Q1 results

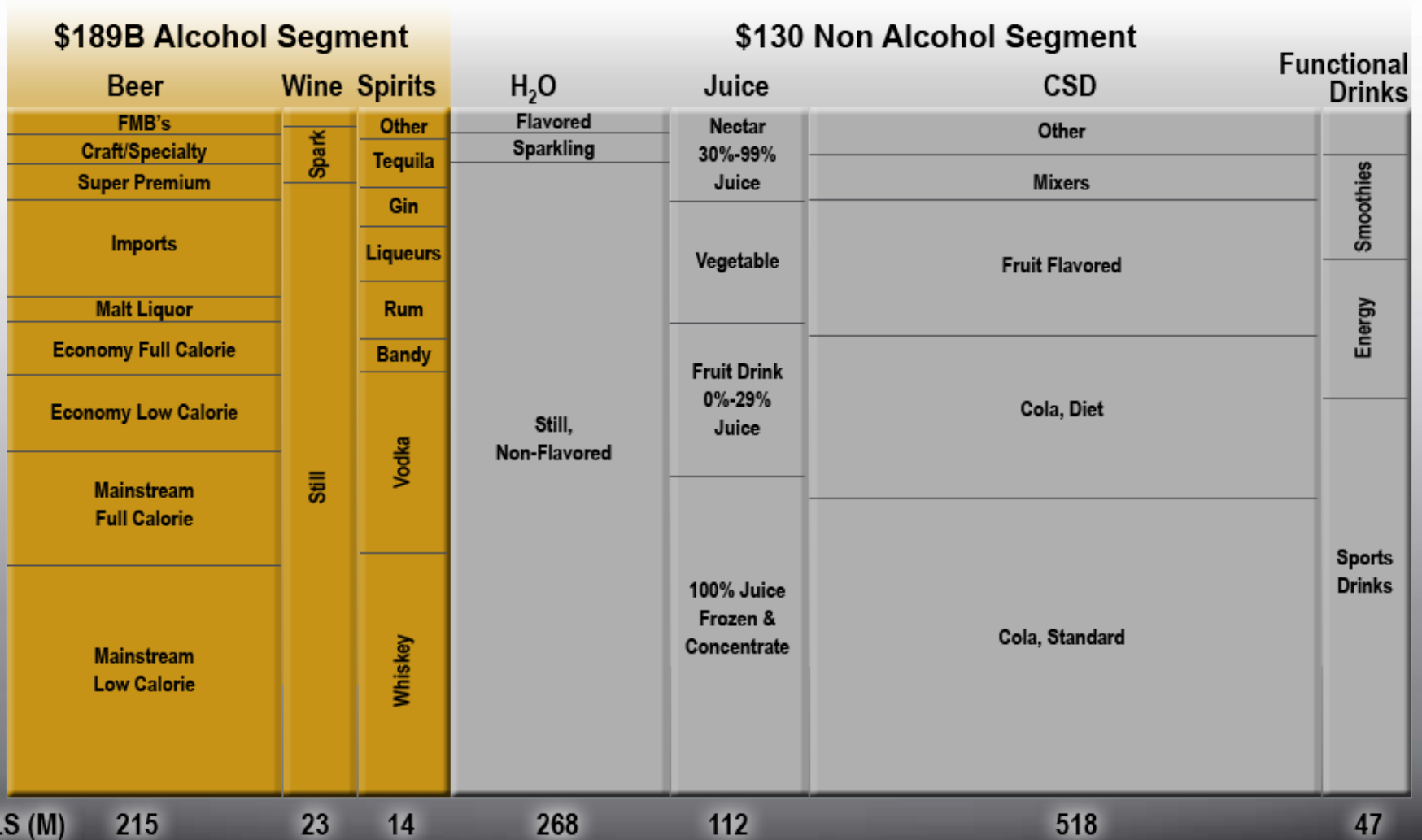
Total net sales		3.8%
Underlying EBITA		46.3%
STRs		0.4%
NRPB		5.6%

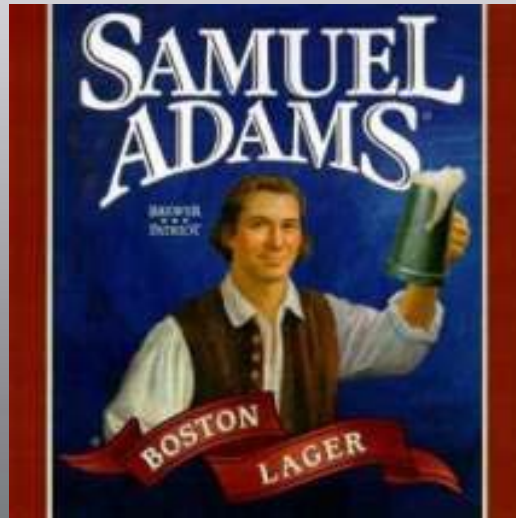
# Industry Overview

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# U.S. beverage landscape

Alcohol is only 20% of Volume but 60% of Industry Value\*



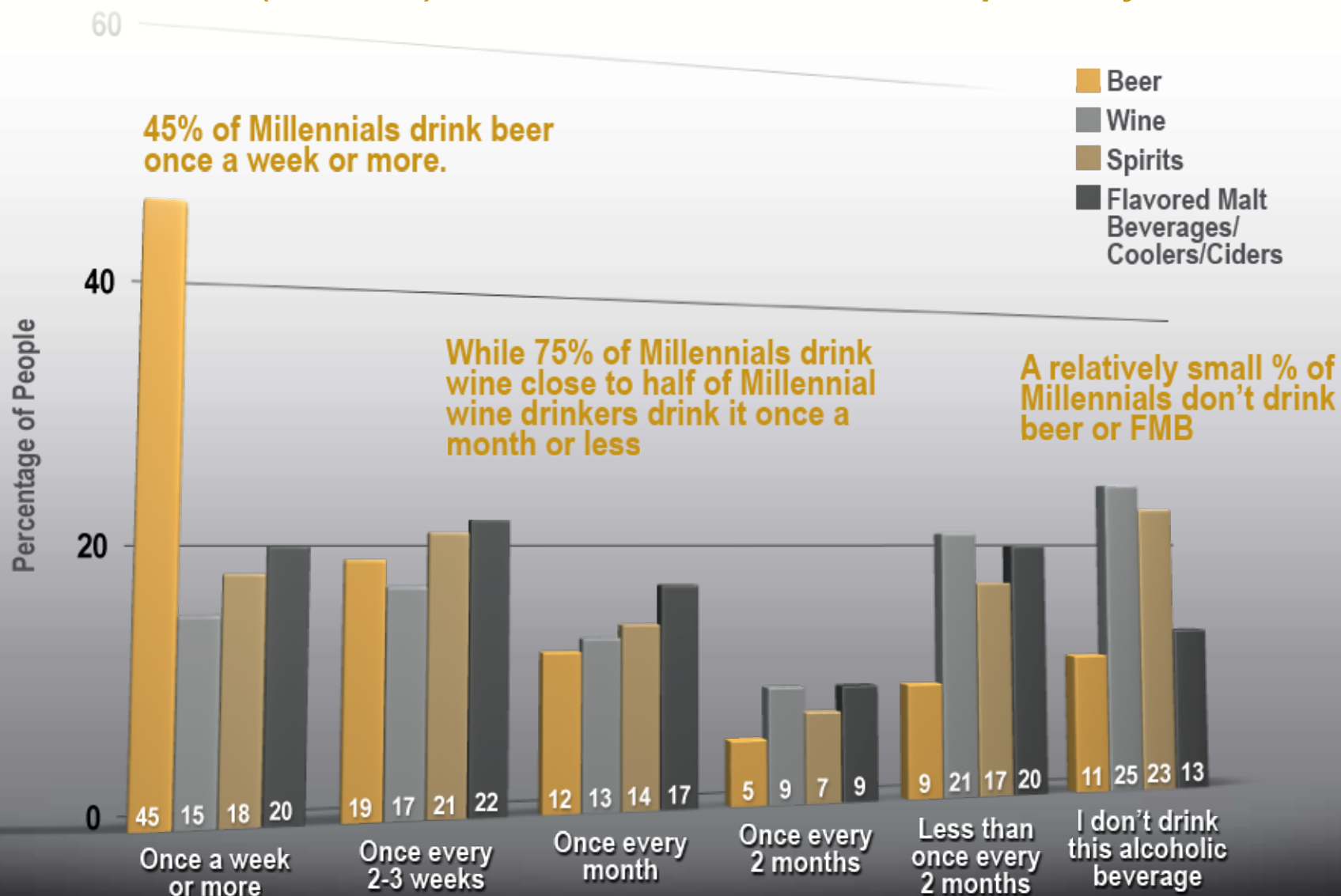


# Wine & Spirits growth slowing

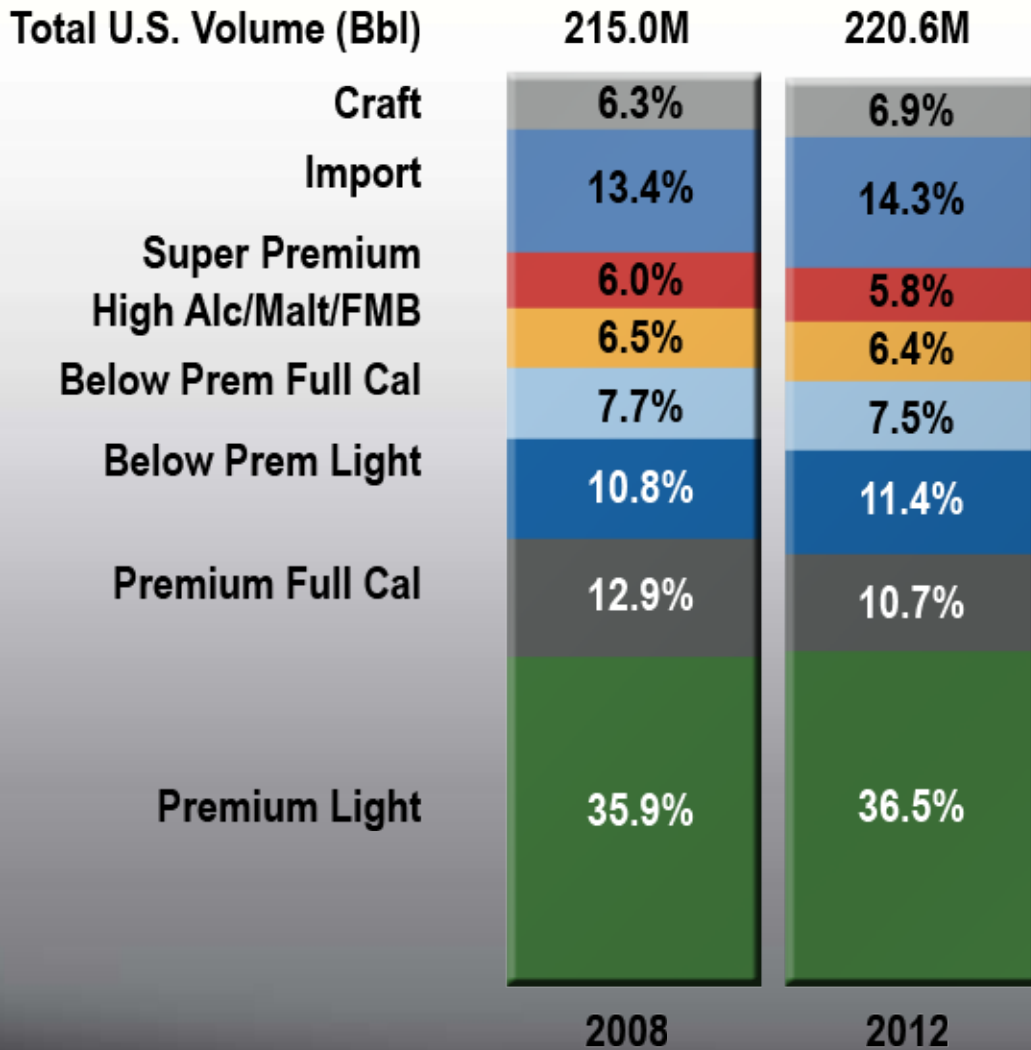


	CAGR '04-'08	CAGR '09-'12
Beer	0.9%	0.6%
Wine	2.9%	1.3%
Spirits	2.7%	1.1%
Total	1.2%	0.7%

# Millennials (21-30) drink beer more frequently



# Beer is the right place to be and we're in the right segments



Volume CAGR '08-'12	
Total	0.6%
Craft	2.9%
Import	2.3%
Super-Premium	-0.6%
High Alc / Malt	-0.1%
Below Prem Full Cal	0.0%
Below Prem Light	2.2%
Premium Full Cal	-4.0%
Premium Light	1.1%

# Challenges

- Economy
- Channel shifts
- Excise taxes



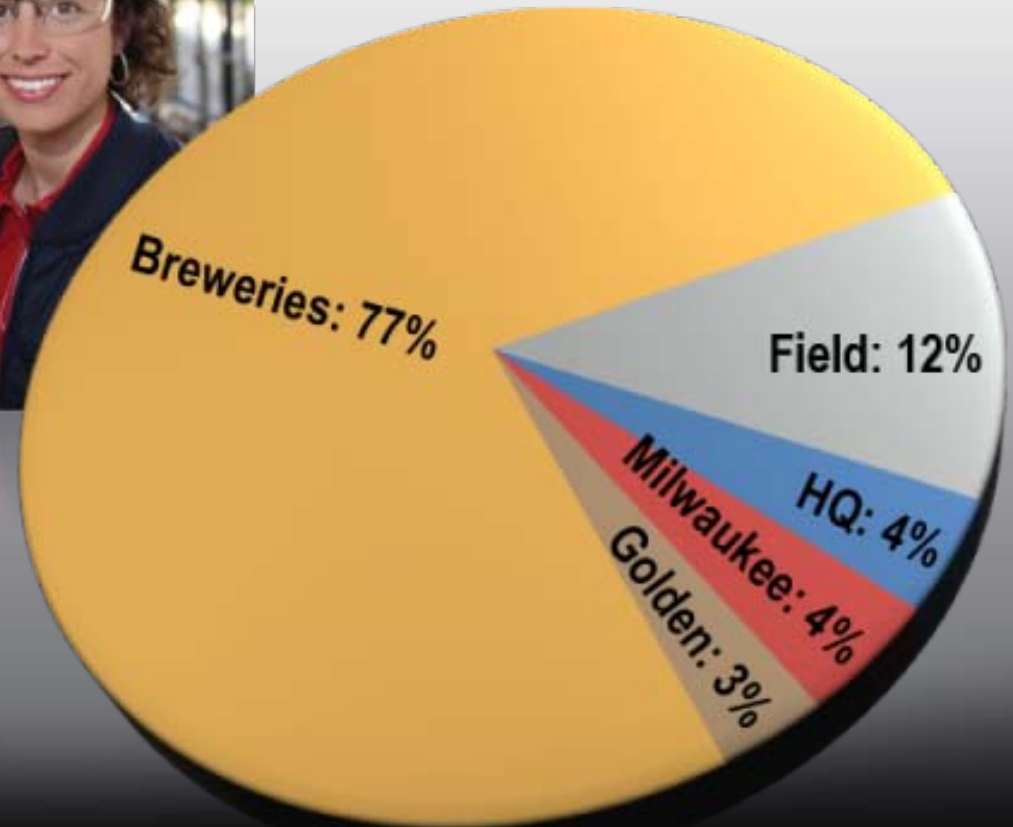


# People

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# Our team

- Approximately 8,800 employees at MillerCoors

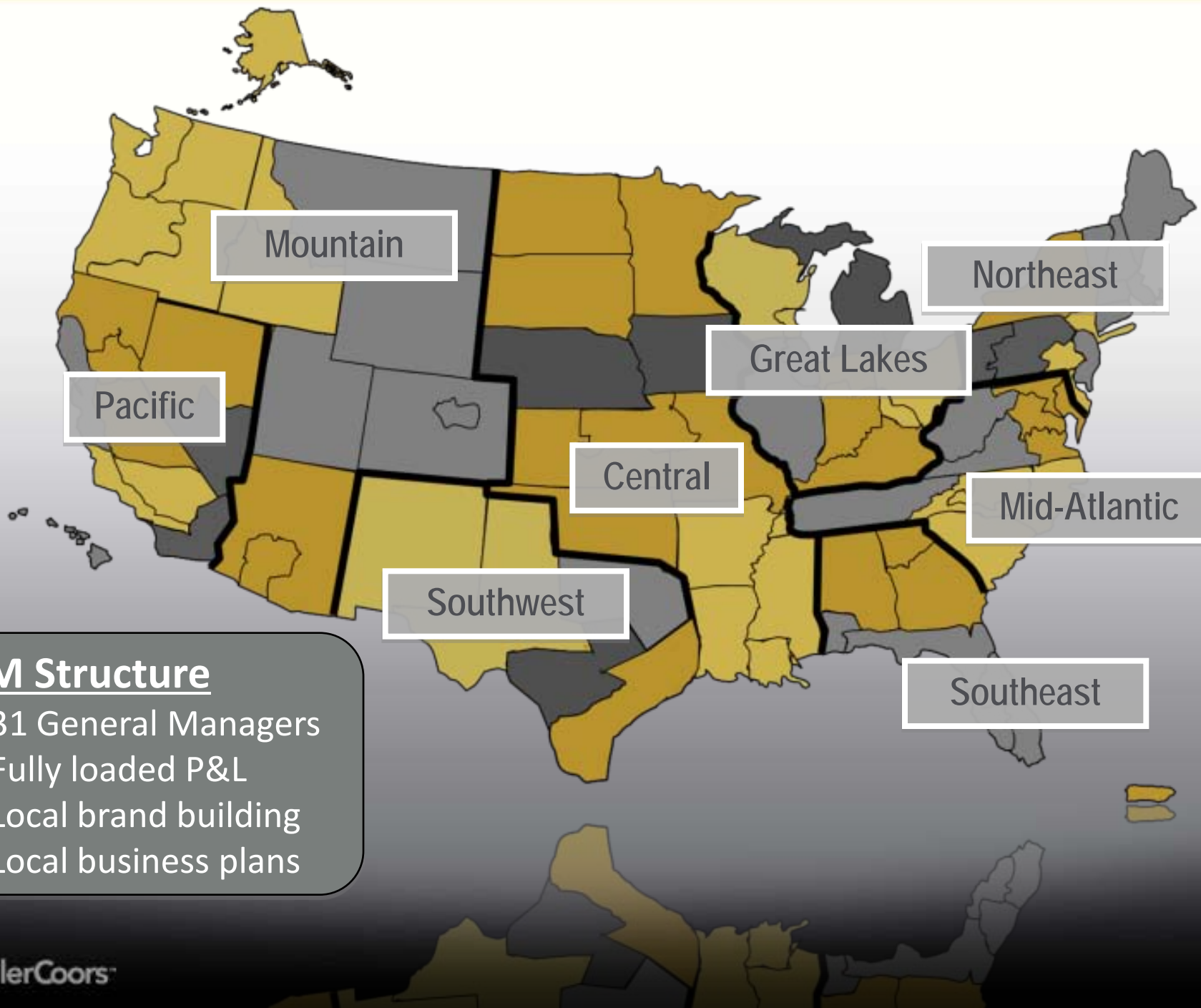


Our goal...

**Build a winning culture at MillerCoors  
by building a customer-focused and  
learning organization.**

## Building the MillerCoors sales organization

1. Focus on our customers
2. Closer to the market
3. Broad jobs with deep accountability
4. Strong teams...teams with clear roles



## GM Structure

- 31 General Managers
- Fully loaded P&L
- Local brand building
- Local business plans

# Wisconsin – Coors Light 30/pk



# Ohio – On-premise Miller Lite velocity driving programs

A promotional graphic for Miller Lite. The top section features a close-up of a beer bottle with a 'Taste Protector Cap' on the neck. Text reads: 'NEW TASTE PROTECTOR CAP™ LOCKS IN GREAT PILSNER TASTE™' and 'TRIPLE HOPS BREWED™'. The middle section shows a bottle with a 'Collect the OH and Win' sticker and text: 'PEEL THE LABEL TO COLLECT O·H·I·O AND WIN A TEE SHIRT!'. Below this, it says: 'PLUS, YOU'RE AUTOMATICALLY ENTERED TO WIN A HARLEY DAVIDSON MOTORCYCLE, VIP FOOTBALL EXPERIENCE AND MUCH MORE!'. The bottom section shows beer being poured into a glass with a thick head of foam, with the text: 'GREAT TASTE... LESS FILLING!™' and 'LOW CARBOHYDRATE'.

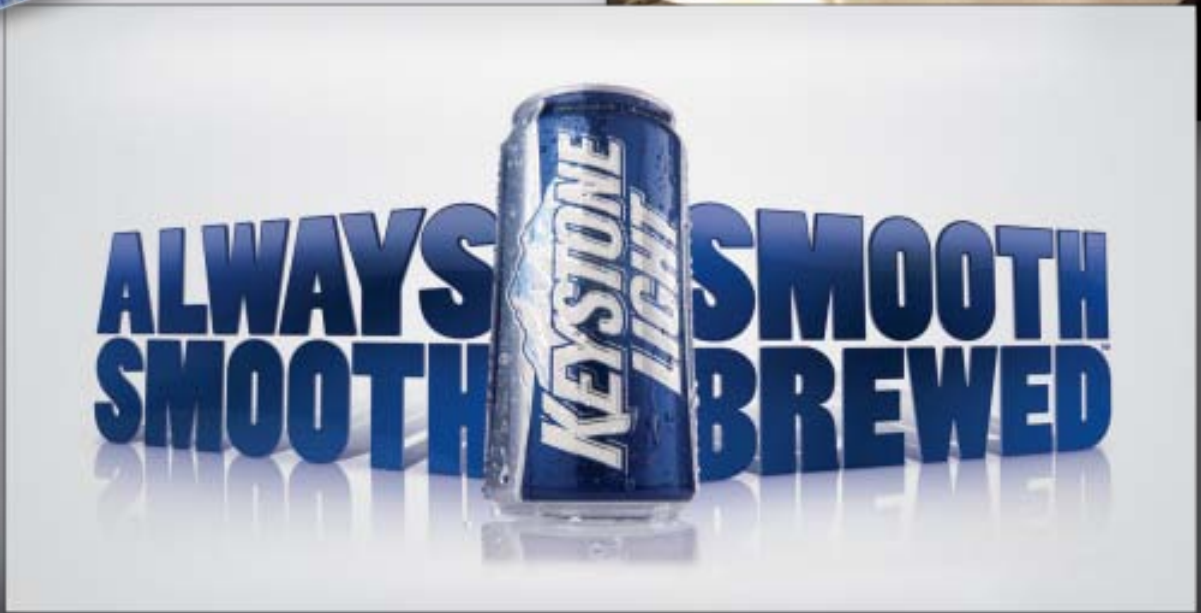
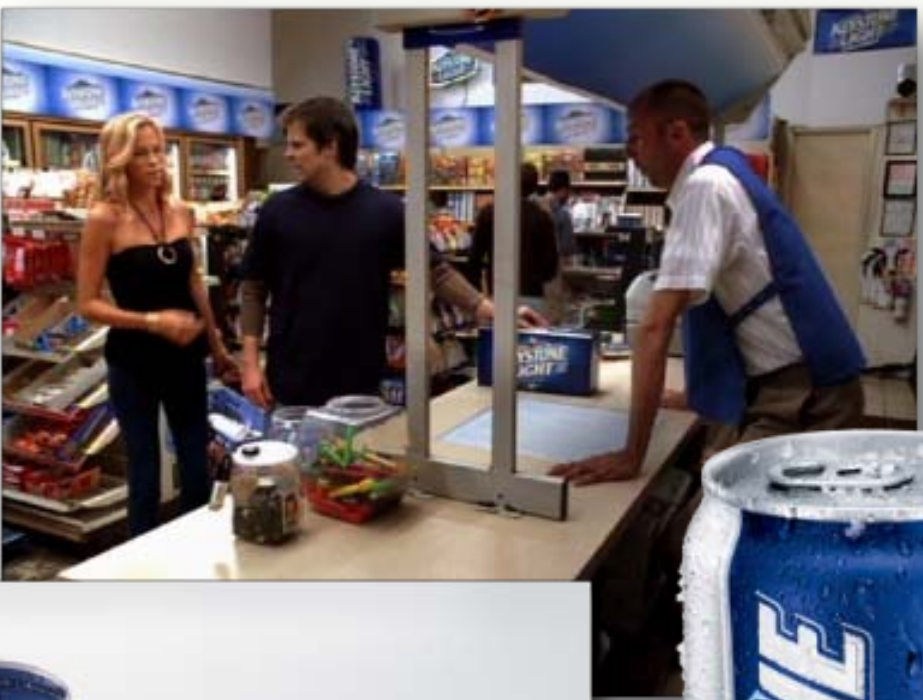
NEW TASTE PROTECTOR CAP™  
LOCKS IN GREAT PILSNER TASTE™

TRIPLE HOPS BREWED™

PEEL THE LABEL TO COLLECT O·H·I·O AND WIN A TEE SHIRT!

PLUS, YOU'RE AUTOMATICALLY ENTERED TO WIN A HARLEY DAVIDSON MOTORCYCLE, VIP FOOTBALL EXPERIENCE AND MUCH MORE!

GREAT TASTE... LESS FILLING!™  
LOW CARBOHYDRATE





# Brands

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Andy England, Chief Marketing Officer

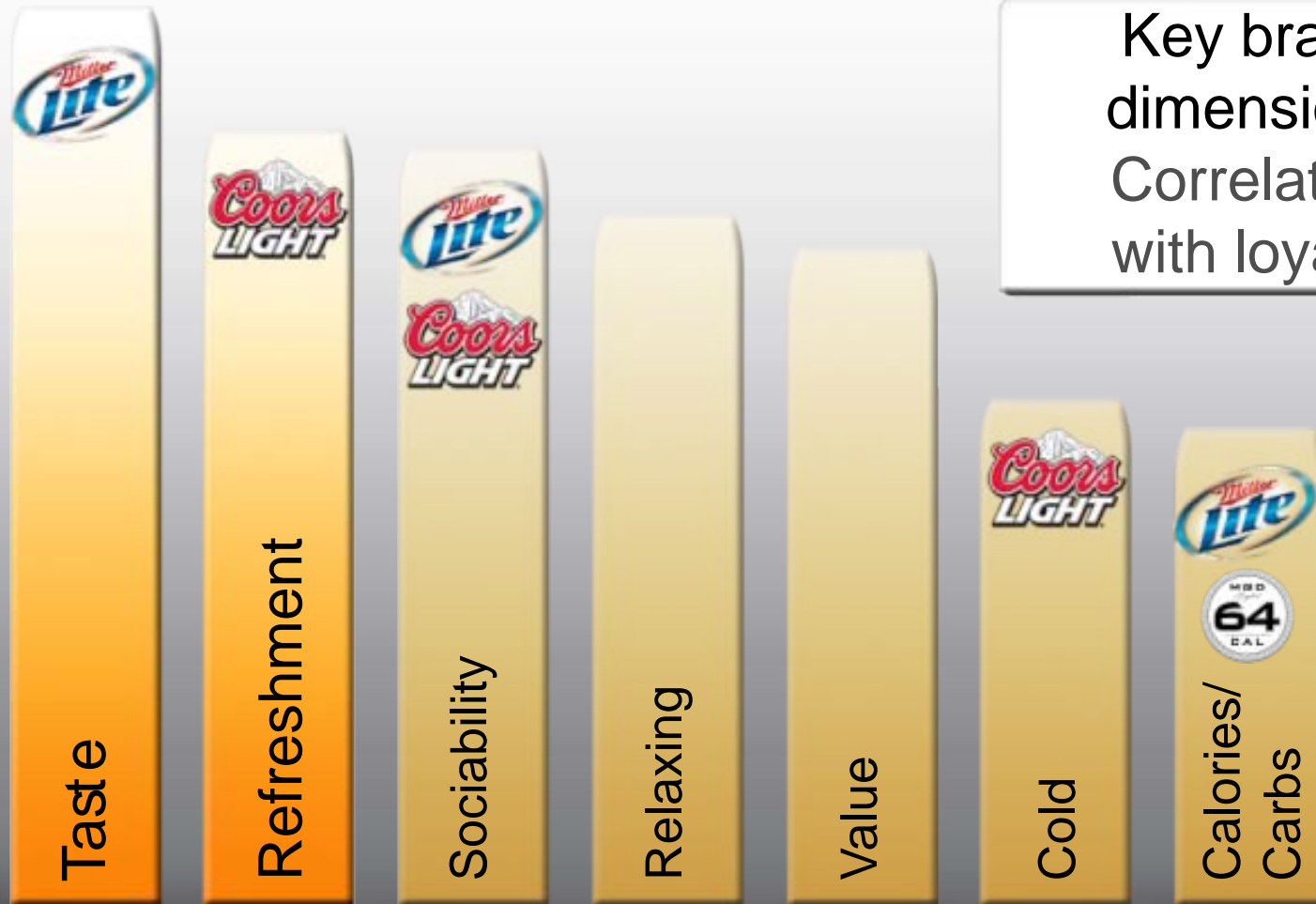


# A powerful portfolio





# Premium Light drivers of consumer choice



Key brand dimensions  
Correlation with loyalty

1 POINT OF  
VOLUME SHARE

1 POINT OF  
DOLLAR SHARE





LIVE RESPONSIBLY  
MILLER BEER CO., MILWAUKEE, WI



YOU CAN CALL IT  
"MAN, THAT  
TASTES  
GREAT."



TASTE PROTECTOR LID™  
LOCKS IN GREAT PILSNER TASTE™



CAN  
BOTH  
GROW  
AT THE  
SAME  
TIME?





# Premium Light interaction

## Volume Interaction

52 Weeks Ending 4/30/2009

### Total U.S. All-Outlet (Off Premise)

<b>Miller Lite &amp; Coors Light</b>	<b>14.3%</b>
Miller Lite & Bud Light	33.9%
Coors Light & Bud Light	23.1%



# Opportunities



MGD 64





## Above Premium

### Crafts

- 17% of segment
- Double the segment growth

### Imports

- Peroni up high single digits





# Introducing An All-Malt Masterpiece.

The brilliant amber color, premium blend of Pale, Munich and fire-kilned Caramel 60 malts and subtle, yet unmistakable citrus hop complexity make our new Classic Amber an all-malt masterpiece.

© 2011 Leinenkugel Brewing Co., LLC, Chippewa Falls, WI





Artfully Crafted





INCHIESA



# Below Premium







# Strong results in 5 of our 6 national focus brands

## First quarter retail volume by brand (variance to PY)

Miller Lite	Coors Light	MGD64/ MGD	Miller High Life	Keystone Light	Blue Moon	All Others	Total Retail
↓	↑	↑	↑	↑	↑	↓	↑



# Revenue Management

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Gavin Hattersley, Chief Financial Officer

# Pricing strong despite a tough economy

Q1 net revenue per barrel up +5.6% over PY



**\$85M**  
**+ DUE TO**  
**STRONG**  
**PRICING**

# Managing pricing gaps

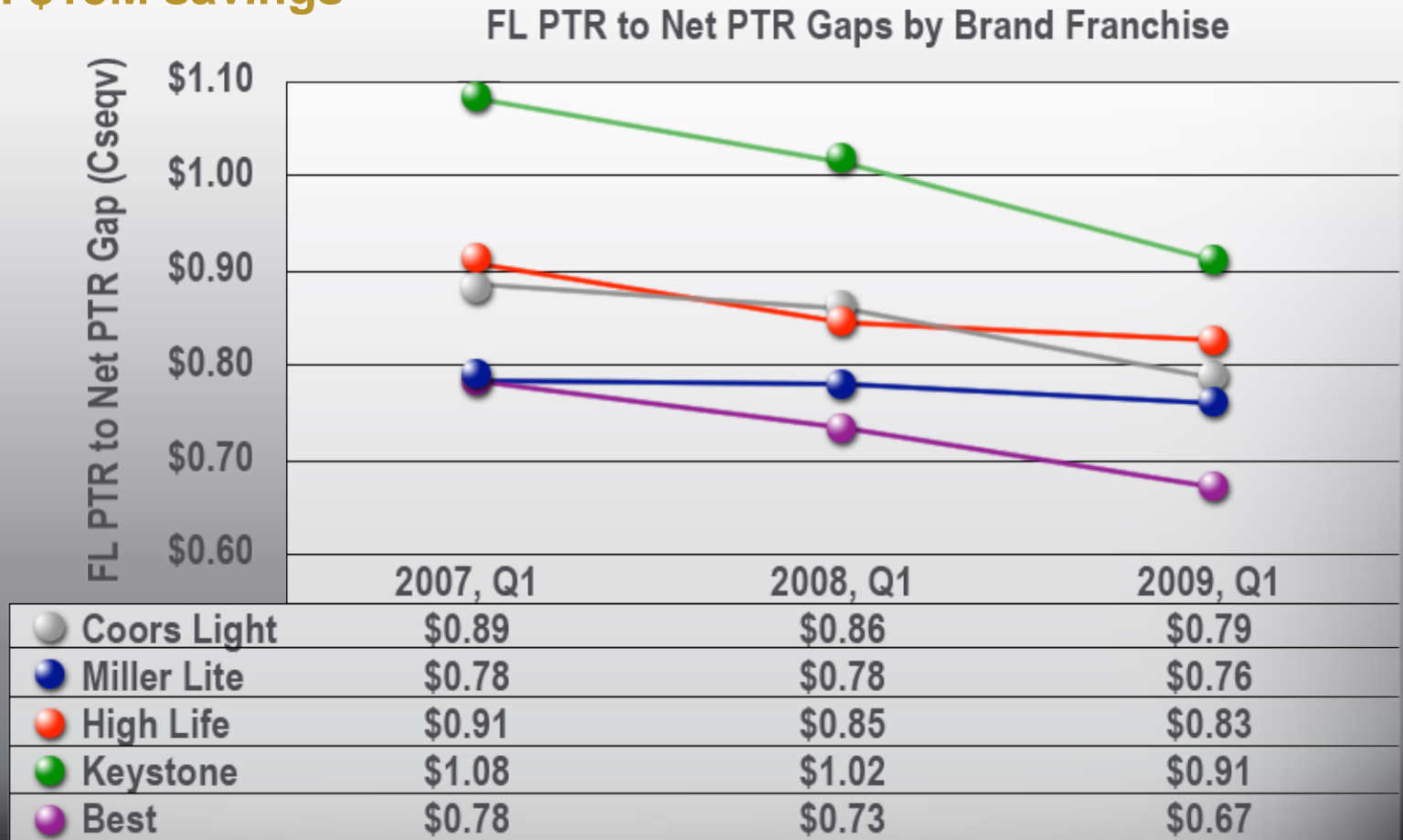
Miller Lite has been at price parity with Bud Light for two consecutive quarters, while Coors Light has continued to price above Bud Light

	Miller Lite Price Gaps Actual Price Gap				Coors Light Price Gaps Actual Price Gap				
	2008	CY08 Q3	CY08 Q4	CY09 Q1	2008	CY08 Q3	CY08 Q4	CY09 Q1	
IMPORTS	Heineken	(9.66)	(9.42)	(8.68)	(9.53)	(9.54)	(9.01)	(8.64)	(9.46)
	Corona	(9.66)	(9.08)	(8.31)	(8.36)	(9.53)	(8.69)	(8.29)	(8.29)
PREMIUM	Bud Light	(0.08)	(0.23)	0.01	0.00	0.05	0.07	0.09	0.10
	Coors Light/Miller Lite	(0.13)	(0.29)	(0.07)	(0.09)	0.13	0.29	0.07	0.09
BELOW PREMIUM	Busch Franchise	4.20	4.34	4.53	4.46	4.20	4.48	4.57	4.51
	Natural Franchise	4.96	4.80	5.02	4.91	5.02	5.07	5.10	5.01
	Miller High Life Frn	4.37	4.28	4.54	4.44	4.47	4.60	4.63	4.53
	Keystone Franchise	4.86	4.65	4.94	4.79	4.87	4.89	4.99	4.87

# Reduced reliance on price promotions

Reducing reliance on price promotions continued in '09 across all segments... despite larger than usual frontline increases.

**Result: \$15M savings**





**CASUAL &  
FINE DINING**



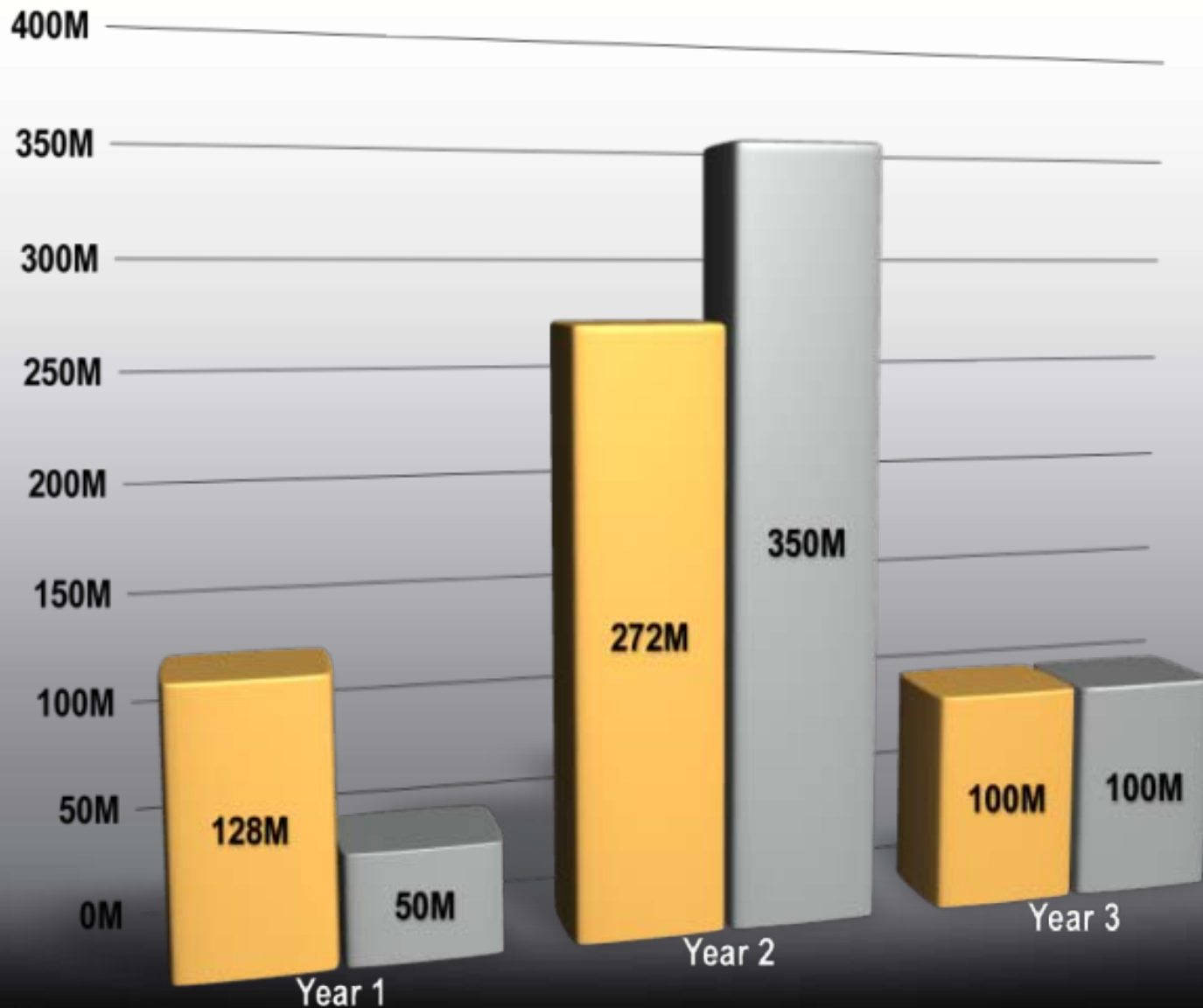
**OFF-PREMISE  
& LARGE PACKS**



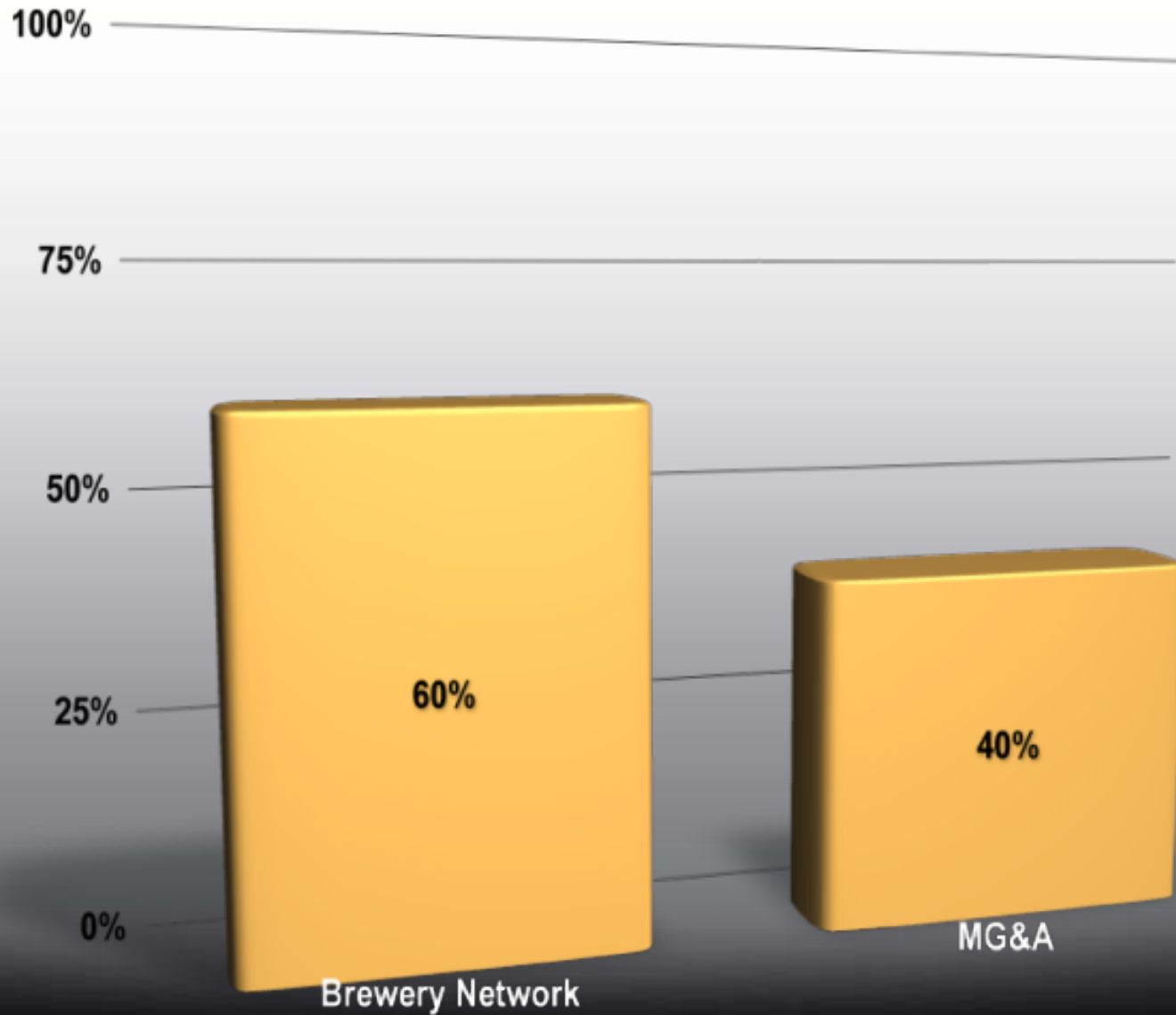
# Scale

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# \$500 million in annual savings in three years



# Where are synergies coming from?



# Brewery optimization



# Network transformation: where we're headed



Coors



Miller



MillerCoors

# Supply chain optimization

- Forecasting
- Inventory
- Keg Identification
- Pallet Conversion





# Agency consolidation

**DRAFTFCB**



SAATCHI & SAATCHI

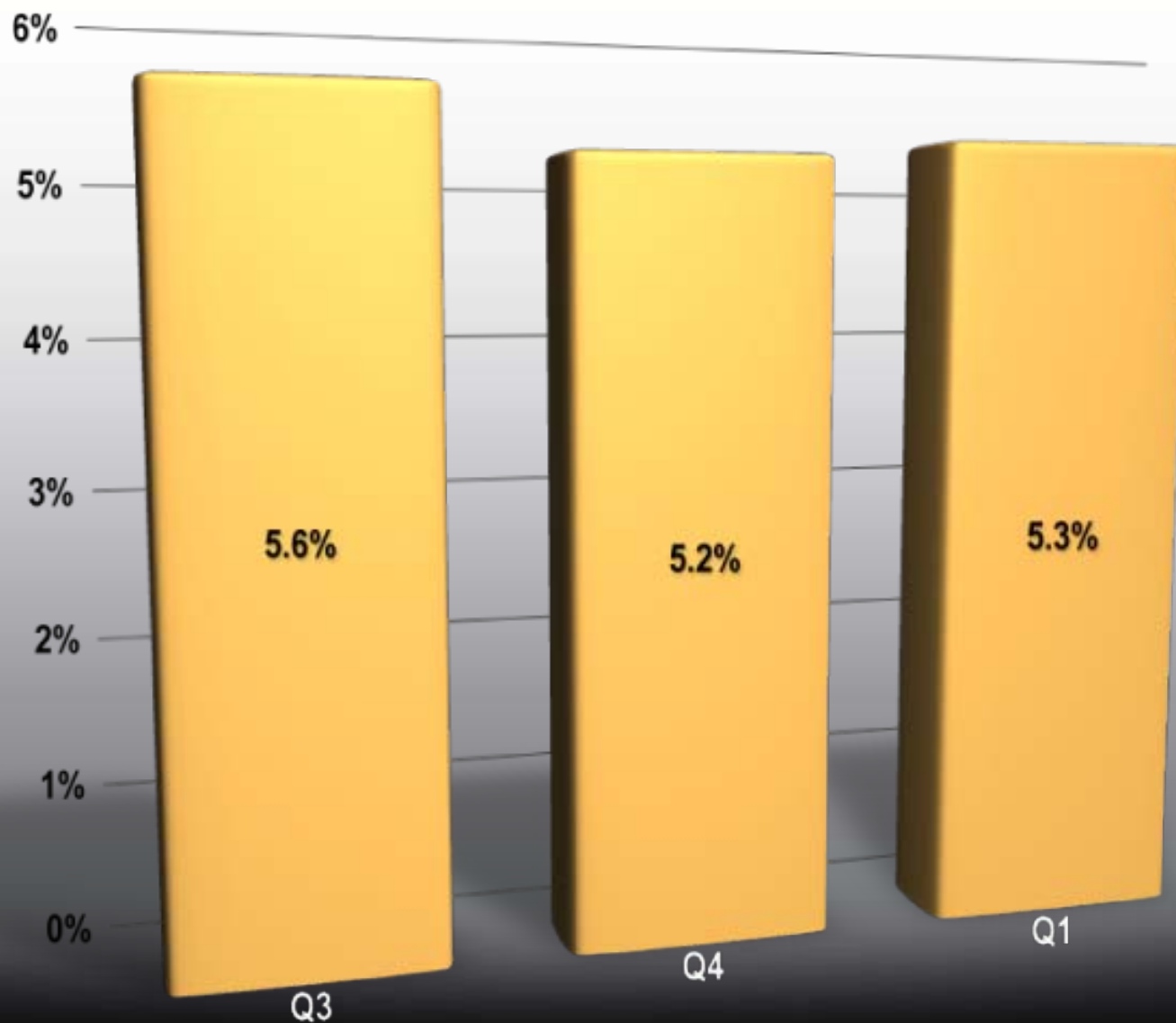


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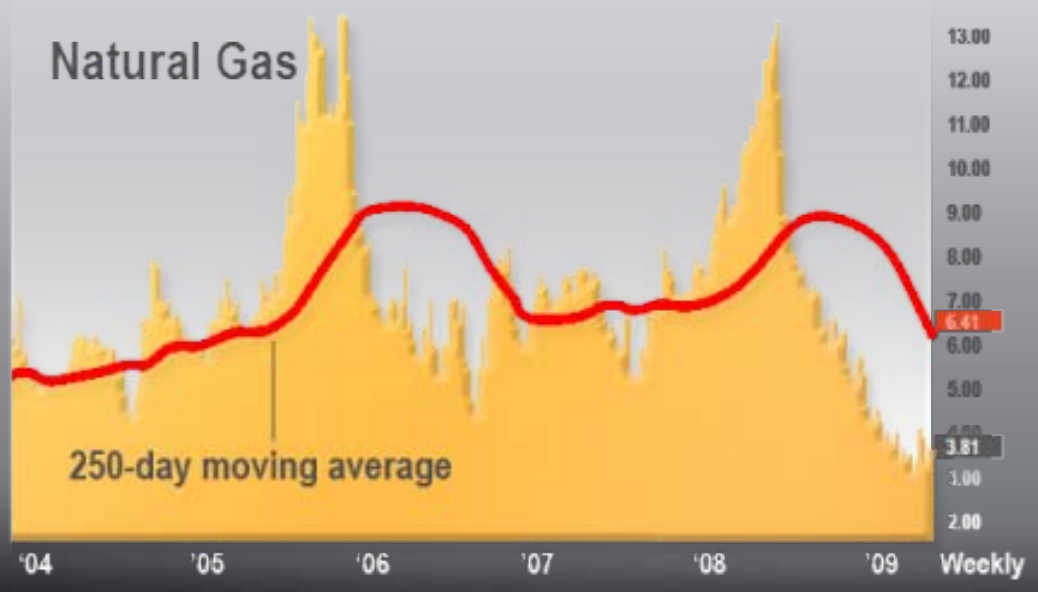
# MillerCoors Distributor Conference 2009



# COGS reflect low single digit increases



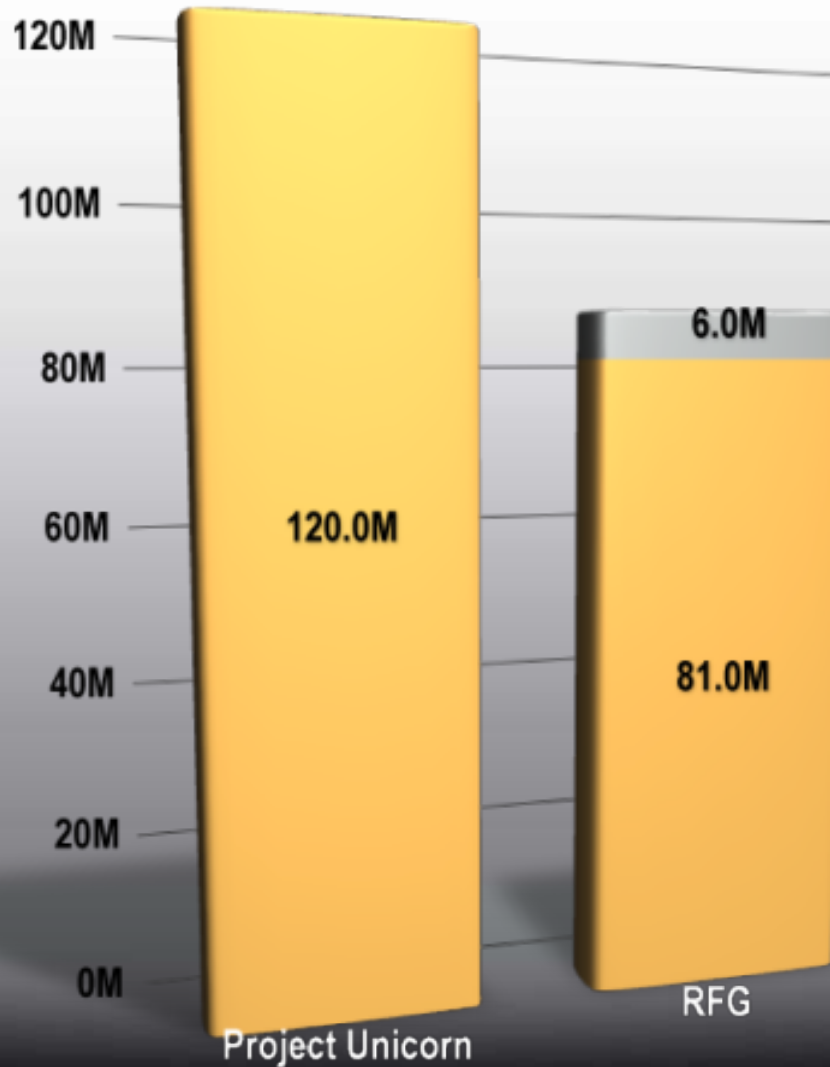
# Commodities



# Project Unicorn and Resources for Growth

## Project Unicorn

- World Class Manufacturing
- Asset care initiatives
- Procurement savings
- Freight savings



## Resources for Growth

- Operational efficiencies
- Innovation
- Procurement
- Shared services
- Outsourcing

# Partners

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**1PT = 10.6 MILLION CASES  
= \$40.6 MILLION**

# MillerCoors Advantage

- Best players on the field
- Channel-focused teams
- Dedicated resources for our top retailers





## Chain game plan

- Gain space
- Win share in premium lights and crafts
- Take share in C-Stores

# Space and assortment solutions

600  
OUTLETS



# WIN SHARE IN PREMIUM LIGHTS & CRAFTS

# TAKE SHARE IN C-STORES

# BUILDING THE MOST EFFECTIVE DISTRIBUTOR NETWORK



# CONSOLIDATION



# Building an effective distributor network

- Value creation
- Purchasing power
- Simplicity

Where we expect to be ...

## **America's Best Beer Company**

- Build the most talented team in the beer business
- Drive value and volume in premium light
- Win in above premium
- Deliver innovation and quality that excites consumers
- Strong net revenue management
- Drive chain growth
- Build and motivate the most effective distributor network
- Deliver our synergy commitment



# Q & A

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**MillerCoors™**