SABMiller plc

Investor Relations
Quarterly divisional seminar series

Asia Pacific

July 2013

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.

All references to “EBITA” in this presentation refer to earnings before interest, tax, amortization of intangible assets and exceptional items. All references to “organic” mean as adjusted to exclude the impact of acquisitions, 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.

Agenda


Asia Pacific division in context
1


China – CR SB
2


India
3


Australia – CUB
4

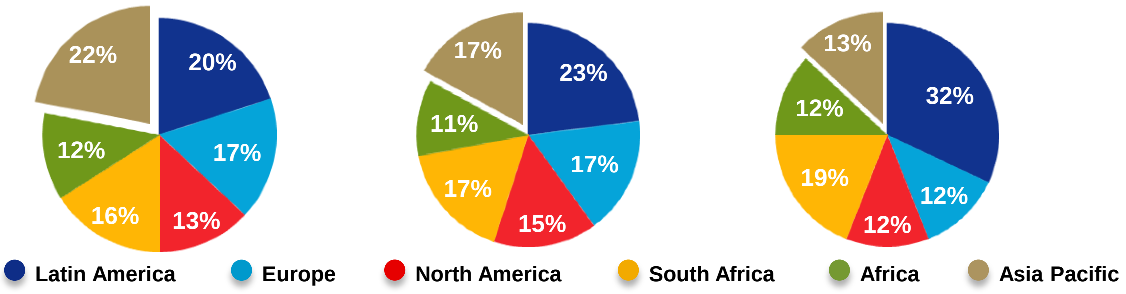
SABMiller plc

Asia Pacific division in context

SABMiller – a balanced portfolio of businesses

- World’s 2nd largest brewer, with superior revenue and profit growth
- F13 organic, cc revenues +7%, EBITA +9%, and adjusted eps +11%
- #1 or 2 position in > 90% of markets
- Leading brands and portfolios, shaped by deep local insights, building the beer category
- Strong leadership in China with Snow’s broad franchise; comprehensive turnaround afoot in Australia
- Wide dispersion of Asia Pacific revenue/hl and margin levels

Total volumes (306 m hl)*1 **Group revenue ($34.5 bn) 1** **EBITA ($6.4 bn) 1****



Strategic partnerships

CASTEL

EFES

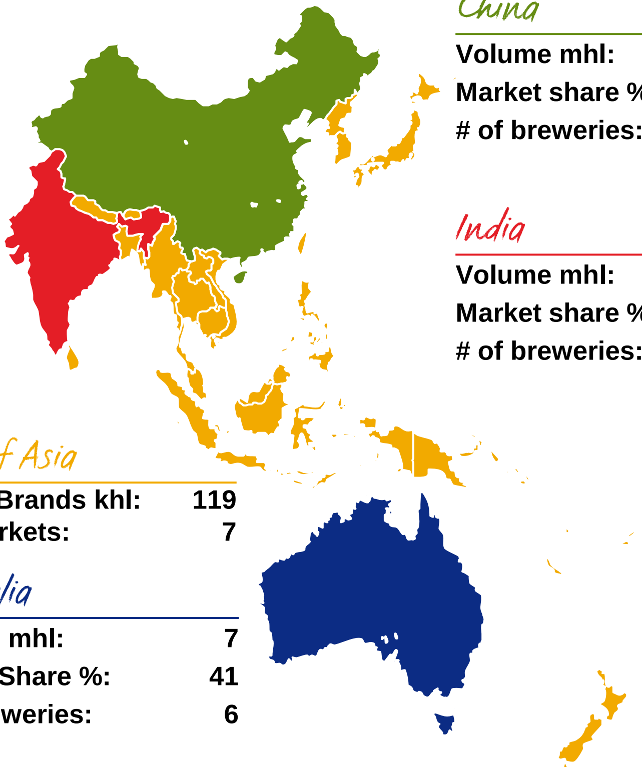
The Coca-Cola Company

*1 As at 31 March 2013 * Excludes contract brewing, includes soft drinks and other alcoholic beverages; ** Before corporate costs and excluding exceptional items*

Our speakers today

- Ari Mervis:
  - Managing Director of SABMiller Asia Pacific and Chief Executive Officer of CUB since December 2011.
  - Managing Director of SABMiller Asia in October 2007 and Chairman of CRSB since 2009
  - Previously Managing Director in Swaziland, Appletiser, Russia and Australia
  - 23 years with SABMiller.
- Derek Jones
  - Appointed Commercial Director Asia in June 2012
  - 14 years with SABMiller in Marketing Director roles in South Africa, Czech, Russia and India
- Peter McLoughlin
  - Strategy and Capability Director and acting Marketing Director CUB
  - Appointed Managing Director of Pacific Beverages Australia (SABMiller JV) in 2008
  - 22 years with SABMiller in various senior operational roles including SVP S&D Latin America and Marketing Director South Africa

Our footprint in Asia Pacific



China

Volume mhl:	110
Market share %:	22
# of breweries:	90

India

Volume mhl:	5
Market share %:	25
# of breweries:	10

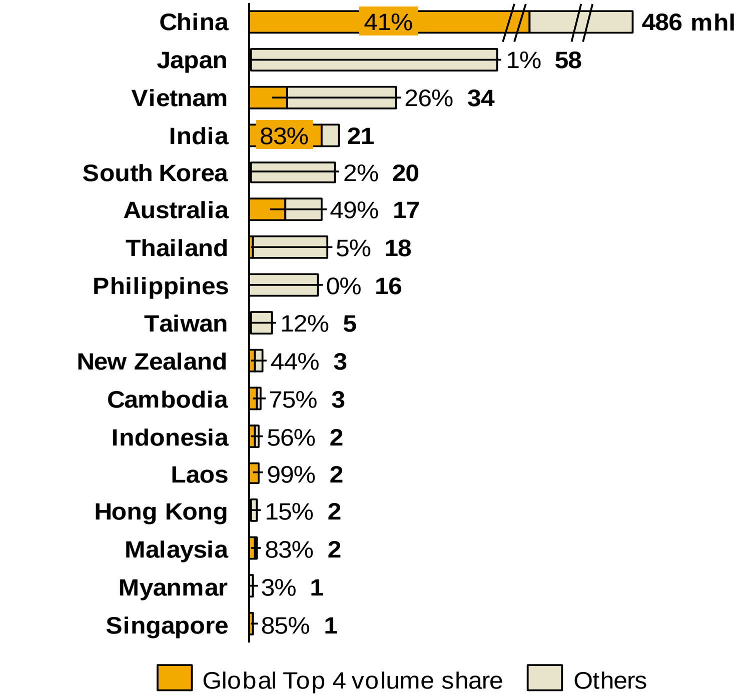
Rest of Asia

Global Brands khl:	119
# of markets:	7

Australia

Volume mhl:	7
Market Share %:	41
# of breweries:	6

Country with volume >1mhl



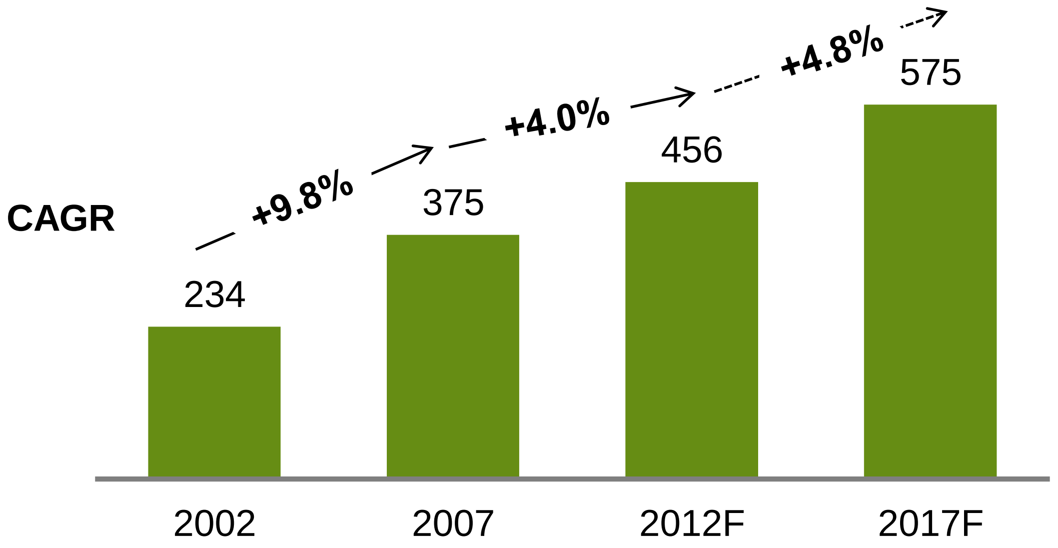
SABMiller plc

China

China Resources Snow Breweries

Beer volumes have almost doubled over the last decade

Beer Volume (2002-2017F), mhl



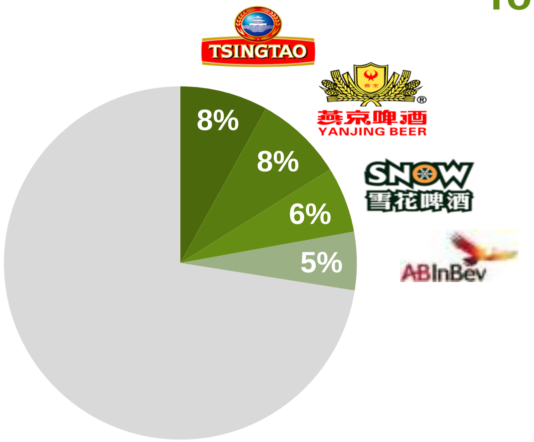
PCC (L)	17	29	33	42

2012 PCC (L)	
Poland	97
Australia	79
US	78
South Africa	60
Japan	46
Colombia	42
South Korea	38
Vietnam	32
Thailand	28

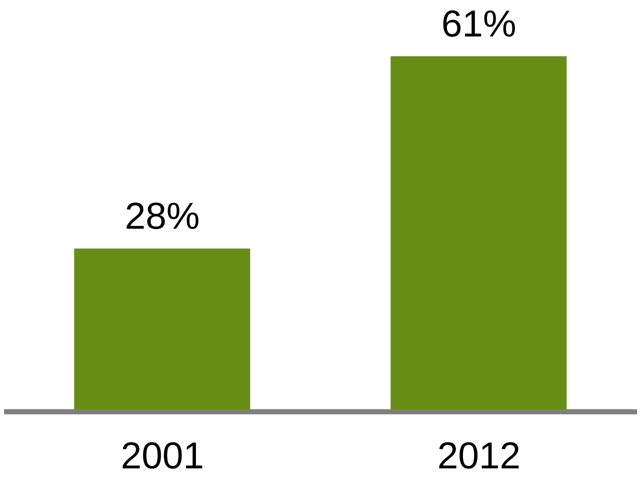
Source: SEEMA, C-GIDD, Internal SABMiller analysis as at September 2012

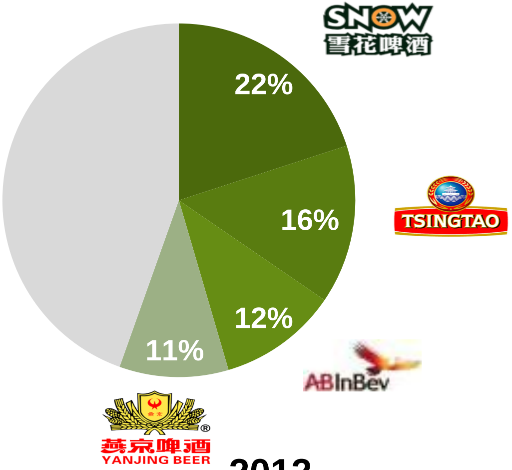
Significant consolidation

Top 4 players market share evolution



2001
Industry volume
223 m hl

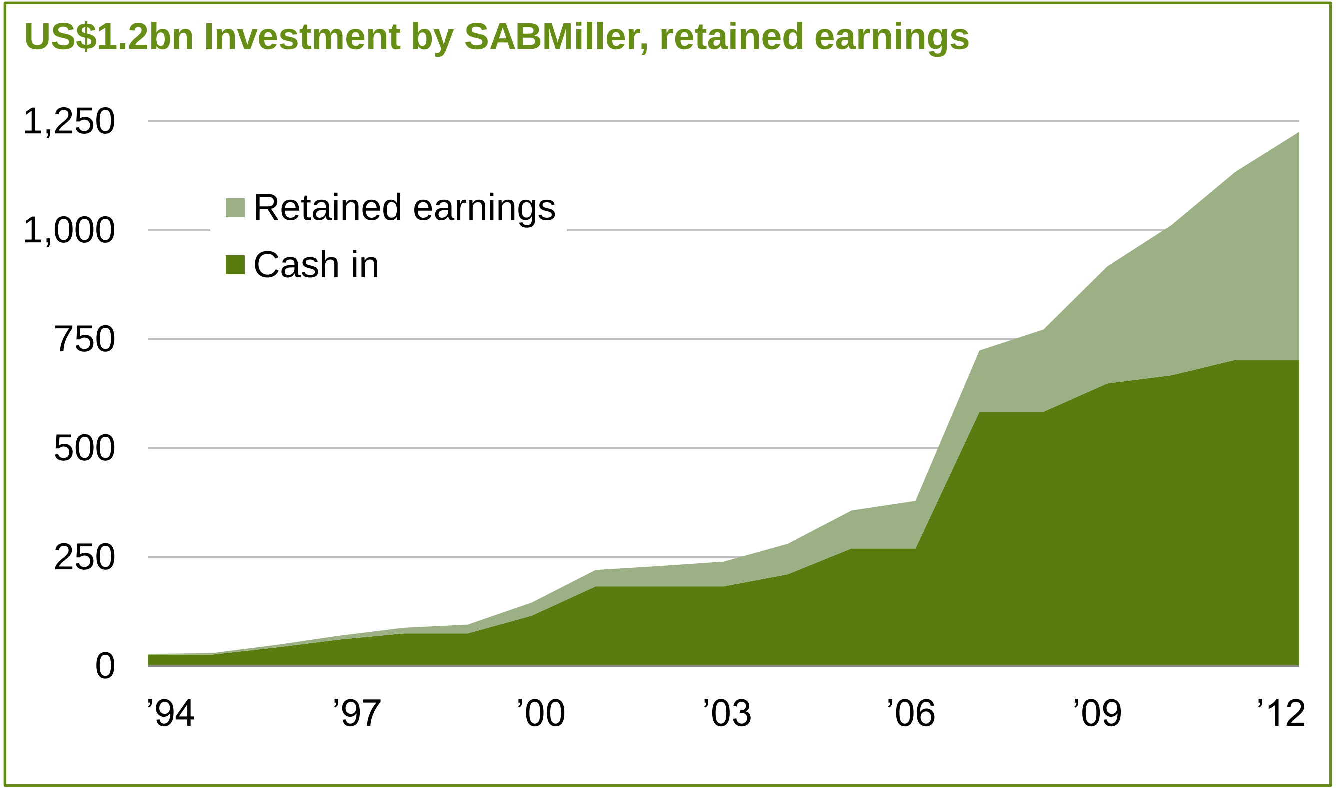




2012
Industry volume
486 m hl

Source: SEEMA, NBS at May 2013

Our joint venture evolution



1994
2 Breweries

2012
90 Breweries

CRSB strategy

雪花

Vision: To be the leading brewer in China

Profit Model: Scale benefit and brand premiumisation

Capacity Layout and M&A	Brand Name	Channels	Production	Premium Beer
■ National expansion ■ Minimise transport costs	■ Snow brand focus ■ Chinese culture elements	■ Build base markets through channel reform	■ Lean production ■ Cost control ■ Central procurement	■ Production capability ■ Sales capability ■ Distribution channels

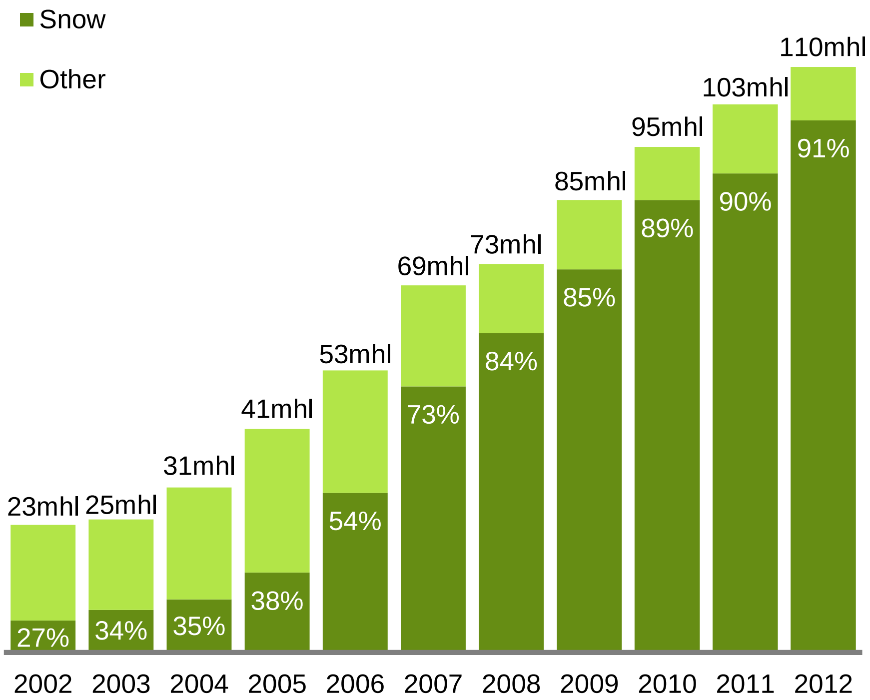
Organisational Capacity

Information Systems

Finance Optimisation

Risk Control

The building of Snow



Quality focus and brand evolution

Increasing focus on premuimisation

			Share of Snow%
Crystal Draft	SUPER PREMIUM		1
Snow Draft	PREMIUM		4
Brave the World	MEDIUM		33
Window	UPPER MAINSTREAM		27
Opera Mask	MAINSTREAM		35

Snow range by price and channel segment

		Primary Pack			
Price		Restaurants 500ml bottle	Night outlets 330ml bottle	Off trade 330ml cans	
¥15 US$2.44	Super Premium				*Crystal Draft*
¥10 US$1.63	Premium				*Snow Draft*
¥8 US$1.30	Medium				*Brave the World*
¥4 US$0.65	Upper mainstream				*Window*
¥3 US$0.49	Mainstream				*Opera Mask*

Source: SABMiller Internal; Price point collected in Beijing

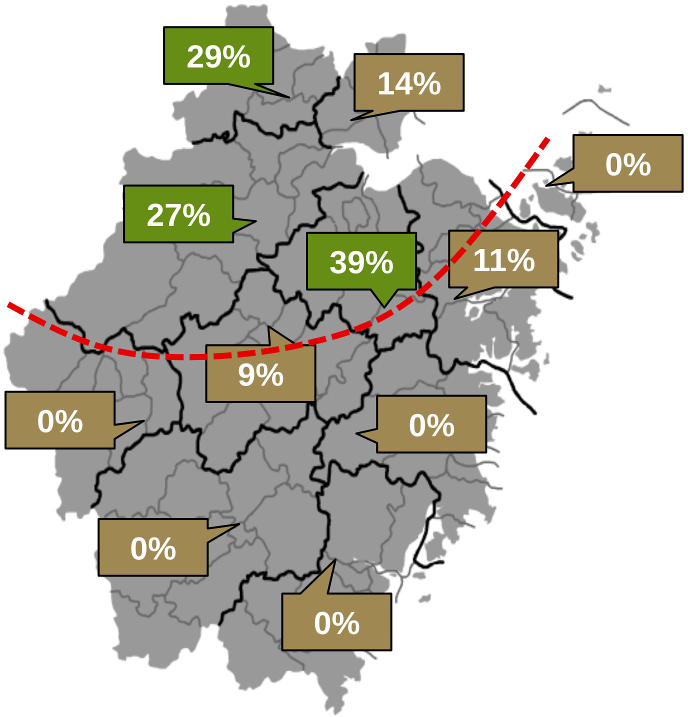
On-going premiumisation

Growth story in Zhejiang province – base market focus

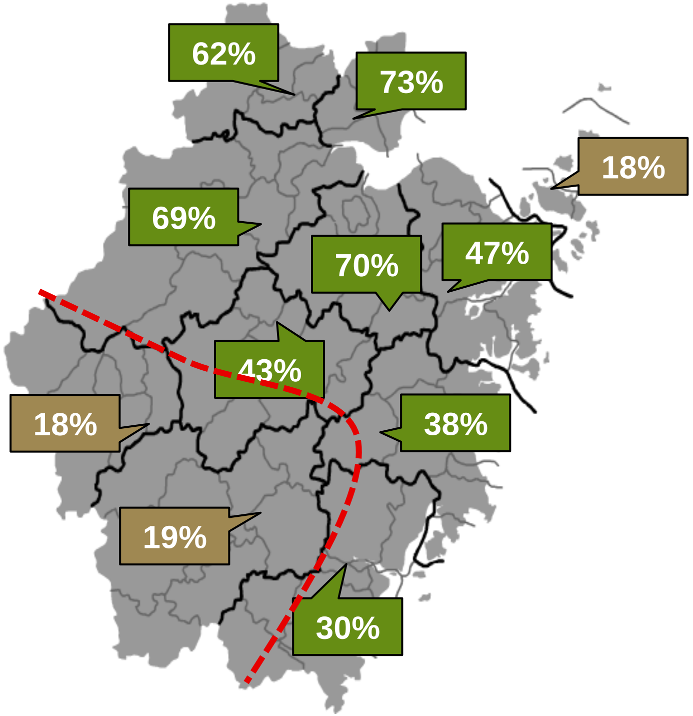
	2005		2011
Market share:	12%	→	45%
Province volume:	5mhl	→	12mhl

Growth story in Zhejiang – base market focus

In 2005



In 2011



- **Rationalisation of variants**
- **Focus on 5 national Snow variants**
- **Increase in price and development of premium**
- **Geographic focus**
- **Channel reform**

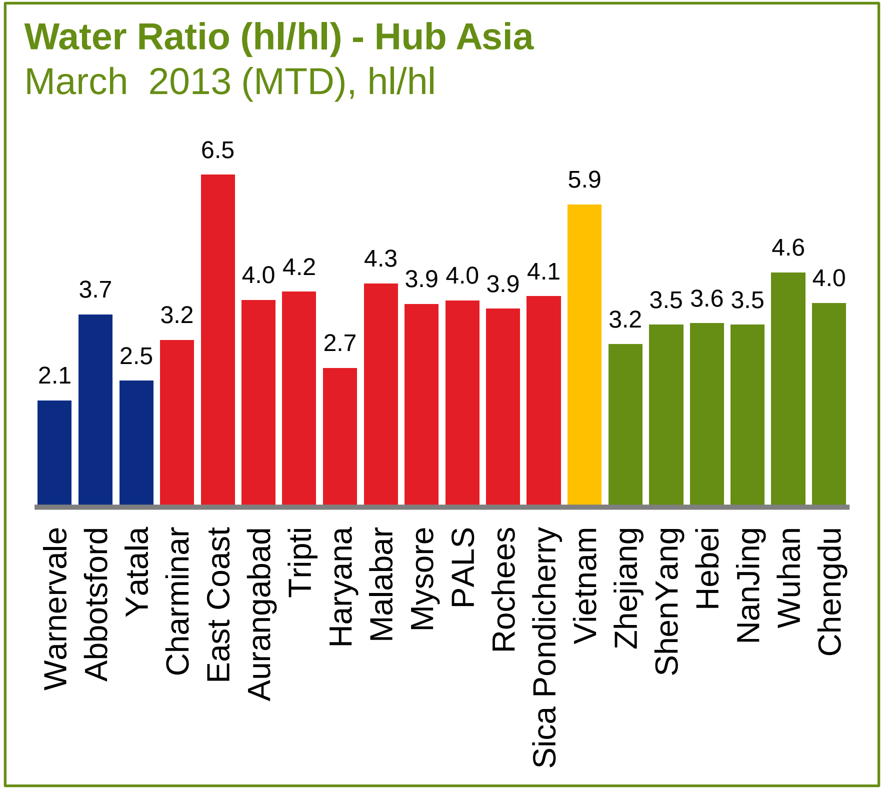
Base Market | **Non-base Market**

Route to market enhancement

- Robust channel segmentation:
  - Ensures brand/pack availability in correct channels and price tiers
  - Facilitates execution and tailored service packages
  - Enables appropriate investment in each channel
- Delivering the following benefits:
  - Retail price compliance
  - Value chain management
  - Channel advocacy
  - Efficient management of returnable bottle system

Supply development

- Technical Key Performance Indicators
  - 14 breweries
- Quality Assurance
  - Snow Draught included in SABMiller global quality assurance programme…
  - Great results
- Procurement Collaboration
  - Joint sourcing and resultant procurement of filtration / brewing materials
  - SABMiller sourcing some capex from China
- Lean Manufacturing
  - CRSB lean manufacturing
  - Packaging and pack quality
- Water utilisation
  - Some of the best in the group



Financial performance

- Investment for growth
  - Premium brand development
  - Strengthening our existing positions
  - New geographies

Income statement (100% of CRSB)

US$ millions	F11	F12	F13	CAGR
Volume (mhl)	95	103	110	8%
Group Revenue	2,876	3,544	3,736	14%
EBITA	228	251	300	15%

Source: SABM internal

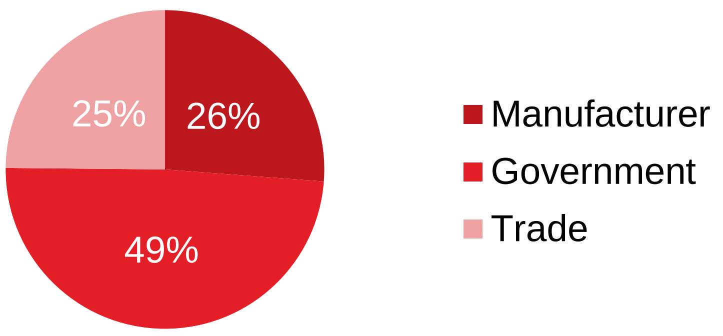
Video: Humor Wang Qun, Managing Director CRSB

SABMiller plc
India

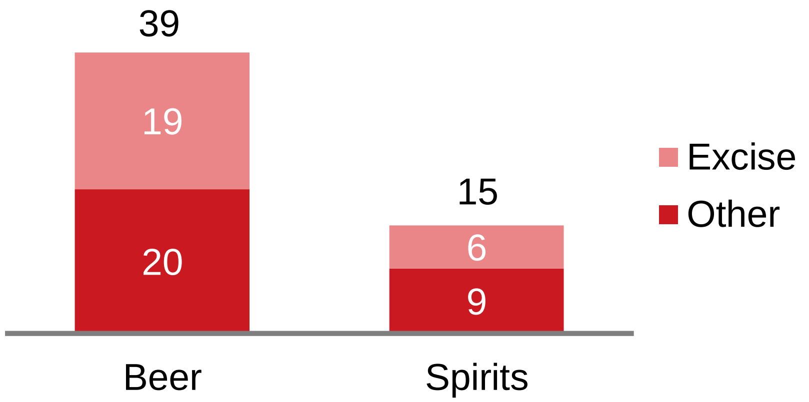
Beer has a relatively small share of alcohol

Relative affordability and value chain

Percentage of consumer price of beer



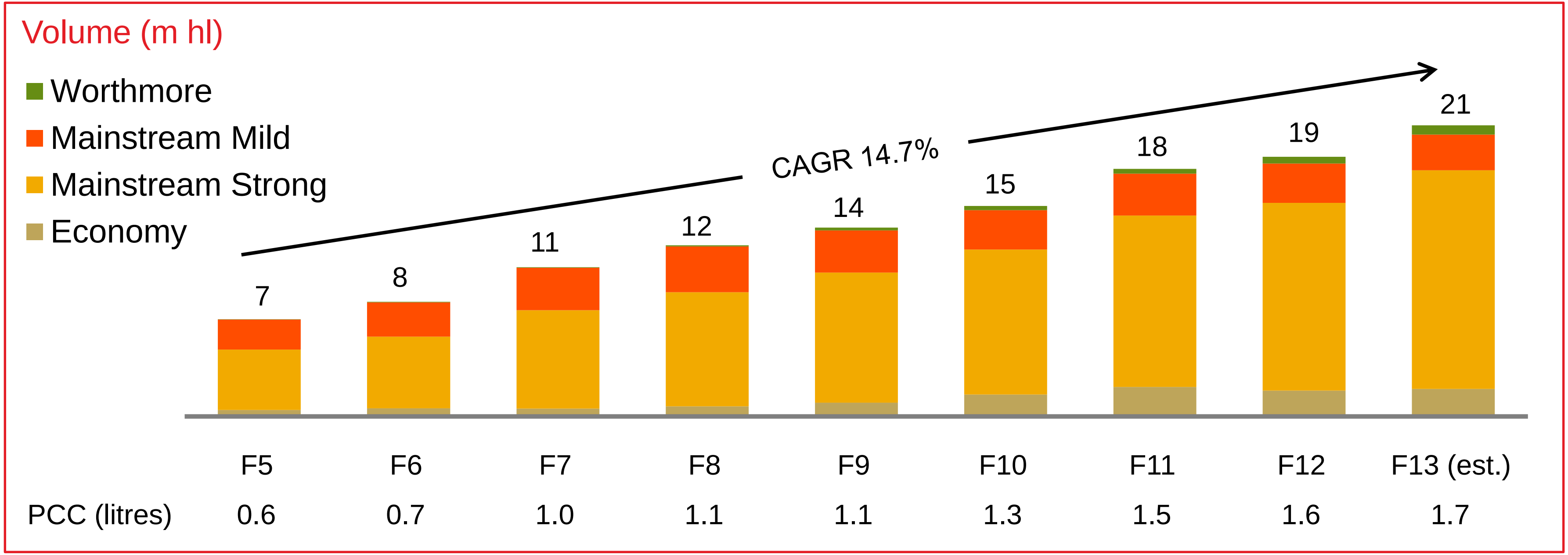
Relative affordability - $/LAE: Consumer price



- Alcohol controlled at a state levels
- 35 separate excise regimes

Industry growth remains robust

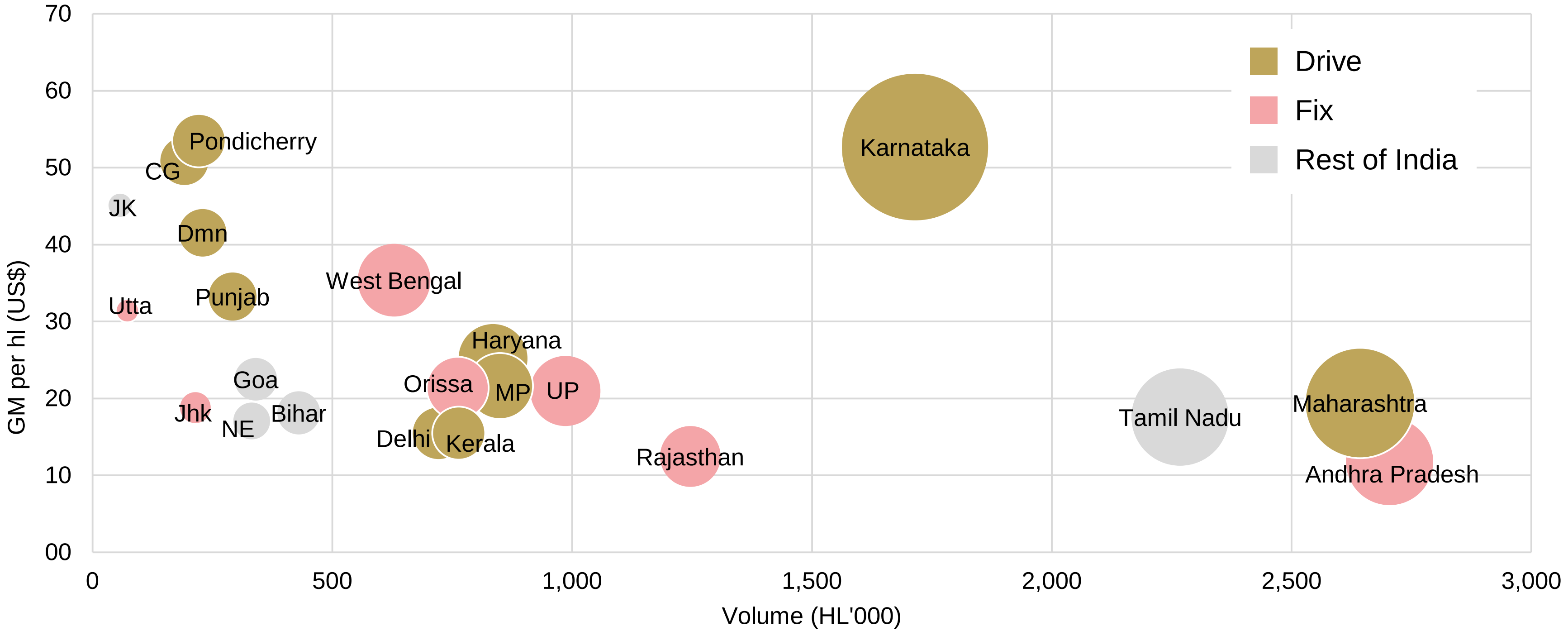
SAB MILLER INDIA



- Beer classification by alcohol strength and price
- Per capita consumption remains very low

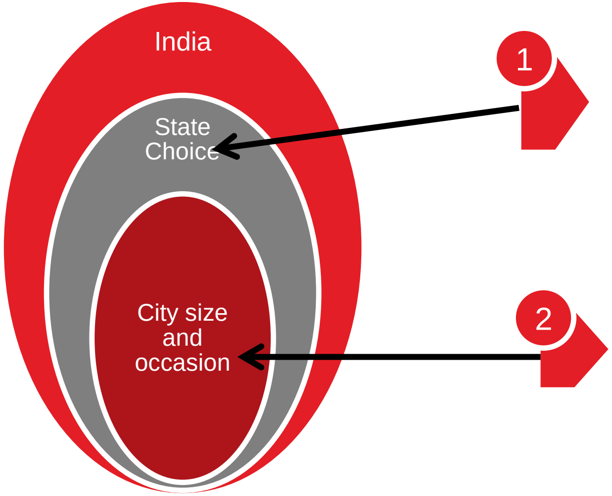
State is the key determinant of profitability

Industry profit pool by state



Strategic focus

Segmentation lead portfolio development



Informed by profit pool analysis and our ability to win

Informed by segmentation / channel strategy

2nd largest brand
13% share
Mainstream

3rd largest brand
8% share
Mainstream

2% share
Upper mainstream

Two state brand
Mainstream

Focused innovation agenda

PET 1lt & 1.5lt

250ml

Affordable Draught

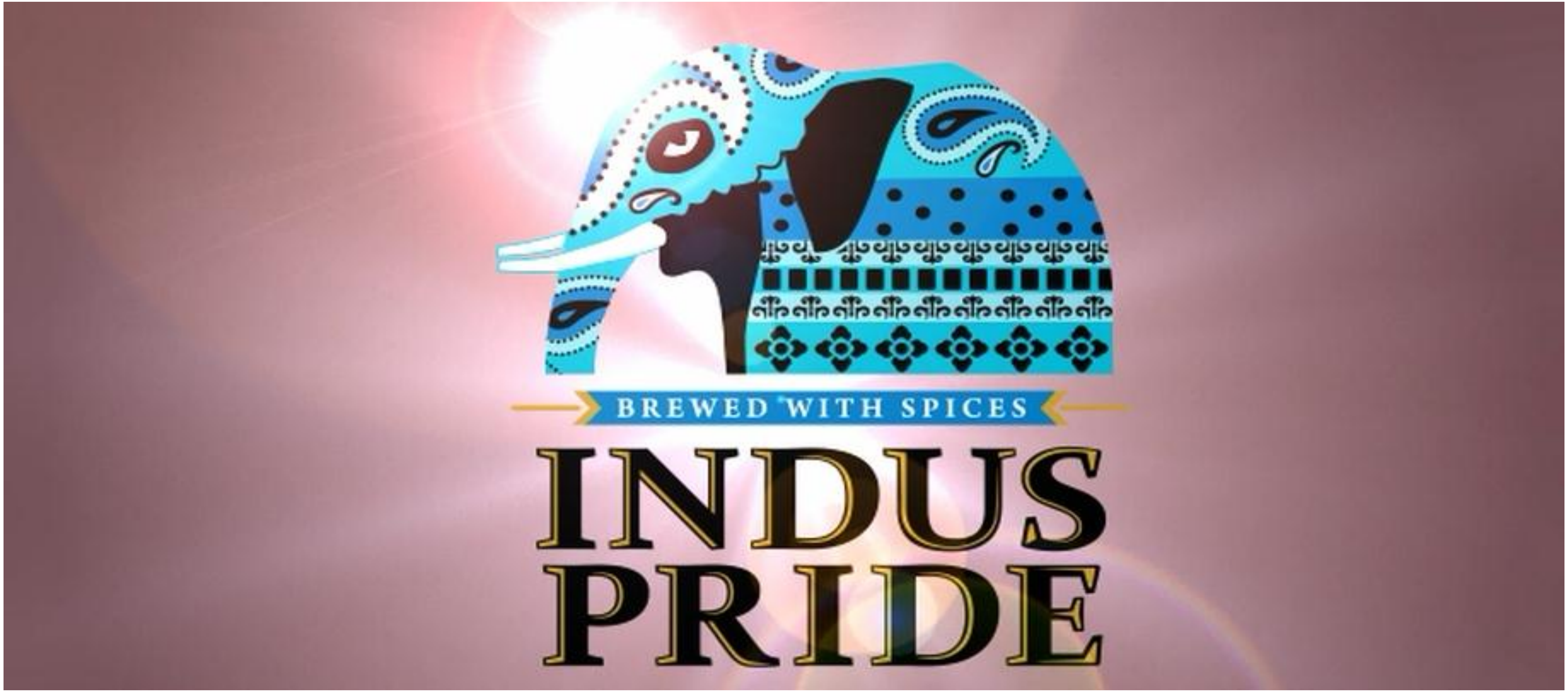
Thermo Chromatic

Strong variants

Positioning the portfolio for future growth

- From a one brand play to a portfolio of premium brands and packs
  - Peroni - *Italian style applied to beer*
  - Indus Pride - *Pride in origin*
  - Miller High Life - *An icon of the American way of life*

Video: Indus Pride



Differentiated and targeted portfolio

SAB MILLER INDIA

	Student	Metros (Cities with populations of >4m)			Cities with pop of 1m-4m	Cities with pop of 500k-1m	Cities with pop of less than 500k	
		Friends	Partner/ Family	Family at Home			21-34	35-50

Bars & Restaurants	Alone	
	With Others	Upmarket
		Not Upmarket
Informal Wine, Other - On trade		
Wine shop & Others - Off trade	Less than 30 minutes	
	More than 30 minutes	Veg/no food
		Non-veg
Own House	Alone	Non-Veg
		Veg/No food
	With others	
Others Home		

SABMiller plc

Australia

Transformation priorities

- Back to beer basics
  - Focus on beer fundamentals
  - Fewer, bigger, better activation
  - Developing winning portfolio
  - Customer at the business core
  - Leveraging SABMiller Ways
- High performance culture
  - Goal cascading and accountability
  - Invest to build capability
  - Career opportunities
  - Adopted SABMiller Values

FOSTER'S GROUP LTD | CARLTON UNITED BREWERS

Carlton & United Breweries

Video: The SABMiller Ways






Integration update – supply overview

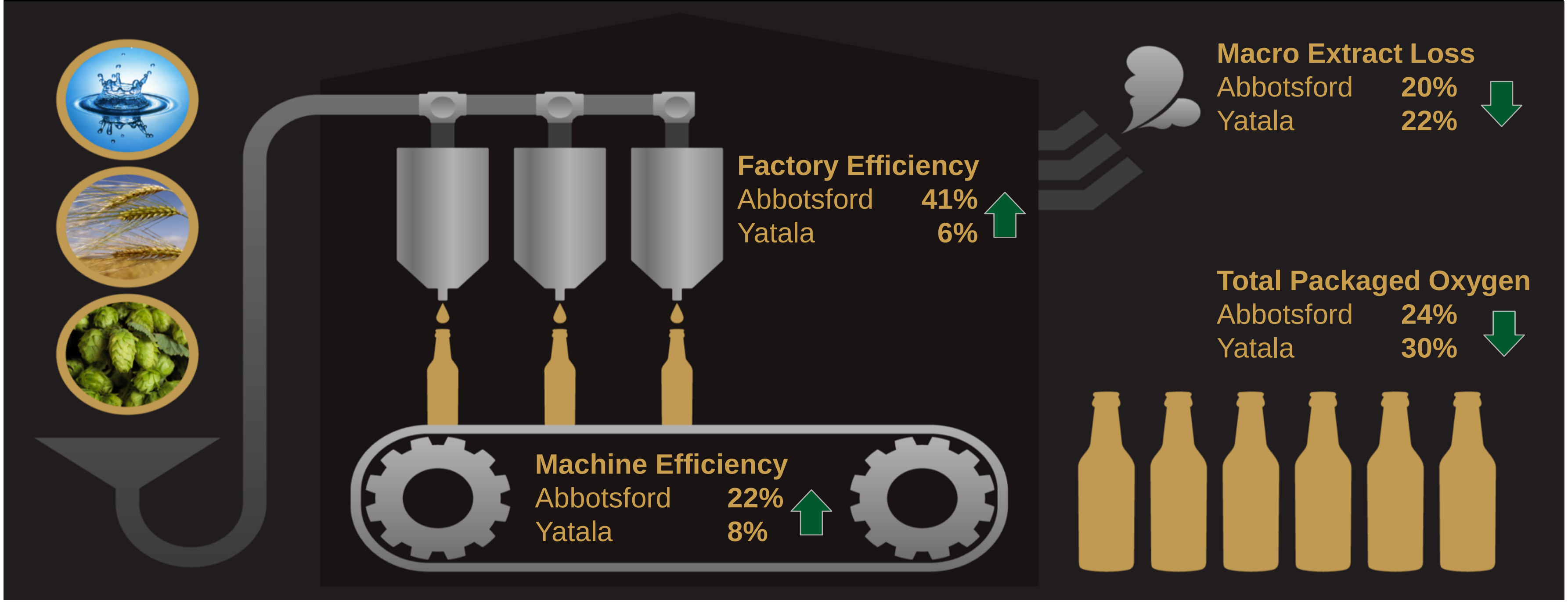
- Uncompromising product quality
- Optimised supply cost
- Integrated global procurement capability
- Grid and route to market optimisation
- Flexible and responsive supply chain
- Embed the manufacturing way

manufacturing way
CARLTON & UNITED BREWERIES
"Building pride in excellence"

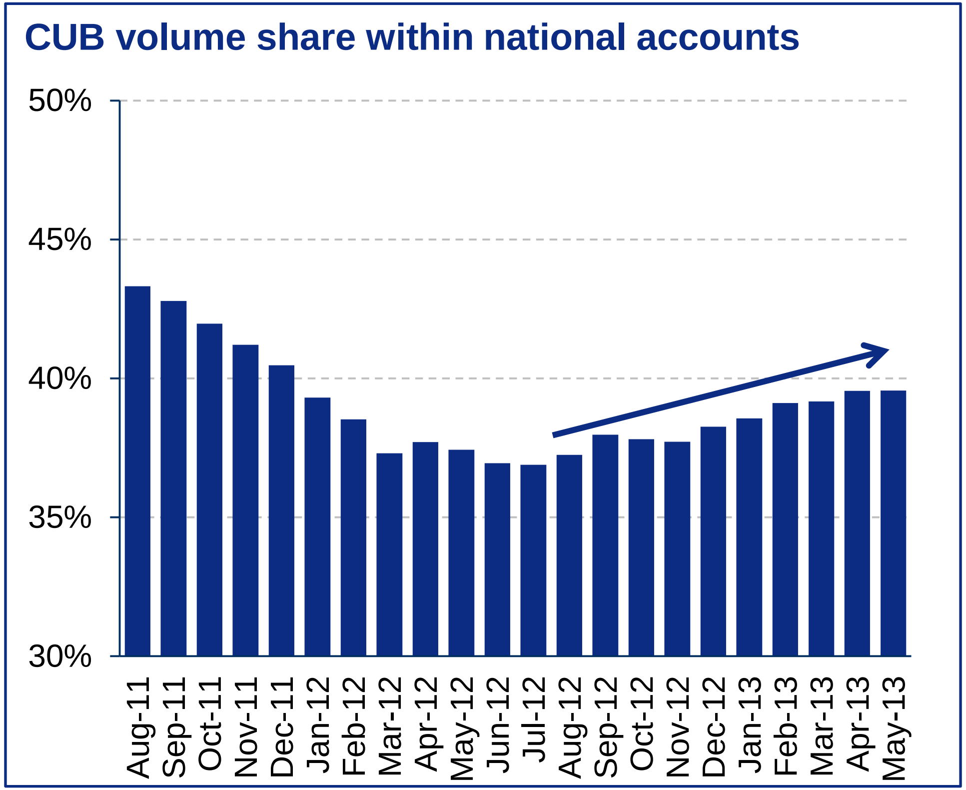
Encouraging early results

Total Programme: $90m cost synergies delivered to date

Brewing Process Improvements



Improving key customer relationships



- Historically transactional and confrontational
- Relationship recalibration
- Terms renegotiation
- Joint business planning
- 6 Month activity plans

Australian beer category

	Total volume 18m hL	Indicative segment price Index
Craft	3%	140+
Premium	22%	110-130
Contemporary	19%	100-120
Classic	35%	80-100
Mid Strength Alcohol	18%	~80
Light Alcohol	4%	~80

Key CUB brands (incl. cider)

Source: Australian Bureau of Statistics, AC Nielsen

Commercial execution overview

Category strategy

Category growth drivers

- Bloke Time
- Women Matter
- Good Company
- Food Connection
- Embrace Moderation

Winning portfolio

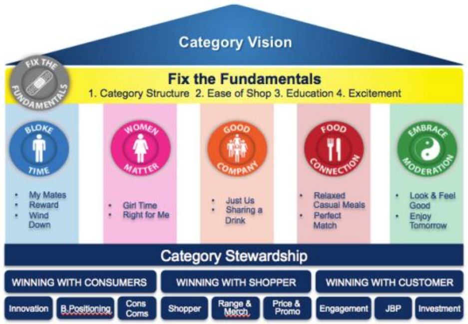
Restore the core	Immediate growth	Future growth
VB, Crown, Pure Blonde, Carlton Mid, Carlton Draught, Carlton Dry	Peroni Nastro Azzurro, Miller Genuine Draft, Grolsch, Bulmers Original Cider, Strongbow Genuine Apple Cider, Kopparberg Premium Cider	Matilda Bay Brewing Company, Cascade Brewery Co

Innovation pipeline

Channel management and route to market

Channel management and route to market

Strategy



Go-to-market framework

Execution, tracking & capability building

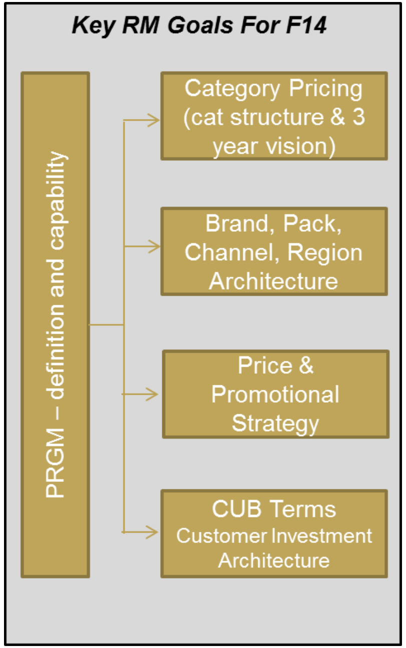
Go-to-market framework

- Sales force
  - Field force optimisation
  - Key account management
  - Premium team
- Customer call centre
  - Outbound
  - Direct order taking
- Optimise distribution service

MERCHANTS
OF THE WORLD'S FINEST BEER & CIDER
THE BEER COLLECTIVE
A DIVISION OF CARLTON & UNITED BREWERIES

Go-to-market framework

- Profitable revenue growth management
  - Category pricing vision
  - Refined customer investment architecture
  - Brand & pack promotional efficiency
  - Packaging opportunities to enhance mix



Go-to-market framework

- Customer marketing
  - Shopper insights
  - Integrated approach to brand execution
  - Channel based executional standards
  - In-store “picture of success”
  - Measure and manage

Improved retail execution

Improved retail execution

Category strategy

Focus on 'fixing the fundamentals'

Poor Category Execution

Fix the Fundamentals

1. Ease of Shop
2. Education
3. Excitement
4. Category Structure

1. Category structure

2. Ease of shop

Range **Space** **Navigation**

"When I can find what I want quickly, I'm more likely to browse"

3. Education


DISCOVER THE WORLD OF BEER
TASTE REAL CRAFT
A FULL, CRISP, AROMATIC LAGER
NOTHING ARTIFICIAL
TASTE PROFILE
BITTERNESS:
SWEETNESS:
BODY:
TASTING NOTES
STEP INTO A COOLER WORLD OF BEER
CLASSIC BEERS
MID STRENGTH BEERS
LIGHT BEERS
MAKE YOUR OWN 6 PACK
PURE BLONDE
PREMIUM
PURE BLONDE
PREMIUM
Bitterness:
Sweetness:
Body:
Craft BEERS
Discover a fresh new taste
Pick & Mix from
STRONGBOW
Craft BEERS
Pick & Mix from
Craft BEERS
Pick & Mix from

4. Excitement

MillerCoors

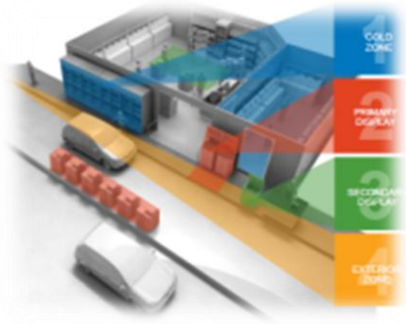
Plzeňský Prazdroj

Birra
PERONI
dal 1846

URSUS Breweries

Category aligned initiatives (test, learn, scale)

Off-premise



Execution Standards

In-store Navigation

Shopper Education

On-premise

Tank Beer

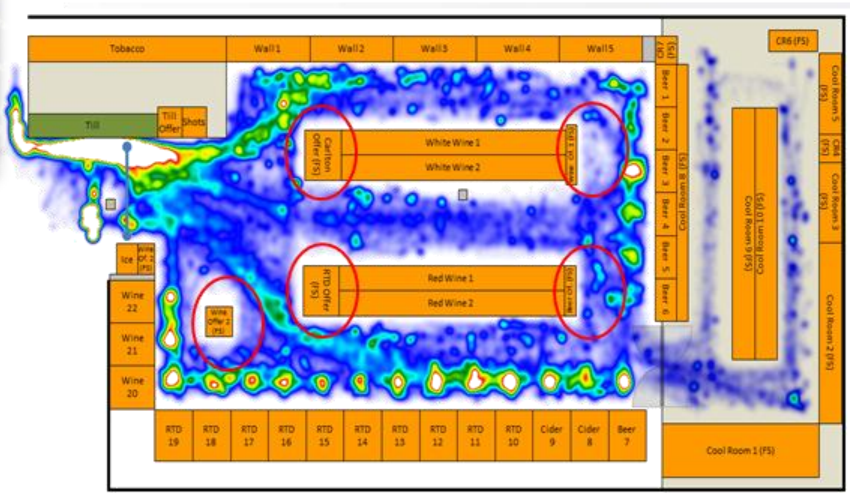
Staff Education

Permanent POS

Category initiatives in action

Objectives to optimise :

- Conversion to purchase
- Store Layout
- Range



Progress :

- SKU count reduction: 46%
- Volume uplift: 6.5%
- Understanding of shopper

Shaping our long term channel strategy and targeted portfolio

CATEGORY GROWTH DRIVERS :

BLOKE TIME	WOMEN MATTER	GOOD COMPANY	FOOD CONNECTION	EMBRACE MODERATION
Release & rejuvenation with my mates	**Embrace unisex market, female friendly**	**Bonding in mixed gender occasions**	**Connect with contemporary culinary Australia**	**Desire for control and moderation**
Pubs & Clubs Big Box & Drive Thru	Bottleshops RECA	Bottleshops Pubs & Nightclubs	RECA & Pubs Big Box	Drive Thru RECA & Clubs

Consumers

Males
35 - 44

Occasions

Big Family Night In

Large Dinner Party

Big Group Out

Channels

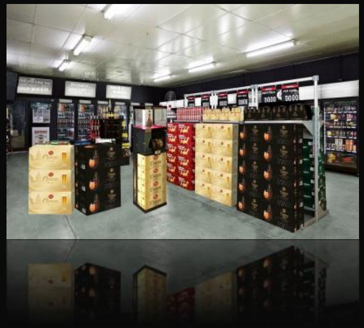
Grocery Attached

Big Box

RECA

Contemporary Bars

Strategy overview

PURPOSE	Crown Lager Celebrates Australia's Finest			
GOALS	Establish a motivating & compelling reason to believe	Embody contemporary premium values	Build emotional commitment	Win in-store with the right price & promo support year
ACTIVATION	**Liquid intrinsic**	**Packaging**	**Communication**	**Execution**
ACTIVITY				

Reinforce Australia’s finest beer

Australia's Finest

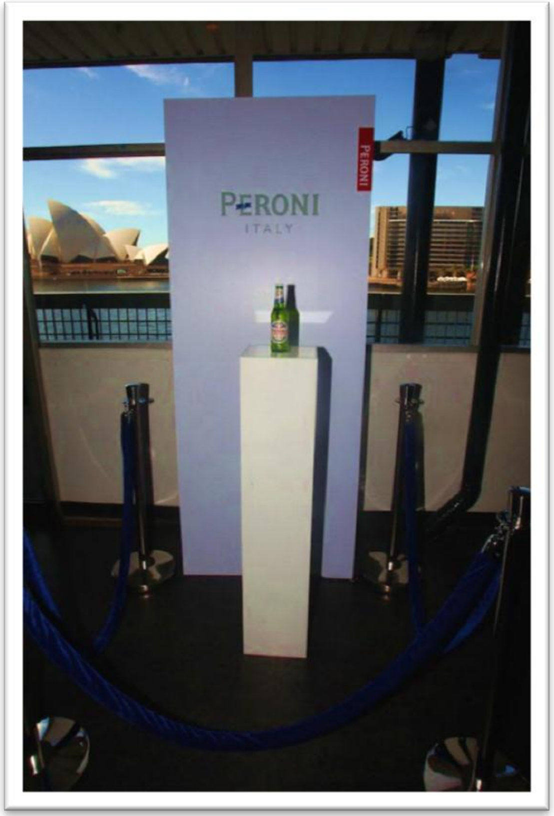
FIRST CHOICE OF
THE HOP HARVEST

THREE HAND SELECTED
BARLEY FARMERS

Australia’s finest packaging

Off premise execution

Peroni Nastro Azzurro



- Controlled distribution and deliberate execution
- On-premise focus

+33% Vol
+47% Val

Peroni Leggera

- Only premium international mid-strength in the category
- Now in draught

Miller Genuine Draft

- Leverage global marketing positioning and material
- Introduction of draught

+35% Vol
+67% Val

#1 On-Premise Cider in Australia with over 3,000 Draught distributions

#2 Premium Cider across both Pack & Draught

+13% Vol
+16% Val

Carlton brand franchise

CARLTON SINCE 1864

Brewery Endorser

CARLTON DRY

Contemporary (19% of beer)
Brand Share :20%/No.1
Consumer Target: 18-24 males

CARLTON DRAUGHT

Classic (35% of beer)
Brand Share of Classic:19%/No.2
Consumer Target: 25-54 males

CARLTON MID

Mid-strength (18% of beer)
Brand Share of Mid:17%/No.2
Consumer Target: 45+ yo Males

Carlton Mid finds ingenious ways for you to spend more time with your mates

Consumers

Males
45+

Occasions

Large group / BBQ

Home Alone with Partner

Channels

Bottleshop

Pub/Beer Garden

Drive Thru

Brew quality

Australian International Beer Awards

June 2013

Carlton Mid won:

- Best Reduced Alcohol Beer
- Best Reduced Alcohol Packaged Lager

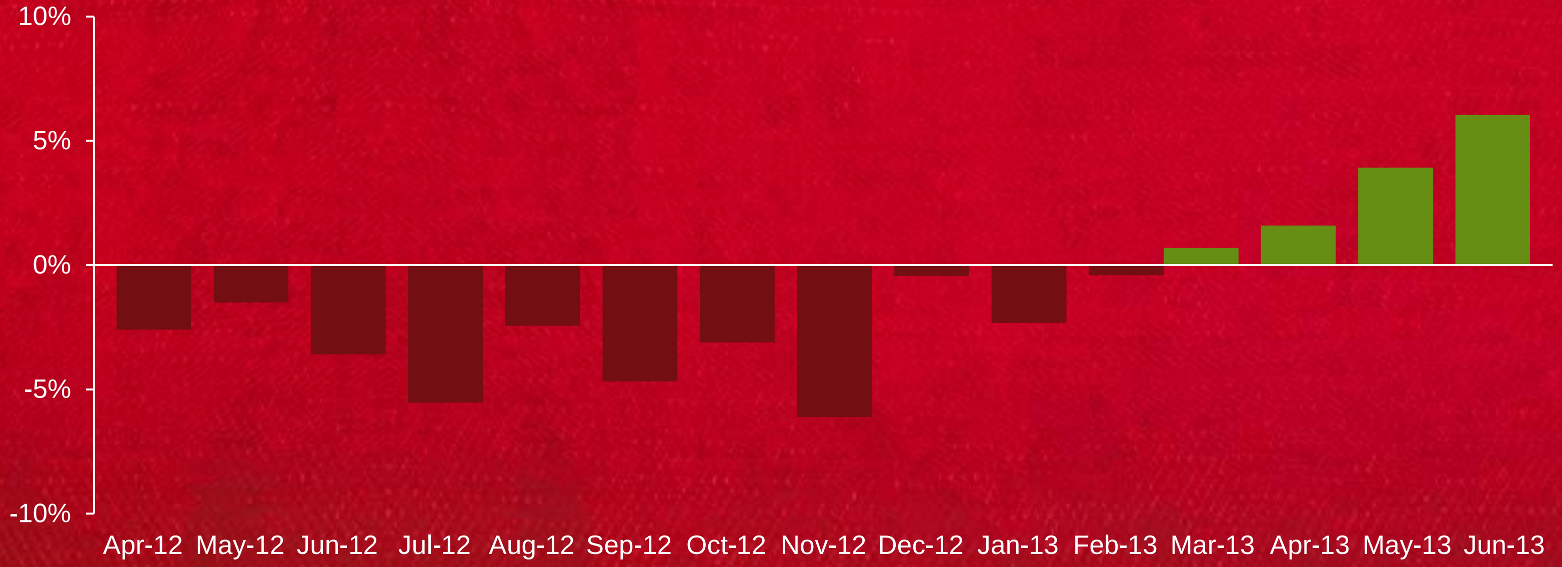
Elements of the strategy

PURPOSE	Carlton Mid finds ingenious ways for you to spend more time with your mates.	
GOALS	To increase brand awareness nationally	To build strong emotional connection nationally
GROWTH DRIVER	**One Day International Cricket – national activation platform**	**“Stay a little longer” campaign and execution**
ACTIVITY		

Video: 'Stay a little longer' TV Commercials

Delivering the results

Carlton Mid volume growth vs. Previous Year



CARLTON DRY

Vol up +20%

Val up +31%

Consumers

Males
LDAC - 24

- Specific portfolio role
- Positioning resonates strongly
- Use of next generation media and marketing mix
- Action sports activation

- Fastest growing top 10 brand
- No 1 in contemporary segment
- Growing in every state

CARLTON DRY

Carlton Dry welcomes unexpected possibilities

Consumers

Males
LDAC - 24

Occasions

Big group home/ BBQ

Big Group Out

Channels

Grocery Attached

Drive Thru

Pubs / clubs

SAY Hello TO GOOD TIMES

AND SAY GOODBYE TO BORING

Hello BEER

The digital revolution

- TV consumption for 18 -24 males - 30% to 18% since 2005
- Internet - 25% to 70% since 2005
- 66% use the internet and TV simultaneously
- You Tube reaches 1.7m unique users (18 -24)
- Carlton Dry over-indexes against 18-24 than any other Australian beer

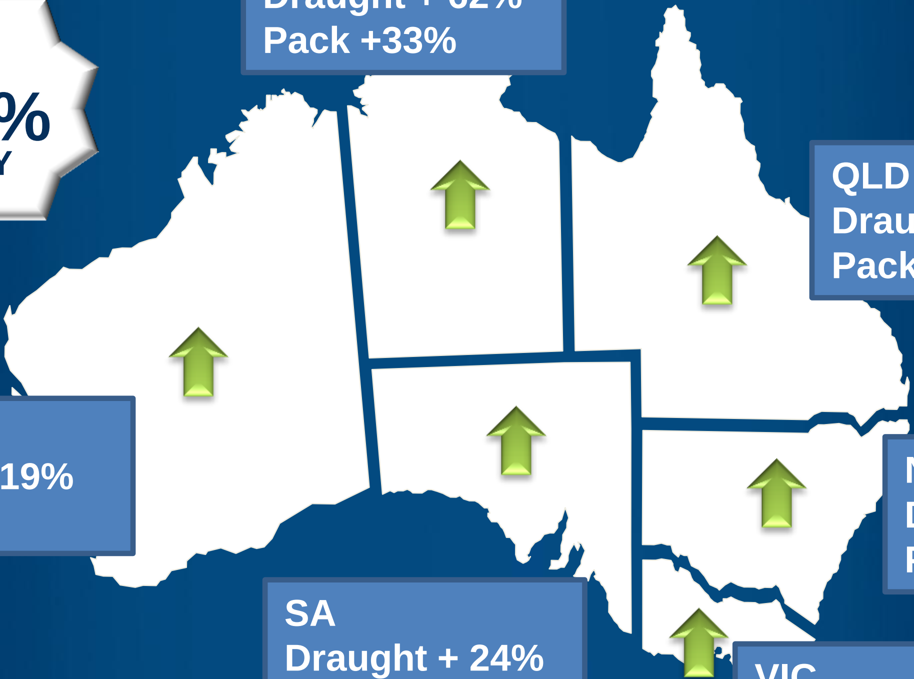
CARLTON DRY Strategy overview

PURPOSE	Carlton Dry welcomes unexpected possibilities		
GOALS	Build credibility with LDA -24 males	Leverage Action Sports & Music partnerships	Drive trial and conversion
GROWTH DRIVER	**“Hello Beer”**	**“Action Sport Activation”**	**“Music in the now”**
ACTIVITY	   	 SURF  FYVE SNOW  HONDA MOTO	   

CARLTON DRY Consistent & strong performance in F13

Vol
+20%
vs. PY

Val
+31%
vs. PY



NT
Draught + 62%
Pack +33%

QLD
Draught + 34%
Pack + 10%

WA
Draught + 19%
Pack + 4%

NSW
Draught + 36%
Pack + 14%

SA
Draught + 24%
Pack + 31%

VIC
Draught +45%
Pack +29%

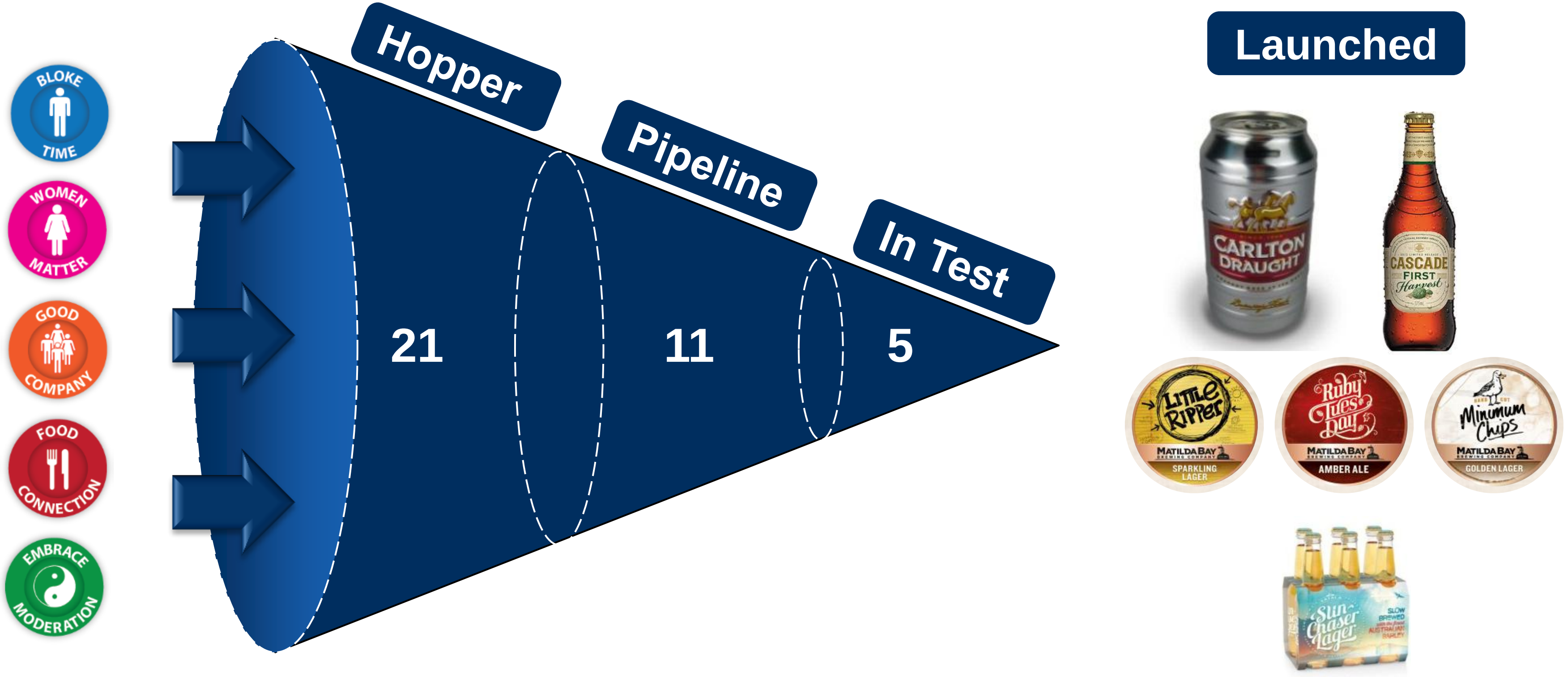
Looking ahead – Australia's first craft brewery

MATILDA BAY
BREWING COMPANY
ESTD 1984

Capitalise on the heritage of Australia’s Oldest Brewery

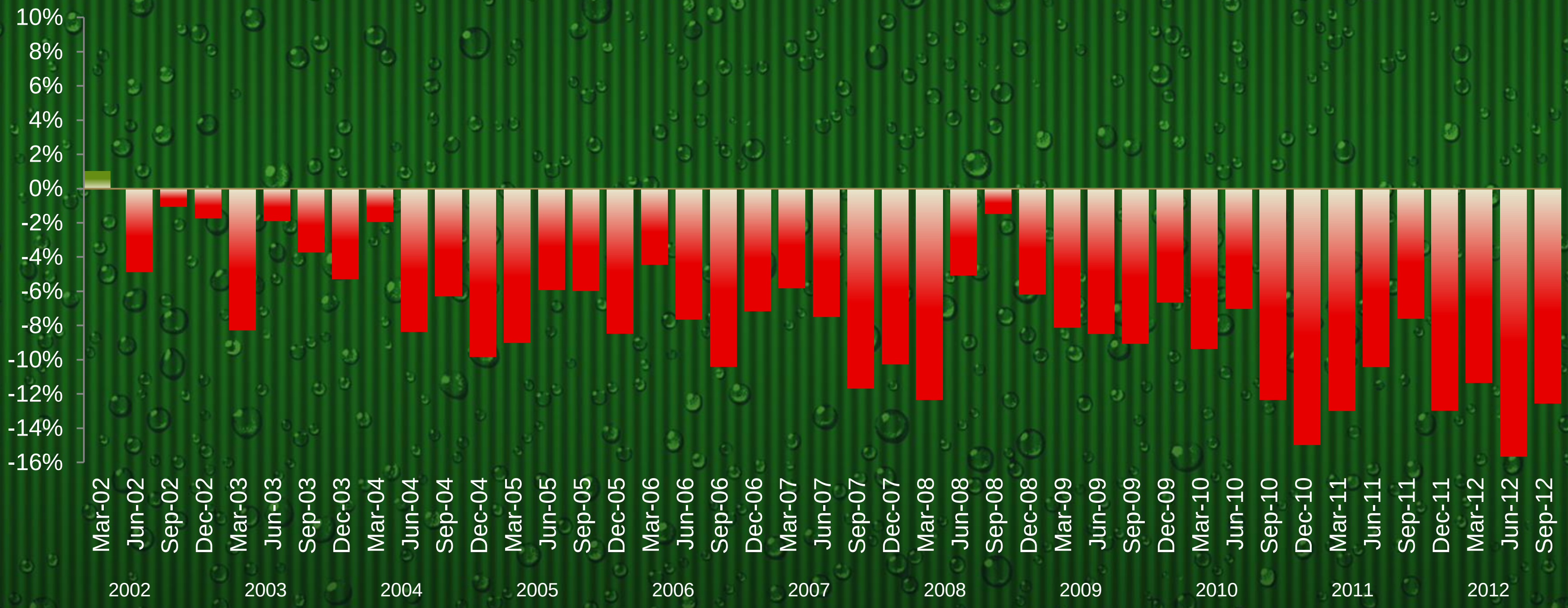
- Australian Cider category growing at +40%
- Kopparberg growing at 85% in Australia
- Kopparberg is the #1 Pear Cider in the world & the #1 fruit Cider in the UK

Strong innovation pipeline



Restore the core: Victoria Bitter in decline since 2002

Victoria Bitter volume growth vs. Previous Year



Back to basics

- Removed all preservatives, enzymes and reclaimed beer
- Reverted to original recipe
- Restored brand name and packaging
- National apology
- Mobilised entire organisation
- Launched consumer campaign: ‘For a hard earned thirst’

Video: VB 'Hands' Television Commercial

Leveraged partners and properties

Woolworths
the fresh food people

CRICKET
AUSTRALIA

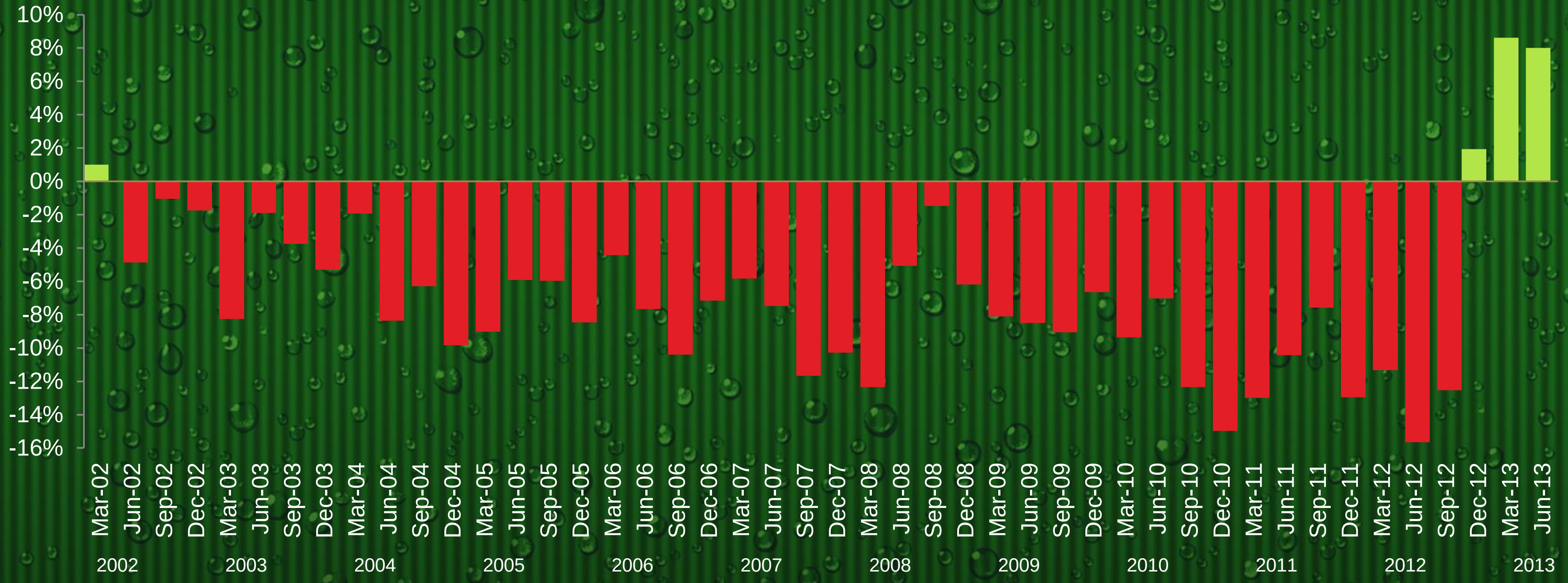
NRL

LEGACY

Video: Media coverage of VB restoration

Restore the core: Victoria Bitter back in growth

Victoria Bitter volume growth vs. Previous Year



Medium-term guidance for Asia-Pacific division

Medium term guidance	
Volume	5-8%
Revenue per hl	flat to slightly positive
MEBITA margin	20-40 basis points
Qualitative factors	
Volume	driven by China
Revenue per hl	3-5% per country off-set by country mix
MEBITA margin	driven by CUB with continued investment in China

SABMiller plc

Q&A

Asia Pacific

July 2013