



*SABMiller plc*  
*Preliminary results*  
*Year ended 31 March 2016*

Presented by  
Alan Clark, Chief Executive  
Domenic De Lorenzo, Chief Financial Officer



# *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 computer software) and exceptional items. EBITA 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 on an organic, constant currency basis.

# *Strong performance delivering on strategy*

- Underlying group NPR growth of 5%, with group NPR per hectolitre up 3%
  - Beverage volumes up 2%, with group lager volumes up 1%
  - Subsidiaries achieved 8% NPR growth with volumes up 5%
  - Increased H2 momentum, particularly in subsidiaries
  - Topline growth led by Africa and Latin America
- Strong profitability performance against FX headwinds
  - Currency headwind of 17% to reported group EBITA
  - Underlying EBITA growth of 8% and margin expansion of 60 bps
  - Adjusted constant currency EPS up 12%
- Full year dividend per share of 122 US cents, up 8% on prior year, with final dividend of 93.75 US cents per share payable on 12 August 2016.<sup>1</sup>

<sup>1</sup> AB InBev and SABMiller do not anticipate completion of the recommended acquisition prior to this date. The full year dividend and the final dividend are permitted dividends within the terms of SABMiller and AB InBev's joint Rule 2.7 announcement on 11 November 2015.



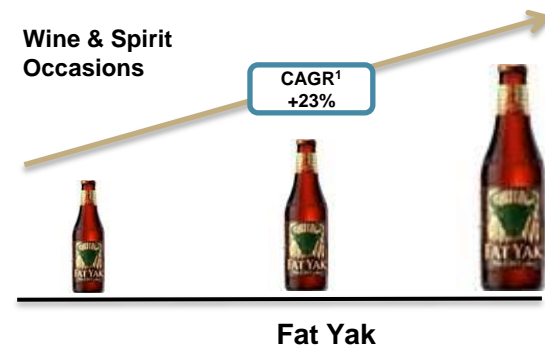
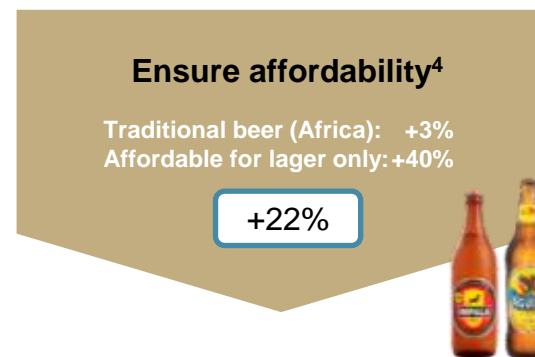
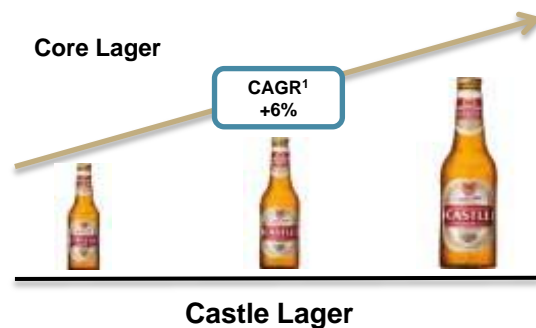
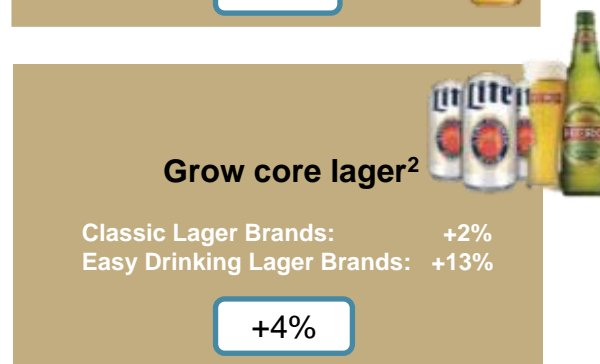
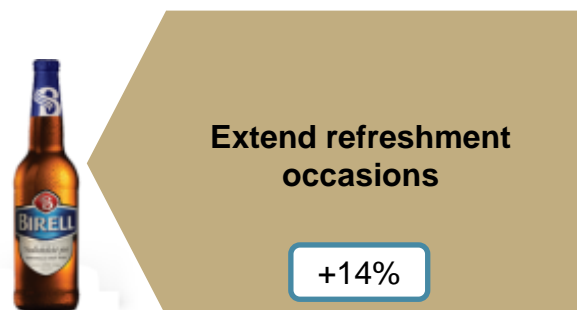
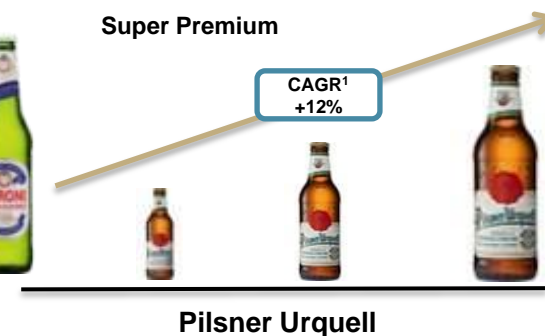
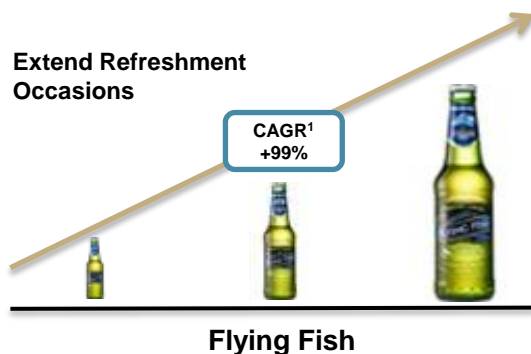
# *Recommended acquisition of SABMiller by AB InBev*

- Agreement on the terms of a recommended acquisition of SABMiller by AB InBev
  - Recommended cash offer of £44 per SABMiller share with partial share and cash alternative
  - Subject to certain conditions including regulatory approvals in a number of jurisdictions and shareholder approvals. Expected to complete in the second half of 2016
  - Reverse break fee of US\$3 billion payable to SABMiller in certain circumstances
- Upon acquisition of SABMiller, AB InBev has agreed the sale of:
  - SABMiller's 58% stake in MillerCoors to Molson Coors
  - SABMiller's 49% stake in China Resources Snow Breweries to China Resources Beer
  - Peroni, Grolsch, Meantime and their related business to Asahi



# Clear results from our key strategic priorities

## Key drivers in F16 subsidiaries' volumes growth v prior year



<sup>1</sup> CAGR covering a period from 2014 to 2016

<sup>2</sup> Core lager, excluding premium core lager brands

<sup>3</sup> Only wheat beer, ales and stouts

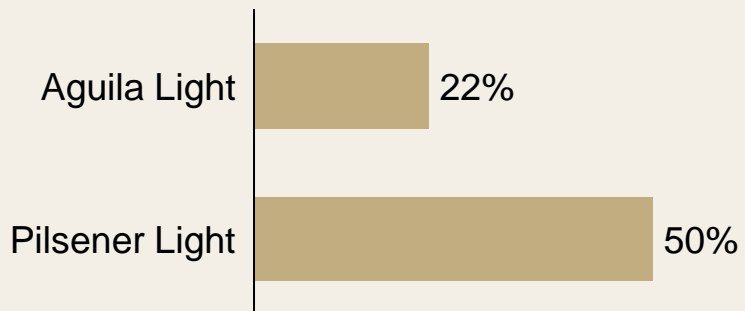
<sup>4</sup> Includes traditional beer and economy segment core lager (Africa only)

# Latin America

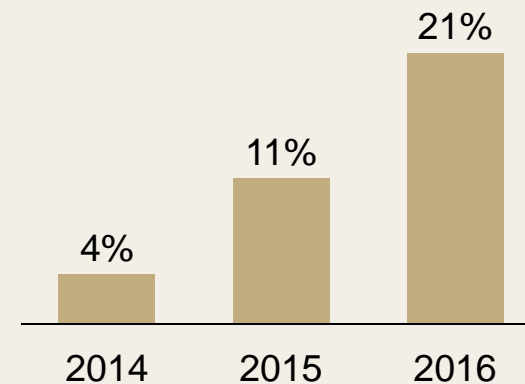
- Accelerated growth in volume, particularly in easy-drinking core lagers
  - Strong growth and LAE share gain in Colombia
  - Continued momentum of affordability initiatives in Honduras and El Salvador
- Further NPR per hl expansion
  - Continued improvement in our premium mix, with strong global brands performance
  - Selective pricing, including Peru
- EBITA margins constrained by transaction FX



**Easy drinking brands volume growth in the year**



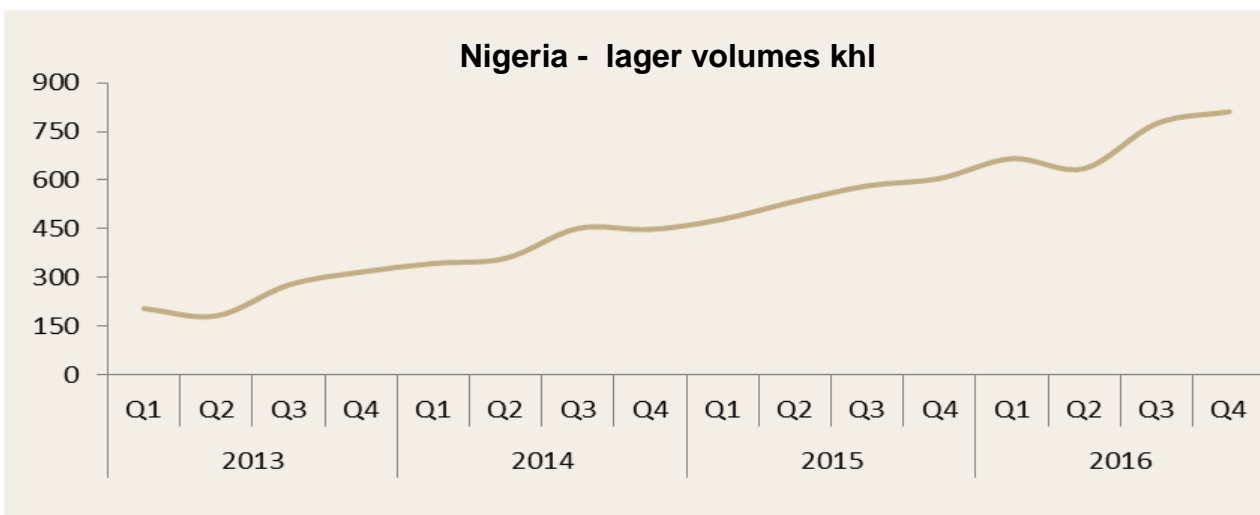
**Colombia - premium brands volume growth**



# Africa

- Subsidiaries' lager volume growth momentum
  - Despite economic volatility affecting consumers
  - Acceleration in affordable segment growth
  - Strong results in Nigeria, South Africa and other markets
- Good soft drinks volume momentum
  - Soft drinks pricing and profitability constrained
- Growth and cost management mitigated margin pressures

Growth v prior (%)	Group NPR	Beverage volume	Group NPR/ hl
South Africa	10	6	4
Rest of Africa (subsidiaries)	17	11	5
Associates	5	(1)	6
<b>Africa</b>	<b>11</b>	<b>6</b>	<b>4</b>



# Asia Pacific

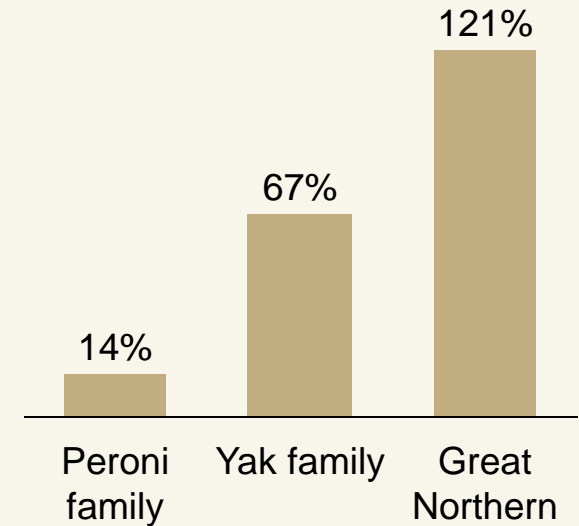
## Australia:

- CUB volume and market share growth
- NPR per hl up 3%
  - Premium lager volumes up 16%
  - Improved pricing
- Good profit growth, with higher margin
  - Price/mix improvement
  - Continuing cost optimisation

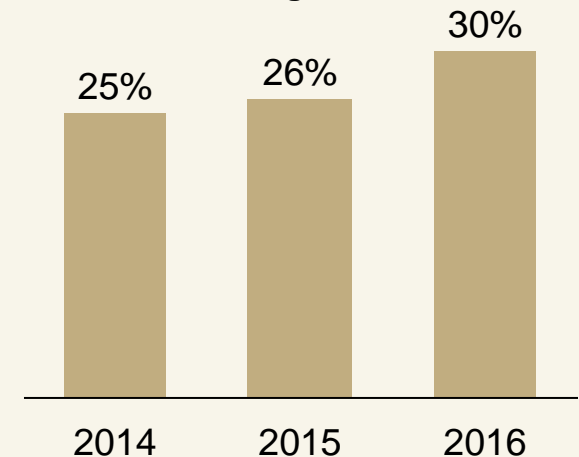
## China:

- Consumer beer demand remains soft
- Continued shift to one-way packaging and ongoing premiumisation

## Australia – premium brands volume growth



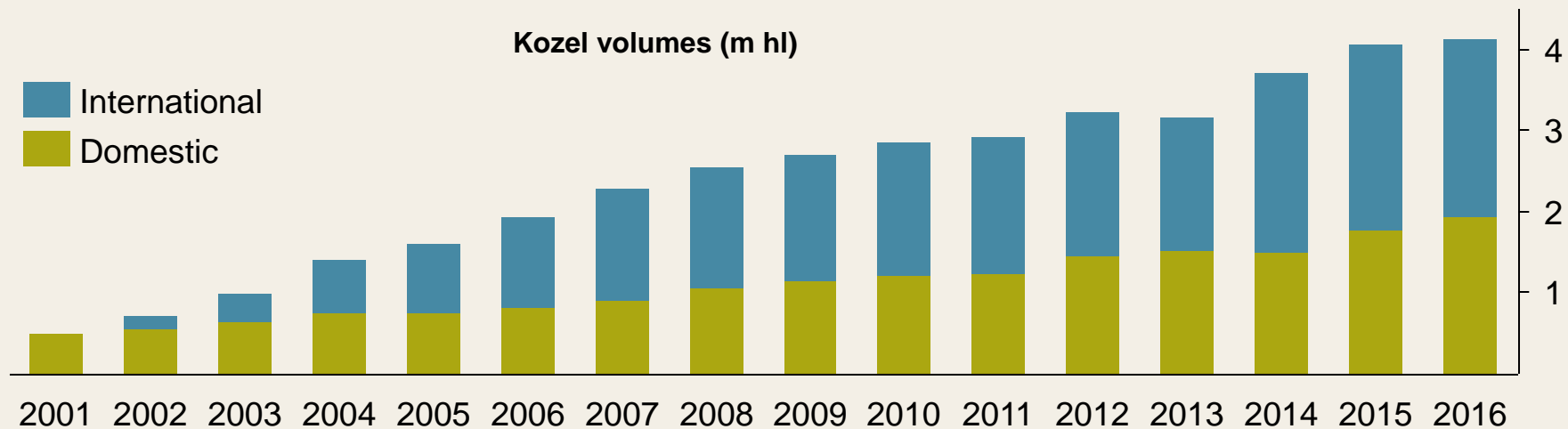
## Australia – premium brands share of lager volume





# Europe

- Underlying volume trend improvement by our subsidiaries
  - Marked improvement in Poland and Czech in H2
  - Continued strong performance in Western Europe and Romania
- Improved efficiency driving EBITA margin expansion
- Efes decline in an increasingly difficult operating environment

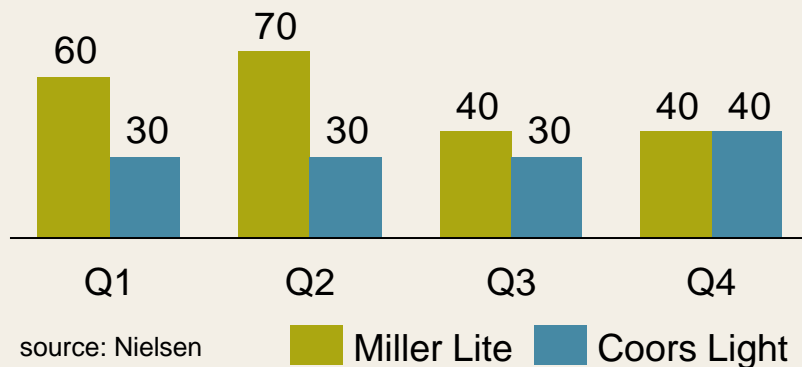


# North America

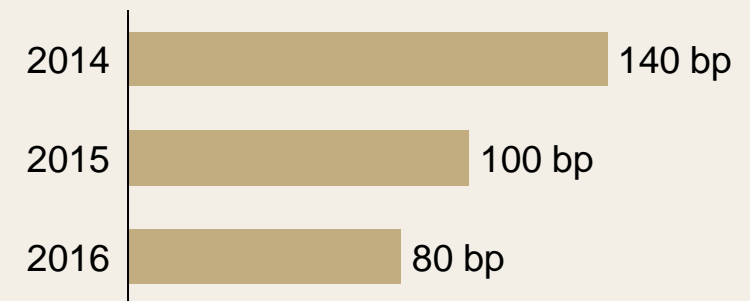
- MillerCoors' volumes fell primarily due to economy segment weakness
- Sustained improvement in premium light brand performances
- Redd's brand family in its third year of growth
- Continued growth of Blue Moon and Leinenkugel's
- NPR per hl up 1%, with softer pricing environment and slower mix gains
- Cost and efficiency management continues to drive EBITA margin expansion



**MillerCoors**  
2016 premium light segment gains bps

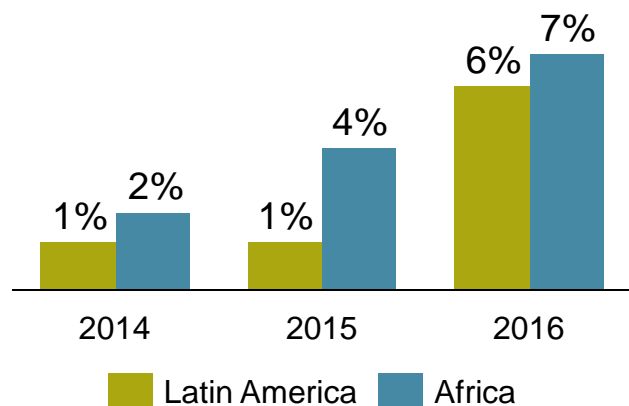


**MillerCoors**  
EBITA margin expansion

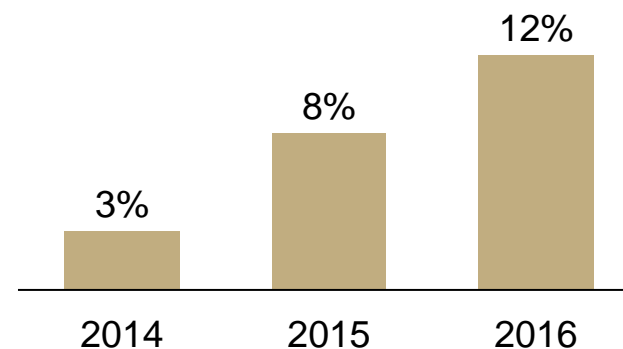


# *Superior sustainable long-term growth*

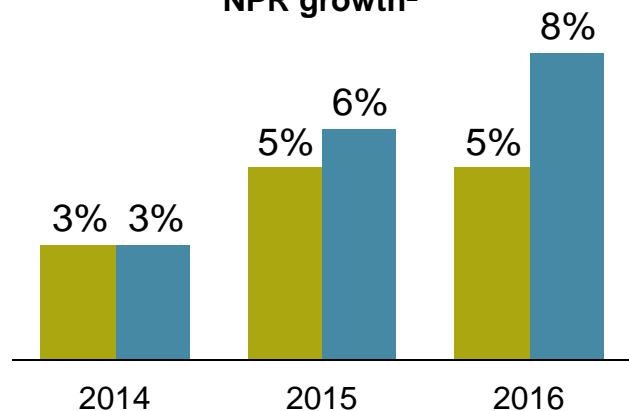
**Lager volume growth in  
Africa and Latin America subsidiaries**



**Subsidiaries' NPR premium brands growth<sup>1</sup>**

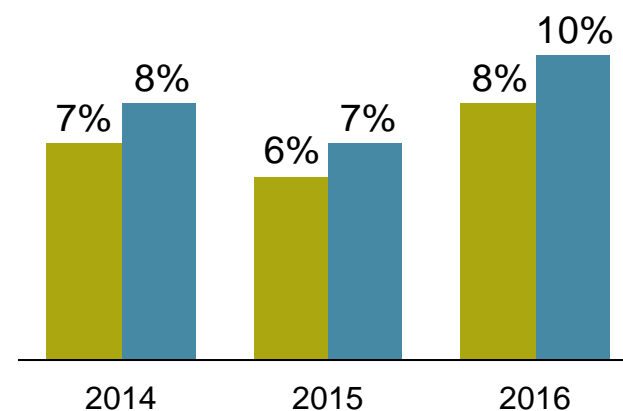


**NPR growth<sup>2</sup>**



**EBITA growth<sup>2</sup>**

■ Group  
■ Subsidiaries





## *Financial review*

Domenic De Lorenzo,  
Chief Financial Officer





# Our results reflect our focus on our strategic priorities

**1**  
Drive superior top-line growth through strengthening our brand portfolios and expanding the beer category

Subsidiary lager NPR growth	8%
Global brands NPR growth* <sup>1</sup>	13%
Premium brands NPR growth*	11%
Affordable segment volume growth* <sup>2</sup>	22%

**2**  
Build a globally integrated organisation to optimise resource, win in market and reduce costs

Group EBITA growth	8%
Group EBITA margin expansion	60bp
Cumulative cost & efficiency <sup>3</sup> savings	\$547m
Net working capital % NPR improvement	190bp

**3**  
Actively shape our global mix to drive a superior growth profile

Coca-Cola Beverages Africa transaction approved, with conditions, by the South African Competition Tribunal	
% of EBITA from developing markets	69%
Soft drinks volume growth	6%
Capex: proportion of spend in Africa & Latam	75%

<sup>1</sup>Global brands: on a subsidiary basis, excluding home markets

<sup>2</sup>Includes traditional beer and Economy segment core lager in Africa

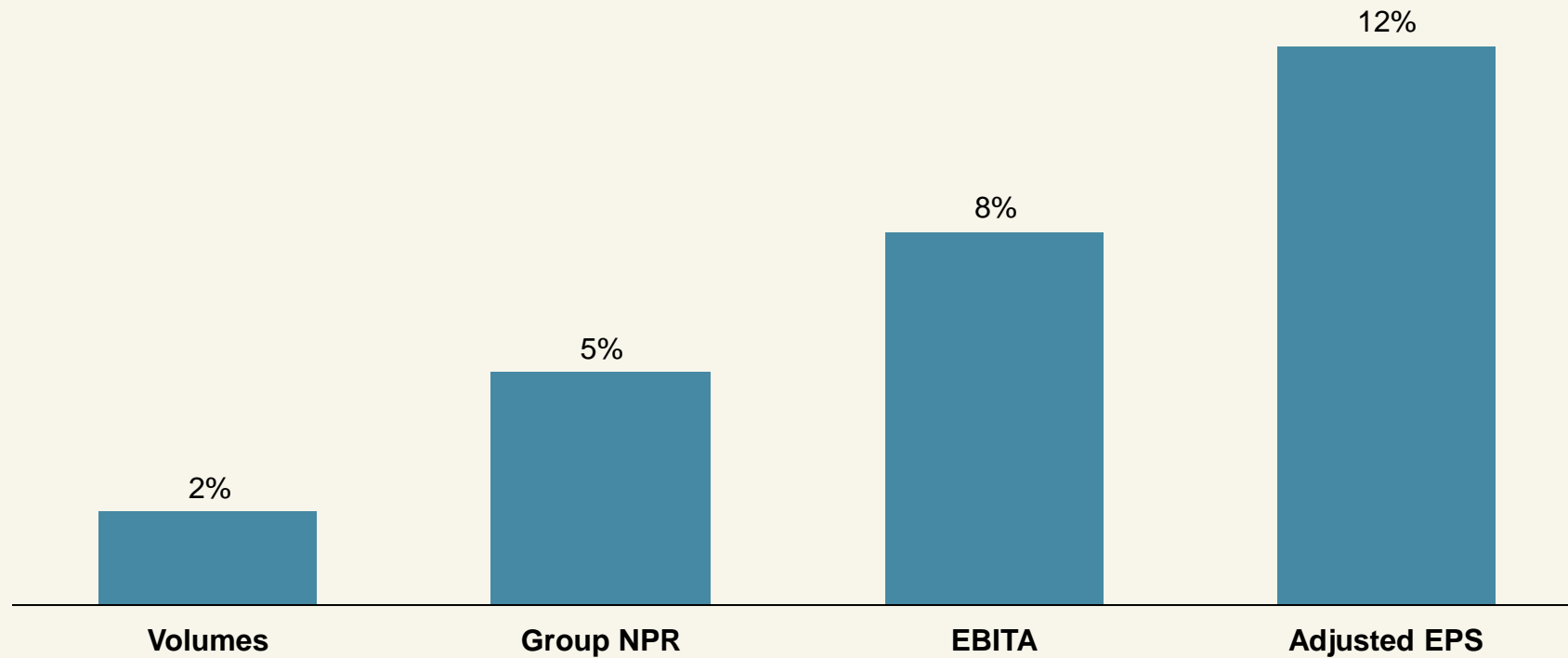
<sup>3</sup>Cumulative net cost reduction benefits achieved since March 2014

\*On a subsidiary basis



# *Strong underlying operating performance*

## *Improving leverage through the income statement*



■ Organic, constant currency<sup>1</sup>

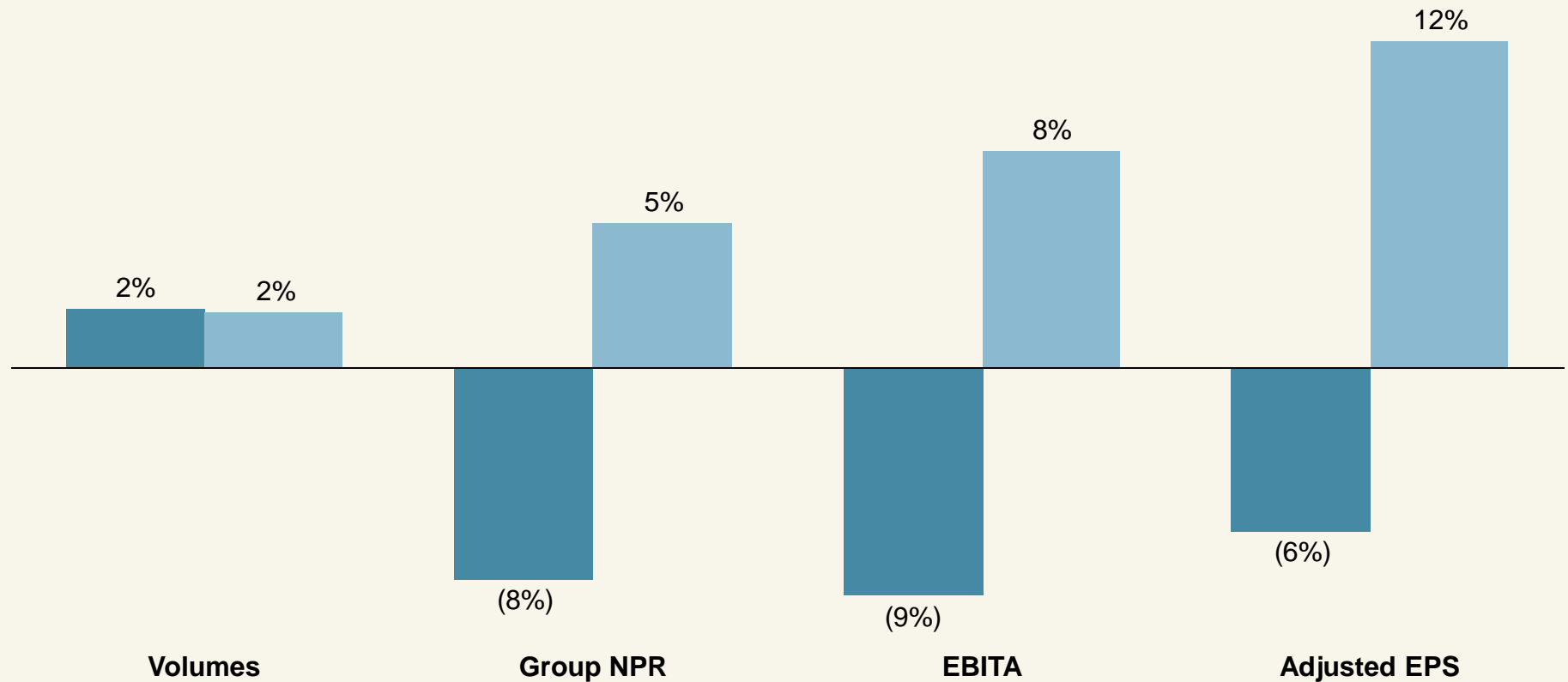
<sup>1</sup> for Adjusted EPS, constant currency excluding the impact of the Tsogo Sun disposal only



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# *Strong underlying performance*

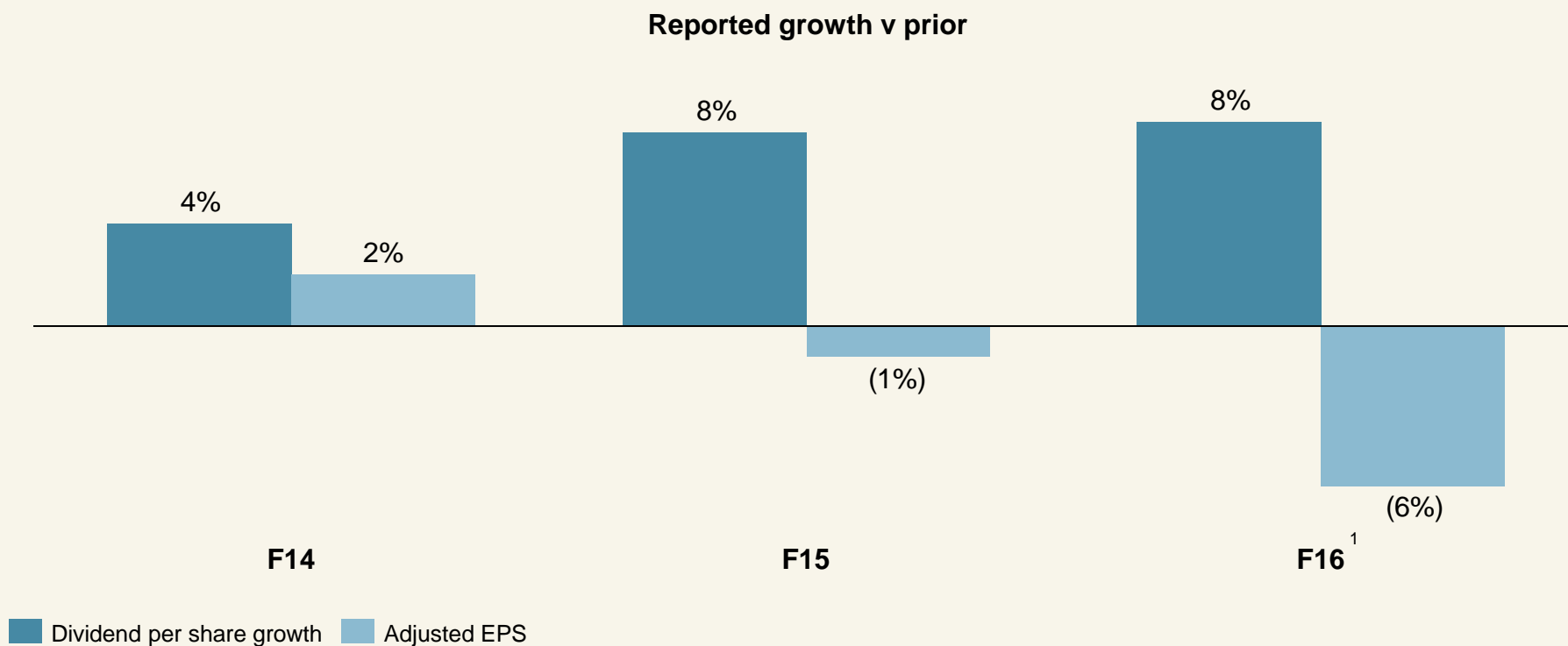
*Continued depreciation of key operating currencies against US dollar adversely impacted reported results*



■ Reported ■ Organic, constant currency<sup>1</sup>

<sup>1</sup> for Adjusted EPS, constant currency excluding the impact of the Tsogo Sun disposal only

# Dividends and adjusted EPS reported growth

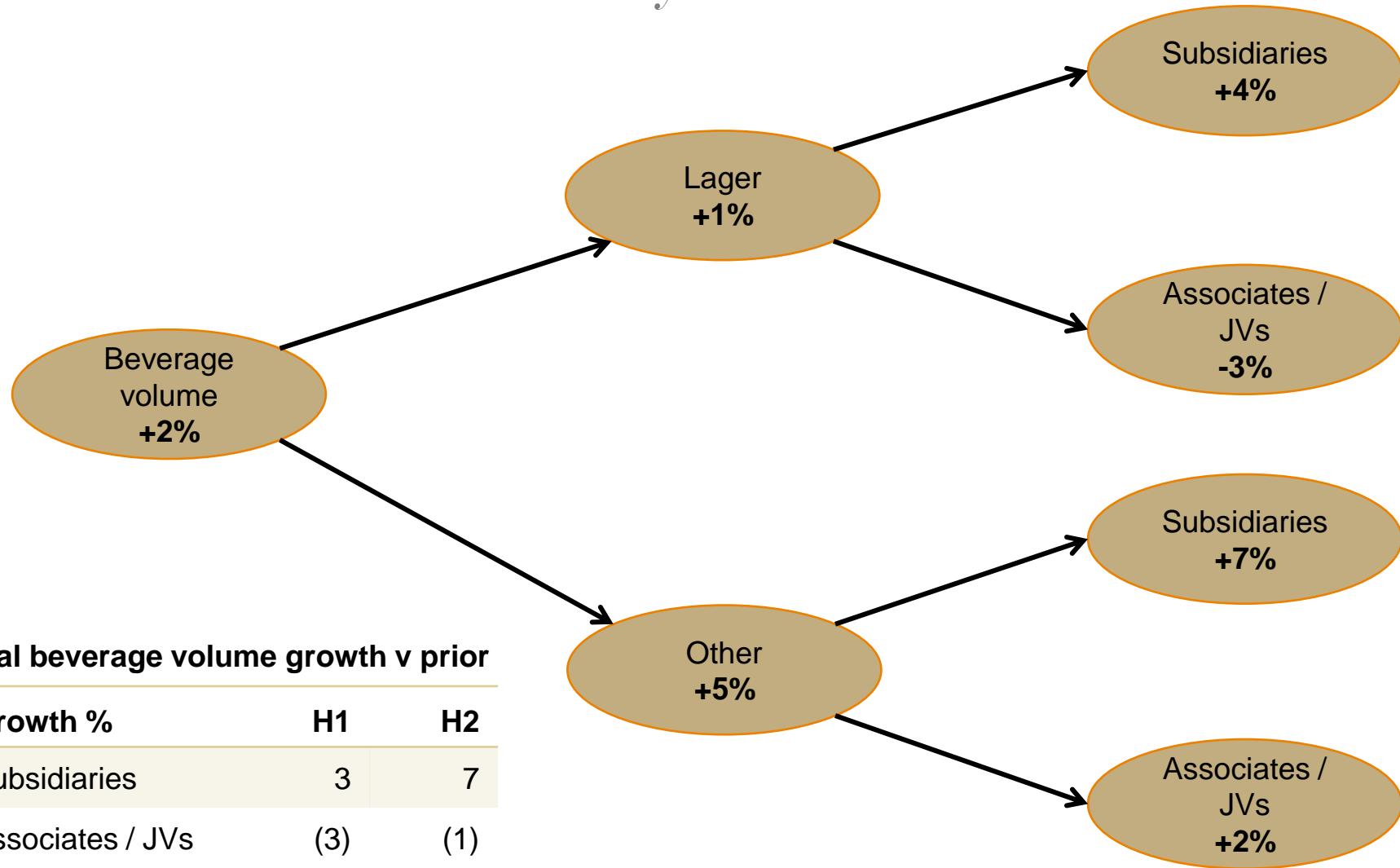


Year ended 31 March	2014	2015	2016
Adjusted EPS (US cents)	242.0	239.1	224.1
Dividend per share (US cents) <sup>1</sup>	105.0	113.0	122.0
Dividend cover	2.3x	2.1x	1.8x

<sup>1</sup> The 2016 full year dividend and the final dividend are permitted dividends within the terms of SABMiller and AB InBev's joint Rule 2.7 announcement on 11 November 2015

# *Volume growth of 2% driven by our subsidiaries*

## *With increased momentum in the year*

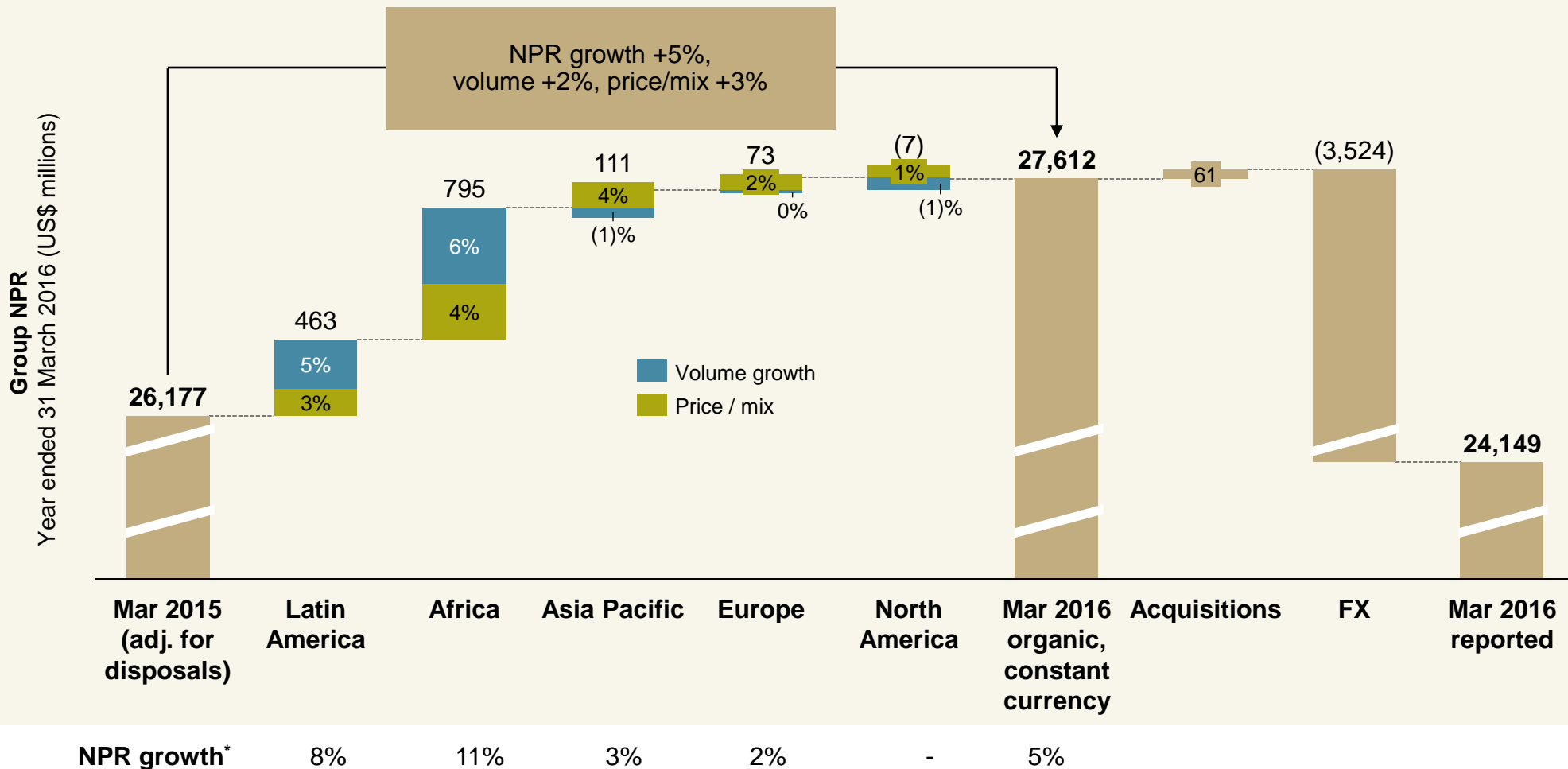


**Total beverage volume growth v prior**

Growth %	H1	H2
Subsidiaries	3	7
Associates / JVs	(3)	(1)
<b>Total</b>	<b>1</b>	<b>4</b>

# Group NPR growth of 5%\*

Africa and Latin America continue to drive topline growth



\* on an organic, constant currency basis

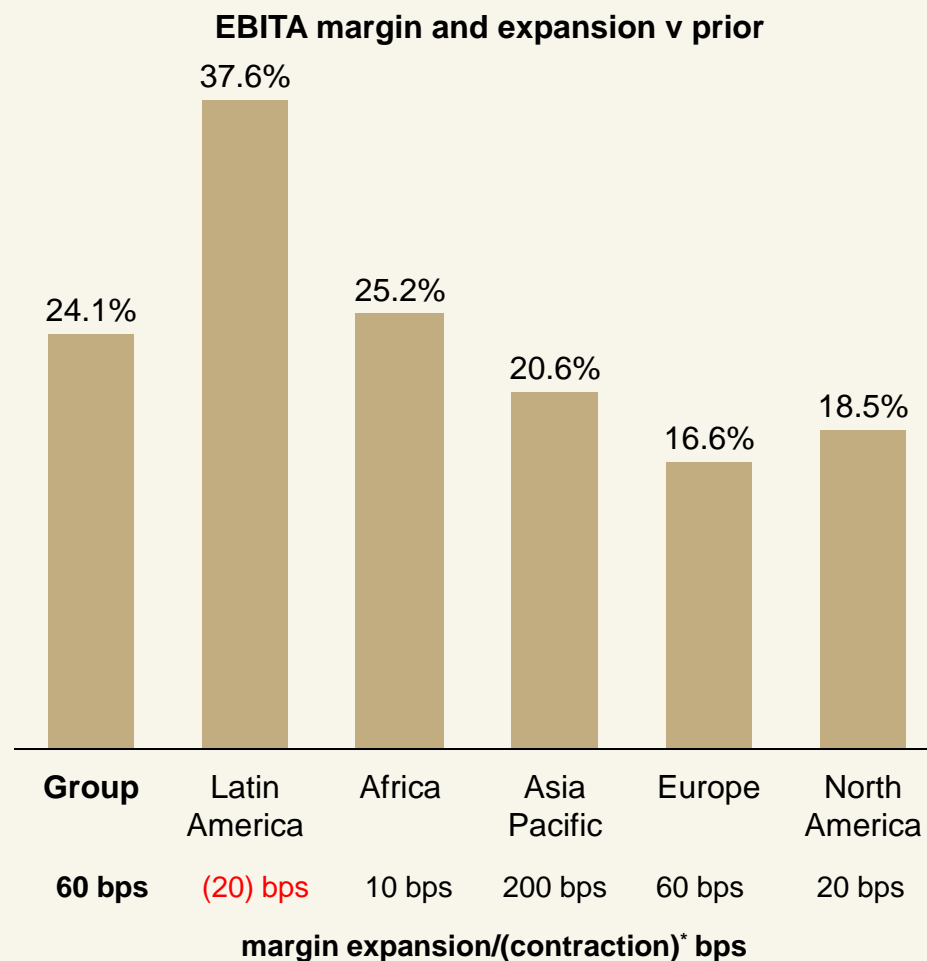
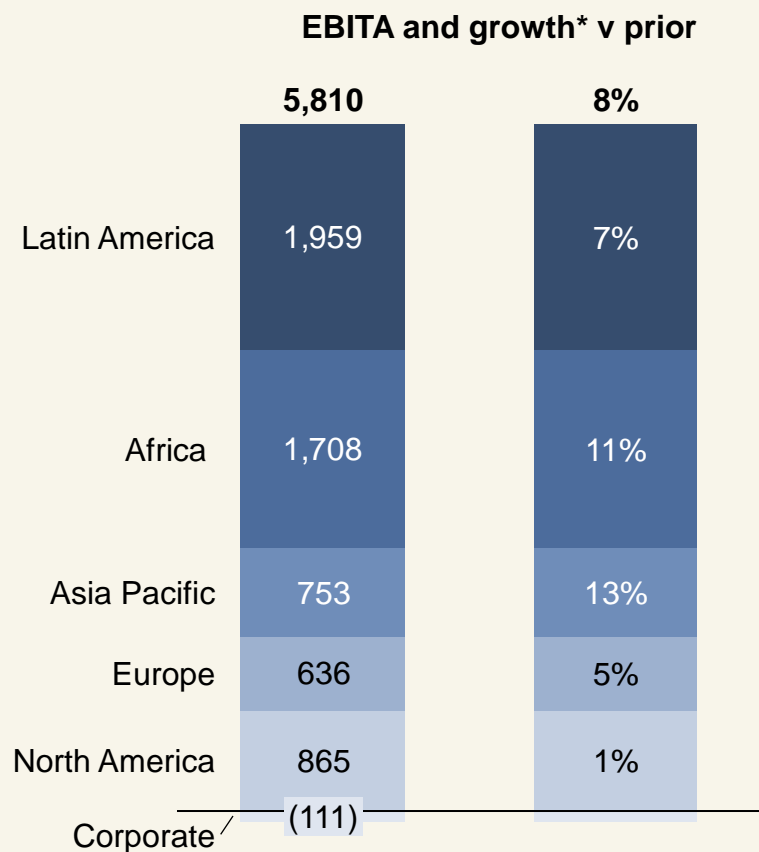


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# *Delivering growth and further margin expansion*

*Group EBITA growth of 8%\* with margin +60 bps\**



\* on an organic, constant currency basis



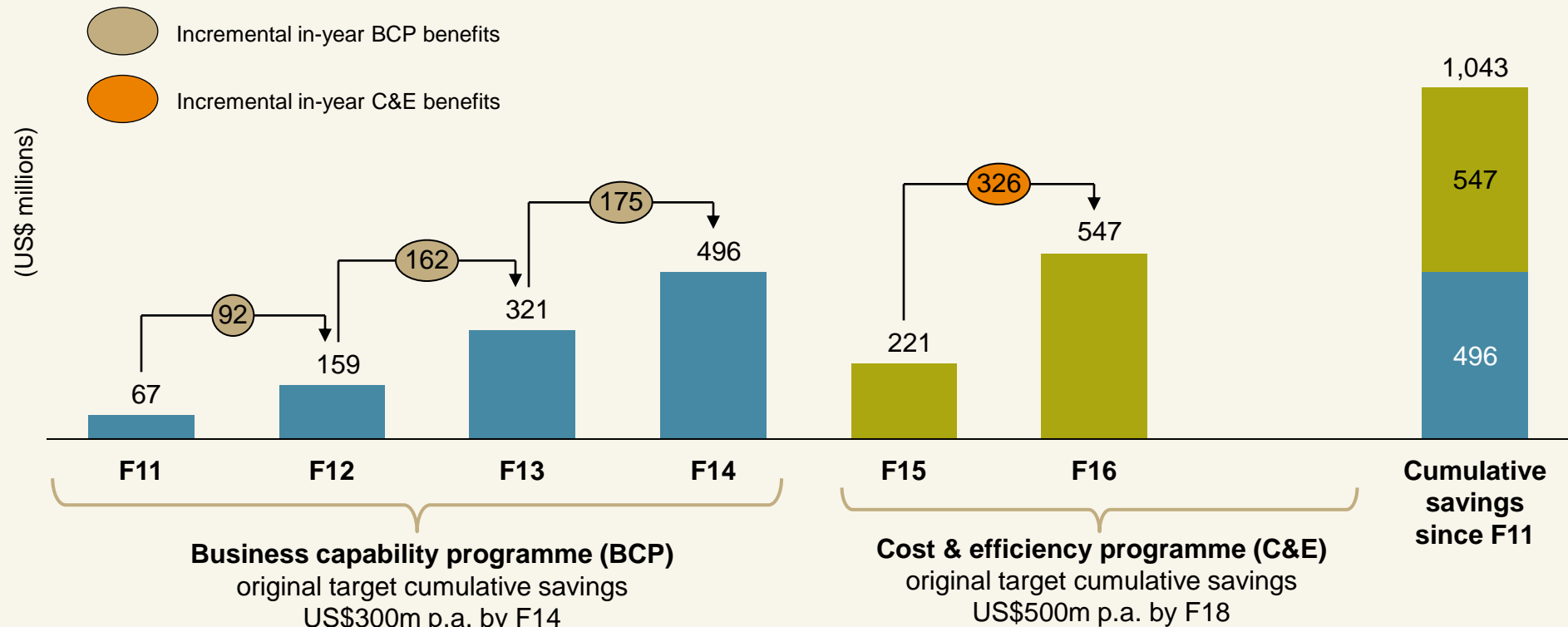
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# Significant cost improvement realised as part of global integration

## Global efficiency programme on track for 2020 target

- Net cumulative C&E benefits of US\$547 million achieved since March 2014
- Represents 52% of 2020 target of US\$1,050 million

Net cumulative cost savings of US\$1,043 million realised since April 2010



Refer to the Cost and efficiency programme section on page 25 in the Appendix

# *Strong free cash flow*

## *Supporting continued investment behind growth*

US\$m (reported)	March 16	March 15
Group EBITDA	7,097	7,762
Adjusted EBITDA <sup>1</sup>	6,114	6,677
Working capital inflow, incl. provisions	61	132
Capex <sup>2</sup>	(1,313)	(1,572)
Free cash flow <sup>3</sup>	2,969	3,233
Free cash flow % Adjusted EBITDA	49%	48%

- Adverse currency impact on reported Adjusted EBITDA of US\$1,085 million
- Capex of US\$1,313 million focused on investment behind growth markets in Africa and Latin America
- Adverse currency movements only partially offset by lower capex, tax and net interest paid

<sup>1</sup> F15 Adjusted EBITDA excludes the receipt of the proceeds from the sale of the group's investment in Tsogo Sun. Adjusted EBITDA comprises subsidiary EBITDA together with the group's share of MillerCoors' EBITDA (refer to Preliminary Announcement). Given the significance of the MillerCoors business and the access to its cash generation, the inclusion of MillerCoors' EBITDA provides a useful measure of the group's overall cash generation.

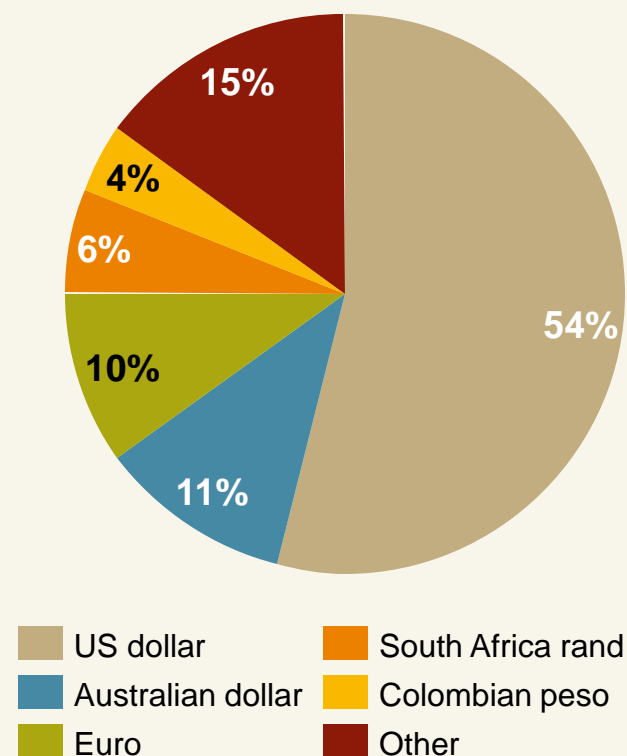
<sup>2</sup> Includes additions of intangible assets (excluding goodwill) and property, plant and equipment.

<sup>3</sup> Comprises net cash generated from operating activities less cash paid for the purchase of property, plant and equipment, and intangible assets, net investments in existing associates and joint ventures (in both cases only where there is no change in the group's effective ownership percentage) and dividends paid to non-controlling interests plus cash received from the sale of property, plant and equipment and intangible assets and dividends received.

# Healthy balance sheet

US\$m	March 16	March 15
Net debt	(9,638)	(10,465)
Gearing (%)	40.0	43.0
Net debt / Adjusted EBITDA <sup>1</sup>	1.6	1.6
Weighted average interest rate for gross debt portfolio (%)	3.2	3.5

**Currency profile 31 March 2016**



<sup>1</sup> This is the ratio of net debt as at 31 March 2016 to adjusted EBITDA (subsidiaries' EBITDA plus the group's share of MillerCoors' EBITDA) for the financial year.

# *Financial outlook – current year*

- We expect to deliver good underlying performance in the year ahead
- We anticipate continuing volatility in key currencies against the US dollar, particularly in Africa
- Input costs per hl<sup>1</sup> expected to increase mid single digits<sup>2</sup>
  - For both total raw materials per hl and total COGS per hl
- Full year capex is expected to be similar to prior years
- Tax rate between 26% and 27%
- Finance costs are expected to be broadly similar to the year just ended
- Cost savings programme on track to achieve 2020 target of US\$ 1,050 million

<sup>1</sup> Subsidiaries plus our share of MillerCoors

<sup>2</sup> On a constant currency translational basis







*Q&A*







# *Appendices*



# Cost and efficiency programme

## Cost and efficiency programme

The following was announced on 9 October 2015:

“SABMiller announces that it has increased its target annual run rate cost savings from its cost and efficiency programme, announced in May 2014, from US\$500 million by 31 March 2018 to at least US\$1,050 million by 31 March 2020.

“The cost and efficiency programme, which covers SABMiller’s integrated supply chain comprising procurement, manufacturing and distribution, delivered US\$221 million of annualised savings in its first year to 31 March 2015, and is expected to deliver in excess of US\$430 million of annualised savings in its second year to 31 March 2016. The original target issued in 2014 was US\$500 million annualised savings by 2018.

“The increase in annual run rate cost savings announced today, of at least US\$550 million, will further build on the initial success of the 2014 programme and bring the aggregate annual run rate cost savings for this programme to at least US\$1,050 million by 2020. This is across a total addressable cost base of approximately US\$10 billion.

“The additional savings will come from SABMiller’s integrated supply chain, with approximately 70% of the additional savings announced today coming from procurement and 30% from manufacturing and distribution. The savings will mainly be realised by:

- increasing the spend centrally managed by SABMiller’s specialist procurement team to at least 90%, from 46% in the year ended 31 March 2014 and 69% for the year ended 31 March 2015;
- completing the roll out of procurement operating models to increase efficiency through greater transparency, cost management, compliance and delivery of savings; and
- driving further efficiencies in manufacturing and distribution based on best in class benchmarks and standardised processes.

“SABMiller expects to incur incremental non-recurring costs of US\$26 million in total by 2020 and no dis-benefits are expected to arise from the programme.”

## Bases of belief and sources of information from the 9 October 2015 announcement:

The cost and efficiency programme announced and launched in 2014 delivered cost savings of US\$221 million by 31 March 2015 as disclosed in SABMiller’s Annual Report and Accounts by reference to a total addressable cost base for the year ended 31 March 2014 of approximately US\$10 billion.

Total addressable cost base refers to all third party spend and labour force and infrastructure costs in manufacturing and distribution. The labour force costs in manufacturing include the group’s share of relevant MillerCoors costs. The total addressable cost base excludes capital expenditure and depreciation.

The incremental cost savings estimates shown above are based on savings compared to the group’s cost base for the year to 31 March 2015 which was not materially different from that for the year to 31 March 2014.

The estimated cost savings have been prepared based on internal information on costs by function, type and country and detailed analysis of the future operating model. The delivery of historical cost reduction programmes has also been taken into account in preparing these estimates. The estimates have been prepared by functional and country teams, including senior executives in the organisation. These programmes have been developed over the past 6-12 months and have included input from external consultants. In circumstances where data has been limited for commercial or other reasons, estimates and assumptions have been developed to support the analysis.

In arriving at the Quantified Financial Benefits Statement, the directors of SABMiller have assumed that:

- there will be no change in the ownership or control of SABMiller;
- there will be no material change to macro-economic, political or legal conditions in the markets or regions in which the SABMiller group operates which will materially impact on the implementation of or costs to achieve the proposed cost savings; and there will be no material change in exchange rates or commodity prices.

# *Financial performance summary: reported and organic*

<b>Year ended 31 March 2016</b>	<b>Reported</b>	<b>Organic</b>
Total volumes	2%	2%
Lager volumes	1%	1%
Soft drinks volumes	6%	6%

<b>Year ended 31 March 2016</b>	<b>Reported</b>	<b>Organic, constant currency<sup>1</sup></b>
Group net producer revenue (NPR)	(8)%	5%
Group NPR per hl	(10)%	3%
EBITA	(9)%	8%
EBITA margin progression	(10) Bps	60 bps
Adjusted EPS <sup>1</sup>	(6)%	12%

All figures include our share of associates and joint ventures

<sup>1</sup>for adjusted EPS, constant currency adjusted for Tsogo Sun disposal only



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# *Reported results*

*Reflect the impact of the strengthening US dollar and the disposal of Tsogo Sun*

<b>Year ended 31 March 2016, year on year growth</b>	<b>Group NPR %</b>	<b>EBITA %</b>	<b>Adjusted EPS %</b>
Reported growth rate	(8.1)	(8.7)	(6.3)
Impact of currency translation	13.4	16.6	18.0
Reported, constant currency growth rate	5.3	7.9	11.7
Impact of acquisitions and disposals	0.2	0.3	0.7
<b>Organic, constant currency growth rate<sup>1</sup></b>	<b>5.5</b>	<b>8.2</b>	<b>12.4</b>

All figures include our share of associates and joint ventures

<sup>1</sup>for adjusted EPS, constant currency adjusted for Tsogo Sun disposal only

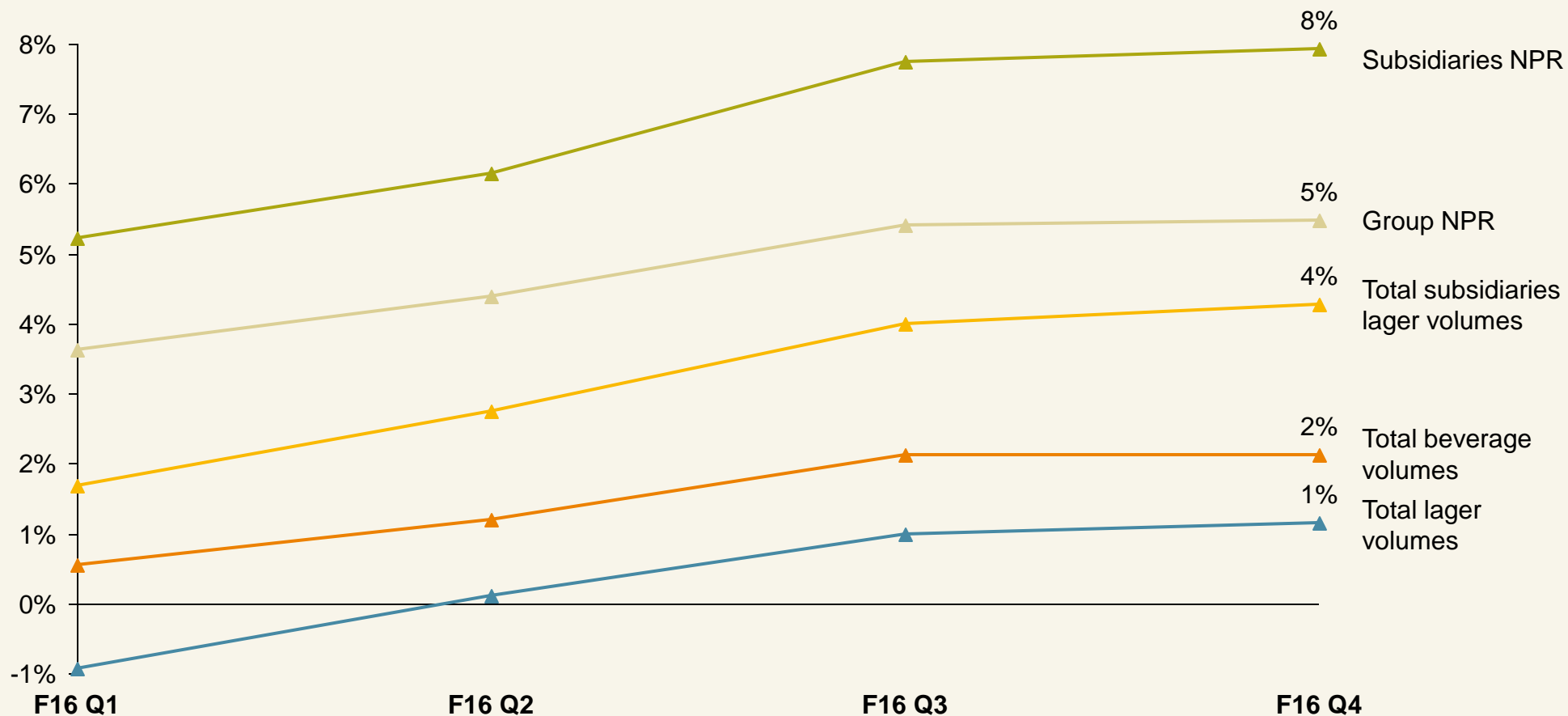


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# Topline trends

Positive momentum throughout the year



Figures prepared on a LTM organic, constant currency basis



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# Latin America

*Continued strong NPR growth, with currency pressures impacting margin*

Latin America Year ended 31 March 2016 (US\$ millions / k hectolitres)	2016	2015	Reported growth %	Organic* growth %
Total beverage volume	67,239	64,021	5	5
of which:				
Lager volume	46,627	44,156	6	6
Soft drinks volume	20,612	19,865	4	4
Group NPR	5,211	5,768	(10)	8
Group NPR / hl	77	90	(14)	3
EBITA	1,959	2,224	(12)	7
EBITA margin (%)	37.6%	38.6%	(100) bps	(20) bps

## Lager volume growth

underpinned by our affordability strategy together with targeting new consumption occasions and increasing frequency.

## Group NPR per hl

driven by selective price increases and favourable brand mix, with premium segment volumes up 7%.

## Margin contraction of 20 bps

transactional currency pressure on imported raw materials, offset fixed cost productivity and improved efficiencies in manufacturing and distribution.

# Africa

## Growth through adapting to consumer needs

<b>Africa</b> <b>Year ended 31 March 2016</b> <b>(US\$ millions / k hectolitres)</b>	<b>2016</b>	<b>2015</b>	<b>Reported growth %</b>	<b>Organic* growth %</b>
Total beverage volume	96,364	90,932	6	6
<i>of which:</i>				
<i>Lager volume</i>	50,803	48,413	5	5
<i>Soft drinks volume</i>	37,786	34,901	8	8
Group NPR	6,781	7,462	(9)	11
Group NPR / hl	70	82	(14)	4
EBITA	1,708	1,907	(10)	11
EBITA margin (%)	25.2%	25.6%	(40) bps	10 bps

### Topline growth

Supported by our affordability strategy, selective price increases and continued premiumisation in South Africa. Premium segment growth of 11% in the region.

### More challenging macro-economic backdrop

Currency depreciation, increasing inflation and economic volatility have affected key markets in the region and put pressure on EBITA margin.

### Footprint expansion

Continued capital investment in the region, with increased brewery capacity in Nigeria and Ghana and construction of new malting plants in South Africa and Zambia.

# Asia Pacific

## Increasing volume growth momentum with good profit growth

Asia Pacific Year ended 31 March 2016 (US\$ millions / k hectolitres)	2016	2015	Reported growth %	Organic* growth %
Total beverage volume <sup>1</sup>	70,343	71,273	(1)	(1)
of which: Lager volume	70,255	71,180	(1)	(1)
Group NPR	3,650	3,867	(6)	3
Group NPR / hl	52	54	(4)	4
EBITA	753	768	(2)	13
EBITA margin (%)	20.6%	19.9%	70 bps	200 bps

### Group NPR increased by 3%

driven by price realisation and premiumisation, with group NPR/hl up 4%. Improved beverage volume momentum in the second half with Australia up 3%.

### Premiumisation and innovation

Premium lager segment volume growth was 19%<sup>2</sup>, primarily reflecting the focus on rebalancing the portfolio in Australia, supported by product innovation.

### EBITA margin expansion

EBITA growth of 13% with margin expansion of 200 bps reflecting price realisation in Australia, positive mix and continued cost optimisation and efficiency across the region.

# Europe

## Strong underlying trend improvement in our subsidiaries

Europe Year ended 31 March 2016 (US\$ millions / k hectolitres)	2016	2015	Reported growth %	Organic* growth %
Total beverage volume	58,923	59,088	-	-
of which:				
Lager volume	43,147	43,595	(1)	(1)
Soft drinks volume	15,776	15,493	2	2
Group NPR	3,832	4,398	(13)	2
Group NPR / hl	65	74	(13)	2
EBITA	636	700	(9)	5
EBITA margin (%)	16.6%	15.9%	70 bps	60 bps

### Topline growth held back by Poland and Efes

Excluding Poland, subsidiary NPR up 6% with NPR/hl up 2% in what continues to be a relatively low inflationary environment.

### EBITA growth and margin expansion

Cost reductions achieved through our cost and efficiency programme supported subsidiary EBITA growth of 6% and mitigated the EBITA decline of 3% in our associates.

### Poland recovery plan

Challenging first half reflected significant competitor activity. Second half lager volume up 6% underpinned by a strengthened and streamlined sales model which supported sequential improvements in market share.

# North America

*A solid fourth quarter performance improved the full year trend*

North America Year ended 31 March 2016 (US\$ millions / k hectolitres)	2016	2015	Reported growth %	Organic* growth %
Total beverage volume**	37,999	38,548	(1)	(1)
of which: Lager volume	37,960	38,508	(1)	(1)
Group NPR	4,676	4,682	-	-
Group NPR / hl	123	121	1	1
EBITA	865	858	1	1
EBITA margin (%)	18.5%	18.3%	20 bps	20 bps

## Group NPR in line with prior

as lower sales volumes were offset by favourable sales mix and favourable net pricing in MillerCoors.

## Positive sales mix

driven by recovery in our premium lights segment (continued share gain), further supported by growth in above premium through Redd's and the launch of Henry's Hard Soda brand in the fourth quarter.

## EBITA and margin growth

Strong margin expansion of 80 bps in MillerCoors was partially offset by increased investment to support the expansion of our operations in Brazil and Canada. The MillerCoors performance reflected the lower cost of commodities and production process efficiencies.







*Data pack*





# Reported financial performance summary<sup>1</sup>

Year ended 31 March 2016	2014	2015	2016
Lager volumes (hl'm)	245	246	249
Total volumes (hl'm)	318	324	331
<b>Group net producer revenue (NPR)</b>	<b>26,719</b>	<b>26,288</b>	<b>24,149</b>
<b>Group EBITA</b>	<b>6,460</b>	<b>6,367</b>	<b>5,810</b>
<i>Group EBITA margin</i>	<b>24.2%</b>	<b>24.2%</b>	<b>24.1%</b>
<b>Group EBITDA</b>	<b>7,884</b>	<b>7,762</b>	<b>7,097</b>
<i>Group EBITDA margin</i>	<b>29.5%</b>	<b>29.5%</b>	<b>29.4%</b>
Adjusted earnings	3,865	3,835	3,604
Adjusted EPS (US cents)	<b>242.0</b>	<b>239.1</b>	<b>224.1</b>
Adjusted EPS in constant currency (US cents)	n/a	253.9	267.0
Adjusted constant currency EPS growth	n/a	5%	12%
Dividend per share (US cents)	105.0	113.0	122.0
Capital expenditure (subsidiaries only)	1,485	1,572	1,313
Free cash flow <sup>2</sup>	2,563	3,233	2,969
Net debt (subsidiaries only)	14,303	10,465	9,638
Effective tax rate (%)	26.0	26.0	26.3%

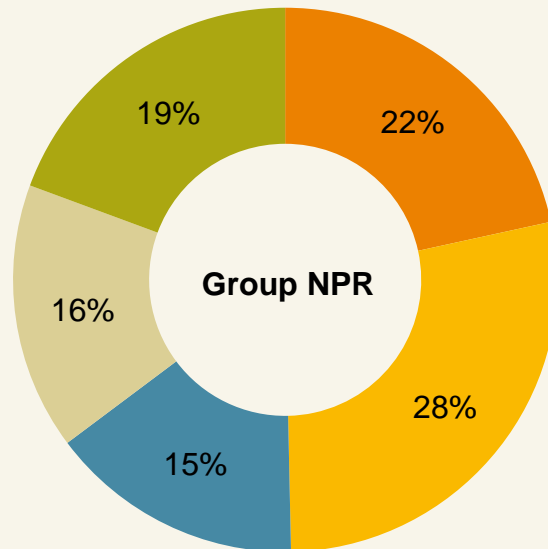
Non GAAP summary table (EBITA and EBITDA shown before exceptionals). Note: Financial definitions are available in the Preliminary Announcement, including non-GAAP metrics.

<sup>1</sup> All figures reported except Adjusted EPS in constant currency (US cents) and Adjusted constant currency EPS growth

<sup>2</sup> Comprises net cash generated from operating activities less cash paid for the purchase of property, plant and equipment, and intangible assets, net investments in existing associates and joint ventures (in both cases only where there is no change in the group's effective ownership percentage) and dividends paid to non-controlling interests plus cash received from the sale of property, plant and equipment and intangible assets and dividends received.

# *Reported NPR and EBITA contribution<sup>1</sup>*

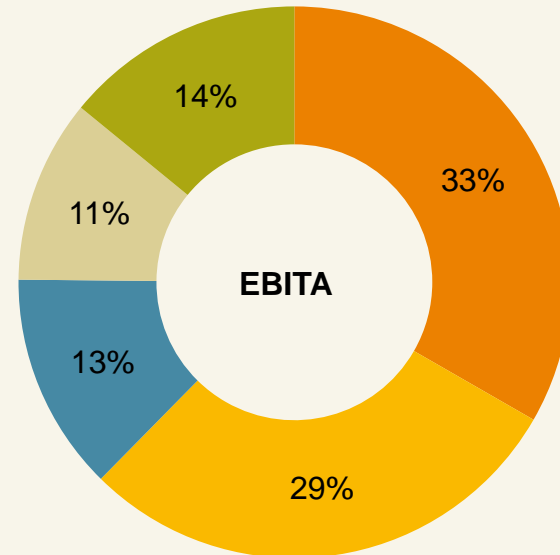
Year ended 31 March 2016



Latin America

Africa

Asia Pacific



Europe

North America

<sup>1</sup> before corporate costs



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# Organic, constant currency growth by region

Organic, constant currency growth % Year ended 31 March 2016	Latin America	Africa	Asia Pacific	Europe	North America	Group
Total beverage volume	5	6	(1)	-	(1)	2
Lager volume	6	5	(1)	(1)	(1)	1
Soft drinks volume	4	8	-	2	(3)	6
Group NPR	8	11	3	2	-	5
Group NPR / hl	3	4	4	2	1	3
EBITA	7	11	13	5	1	8
EBITA margin (bps change)	(20)	10	200	60	20	60

# Regional tabular disclosure on a group basis

Year ended 31 March 2016 (US\$m)	Latin America	Africa	Asia Pacific	Europe	North America	Corporate	Group
<b>Group revenue</b>	<b>7,018</b>	<b>8,250</b>	<b>4,973</b>	<b>5,092</b>	<b>5,317</b>	<b>-</b>	<b>30,650</b>
Excise and similar taxes	(1,807)	(1,469)	(1,323)	(1,260)	(642)	-	(6,501)
<b>Group NPR</b>	<b>5,211</b>	<b>6,781</b>	<b>3,650</b>	<b>3,832</b>	<b>4,675</b>	<b>-</b>	<b>24,149</b>
Group EBITDA <sup>1</sup>	2,233	2,077	963	895	1,004	(75)	7,097
Depreciation	(274)	(369)	(210)	(259)	(139)	(36)	(1,287)
<b>EBITA<sup>1</sup></b>	<b>1,959</b>	<b>1,708</b>	<b>753</b>	<b>636</b>	<b>865</b>	<b>(111)</b>	<b>5,810</b>
less: Amortisation (excl. computer software)	(86)	(15)	(154)	(47)	(48)	-	(350)
<b>EBIT<sup>1</sup></b>	<b>1,873</b>	<b>1,693</b>	<b>599</b>	<b>589</b>	<b>817</b>	<b>(111)</b>	<b>5,460</b>
Exceptionals in EBIT	-	(422)	29	-	(68)	(196)	(657)
<b>Operating profit</b>	<b>1,873</b>	<b>1,271</b>	<b>628</b>	<b>589</b>	<b>749</b>	<b>(307)</b>	<b>4,803</b>

<sup>1</sup> before exceptionals

Non GAAP summary table (EBIT, EBITA and EBITDA shown before exceptionals).

Note: Financial definitions are available in the Preliminary Announcement, including non-GAAP metrics.

# Regional tabular disclosure on a subsidiary basis

Year ended 31 March 2016 (US\$m)	Latin America	Africa	Asia Pacific	Europe	North America	Corporate	Subs.	Share of MC JV	Subs + Share of MC JV	Other Assocs./ JVs	Total Group
<b>Group revenue</b>	<b>7,018</b>	<b>6,126</b>	<b>2,793</b>	<b>3,721</b>	<b>175</b>	<b>-</b>	<b>19,833</b>	<b>5,142</b>	<b>24,975</b>	<b>5,675</b>	<b>30,650</b>
Excise and similar taxes	(1,807)	(1,160)	(1,061)	(906)	(4)	-	(4,938)	(638)	(5,576)	(925)	(6,501)
<b>Group NPR</b>	<b>5,211</b>	<b>4,966</b>	<b>1,732</b>	<b>2,815</b>	<b>171</b>	<b>-</b>	<b>14,895</b>	<b>4,504</b>	<b>19,399</b>	<b>4,750</b>	<b>24,149</b>
Group EBITDA <sup>1</sup>	2,233	1,576	649	727	(5)	(75)	5,105	1,009	6,114	983	7,097
Depreciation	(274)	(249)	(62)	(195)	-	(36)	(816)	(139)	(955)	(332)	(1,287)
<b>EBITA<sup>1</sup></b>	<b>1,959</b>	<b>1,327</b>	<b>587</b>	<b>532</b>	<b>(5)</b>	<b>(111)</b>	<b>4,289</b>	<b>870</b>	<b>5,159</b>	<b>651</b>	<b>5,810</b>
less: Amortisation (excl. computer software)	(86)	(15)	(153)	(21)	(4)	-	(279)	(44)	(323)	(27)	(350)
<b>EBIT<sup>1</sup></b>	<b>1,873</b>	<b>1,312</b>	<b>434</b>	<b>511</b>	<b>(9)</b>	<b>(111)</b>	<b>4,010</b>	<b>826</b>	<b>4,836</b>	<b>624</b>	<b>5,460</b>
Exceptionals in EBIT	-	(389)	29	-	-	(196)	(556)	(68)	(624)	(33)	(657)
<b>Operating profit</b>	<b>1,873</b>	<b>923</b>	<b>463</b>	<b>511</b>	<b>(9)</b>	<b>(307)</b>	<b>3,454</b>	<b>758</b>	<b>4,212</b>	<b>591</b>	<b>4,803</b>

<sup>1</sup> before exceptionals

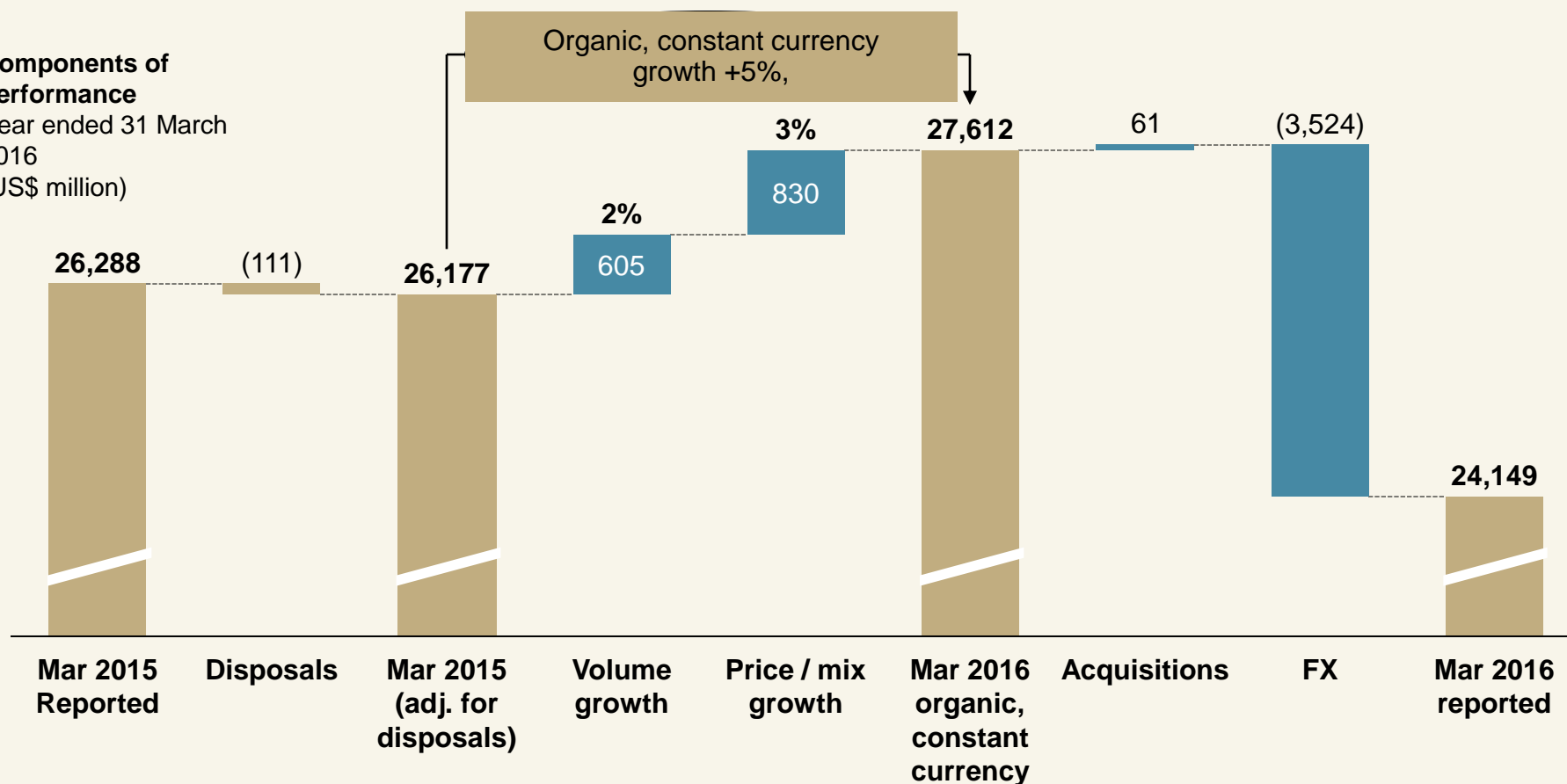
Non GAAP summary table (EBIT, EBITA and EBITDA shown before exceptionals).

Note: Financial definitions are available in the Preliminary Announcement, including non-GAAP metrics.

# Group NPR (including associates and joint ventures)

## Components of performance

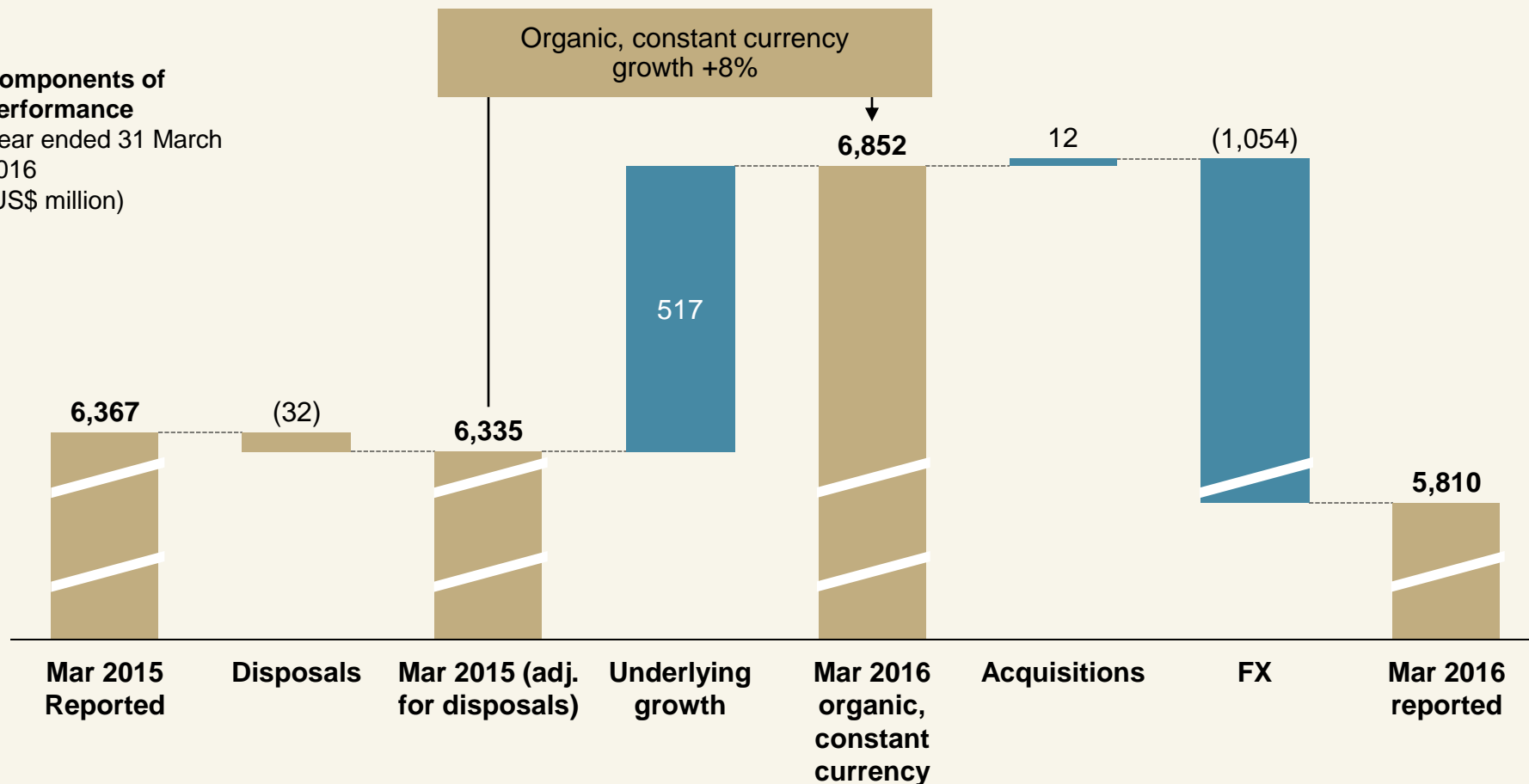
Year ended 31 March 2016  
(US\$ million)



# EBITA (including associates and joint ventures)

## Components of performance

Year ended 31 March 2016  
(US\$ million)





# Exchange rates

Year ended 31 March 2016

	Average rate*		Appreciation/ (Depreciation)	Closing rate		Appreciation/ (Depreciation)
	2016	2015	%	2016	2015	%
Australian dollar (AUD)	1.36	1.15	(16)	1.31	1.31	1
South African rand (ZAR)	13.78	11.08	(20)	14.77	12.13	(18)
Colombian peso (COP)	2,922	2,097	(28)	3,022	2,576	(14)
Euro (€)	0.90	0.78	(13)	0.88	0.93	6
Czech koruna (CZK)	24.66	21.56	(13)	23.76	25.59	8
Peruvian nuevo sol (PEN)	3.29	2.90	(12)	3.31	3.10	(7)
Polish zloty (PLN)	3.81	3.26	(15)	3.73	3.80	2
Turkish lira (TRY)	2.81	2.22	(21)	2.82	2.60	(8)

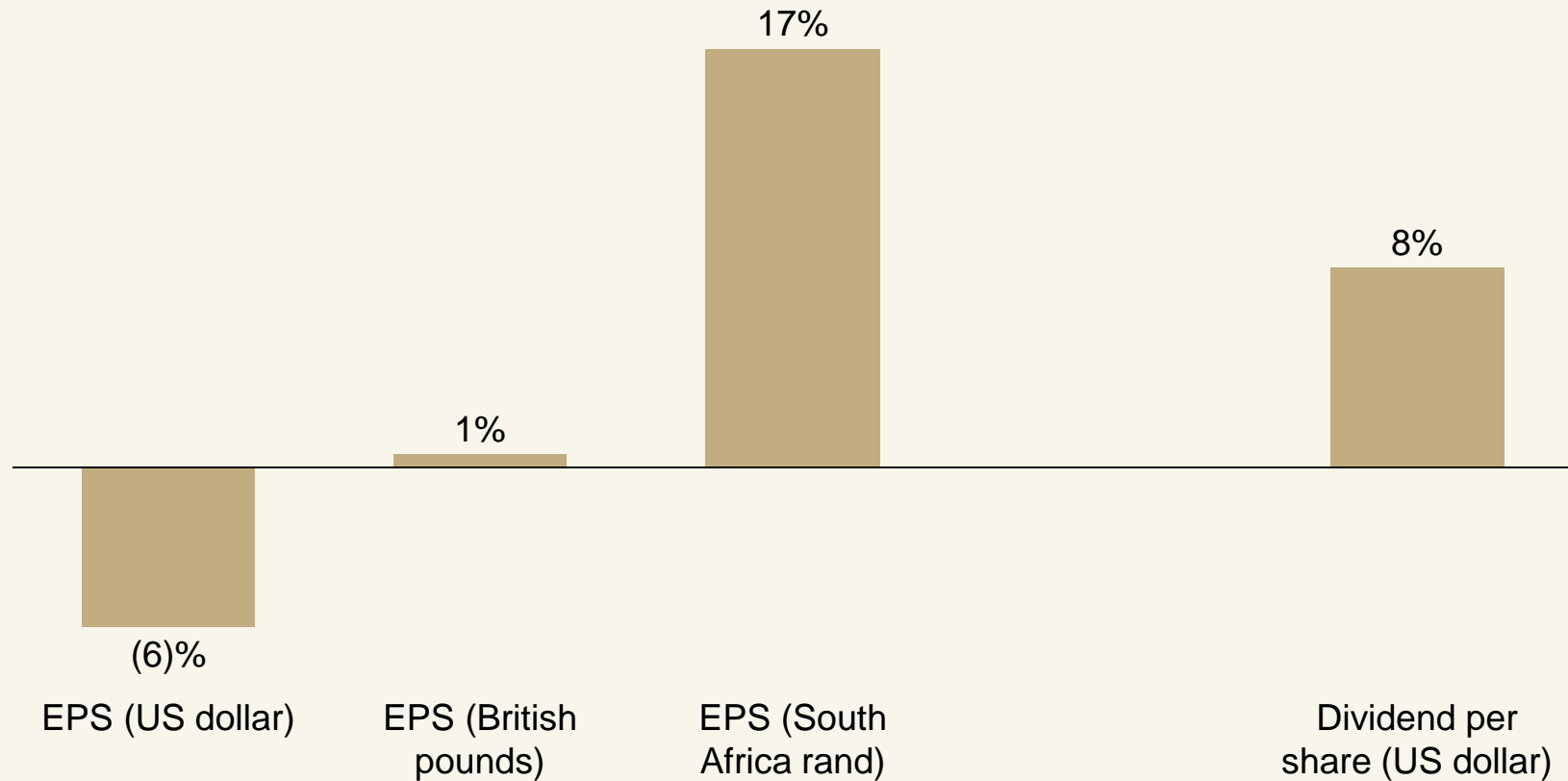
\* Revenue weighted average rates



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# *Adjusted EPS and dividends: reported growth vs. prior*

Year ended 31 March 2016





*End*

