

# Western Europe Business

We are Asahi Europe



**May 2018**

**Asahi Europe will become a  
global premium beer powerhouse**

**By leveraging our strengths  
and existing success models**

**+**

**applying a challenger mindset  
to everything we do**

## ***Growth Engines***

- Full potential mindset and strategies
- Opportunity-led portfolios and unified brand platforms
- Flawless and disciplined execution
- Centers of excellence focused on our core capabilities

## ***Rockets***

- Focus on global cities with high premium consumption
- Global brand-led portfolios and unified brand platforms
- Influence on the “last mile” through bespoke routes-to-market
- Adopters of “best practice” in core capabilities

**Asahi** ASAHI GROUP HOLDINGS, LTD.  
(Japan)

**Asahi** | Asahi Europe Ltd  
(UK)



Birra Peroni S.r.l.  
(Italy)



Koninklijke  
Grolsch N.V.  
(Netherlands)



Grolsch  
Canada Inc  
(Canada)

**Asahi**  
UK Ltd  
(UK)



Brewing  
Meantime  
Company  
Limited  
(UK)

**Asahi**  
Premium  
Brands Ltd  
(UK)

**Asahi**  
France  
(France)



## People

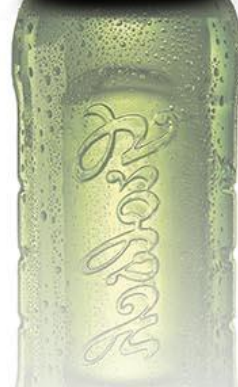
Capable and committed individuals who balance strategy and execution



## Brand Portfolio

A differentiated, world-class brand portfolio







## People

Capable and committed individuals who balance strategy and execution



## Brand Portfolio

A differentiated, world-class brand portfolio



## Insights

Great insights translated into ideas that inspire customers



## Flawless Execution

Winning ideas executed with precision and speed





- Setting aspirational objectives
- Owning the performance
- Focusing on what really matters

## Driving strong and sustainable performance:

- Drive top-line growth
- Capture new opportunities through innovation
- Optimize fixed costs
- Enhance capabilities

## For disproportional long-term success:

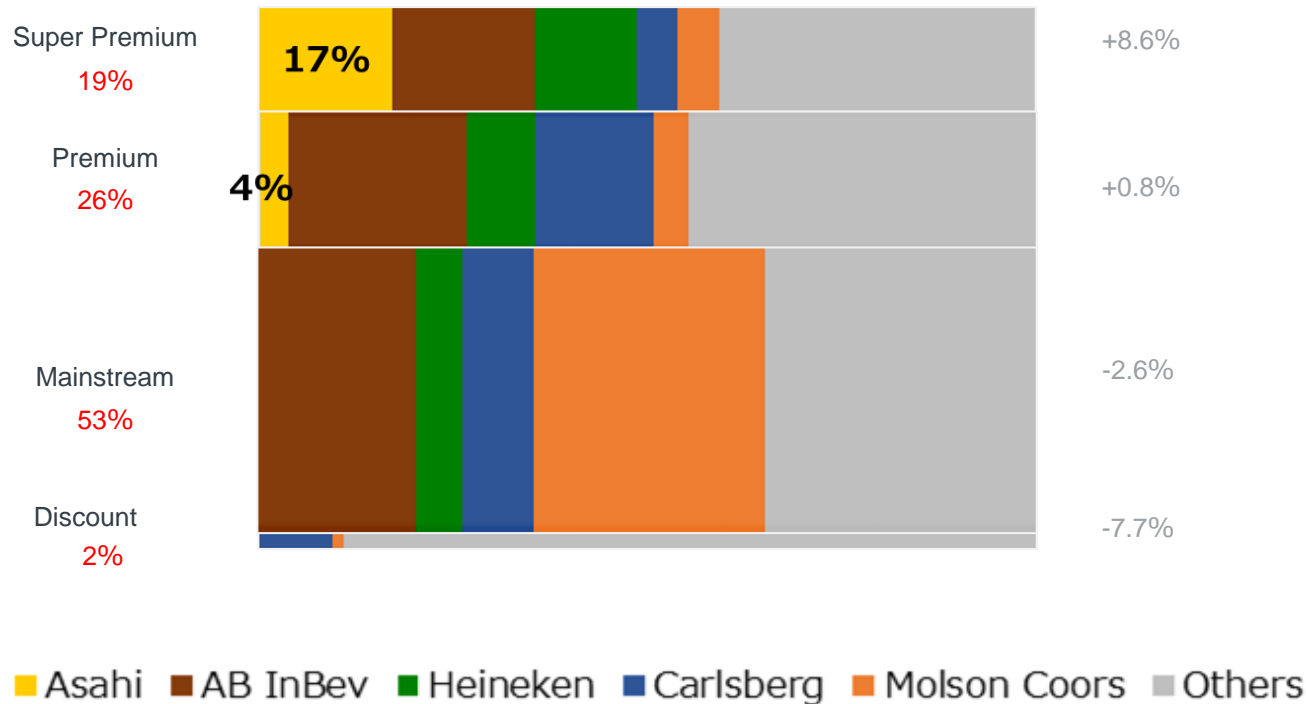
- Repatriate markets
- Build partnerships
- Sell a portfolio
- Develop capabilities

# Market overview – United Kingdom



2017 Total 4,458 '000KL

Asahi Total Market Share 4%



CAGR  
(2012-2017)

-0.2%

+8.6%

+0.8%

-2.6%

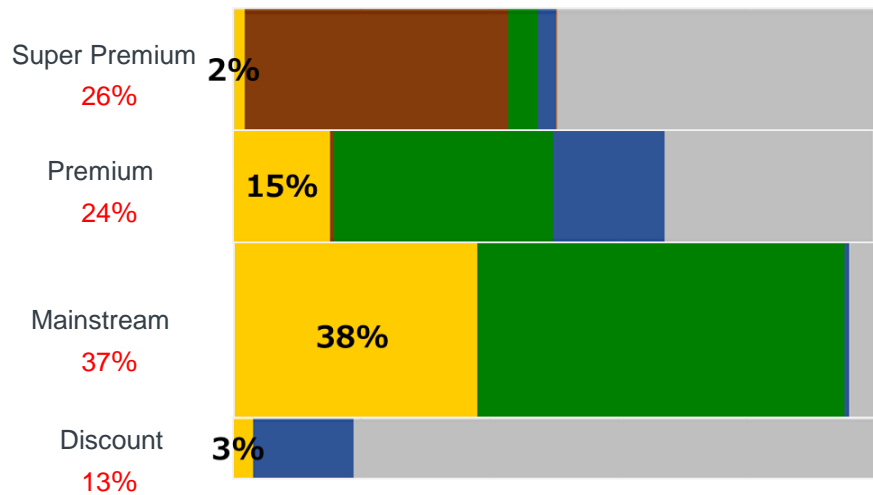
-7.7%





2017 Total 1,780 '000KL

Asahi Total Market Share 19%



CAGR  
(2012-2017)

+1.1%

+3.8%

-2.1%

+2.8%

-1.6%

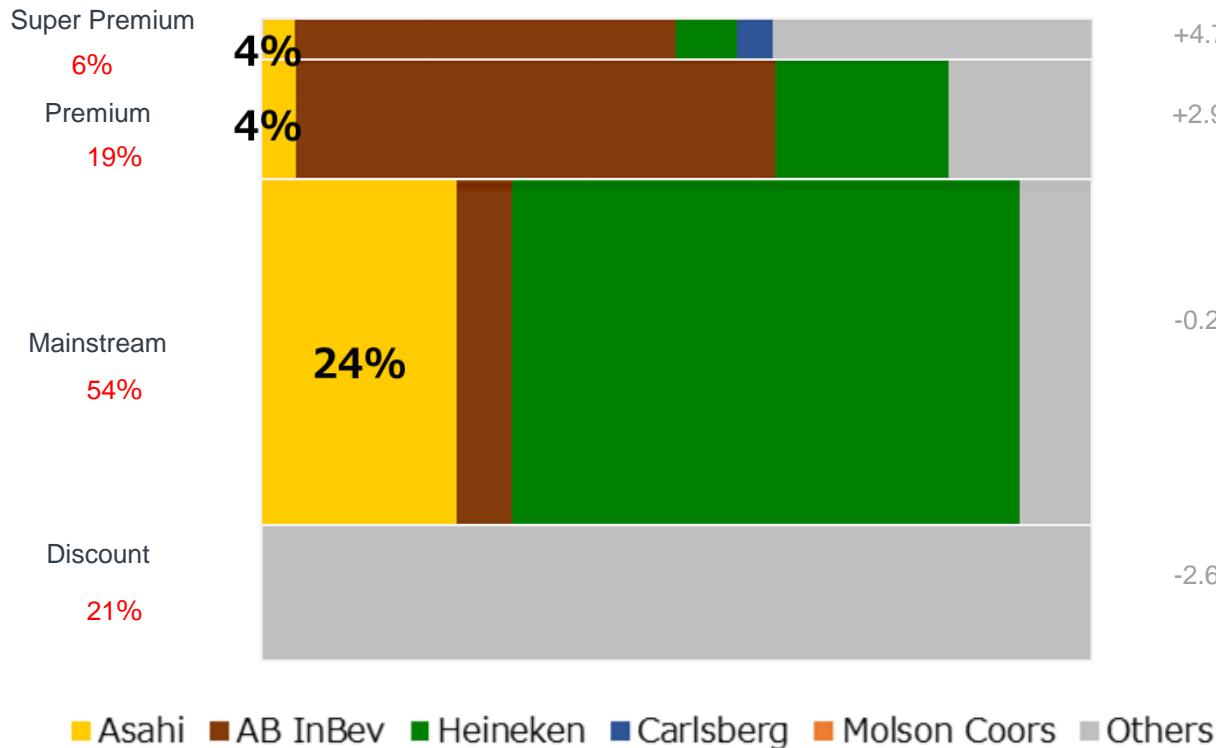


■ Asahi ■ AB InBev ■ Heineken ■ Carlsberg ■ Molson Coors ■ Others

# Market overview - Netherlands

2017 Total 1,222 '000KL

Asahi Total Market Share 14% CAGR (2012-2017)



+0.1%

+4.7%

+2.9%

-0.2%

-2.6%

## Guidelines for the next 3+ years

Revenue : Average annual growth rate in the high single digits

Core operating profit : Average annual growth of +/- 10%

## 2017 Results and 2018 Forecast

(excluding foreign exchange impacts associated with conversion of local currencies into Euro)

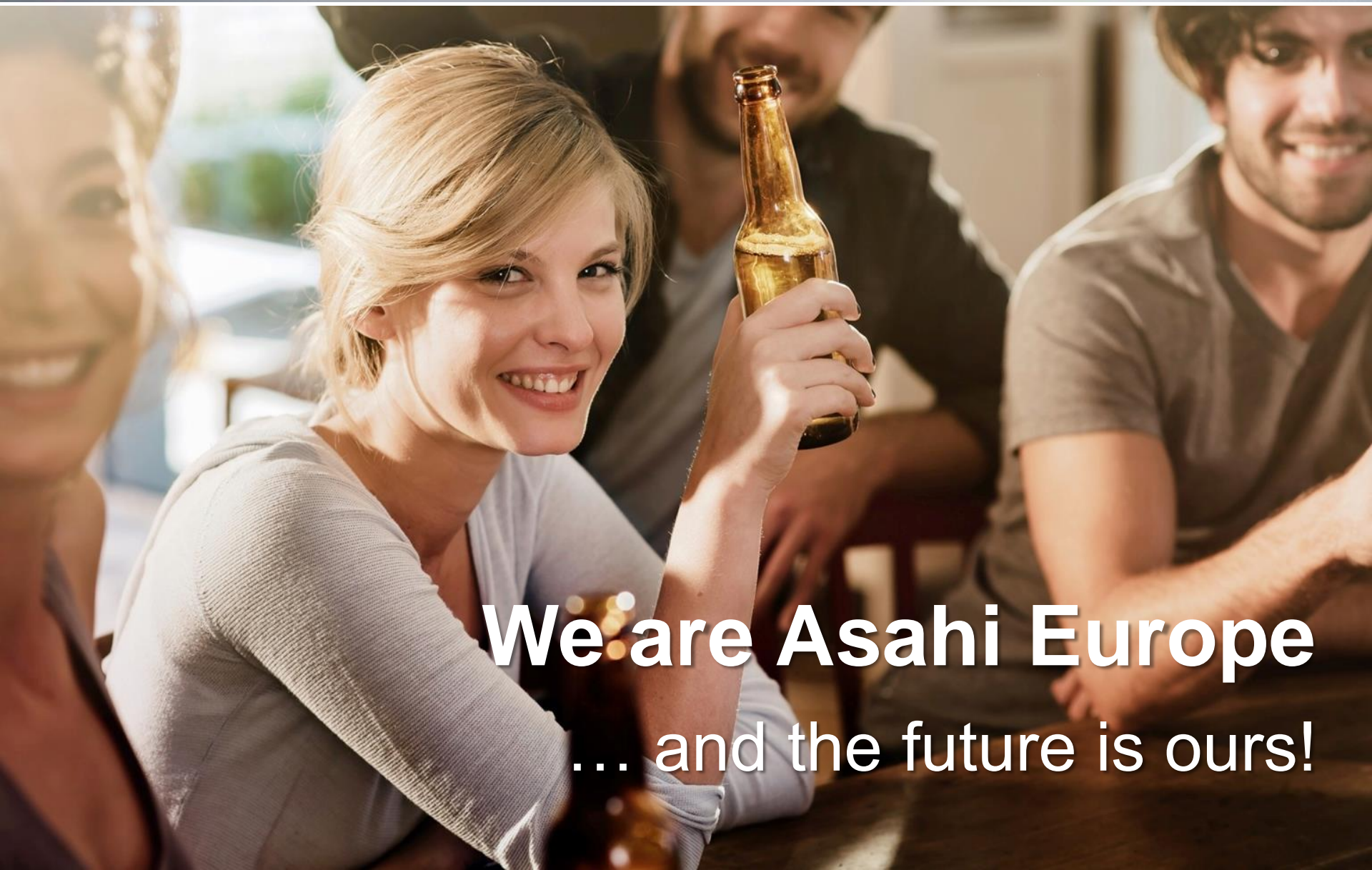
khl million Euro	2017 Results	YoY*2	Against Target*3	2018 Forecast	YoY*4
Sales Volume	8,786	7%	6%	9,119	4%
Net Sales (exl. Alcohol tax)	859	9%	5%	905	7%
Core OP*1	154	13%	3%	167	10%

\*1 Core OP before reduction of one-off cost

\*3 Comparison in target FX rate

\*2 Comparison in FX rate of 2016. 2016 result is estimated number due to before acquisition

\*4 Comparison in FX rate of 2017



**We are Asahi Europe**  
... and the future is ours!



# Asahi

その感動を、わかちあう。

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