

INVESTOR PRESENTATION

RESULTS FOR THE YEAR ENDED JUNE 2017

RICHARD RUSHTON – MANAGING DIRECTOR
LUCAS VERWEY – FINANCIAL DIRECTOR

SALIENT FEATURES AND KEY PERFORMANCE METRICS



We delivered resilient EBITDA growth despite challenging local and global conditions

- Maintained sales volumes on history with accelerated growth in the second half.
- Satisfactory revenue growth despite mixed results in the regions:
 - SA: Commendable top-line growth achieved, with strong second half.
 - Africa: Long term vision unaffected by short term challenges.
 - International: Volume growth achieved and improved EBIT FX adjusted.
- On a **normalised FX basis, EBITDA increased** by 9.3% and HLE by 7.4%:
 - Lower than inflation COGS increase and R500m savings realised.
- **Net cash generated** from operating activities up 14.6% on history.

SALIENT FEATURES OF OUR PERFORMANCE TO JUNE 2017

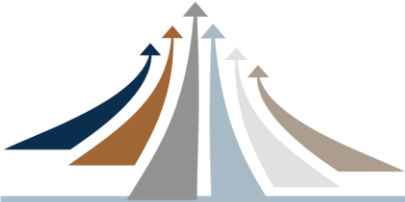
	NORMALISED FX#		REPORTED	
Sales volumes	0.0 %	➡	0.0 %	➡
Revenue	5.8 %	⬆	3.7 %	⬆
EBITDA*	9.3 %	⬆	0.7 %*	⬆
Headline earnings^	7.4 %	⬆	-3.6 %	⬇
Headline earnings per share	7.2 %	⬆	-3.7 %	⬇
Growth in total assets	4.9 %	⬆	2.7 %	⬆

Throughout this presentation, “normalised FX” is where we adjusted for impairments and exchange rate movements

* Normalised EBITDA which excludes impairment charges

^ Reported headline earnings per definition excludes items of a capital nature (for example impairments)

OUR STRATEGIC ASPIRATIONS



**Double revenue
growth & EBITDA
By 2021**



**Grow and win
in South Africa**

We will take share from
beer and deliver superior
returns to our
shareholders
that exceed our peers



**Expand into Africa
& one major
international market**

We will establish and
embed end-to-end
production,
marketing and sales
capabilities in
key markets

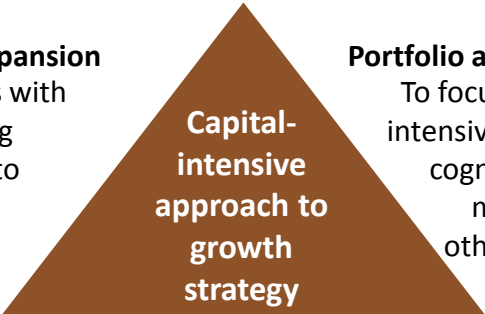


**Leverage core
brand portfolio**

We will define and
optimise our scale
competency & capability
and use this to support
new brand offerings and
innovations

Past strategy

Global expansion
Into areas with no existing platform to compete



Portfolio aspirations
To focus on asset-intensive areas like cognac, brandy, malt whisky, other whiskies

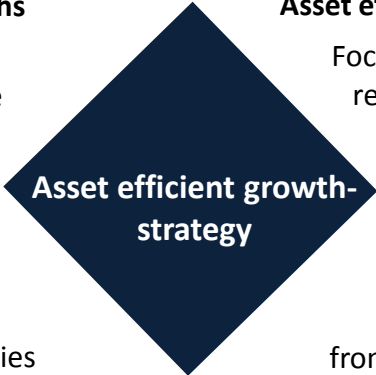


Pursue portfolio and geographic diversity at the cost of continuously increasing complexity

Future strategy

Play to our strengths
Play in areas with existing competitive advantage

Attractive categories
Portfolio should focus on opportunities in high growth areas

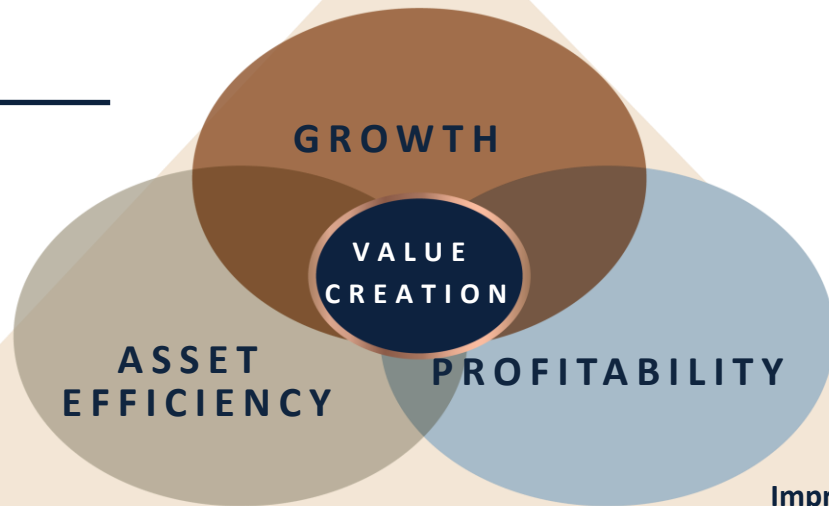


Asset efficient portfolio
Focus growth in less resource-intensive categories

Sustainability
Maintain a diverse business from a portfolio and geographic standpoint



Grow EBITDA to position ourselves for future growth



Play to our strengths:

- Focus on high growth, asset efficient and winnable opportunities
- Acquire RTM platforms to build on our core brands and diversify

Build a core set of strong brands:

- Simplify our portfolio and focus our investment

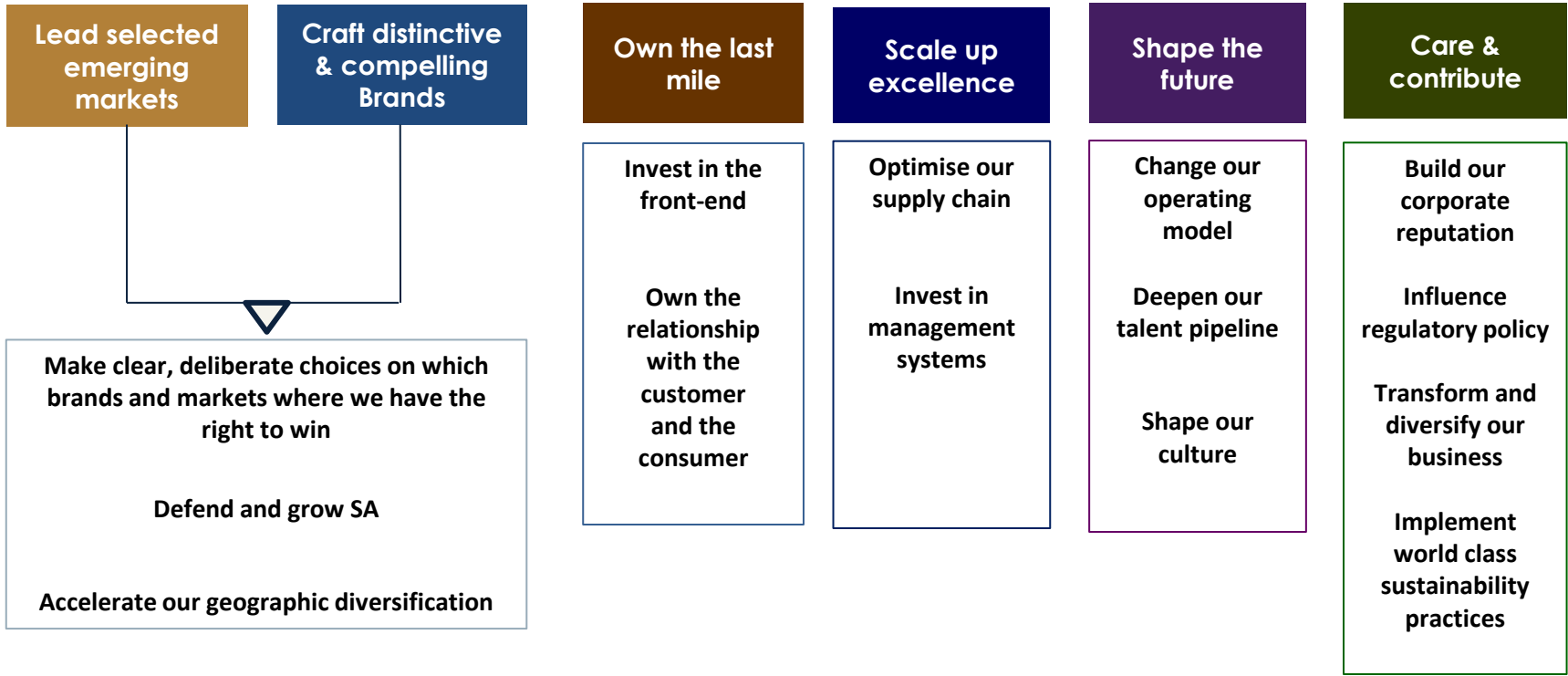
Improve our asset efficiency by:

- Disposing of non-core assets
- Reducing working capital
- Optimising our fixed assets

Improve our profit margins by:

- Focusing our approach on growing premium markets
- Building equity of scale brands that can withstand price competition
- Improving the effectiveness of our brand investments
- Reducing complexity and fixed overhead costs



KEY STRATEGIC INITIATIVES TO DRIVE CHANGE AND ENHANCE PERFORMANCE



SOUTH AFRICA PERFORMANCE HIGHLIGHTS



Growth in all 3 categories in South Africa despite tough market conditions

	VOLUME	REVENUE	REVENUE % DISTELL
South Africa	1.5 % 	7.8 % 	74.3 %

- Volume growth in all 3 categories
- Solid revenue growth despite weak H1 result
- H1 volume loss made up in H2
- Gross profit margin relatively flat
- Operational efficiencies and cost containment contributed to EBIT growth



















- Continued **growth in wine** ahead of category
 - **Double-digit** 4th Street growth, trend is slowing off a high base
- Wine performance supported by solid revenue growth in Tassenberg and Paarl Perlé
- **Strong brandy performance**
 - Viceroy, with 70% growth, now the category leader
 - Klipdrift and Richelieu together maintained volumes
- **Gin** recorded **strong double digit** growth led by Gordon's
- **Cruz Premium Vodka** significantly bolsters our premium white spirits presence
- **Weaker performance in Whisky** – mainstream whisky highly competitive while brandy and vodka have put pressure on value segment
- **RTD volumes** responded well to focussed approach with **8.3% growth in the second half** despite economy and increased competition
 - Double-digit growth of all bulk packs in the mainstream market
 - Bernini registered the highest category growth
 - Brand health measures strong on all core brands

AFRICA (INCL BLNS) PERFORMANCE HIGHLIGHTS

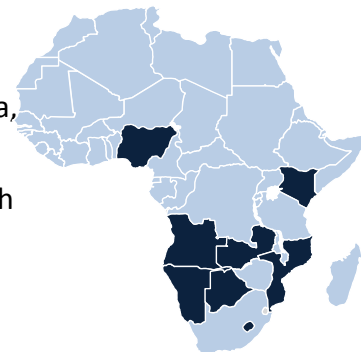


Long term vision unaffected by short term challenges

	VOLUME	REVENUE	REVENUE % DISTELL
AFRICA incl. BLNS	-5.2 % 	- 0.1 % 	12.9%

			REVENUE % AFRICA
BLNS	0.0% 	4.2% 	64.0%
Kenya	49.9% 	82.2% 	7.5%
Zambia	8.8% 	-5.9% 	6.9%
Mozambique	-10.5% 	-14.4% 	5.4%
Nigeria	43.3% 	17.5% 	3.1%
Ghana	-8.8 % 	-2.7 % 	3.1 %
Angola	-61.7 % 	-62.2 % 	2.8 %

- **Africa** - Green shoots overshadowed by regulatory and market challenges in Angola, Tanzania and Mozambique.
- **BLNS** – Good revenue growth despite harsh economic conditions.
- Significant cost savings offset by subpar performance from associates with **EBIT down by 4.4%**.
- **Tanzania** severely impacted by surprise ban on sachets.
- Concluded controlling interest in Kenya (KHEAL)
- **Ghana** operating model change improved profitability.
- **Nigeria** growing through improved route-to-market capability.
- **Angola** economic challenges compounded by increased price competition from local brewers.
 - Purchase of 26% of BGB now concluded.



THE AFRICA OPPORTUNITY

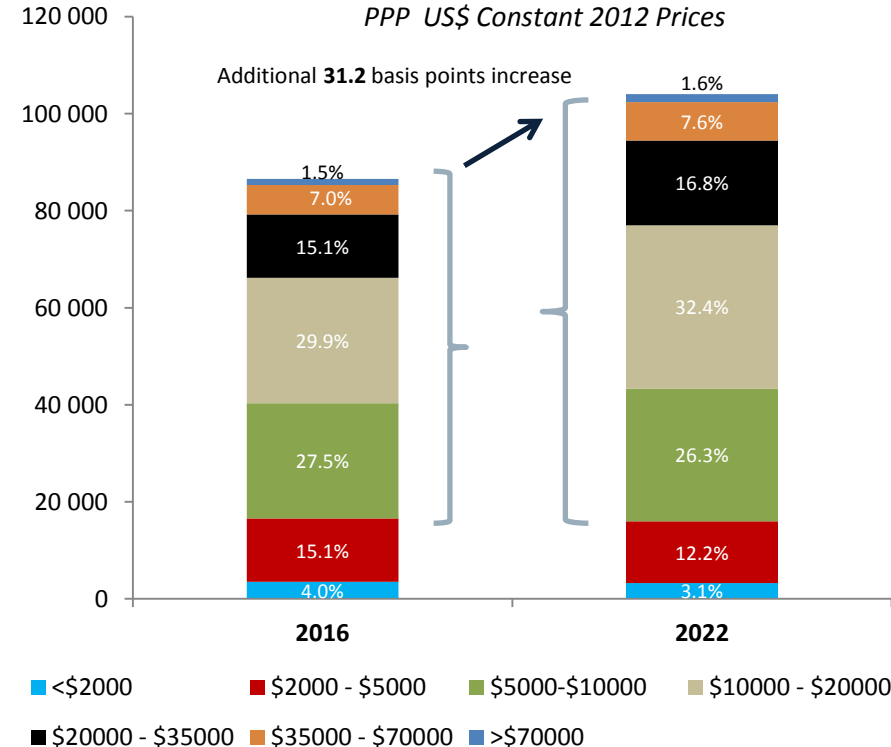


A long-term play

- Asia and Africa are the **highest growth markets for alcoholic beverages**.
- African markets are **trading up from** unbranded mostly homebrew alcoholic beverages (other segments beyond beer will benefit).
- **Distell's integrated portfolio** is uniquely structured, straddling several product categories and price levels.
- In Distell's priority African markets, the income distribution is projected to shift **increasingly towards the middle and high income brackets, supporting formal alcohol market growth** (see graph).

Number of People by Income Bracket in Key African Markets*

PPP US\$ Constant 2012 Prices



Source: Oxford Economics

* The following 9 African countries were included: Angola, Ghana, Kenya, Mozambique, Namibia, Nigeria, Tanzania, Zambia & Zimbabwe

BGB ACQUISITION IN ANGOLA: KEY HIGHLIGHTS



Two-phase, de-risked transaction

1
**SCALEABLE PAN AFRICAN
PLATFORM WITH SIGNIFICANT
GROWTH OPPORTUNITIES**

6
**SIGNIFICANT PROCUREMENT
SYNERGIES FOR DISTELL
SUPPLY CHAIN**



2
**WELL ESTABLISHED
MAINSTREAM PAN AFRICAN
SPIRITS BRAND**

5
**CATEGORY LEADER IN WHISKY
AND CREAM IN ANGOLA AND
CREAM IN NIGERIA**

4
**ESTABLISHED ROUTE TO
MARKET CAPABILITIES**

3
**HIGH QUALITY LOCAL
PRODUCTION FACILITIES IN
ANGOLA AND NIGERIA**

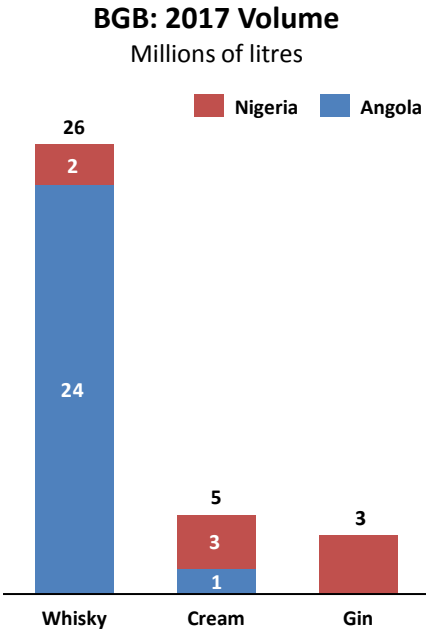


SUSTAINABLE LOCAL
PLATFORM WITH A BALANCE
OF ESTABLISHED AND
GROWTH MARKETS



Dark blue represents scale markets
Brown represents growth markets

SIGNIFICANT SCALE IN
WHISKY, CREAM AND GIN IN
DISTELL TIER ONE MARKETS



CONTINUOUS INNOVATION
IN ESTABLISHED MARKETS

Nigeria

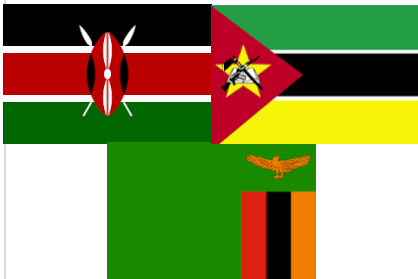


Angola



GROWING THE BRAND
TOGETHER IN NEW MARKETS

Leveraging Distell RTM to
build on seeding strategy in
new markets



Two million litre business in
Kenya, Zambia and
Mozambique set to grow

BGB FINANCIAL OVERVIEW AND IMPACT



BGB TRADING PERFORMANCE: SALIENT FEATURES

USD'm	YE 31 March 16
-------	----------------

Revenue	124.8
---------	-------

Gross profit	41.5
--------------	------

EBITDA	35.2
---------------	-------------

KPI's

<i>Volume (Litres in millions)</i>	36.0
------------------------------------	------

<i>Gross margin</i>	33.3%
---------------------	-------

<i>EBITDA margin</i>	28.2%
----------------------	-------

USD 54.6
million
acquisition
funded from
existing debt
facilities

DISTELL HEADLINE EARNINGS IMPACT: 3.3%

PURCHASE PRICE FOR 26% INTEREST IN BGB

USD'm	ZAR'm
54.6	731

The above amount will be adjusted for the finalisation of working capital and net debt at closing

The above results were verified in accordance with IFRS during due diligence.

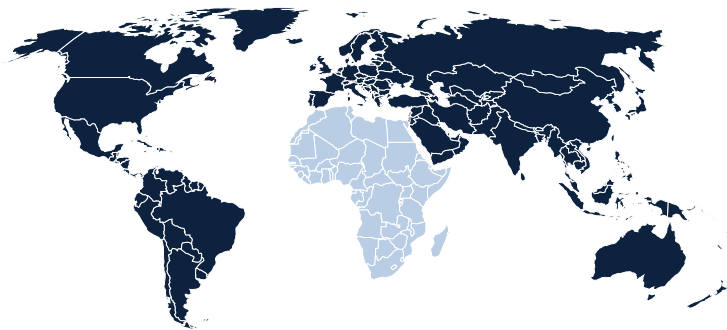
INTERNATIONAL PERFORMANCE HIGHLIGHTS



Strong volume growth in Taiwan and Latin America offset by weaker FX

	VOLUME	REVENUE	REVENUE % DISTELL
International	3.6 % ↑	- 12.1 % ↓	12.8 %

			REVENUE % INTERNATIONAL
Europe	3.9 % ↑	-13.9 % ↓	46.8 %
Asia Pacific	2.8 % ↑	-3.7 % ↓	28.5 %
North America	-13.1 % ↓	-42.4 % ↓	9.9 %
Travel retail	16.2 % ↑	13.4 % ↑	8.4 %
Latin America	37.5 % ↑	24.0 % ↑	6.3 %



- **Strong focus on core regions, brands and product mix.**
- **EBIT FX adjusted increased by 10%.**
- **Year of new focus** unfavourably impacted by FX headwinds.
- **Value decline** due to:
 - **Foreign exchange** impact
 - Transition to new USA RTM model.
 - Exit from unprofitable unbranded UK whisky.
- **Good growth in Taiwan and Latin America.**
 - Scottish Leader market share in **Taiwan** up by 150bps and growing portfolio with wine listings.
 - **Latin America:** Improving economy and change in distributors increased Amarula sales.
- **Nederburg** shows good growth in Netherlands.
- **Durbanville Hills** growing by 76.7%.
- 11.4% volume growth of **Amarula** in declining category.
- **UK** integration completed.
- **Momentum building** in key markets.



OUR BRAND PORTFOLIO
PERFORMANCE HIGHLIGHTS & CORE STRENGTHS



OUR PORTFOLIO IS VERSATILE AND GEARED FOR SHIFTS IN CONSUMER BEHAVIOUR AS ECONOMIC CYCLES CHANGE



Our multi-category portfolio is suited for consumers trading up

- Our category plays are aspirational and aligned to the lifestyle needs of consumers
- Our price continuum enables us to engage consumers throughout their lifestyle journey

'I want more brands that are better for me'

- Beer's share of total alcohol consumption declines
- Wine, spirits & cider growth accelerates
- Consumer choice widens to include more brands
- Trade up to more premium products – better for me (image, quality)



Large pack volumes up 18%

'Let's make our money go further together'

- Seeking value at lower price points
- Larger value packs offering value
- Pooling of funds for sharing in mixed gender occasions
- Mixed gender accounts for over half of RTD consumption in SA

Our performance reflects our strategy to support consumers in tough times

- Double digit growth of Viceroy; buying into value with image credentials
- Double digit growth in our large cider packs and mainstream wine growth
- Our cider portfolio plays into mixed gender sharing occasions

Distell is the only scale multi-category player (wines, spirits & ciders) in SA & Africa which can recruit from beer



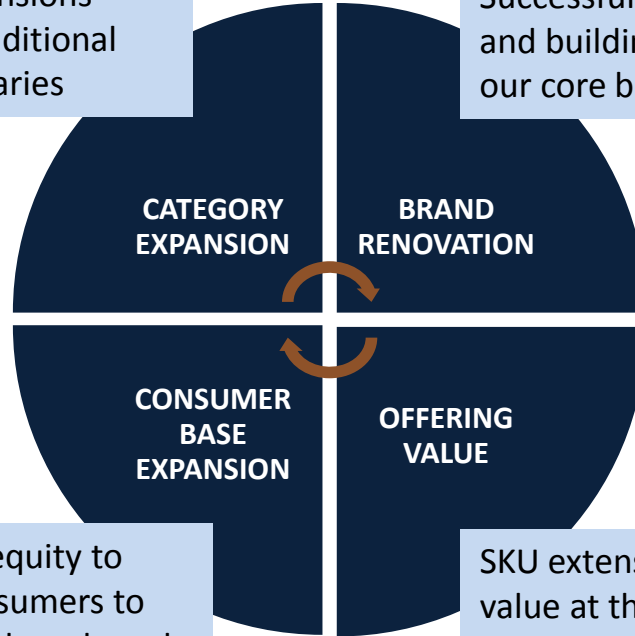
MARKETING: EXPANDING OUR INFLUENCE



Our unique brand crafting capabilities position Distell to grow our consumer base



Core brand extensions transcending traditional category boundaries



Successfully expanding choice and building premium cues for our core brand assets



Building brand equity to recruit new consumers to the category and our brand

SKU extensions to deliver value at the right price point

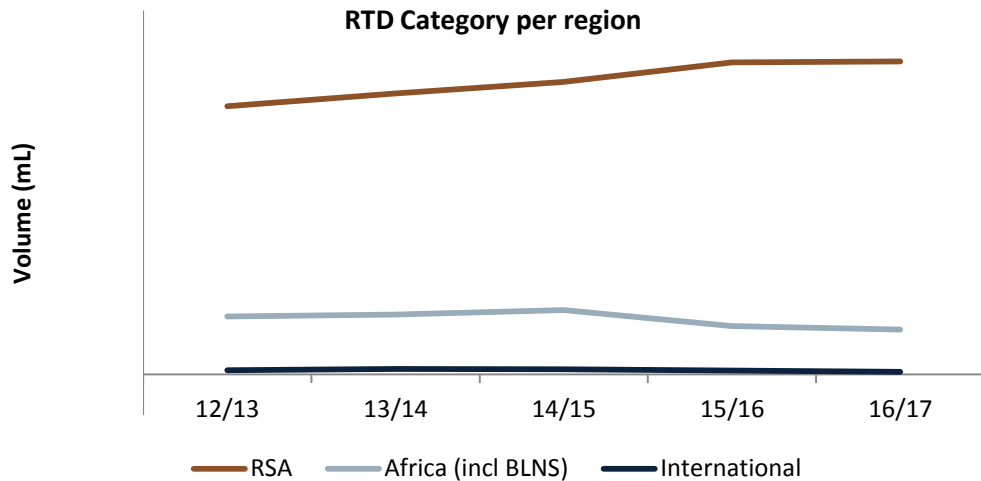


CIDERS & RTDs: CONTINUED YEAR ON YEAR GROWTH IN RSA



KEY FACTS:

- Hunter's is the world's 2nd largest cider brand.
- Positive reception to launch of Hunter's EDGE & new pack formats.
- Savanna continued to grow in SA despite the economy
 - New news and TTL initiatives.
 - Launch of Savanna Loco and 500ml broadened consumer appeal.
 - Funnel measures all registered good gains.
- All ciders bulk packs grew double-digits in SA mainstream
- Ciders impacted in formal channels due to:
 - Aggressive beer pack/price discounting.
 - New RTD entrants.
 - Initiatives underway to defend and grow this channel.



CIDER PLAYS UNIQUELY INTO MIXED GENDER OCCASIONS



- Our cider portfolio is uniquely positioned to tap into the largest consumption occasion in RTDs: Mixed gender sharing
- Savanna's brand health is robust
 - Broadened its appeal among men as a refreshment alternative vs. beer without losing its female following
 - Expanding its footprint among millennials (25-35 year olds)
 - Challenger brand with standout positioning in a cluttered RTD category
- Hunter's has strengthened its association with millennials
- Edge
 - Our cider play to expand our footprint among premium beer consumers, where previously sweetness was a barrier
 - All market indicators tracking positively since launch



LAUNCHING HUNTER'S EDGE



NEW

THE HOP REINVENTED

IN A REFRESHING, FULL-FLAVOURED CIDER.

A central image of a condensation-covered bottle of Hunter's Edge cider. The bottle has a blue neck label and a main label with a crest and the text "HUNTER'S EDGE", "EST. 1988", "330 ml 5% Alc. Vol.", "PREMIUM CIDER WITH REAL HOPS EXTRACT", and "FINEST QUALITY". The bottle is set against a dark blue background with a dynamic splash of golden liquid and several green hop cones radiating from behind it.

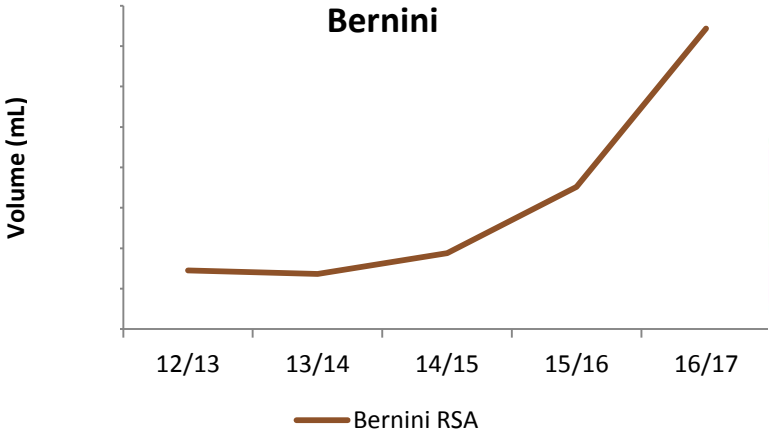
**HUNTER'S
EDGE** REINVENT THE GAME

BERNINI HAS BEEN CRAFTED FOR FEMALE CONSUMERS, THE MOST DYNAMIC DEMOGRAPHIC SEGMENT FOR FUTURE ALCOHOL GROWTH

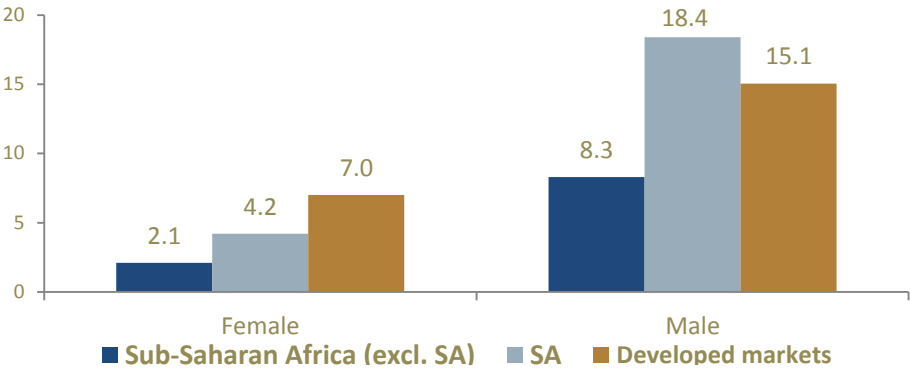


BERNINI:

- Bernini responded strongly to flavour trends in near beer and flavoured cider
- **SA's fastest growing grape RTD** (volumes doubled in last 12 months) and also growing in South Korea.
- New variant to be launched in Q3 2017
- Growing ahead of FAB category in SA
- Growing among millennial females (18-34 year olds)
- Feminine affordable-luxury



Female alcohol consumption rises with income growth
Male vs. female per cap alcohol consumption



Source: Distell market research (BHM); World Health Organisation (WHO)

AMARULA: KEY EXPORT MARKETS SHOWING GROWTH

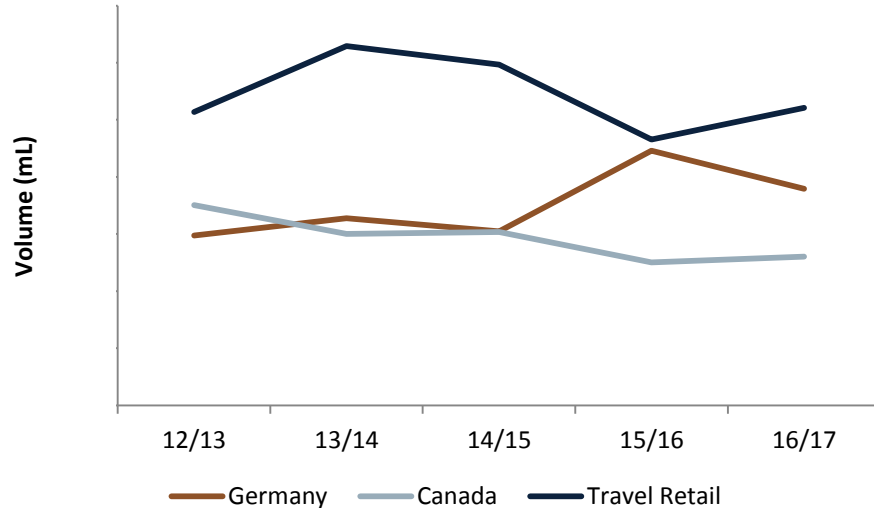


KEY FACTS:

- Won gold at New York international Spirits Challenge and San Francisco World Spirits Competition.
- International markets showing uplift in sales.
- Positive global consumer response from Amarula Trust “Name them, Save them” campaign.

KEY INITIATIVES:

- Aggressive drive behind global RTM expansion utilising the “Name them, Save them” campaign.
- Amarula Trust Limited edition bespoke label together with consumer campaign.



WHISKY: A STRATEGIC CATEGORY FOR GROWTH



SCOTTISH LEADER

KEY FACTS:

- Europe remains a tough market for blended Scotch.
- Brand campaign “New Perspective, Richer Possibilities” building brand equity.
- Range extension (Original) in Taiwan opened new channels.
- 12 YO launched in SA.

KEY INITIATIVES:

- Whisky strategy implementation in all priority markets.
- Further innovation and higher A&P investment.
- New digital campaign building on “New Perspectives”.
- Category innovation essential.

BAIN'S

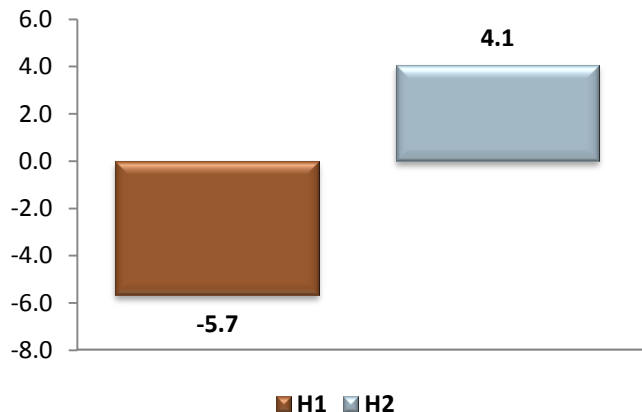
KEY FACTS:

- RSA price premiumisation negatively impacted volumes.
- Positive feedback on the back of the launch in UK & Germany.

KEY INITIATIVES:

- Pack upgrade to be implemented in September 2017.
- Renewed Bain's focus in the US.

H1 vs H2 Whisky Volume Growth %



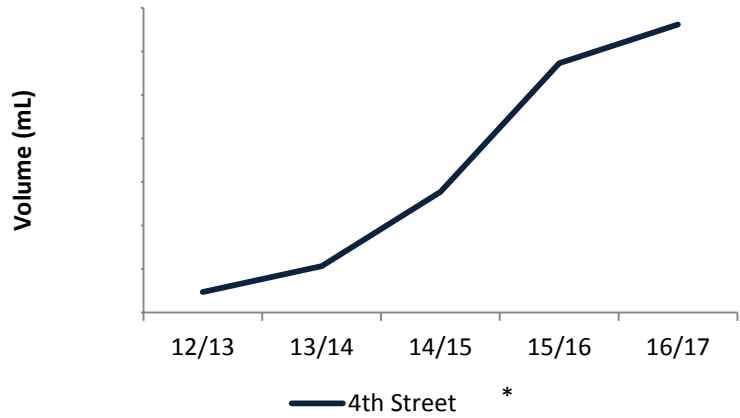
MAINSTREAM WINE:

- **4TH STREET:** World’s fastest growing wine brand (IWSR); continues with double digit growth across SA & Africa.
- AH Crackling & Paarl Perlé performing ahead of industry trends in South Africa.
- **TWO OCEANS:** Increased volumes in 2016/2017 with the introduction of the 3L BIB variants.

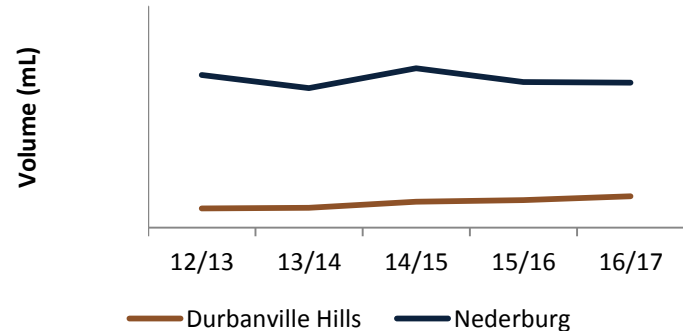
PREMIUM WINE:

Focussed Portfolio; Established premium wine incubation business unit to drive momentum

- **NEDERBURG:** Continues to be South Africa’s most awarded wine
- **DURBANVILLE HILLS:** Double digit growth across multiple countries, successful launches in UK & Canada.
- **ALTO:** Growth across all products in portfolio, Triple digit growth in Taiwan.
- **FLEUR DU CAP:** Drive new look packaging across range.

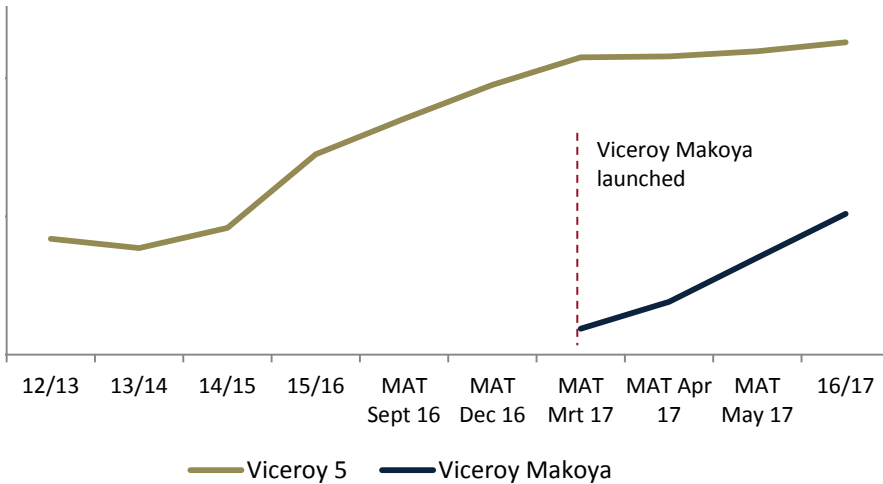
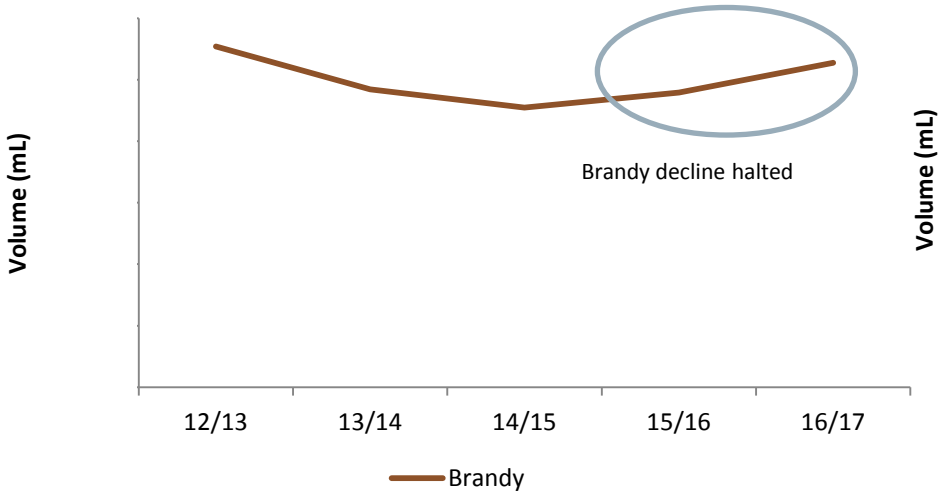


*Includes 4th Street Perlé



BRANDY:

- Showing solid growth in SA on the back of double-digit growth of Viceroy.
- Commando, Klipdrift, Olof Bergh & Van Ryn’s showing solid revenue growth.



PREMIUM VODKA: EXPANDING WHITE SPIRITS PRESENCE



CRUZ VODKA:

- Acquired in second half of the year with volumes generated from May 2017.

INVESTMENT RATIONALE:

- Cruz Vodka is the fastest growing luxury imported vodka in South Africa and has strong quality credentials.
- Cruz Vodka provides us with a leading brand in one of the fastest growing spirits categories with strong future growth potential.
- Significantly enhances white spirit portfolio and premium offering.



KEY INITIATIVES:

- Exciting Cruz Ltd Edition Flavour endorsed by AKA (The #1 Hip Hop artist in SA) to be launched.
- Dedicated cross functional team put in place to go live 1 September 2017 to drive performance, growth and equity building.

- **BBBEE:** Achieved level 4 status up from level 8 in FY16.
- **Created businesses in our value chain to support local economies:** Local sourcing across categories & geographies.
- **Lead in diversity and transformation:** Integrated BBBEE strategy driving sustainability and job creation.
- **Nurture our environment:** Focussed initiatives to ensure we operate in a sustainable and ethical manner.



Preferential
procurement

- F17 procurement spend split: 13% on QSE's, 9% on EME's, 11% on Black-owned Businesses and 7% on Black women-owned businesses.
- Increased purchases from 411 Black-Owned Enterprises (R1bn) in F16 to 708 with a YTD value of R1.1bn in FY17.



Skills
development

- 10 different Learnerships offered across the Distell value-chain.
- Total of 356 participants in learnerships of which 96% ACI candidates, 64% unemployed and 48% learners with disabilities



Enterprise and
Supplier
Development

- Successful business development support delivered under the E+Scalator programme (R60m investment).
- Innovative apple and vine co-planting with government.
- Multiple job creation and preservation projects delivered.



FINANCIALS

SALIENT FEATURES



Showing resilience in the face of tough economic trading conditions

	Reported 'm	Reported		Normalised FX#
Sales volumes	671.9	0.0 %	➡	0.0 % ➡
Revenue	22,259.3	3.7 %	⬆	5.8 % ⬆
EBITDA*	2,572.7	Reported -7.8 % ⬇	Normalised 0.7 % ⬆	9.3 % ⬆
Headline earnings	1,553.3	-3.6 %	⬇	7.4 % ⬆
Headline earnings per share	708.3c	-3.7 %	⬇	7.2 % ⬆
Growth in total assets		2.7 %	⬆	4.9 % ⬆

Throughout this presentation, "normalised FX" is where we adjusted for impairments and exchange rate movements

* Impairment charges are included in reported EBITDA, but not in reported HLE (as the definition of HLE excludes items of a capital nature)

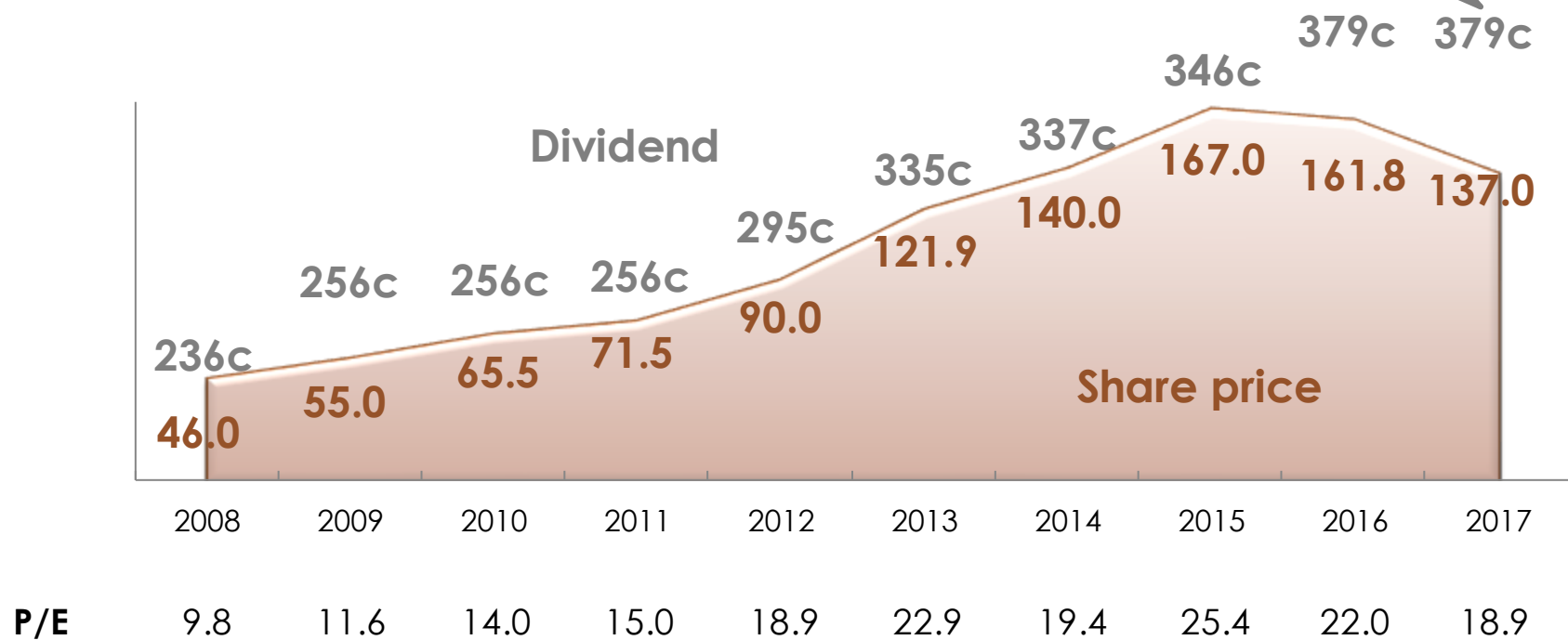
REWARDING SHAREHOLDERS



Maintaining dividend rewards

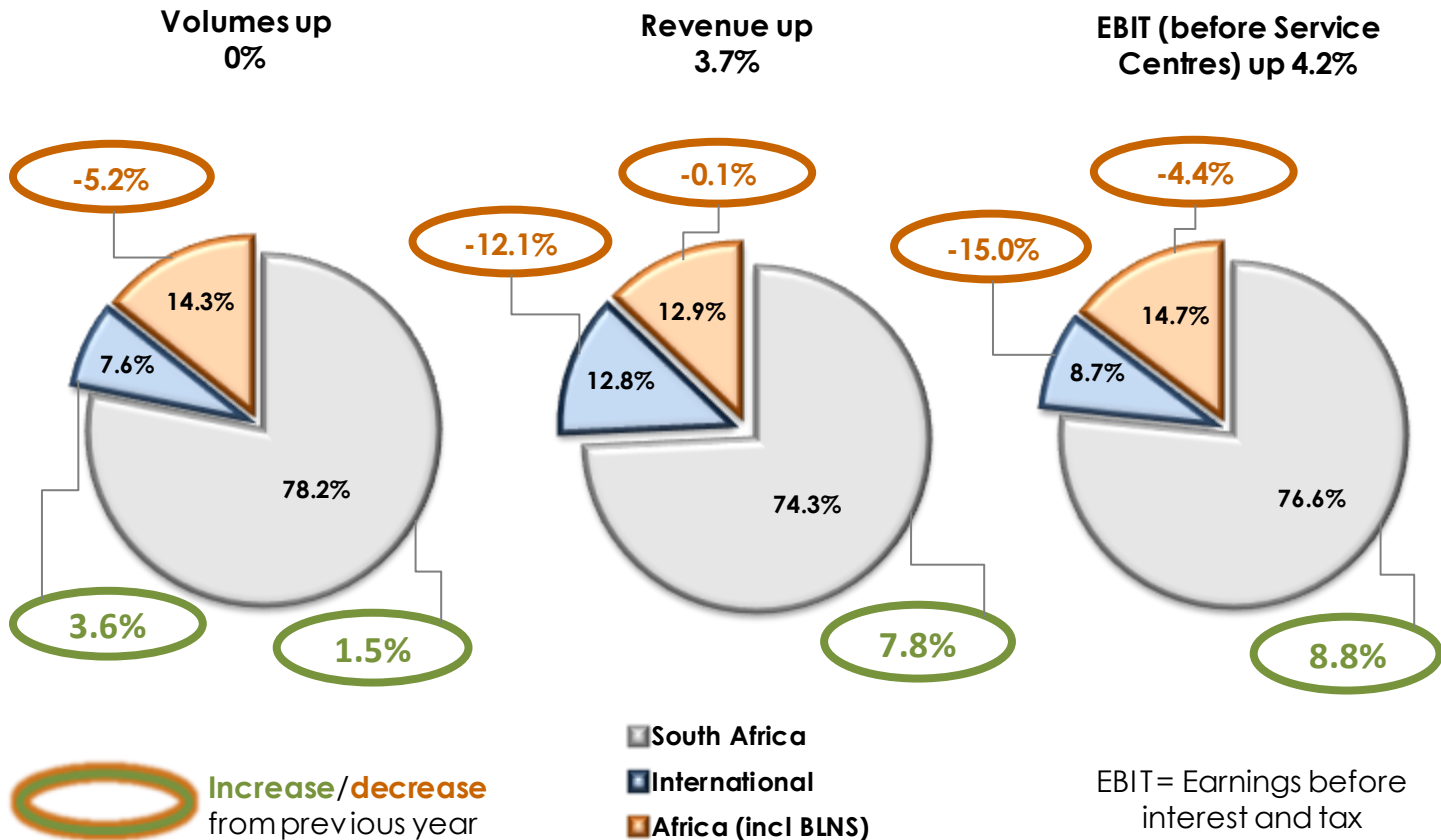
Total return to shareholders
CAGR: 7 Year = **14.6%**

DY of **2.5%**



CONTRIBUTION PER REGION

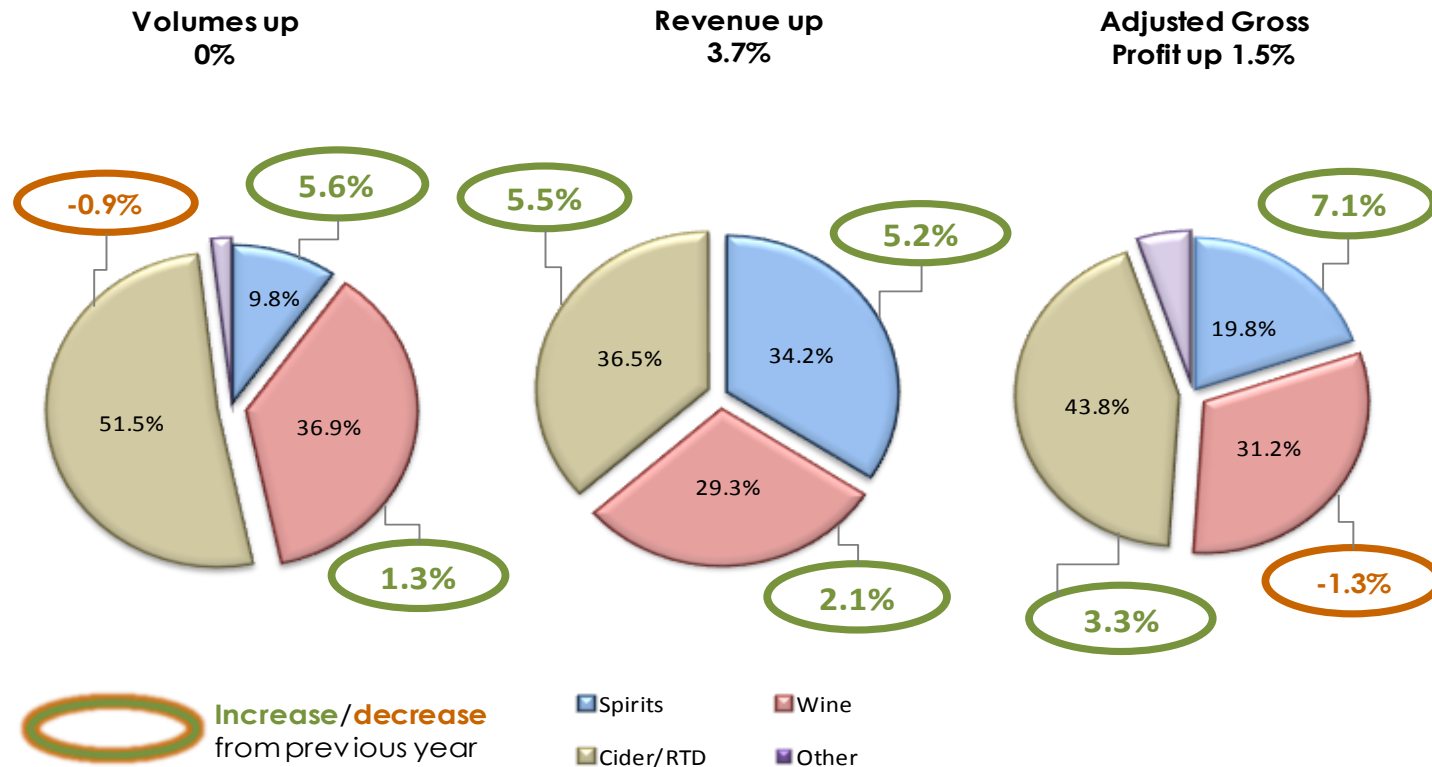
Markets outside RSA contributing over a quarter of revenue on a non-duty paid basis



- **South Africa**
 - Volumes up 1.5%
 - Revenue up 7.8%
 - Strong revenue growth in competitive market
- **International** recovering volumes, FX impacts on revenue and EBIT
- **Sub-Saharan Africa (incl BLNS)**
 - Tough macro-economic context
 - Revenue on a NDP basis outside RSA comprises 30.8% of group revenue
 - Savings initiatives impact positively on group EBIT increase

CONTRIBUTION PER CATEGORY

Balanced revenue contribution and a strong growth in spirits



- Spirits and Wines showing positive volume growth
- Overall volumes maintained, driven by the Cider/RTD category where the competitive landscape increased throughout the year
- Savanna, Hunter's Extreme and Bernini performing well

Note: Calculated excluding cash discounts and DVC where applicable

EXCHANGE RATES

Weaker pound creating drag on revenue growth

YTD June 2017 average rates

<u>Currency</u>	2016/17	2015/16	Change on History
GBP	17.28	21.47	-19.5% ↓
EUR	14.85	16.09	-7.7% ↓
USD	13.61	14.49	-6.1% ↓
CAD	10.27	10.92	-6.0% ↓

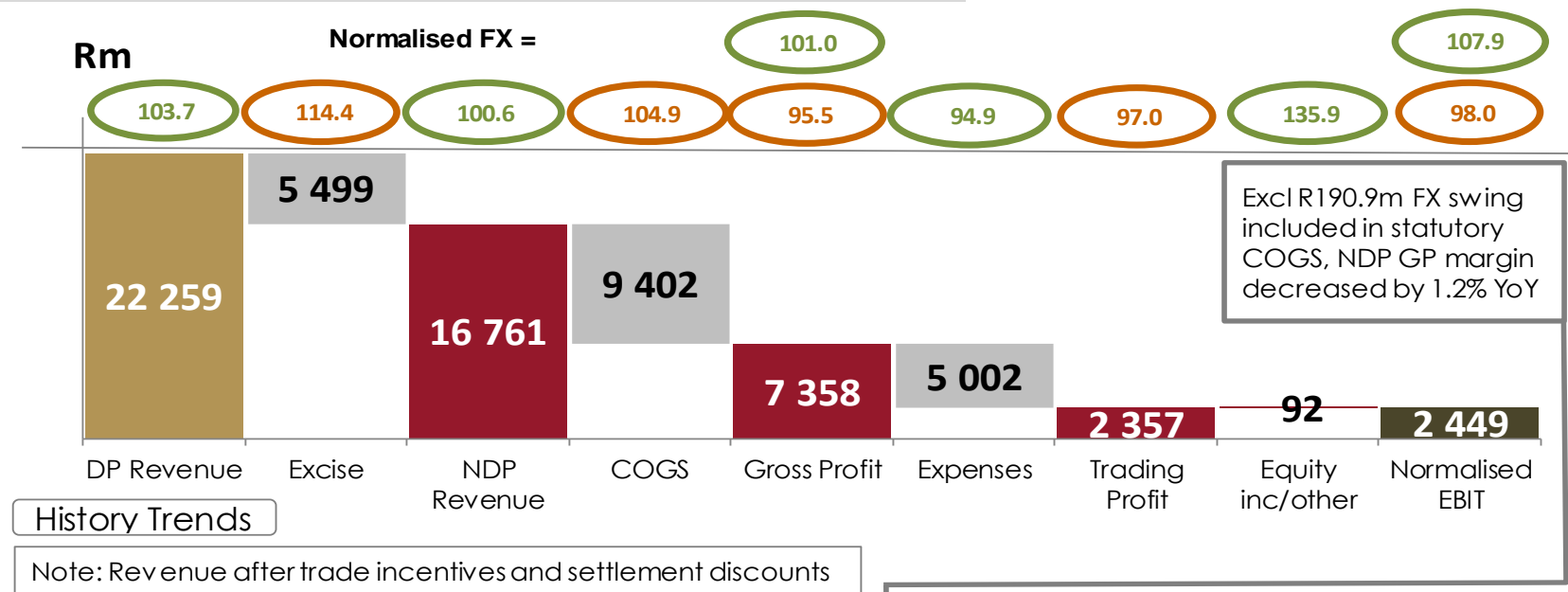


Average exchange rate strengthening 11% on History

DRIVERS OF MARGIN



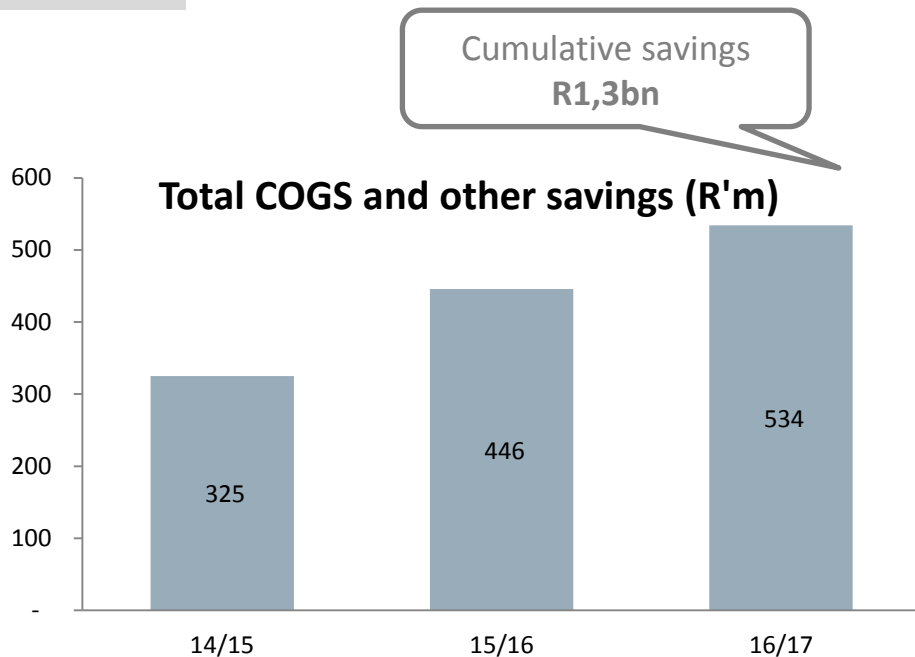
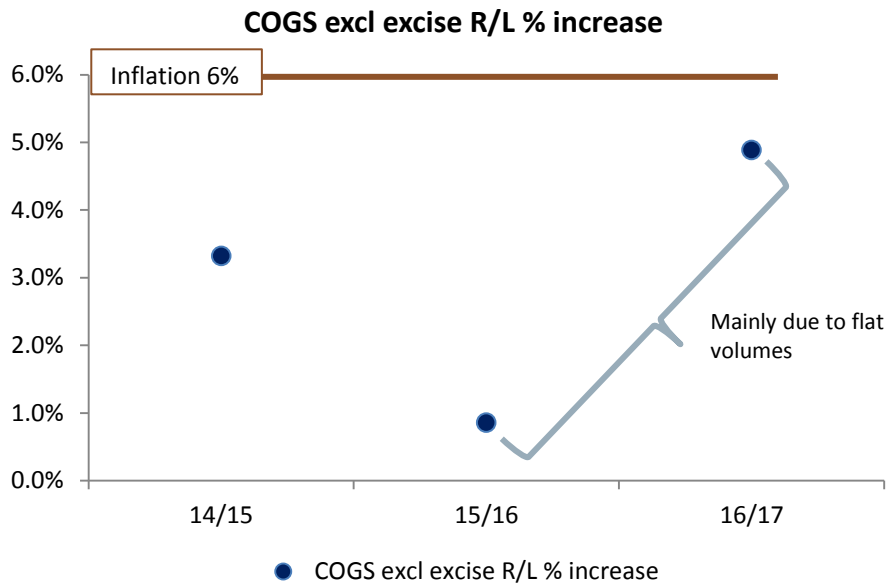
Cost saving initiatives negated excise and COGS growth



NDP%CY:		100.0	56.1	43.9	29.8	14.1	-0.5	14.6
NDP%PY:		100.0	53.8	46.2	31.6	14.6	-0.4	15.0
DP%cy:100.0	24.7	75.3	42.2	33.1	22.5	10.6	-0.4	11.0
DP%py:100.0	22.4	77.6	41.7	35.9	24.6	11.3	-0.3	11.6

SAVINGS ACHIEVED IMPACTS FAVOURABLY ON COGS R/L

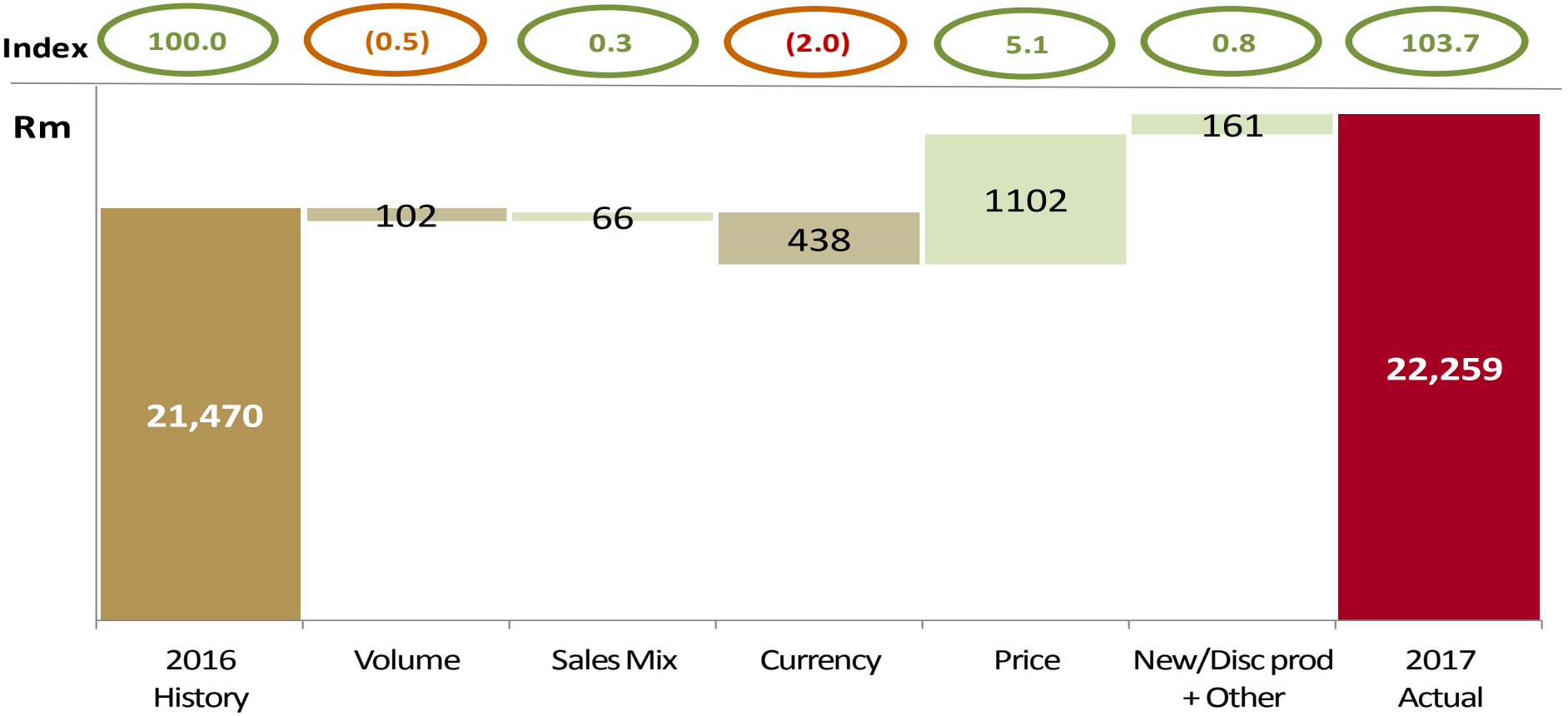
COGS, excluding excise, rand per litre % increase, well below inflation with savings above R500m achieved for the full year 2017



DRIVERS OF REVENUE GROWTH



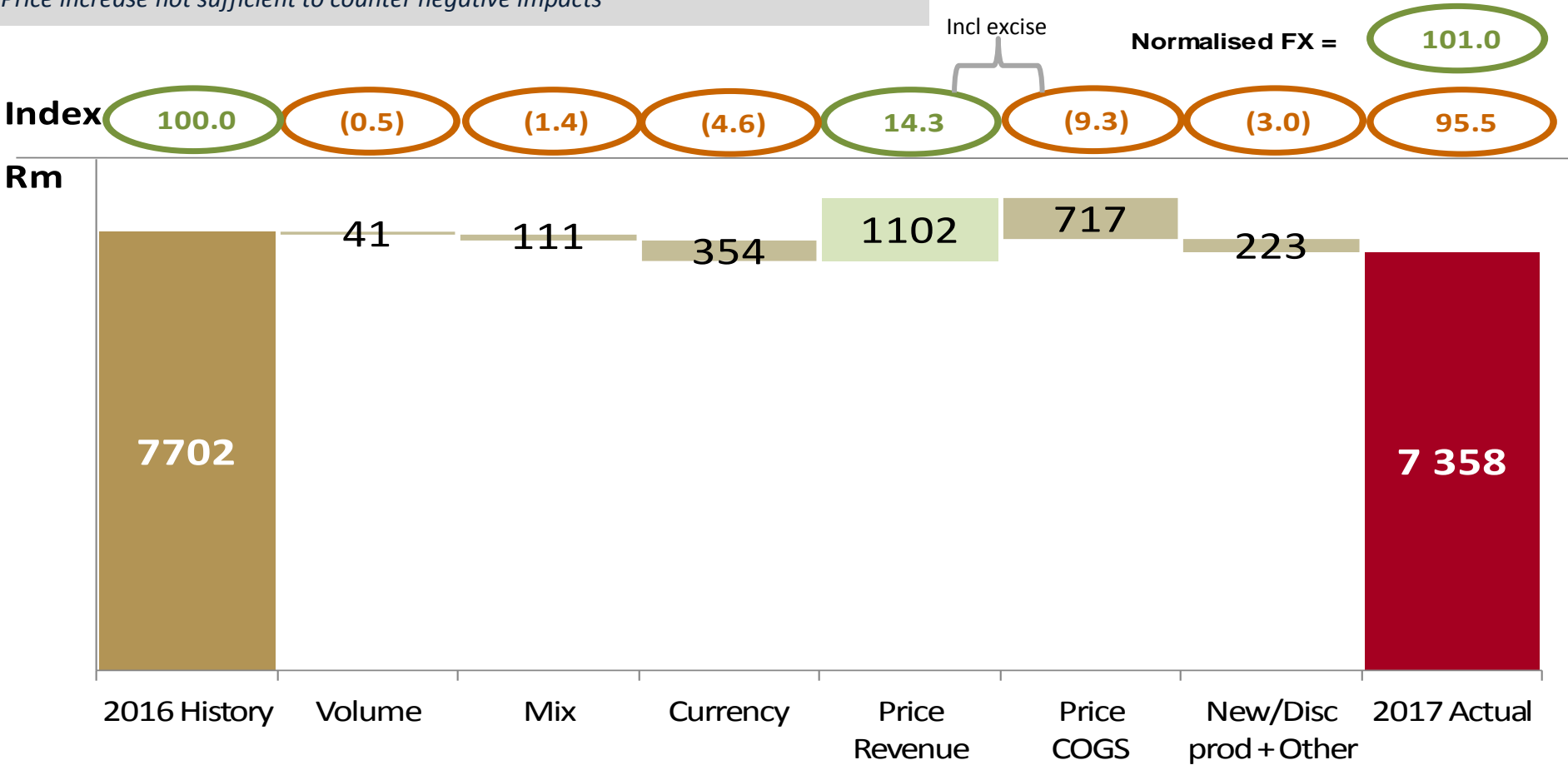
Price increase impact largely reduced by strengthening currency



DRIVERS OF GROSS PROFIT



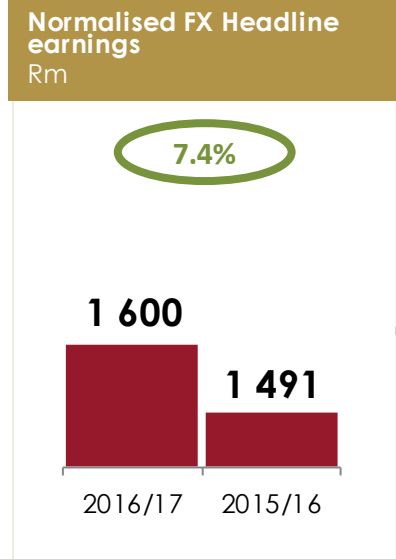
Price increase not sufficient to counter negative impacts



HEADLINE EARNINGS



Savings deliver positive normalised FX HLE growth



Trading profit	2 357	-3.0%
Other losses	- 290	100.0%
Operating profit	2 067	-12.1%
Net finance cost & Div inc	- 213	-16.0%
Associates	59	2.3%
Taxation	- 616	-1.3%
Add back cap, FX & abn items	303	-832.3%

- Normalised FX HLE up 7.4%
- Reported operating profit down 12.1%. Normalised for impairments and forex, up 8.1%
- Net finance cost & Dividend income of R212.8m (2015/16: R253.3m)
- Largest contributors to associates include Tanzania Distilleries and profit from the sale of some Lusan farming properties
- Effective tax rate 32.2% (2015/16: 29.0%)
- Capital & Abnormal items include Bisquit and Angola industrial property rights impairments

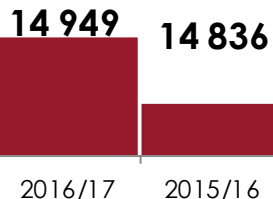
NET OPERATING ASSETS

Up 0.8% (5.8% excl forex) compared to revenue growth of 3.7%, thereby improving net asset turnover

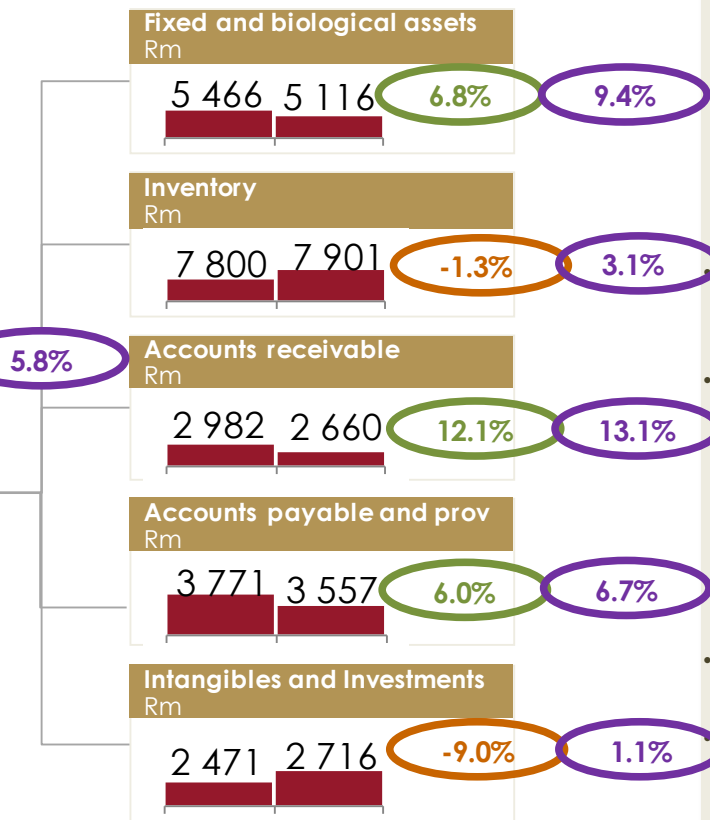
Excluding
exchange rate
impact

Group

Net operating assets
Rm



Includes associates and JVs,
excludes deferred tax and
retirement benefit assets & liabilities



- Property, plant & equipment increased by 6.8% (9.4% excl FX), mainly due to crates, casks, primary production, line upgrades, refrigeration, new product development and system upgrades

- 1.3% decrease (3.1% increase excl FX) in inventory

- Domestic receivables DSO are within the pre-determined parameters, while the International and Africa DSO are currently outside these parameters (mostly due to Africa). Adequate provisions are in place.

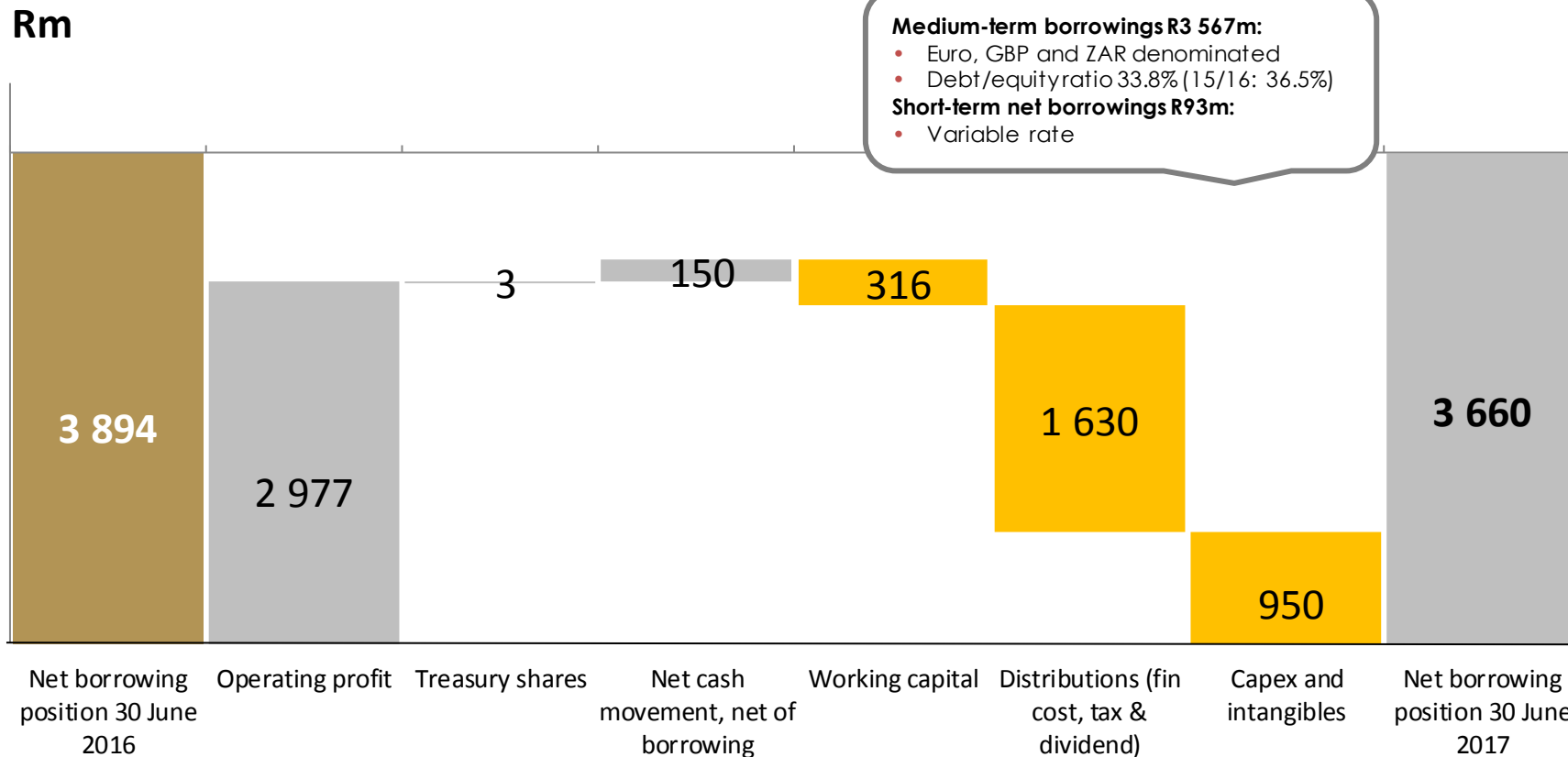
- 6.0% increase (6.7% increase excl FX) in accounts payable

- Intangibles assets include mainly:
 - Software acquired
 - Investments in associates and JVs
 - Goodwill and trademarks

CASH FLOW AND FUNDING

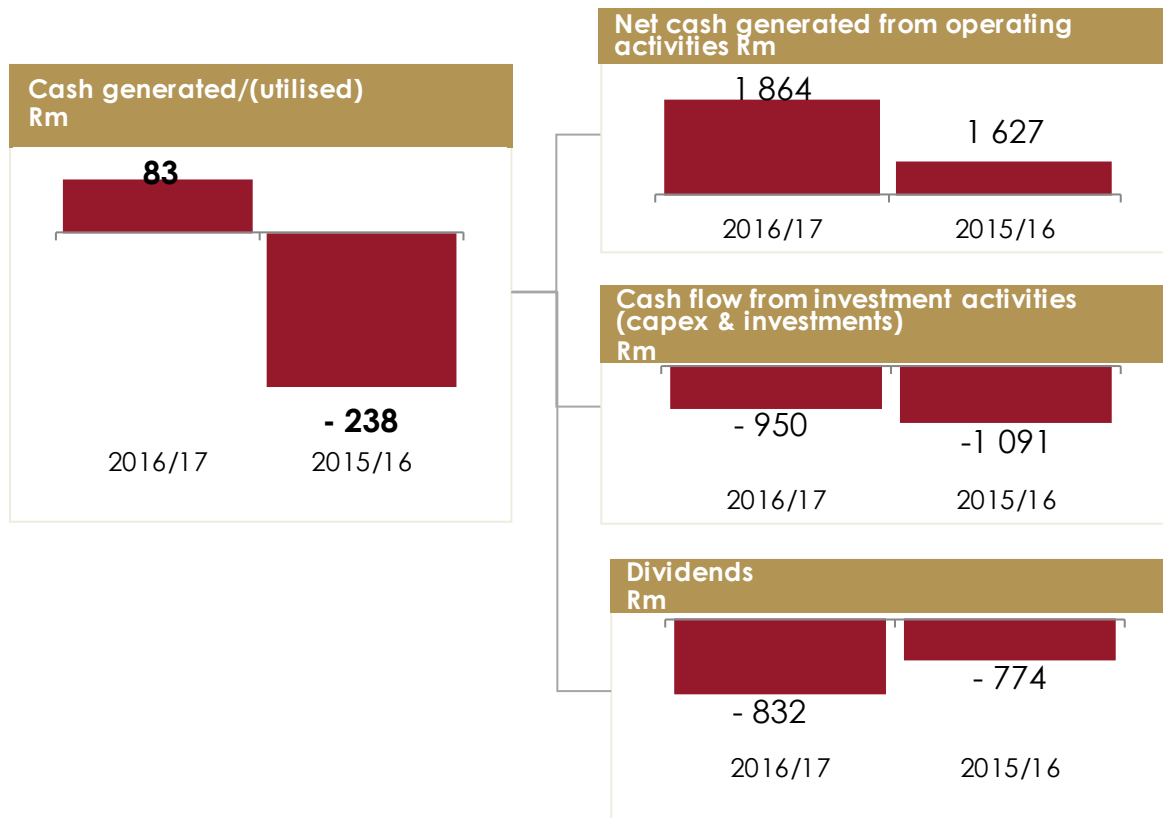


Gearing marginally down



CASH FLOW - OPERATIONS

Increased net cash generated from operating activities translating into an improved cash position



- Working capital cash outflow of R316m, decreasing by 56.7% mainly due to better credit management
- Cash generated from operations R2662m, up 7.3% on history
- Outflow from net finance cost (incl dividend income) and tax R797m, decreasing by 6.6% on history
- Net cash generated from operating activities R1864m, **up 14.6%**
- Investment activities decreased by 13.0% which includes investment to maintain and expand activities

A SIMPLIFIED OWNERSHIP STRUCTURE



Ability to provide a positive outcome for all shareholders in the long-term

RATIONALE	KEY TIMINGS
<ul style="list-style-type: none">• Single entry point to invest in Distell• Increased free float from c. 19.5% to c. 37.5%• Enhance ability to raise capital in support of its long-term growth strategy• Simplify capital structure to improve investment appeal to foreign and local investors• Improve weighting in JSE's SWIX Index; increased demand from fund managers using SWIX benchmark• Retain stability and continuity from Remgro as a shareholder of reference	<ul style="list-style-type: none">• Circular posted: 20 September 2017• Distell and Capevin scheme meetings: 27 October 2017• Final Competition Commission and Takeover Regulation Panel approvals: 29 January 2018• Last day of trade for DST: 8 February 2018• New Distell trades commence: 15 February 2018
<ul style="list-style-type: none">• Remgro not entitled to vote - provides minority shareholders of Distell and Capevin with full authority to determine the outcome• PIC and Coronation provided support for the Proposed Transaction	

LOOKING AHEAD:

- **South Africa:**
 - Our brand portfolio is geared to provide resilient top-line growth
 - We continue to strengthen our existing customer relationships by providing a more holistic service offering
 - Drive the mainstream wine opportunity and build brand penetration and momentum in the RTD category
 - We look forward to further growth in the brandy category
- **International:**
 - Continue focussing on opportunities where we have established platforms
 - We are also exploring inorganic growth opportunities
- **Africa:**
 - We remain committed to the opportunities that Africa provides
 - Cementing our investments in recent acquisitions
 - Growth will be delivered via organic and inorganic initiatives with considered investments in route-to-market platforms

Continue on our journey to grow and build a leaner, focussed and more agile organisation:

- Focussed **portfolio** - tail brand, SKU and asset rationalisation
- Optimised **supply chain network** - ensure low cost and consistent quality
- **Decentralised, Agile and Empowered organisation**
- Overarching focus on **Sustainability**

Inorganic activity is critical to enhance existing markets and unlock new markets:

- Strong pipeline with interesting potential for diversification and step change



DISCLAIMER



This presentation contains 'forward-looking' statements, including specifically all statements that express market forecasts; Distell's commentary on macro and industry related market trends; and projections related to Distell's business strategy.

All forward-looking statements contained in this presentation involve risk and uncertainty since they are dependent on assumptions of circumstances that will occur in the future. There are multiple variables which could cause actual results to differ from the forward-looking statements which are not within Distell's management control. Such variables include, but are not limited to, political, macro and socio-economic changes; legal and regulatory changes; litigation developments; technological changes; environmental risks and changes in consumer trends, among others. As such, Distell is not liable for any financial or other losses incurred arising from investment decisions made on the basis of forward-looking statements contained in this presentation.

As such, you are cautioned not to place undue reliance on the forward-looking statements contained herein, as they apply only as at the date of this presentation.

All forward-looking statements made by Distell apply only as of the date they are made. There is no obligation on Distell in the future to provide updates on forward-looking statements contained in this presentation to reflect any changes in Distell's projections with regard thereto or any changes in events or underlying assumptions on which any such statement is based.



**TOP HONOURS
FOR OUR BRANDS!**

