



Citigroup Australian Investment Conference

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Agenda

- CCA Today
- Progress against 2009 financial targets
- Project Zero – delivering world-class manufacturing, warehouse and logistics capability
- One-Amatil Information System – CCA's technology platform transformation
- Balance sheet, interest cover & ROCE
- Second half 2009 trading environment
- CCA – superior TSR performance



CCA Today



CCA Today

- **The clear non-alcoholic beverage leader in each of its markets**
 - ✓ #1 and/or #2 beverage brands in most major, profitable NARTD categories
 - ✓ Product and package innovation delivering strong and profitable growth
 - ✓ Consistent investment in manufacturing, sales and distribution capability over a number of years - a real and growing competitive advantage

- **Indonesia – a significant growth opportunity**
 - ✓ Now delivered six consecutive halves of earnings growth and on track to double the profit from Indonesia within five years (from 2007)
 - ✓ Effective segmentation of the consumer base
 - One-way packs to affluent consumers
 - Returnable glass bottles to middle income consumers
 - ✓ Increased investment in one-way pack production capacity and cold drink coolers
 - ✓ Macro-economic environment remains favourable



CCA Today

▪ Pacific Beverages 50/50 alcoholic beverages JV with SABMiller

- ✓ A significant new growth opportunity
- ✓ Successfully leveraging our sales and distribution capability in NARTD
- ✓ No acquisition multiple & shared investment
- ✓ Low risk model given SABMiller's premium brands and brewing & marketing experience
- ✓ Market share continues to increase – now over 8% of the profitable premium, packaged beer category¹
- ✓ Brewery construction on budget and on track

▪ Food & Services

- ✓ Strong Health & Wellness brands
- ✓ Continued success with new products
- ✓ Goulburn Valley juice and fresh flavoured milk winning in the market
- ✓ Site rationalisation - savings on track (approx. \$8 million in 2009)

1. Australia, AC Nielsen ScanTrack, Liquor database



CCA Today – Group performance

- ✓ **Objective to consistently deliver earnings growth and a strong dividend yield**
- ✓ **Strong track record of full recovery of cost of goods increases**
- ✓ **Strong track record of leveraging capital employed**
 - H109: +7 point ROCE increase since 2006
- ✓ **Experienced and stable senior management team**



Progress against 2009 financial targets



Progress against 2009 key financial targets

- 1. Strong third-quarter operating performance** ✓
 - Good revenue growth driven by price realisation, volume growth and mix improvement
 - Full recovery of cost of goods increases
- 2. Target high-returning capex projects (Project Zero)** ✓
 - Capital spend of 7 - 7.5% of sales revenue for full year 2009 to drive cost efficiencies, revenue growth and customer service improvements
 - Three year accelerated pipeline of internal projects returning > WACC
- 3. Maintenance of balance sheet strength** ✓
 - Credit ratings of Moody's (A3) and S&P (A-) maintained
 - Interest cover ratio maintained over 5x EBIT
- 4. Maintenance of strong ROCE performance** ✓
 - ROCE growth for FY09 over FY08 of between 0.5 and 1.0%



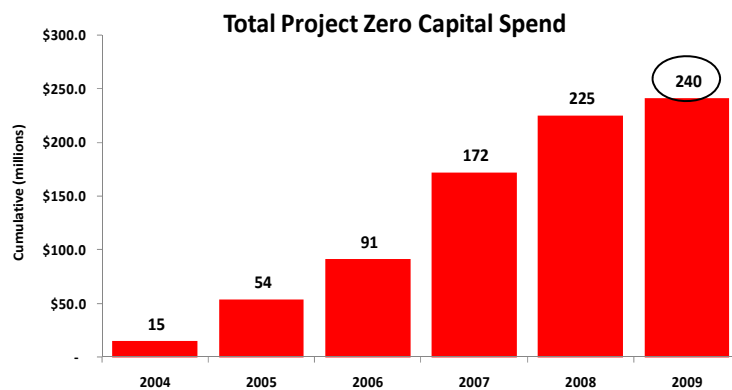
Project Zero

Delivering world-class manufacturing,
warehouse and distribution capability



Project Zero - transforming the way CCA does business

- Continues to deliver on its cost savings and customer service improvement targets
- Cumulative capital spend of **\$240 million**, 2004 - 09
- Includes major long-term infrastructure projects such as automated warehouses in Australia and New Zealand, various manufacturing efficiency projects and increased production capacity
- **At least three more years of internal, high-returning capital projects**

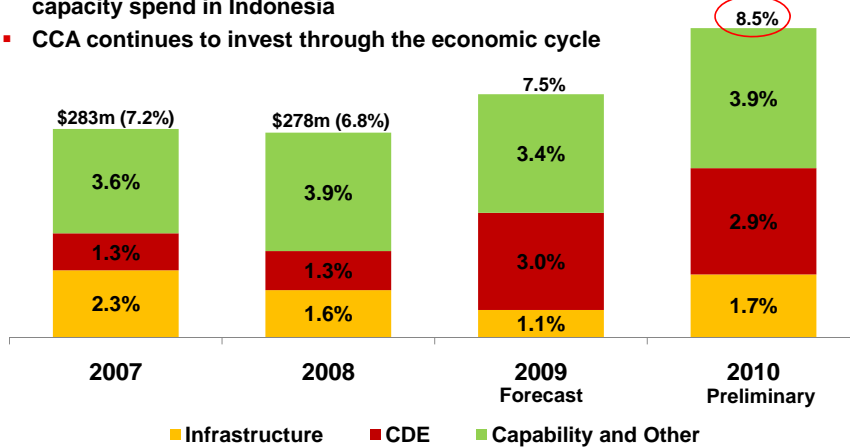


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Project Zero - 2010 forecast capital expenditure

- 2010 Group capex spend expected to increase to approximately 8 to 8.5% of sales revenue
- This will include an additional 1%, or approximately \$50 million, on new initiatives including Project Zero, cold drink equipment and up-weighted capacity spend in Indonesia
- CCA continues to invest through the economic cycle



One Amatil Information System ('OAisys')

CCA's technology platform transformation





OAisys - CCA's end-to-end technology transformation

- **Phase 2 – major Australian Supply Chain systems – successfully delivered on time and on budget across multiple warehouses and manufacturing sites**
 - ✓ Approx. 10,000 customer orders (12.8 million physical cases) processed in first full week of operation without any impact to customer service
 - ✓ System is successfully handling normal business volumes
 - ✓ NO interruption to the business or customer service
- **Phased implementation of OAisys to minimise business risk**

Phase 1 – Delivered 2008	Phase 2 - Delivered 2009	Phase 3 - 2010
Financials/Procurement Human Resources Equipment Service Customer Relationship Management <div style="text-align: center; color: red; font-size: 2em;">✓</div>	Demand Planning Production Planning Production Execution Transportation Planning Distribution Payroll 'myCCA' Web Services <div style="text-align: center; color: red; font-size: 2em;">✓</div>	Order processing New Zealand business rollout <div style="text-align: center; color: red; font-size: 2em;">2010</div>

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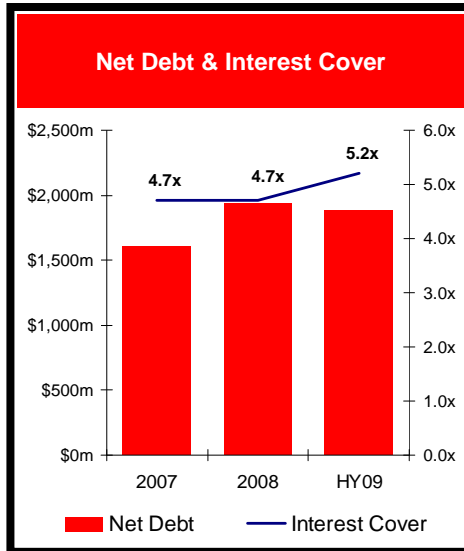


Balance sheet, interest cover & ROCE





Strong balance sheet & EBIT interest cover of 5.2x



- EBIT interest cover within CCA's target range of 4 to 6x
- Net debt stable at approximately \$1.9 billion
- Net finance costs decreased due to a lower effective interest rate



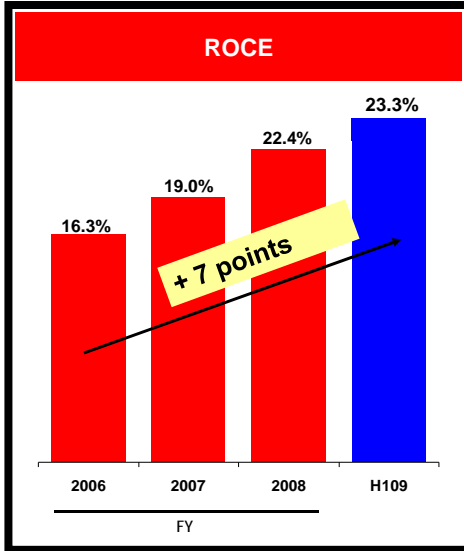
No refinancing required before June 2010

Maturity	Debt (\$M)	% of Total
2010	\$603	28.1%
2011	\$105	4.9%
2012	\$110	5.1%
2013	\$292	13.6%
2014	0	0%
2015	\$230	10.7%
2016+	\$808	37.6%

- \$600 million maturing from June 2010
- \$240 million refinanced
- Plan in progress for remaining \$360 million
- Moody's and Standard & Poors credit ratings re-affirmed at A3 and A-



Improvement in Group ROCE of 7 points since 2006



- CCA has continued to invest through the cycle
- ROCE ↑ 0.9 points to 23.3% at end of first half 2009
- **Full-year 2009 ROCE growth of between 0.5 and 1.0% on FY08**
- Driven by:
 - Strong earnings growth
 - Efficiency gains from capital investment
 - Recovery of cost of goods increases, and
 - Strong cost control



Second half 2009 trading environment



2009 trading – momentum continues in the second half

▪ Second half trading update on 5 November 2009

▪ Australia

- ✓ Higher retail pricing
- ✓ Quick Service Restaurants and Foodstores growth still strong
- ✓ Non-alcoholic beverages – increased value market share and solid transaction growth
- ✓ Alcoholic beverages - Strong volume growth
- ✓ Project Zero – delivering savings

▪ New Zealand & Fiji

- ✓ Improving economic conditions
- ✓ Price increase of 5% taken in third quarter
- ✓ Fiji – improved execution continues to drive strong volume and revenue growth

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2009 trading – momentum continues in the second half

▪ Indonesia & PNG

- ✓ Modern channel – high single digit volume growth
- ✓ Earnings heavily skewed to second half
- ✓ PNG – Strong earnings growth

▪ Food & Services

- ✓ Solid new product growth
- ✓ Restructure savings on track in the second half

▪ Pacific Beverages Joint Venture

- ✓ Q3 volume growth over 50%
- ✓ Market share now almost 9% of premium, packaged beer

▪ Cost of goods sold

- ✓ 2009 guidance unchanged
- ✓ On-track for full recovery of COGS for FY09

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CCA – Superior TSR performance



Superior TSR relative to peer group and the market

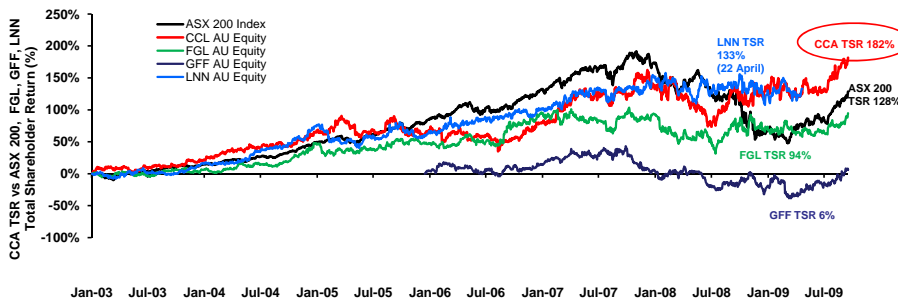
TSR performance

- CCA - \$2,800
- Lion Nathan¹ - \$2,300
- ASX 200 - \$2,200
- Foster's Group - \$1,900

Index to CCA (%)

CCA	100
Lion Nathan	82
ASX 200	78
Foster's Group	68

➤ \$1,000 invested in CCA in January 2003 is worth \$2,800 by September 2009



Source: Bloomberg 1. Pre-Kirin takeover announcement, April 2009



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Questions

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