This presentation contains forward-looking statements with regard to the financial position and results of Nigerian Breweries activities. These forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from those expressed in the forward-looking statements.

Many of these risks and uncertainties relate to factors that are beyond Nigerian Breweries ability to control or estimate precisely, such as future market and economic conditions, the behaviour of other market participants, changes in consumer preferences, costs of raw materials, interest rate and foreign exchange fluctuations, change in tax rates, changes in law, changes in pension costs, the actions of government regulators and weather conditions.

You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this presentation. Nigerian Breweries does not undertake any obligation to publicly release any revisions to these forward-looking statements to reflect events or circumstances after the date of these materials.

Market share estimates contained in this presentation are based on outside sources in combination with management estimates.
CONTENT

1. Nigerian Breweries Plc
2. Market Overview
3. Our strategy to win
4. Financial Results
5. 2021 Outlook
Nigerian Breweries Plc.
at a glance

NGN 234.0bn
Net revenue

NGN 162.2bn
Net assets

NGN 22.6bn
Operating profit

1.6x
Net debt/EBITDA

c. 3,100
Employees

Figures as of 30th September 2020
...listed on The Nigerian Stock Exchange, with a strong Board and Corporate governance

**Key Numbers**

- Market Capitalisation (Naira) **₦391bn**
- Market Capitalisation (US Dollar) **$1bn**
- Number of Shareholders **111,600**
- Heineken N.V. Shareholding **56%**
- Institutional & Retail Shareholders **44%**

**Board of Directors**

- Shareholders
- Audit Committee

**Committees**

- Non-Executive Chairman
- Non-Executive Directors (4)
- Independent Non-Executive Directors (3)
- Executive Directors (2)
- Company Secretary

- Risk Management & Ethics Committee
- Governance Committee
- Executive Committee/ MT (MD/CEO)
Well diversified footprint

18 Sales regions
With National Coverage

WEST ZONE
#1 in Malt, #2 in Lager and Stout
4 breweries

EAST ZONE
#1 in Malt, #2 in Lager and Stout
3 breweries and 1 malting plant

NORTH ZONE
#1 Lager, Stout and Malt
2 breweries and 1 malting plant

Source: Retail Audit
NB Management Team | Diverse Experiences and Rich Perspectives

Jordi BORRUT BEL
Managing Director/CEO

Grace OMO-LAMAI
HR Director

Martin KOCHL
Supply Chain Director

Sade MORGAN
Corporate Affairs Director

Uaboi AGBEBAKU
Company Secretary & Legal Director

Rob KLEINJAN
Finance Director

Phil ANEKE
Digital and Technology Director

Emmanuel ORIAKHI
Marketing Director

Uche UNIGWE
Sales Director
Nigeria, Africa’s largest economy, is truly an attractive market

### Population of Nigeria (2010 – 2020)

<table>
<thead>
<tr>
<th>Year</th>
<th>Population (million people)</th>
<th>Age &lt;35 yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>206</td>
<td>77.4%</td>
</tr>
<tr>
<td>2019</td>
<td>201</td>
<td>77.4%</td>
</tr>
<tr>
<td>2018</td>
<td>196</td>
<td>77.3%</td>
</tr>
<tr>
<td>2017</td>
<td>191</td>
<td>77.2%</td>
</tr>
<tr>
<td>2016</td>
<td>186</td>
<td>77.2%</td>
</tr>
<tr>
<td>2015</td>
<td>181</td>
<td>77.1%</td>
</tr>
</tbody>
</table>

### Remittance Inflows (% of GDP)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Nigeria</td>
<td>6.1</td>
<td>2.9</td>
<td>0.6</td>
<td>0.3</td>
<td></td>
</tr>
<tr>
<td>Brazil</td>
<td>0.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mexico</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Russia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Africa</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Real GDP by Country (2009 – 2019)

- **Nigeria**
- **South Africa**
- **Egypt**
- **Algeria**
- **Sudan**
- **Rest of Africa**

Source: CBN, NBS and World Bank Estimate
A country not without its challenges...

Oil prices (9% of total GDP) on the decline, impacting GDP growth

Country inflation has hit a 29-month all time high of 14.23% in October 2020, driven by food prices

Source: CBN, NBS and World Bank Estimate, 2020
...with COVID-19 having far reaching effects

As unemployment accelerates...

Unemployment rate
(y-o-y Percent)

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>6.4</td>
</tr>
<tr>
<td>2015</td>
<td>9.9</td>
</tr>
<tr>
<td>2016</td>
<td>14.2</td>
</tr>
<tr>
<td>2017</td>
<td>18.8</td>
</tr>
<tr>
<td>2018</td>
<td>23.1</td>
</tr>
<tr>
<td>2019</td>
<td>24.8</td>
</tr>
<tr>
<td>2020</td>
<td>27.1</td>
</tr>
</tbody>
</table>

- 27% UNEMPLOYMENT RATE Q2 '20
- 79% HOUSEHOLDS REPORT INCOME LOSS (Between Jan and June '20)
- 21.7M UNEMPLOYED
- 55.7% COMBINED UNEMPLOYMENT/UNDEREMPLOYMENT

... and population growth remains ahead of GDP growth rate

Nigerian Real GDP growth rate
(y-o-y Percent)

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>2.7</td>
</tr>
<tr>
<td>2016</td>
<td>-1.6</td>
</tr>
<tr>
<td>2017</td>
<td>0.8</td>
</tr>
<tr>
<td>2018</td>
<td>1.9</td>
</tr>
<tr>
<td>2019</td>
<td>2.2</td>
</tr>
<tr>
<td>2020</td>
<td>-5.4</td>
</tr>
<tr>
<td>2021</td>
<td>2.6</td>
</tr>
</tbody>
</table>

Beer sector profit pool under pressure

Historically profit pool contracted due to:
- Higher taxes
- Currency devaluation
- Consumer down trading
- Material cost inflation
- Promotional intensity
2020: Driving growth amidst a pandemic

CREATE A WINNING CULTURE
• Stay safe; stay strong
• Workplace flexibility & adaptability
• No redundancy

COMMERCIAL AGILITY
• Leverage our strong digital strategy
• Optimized commercial spend
• Flexible sales contact method

POSITION FOR GROWTH
• Drive Value growth
• Strengthen the core
• Innovate to penetrate
• Sustainability

COST EFFICIENCIES
• Deliver cost reduction across all departments
• Reduce direct and indirect cost / hl
• Optimizing efficiency

OUR COMMUNITY
• Relief Aid to the community
• Donations to health workers
• Sustainable business
Our People: Poised to deliver now & in the future

Our employees display great resilience & remain high performing in the face of unique challenges

Adapting seamlessly to new ways of working driven by safe best practices and technology

Flexibility & Adaptability

Our culture delivered great levels of team-work and collaboration to ensure business continuity across all brewery locations and sales regions

Courage & Passion
Organisational climate impacts positively on employee engagement

As a company, our efforts to sustainably engage and motivate our people yield positive results.

**Reward & Recognition**

**Provision of Resources**

**Transparent Communication**

**Organisational Climate**

- Engagement
- Performance
- My Manager
- Innovation
- Teamwork
- Intent to stay

Nearly all aspects of our organisational climate are on the rise.
An Inclusive & Diverse Workforce

We recognise the impact of an inclusive & diverse workforce and continue to take steps in that direction.
During COVID Lock down, we inspired and uplifted our consumers and customers with relevant brand communication.
We stayed connected, engaging our consumers through digital
Leveraging strong brand platforms, brand Ambassadors and micro influencers

#HeinekenDesignContest  #UncageYourHome  #ShineShineBobo  #BeYourBest
Our strategy to win

1. Drive premium growth with Heineken and Tiger
2. Strengthen the core, our mainstream brands
3. Innovate in beer and beyond to drive penetration
4. Sustainability at the heart of our business
Drive value growth with Heineken® & Tiger

1. Leverage global platforms to connect with young consumers

2. Engaging consumers with relevant content

3. Drive penetration with Gen Zs
Connecting with consumers through premium platforms...
And uncaging Gen Z with unconventional collaborations
Strengthen the core

1. Leverage regional strongholds with our mainstream brands

2. Rejuvenate leading mainstream brands: Life and Goldberg

3. Supporting our customers with back to bar initiatives
We relaunched Life with an epic bridge light up ceremony and community engagement...
...with recent relaunch of Goldberg consistently delivering growth

Double digit

Organic growth Vs LY
Strong performance of stout brands in the midst of the pandemic
Innovate for growth

1. Differentiate in the Malt Category
2. Innovate with new beer styles
3. Reinforce our status as a multi-category company
Sustain leadership in Malt

Excite and disrupt the category with differentiated malt propositions to give consumers choice
Increase participation in Energy

Play in high value category to protect profit pool
Creating & shaping the beer mixes/FAB category

Making beer cool again and addressing unmet consumer needs in beer
Brewing a Better World

When You Drive, Never Drink Campaign

Installation of telematics in all vehicles and driver trainings

97% packaging materials and over 53% of raw materials sourced locally

Water treatment plants in 7 out of our 10 production sites

Significant CSR investment in Education, Health and Poverty Alleviation

70% thermal energy from renewable energy sources by 2030

N100M spent on directly supplied Community palliatives.

Zero Waste to Landfill

Sustainable Packaging practices
In line with our corporate philosophy of Winning with Nigeria, we made a commitment to support the country in the effort to combat the spread of COVID-19. This we have done via:

• Ensuring the safety and wellbeing of our employees, third party workers and business partners.
• Donating N600 million to support FG and States to fight the spread of COVID-19
• Supporting the most vulnerable people within our host communities, media and industry
Starting October 2020, we are empowering over 475 Women and Youth in five host communities through skill acquisition, entrepreneurship & empowerment opportunities:

- Ama (Enugu State)
- Awo-Omamma (Imo State)
- Ijebu Ode (Ogun State)
- Ota (Ogun state)
- Kaduna
Financial results
## Financial Overview Q3 YTD 2020

<table>
<thead>
<tr>
<th>P&amp;L Key financials</th>
<th>Q3 YTD 2020 (N’ billion)</th>
<th>Q3 YTD 2019 (N’ billion)</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>234.0</td>
<td>235.7</td>
<td>-0.7</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>144.1</td>
<td>139.5</td>
<td>-3.3</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>89.9</td>
<td>96.2</td>
<td>-6.5</td>
</tr>
<tr>
<td>Result from Operating activities</td>
<td>22.6</td>
<td>25.2</td>
<td>-10.1</td>
</tr>
<tr>
<td>Operating Profit Margin</td>
<td>9.7%</td>
<td>10.7%</td>
<td>-101bps</td>
</tr>
<tr>
<td>Net Finance Expenses</td>
<td>11.6</td>
<td>8.0</td>
<td>-44.6</td>
</tr>
<tr>
<td>Net Profit</td>
<td>7.1</td>
<td>12.2</td>
<td>-42.4</td>
</tr>
<tr>
<td>EPS (kobo)</td>
<td>88</td>
<td>153</td>
<td>-42.4</td>
</tr>
</tbody>
</table>
### Financial Overview Q3 2020

<table>
<thead>
<tr>
<th>P&amp;L Key financials</th>
<th>Q3 YTD 2020 (N’ billion)</th>
<th>Q3 YTD 2019 (N’ billion)</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>82.2</td>
<td>65.5</td>
<td>25.5</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>51.4</td>
<td>41.0</td>
<td>25.5</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>30.8</td>
<td>24.5</td>
<td>25.6</td>
</tr>
<tr>
<td>Result from Operating activities</td>
<td>7.5</td>
<td>0.7</td>
<td>954.9</td>
</tr>
<tr>
<td>Operating Profit Margin</td>
<td>9.1%</td>
<td>1.1%</td>
<td>804bps</td>
</tr>
<tr>
<td>Net Finance Expenses</td>
<td>4.8</td>
<td>2.9</td>
<td>65.7</td>
</tr>
<tr>
<td>Net Profit</td>
<td>1.4</td>
<td>1.1</td>
<td>232.0</td>
</tr>
<tr>
<td>EPS (kobo)</td>
<td>17</td>
<td>13</td>
<td>232.0</td>
</tr>
</tbody>
</table>
Cost leadership agenda mitigating the pressure on margins

**Revenue Management**
- Promotion optimisation
- Discount and trade terms
- Brand portfolio and mix management

**Consumer Value Engineering**
- Packaging optimisation
- Trade Marketing / POS rationalisation

**Cost Optimisation**
- Raw material strategy and local sourcing
- Brewery footprint and fleet management
- Financing / funding strategy
- ICT cost license and infrastructure
<table>
<thead>
<tr>
<th>Operating profit bridge</th>
<th>(₦’ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating profit 2019</td>
<td>25.2</td>
</tr>
<tr>
<td>Decrease in net revenue</td>
<td>-1.7</td>
</tr>
<tr>
<td>Increase in cost of sales</td>
<td>-4.6</td>
</tr>
<tr>
<td>Decrease in marketing &amp; distribution expenses</td>
<td>5.3</td>
</tr>
<tr>
<td>Increase in administrative expenses</td>
<td>-1.4</td>
</tr>
<tr>
<td>Net decrease in others</td>
<td>-0.2</td>
</tr>
<tr>
<td>Operating profit 2020</td>
<td>22.6</td>
</tr>
</tbody>
</table>
Finance costs optimised, however impacted by FX and crisis

<table>
<thead>
<tr>
<th>Net profit bridge</th>
<th>(₦ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net profit 2019</td>
<td>12.2</td>
</tr>
<tr>
<td>Decrease in operating profit</td>
<td>-2.5</td>
</tr>
<tr>
<td>Decrease in income tax expense</td>
<td>0.9</td>
</tr>
<tr>
<td>Increase in interest and fx losses</td>
<td>-0.8</td>
</tr>
<tr>
<td>Shift from distribution to lease expense</td>
<td>-2.7</td>
</tr>
<tr>
<td>Other</td>
<td>-0.0</td>
</tr>
<tr>
<td>Net profit 2020</td>
<td>7.1</td>
</tr>
<tr>
<td>Key balance sheet items</td>
<td>Q3 2020 (N’ billion)</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Property, Plant &amp; Equipment</td>
<td>198.7</td>
</tr>
<tr>
<td>Right of Use Assets</td>
<td>43.2</td>
</tr>
<tr>
<td>Inventories</td>
<td>42.8</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>24.2</td>
</tr>
<tr>
<td>Cash</td>
<td>53.7</td>
</tr>
<tr>
<td>Other Assets</td>
<td>103.9</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>466.5</strong></td>
</tr>
<tr>
<td>Non Current Liabilities</td>
<td>32.7</td>
</tr>
<tr>
<td>Borrowings</td>
<td>133.5</td>
</tr>
<tr>
<td>Trade and Other Payables</td>
<td>110.4</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>27.6</td>
</tr>
<tr>
<td>Equity</td>
<td>162.2</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY AND LIABILITIES</strong></td>
<td><strong>466.5</strong></td>
</tr>
</tbody>
</table>
## Cash Flow

(N$ billion unless otherwise stated)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flow from operations</td>
<td>49.1</td>
<td>49.5</td>
<td>-0.5</td>
</tr>
<tr>
<td>(before changes in working capital)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash generated from operating activities</td>
<td>54.6</td>
<td>19.5</td>
<td>35.1</td>
</tr>
<tr>
<td>Net cash from operating activities</td>
<td>36.4</td>
<td>1.0</td>
<td>35.5</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>-21.4</td>
<td>-23.6</td>
<td>2.2</td>
</tr>
<tr>
<td>Net cash used in financing activities</td>
<td>32.3</td>
<td>9.8</td>
<td>22.6</td>
</tr>
<tr>
<td>Net increase in cash and cash equivalents</td>
<td>47.3</td>
<td>-12.9</td>
<td>60.2</td>
</tr>
<tr>
<td>Cash and cash equivalents @ 1st January</td>
<td>6.4</td>
<td>14.8</td>
<td>-8.4</td>
</tr>
<tr>
<td>Cash and cash equivalents @ 31st December</td>
<td>53.7</td>
<td>1.9</td>
<td>51.8</td>
</tr>
<tr>
<td>Net debt / EBITDA ratio*</td>
<td>1.6x</td>
<td>1.0x</td>
<td></td>
</tr>
<tr>
<td>Interest coverage ratio**</td>
<td>2.0x</td>
<td>3.1x</td>
<td></td>
</tr>
</tbody>
</table>

* Note: interest coverage is calculated as operating profit over interest expense.
Key Messages

• The Nigerian beer market fundamentals are very attractive with a high growth potential.

• The year started with a promising 1st quarter and heavily impacted in Q2. The Nigerian market has rebounded after the first impact of COVID, however the full sector still remains under pressure.

• Nigerian Breweries has the history, footprint, brand portfolio and people to capture the expected growth in Nigeria.

• NB remains committed to long term value creation for its shareholder and have the right strategy to achieve this
Outlook for 2021

In 2020, the results of Nigerian Breweries, were adversely impacted by COVID, VAT increase, FX devaluation and scarcity of foreign exchange. Our position in the market enabled us to mitigate this impact in Q3 with growth versus last year.

For 2021, we will strive to sustain the performance of the 2\textsuperscript{nd} half of 2020, driving premiumisation and growth, however we still expect to have a challenging operating environment with devaluation, inflation and affordability.

The capabilities of our people, focus on our consumers combined with a commercial agility and position for growth gives us confidence to continue to Winning with Nigeria.