



From the Office of the Sales & Distribution Director

65 Park Lane, Sandown, SANDTON, 2196
Tel: +27 (0) 11 881 8784, Fax: +27 (0) 84 197 8643
PO Box 782178, SANDTON, 2146, Gauteng, South Africa

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Dear customer,

Further to my letter in September please note that we continue to run on a hand-to-mouth basis, with stock levels in general still sitting at two days or less depending on brand and pack. At this point we expect the situation to be constrained until the New Year.

High growth and shifts in consumer buying patterns over the past months, driven by the absence of Amstel has left us in a situation where we find that our stock build for the peak season is below the level that the market demands.

Given the current situation, we have adjusted our planning and are confident that our long term initiatives are well placed and underway, however given the immediate supply constraints we have changed the way that we view stock and have taken measures to ensure that beer gets into the hands of our consumers as quickly as possible. This means applying consistent stock allocation principles across the country.

Underlying improvements are already occurring and we continue to work closely with all our partners to minimize the impact, the fact however remains, that as fast as our breweries brew and package our brands and packs, they are being sold as a result of the very buoyant demand for them.

Our sales force, particularly inland where shortages have been most acute, are working extremely hard to make sure orders are fulfilled as quickly as possible. The same applies for our distribution division, where our owner drivers and depots are all working closely to minimise constraints and deliver to the best of their ability. I will keep you updated as the situation develops.

Kind regards

Wayne McCauley
Sales & Distribution Director

Directors

E A G Mackay (Chairman)*, C A van Kralingen (Managing Director), N J Adami *, S D Bluen, I H F Boesenberg, IV Everitt-Penhale (*British*), M P Fandeso*, K I Hitchcock, J M Kahn*, K D Moroka#, W McCauley, J Nel*, M M Ngoasheng#, B N Njobe, A C Parker*, C D Raphiri, G D Saunders, M I Wyman* (*British*) Company Secretary M C B Saxby

* Non Executive

#Independent Non Executive

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