



TREASURY WINE ESTATES

11 May 2020

ASX ANNOUNCEMENT

September 2019 Investor Day Presentation

The presentation for the Treasury Wine Estates Ltd (ASX:TWE) September 2019 Investor Day has been relogged with the ASX today to address technical issues inherent in the document that had been initially lodged.

The presentation materials are attached, and do not contain any changes to the presentation information provided on 24 September 2019.

For the purposes of ASX Listing Rule 15.5, TWE confirms that this document has been authorised for release to the market by the Chairman of the Board.

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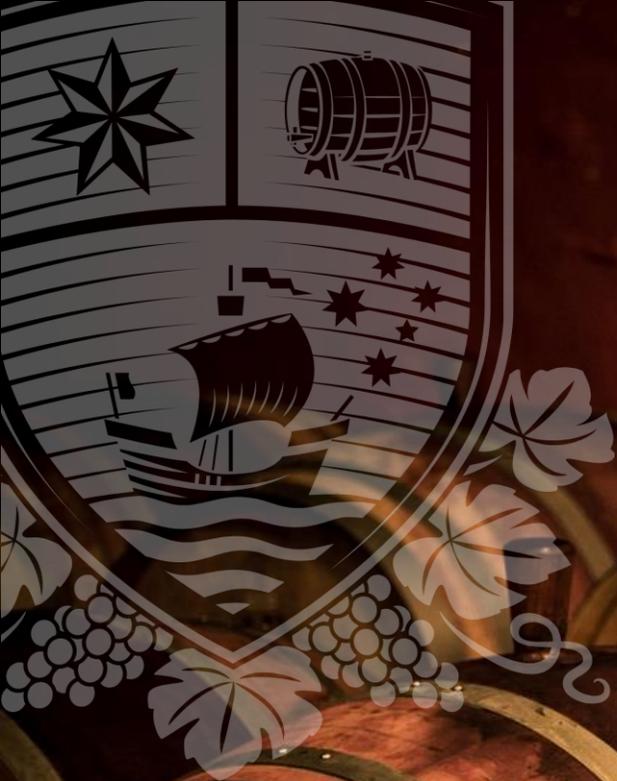
TWE INVESTOR DAY



TREASURY
WINE ESTATES

24 September 2019





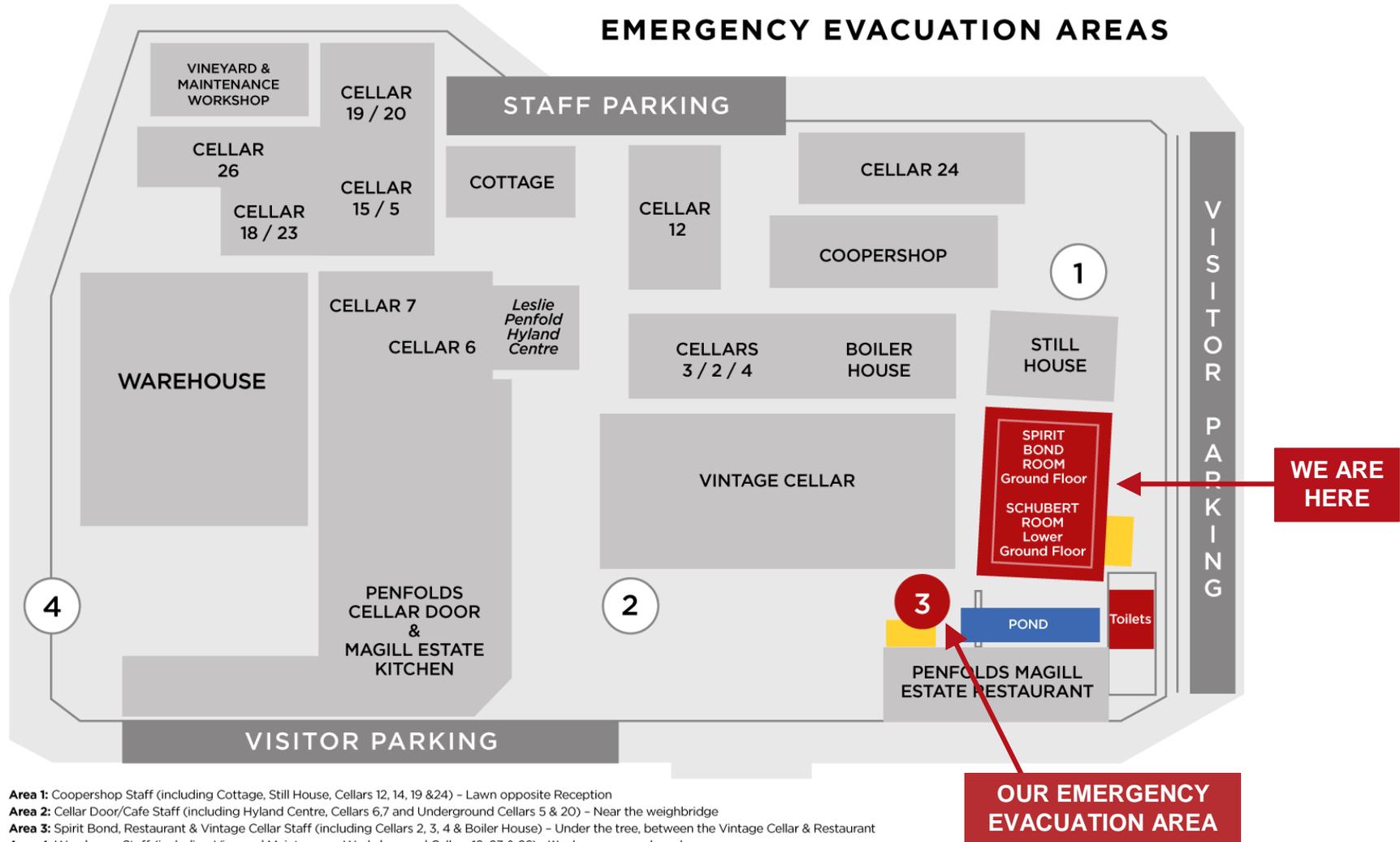
INTRODUCTION

Michael Clarke – Chief Executive Officer



TREASURY
WINE ESTATES

Destination Zero Harm – Magill Estate emergency procedures



Investor Day Agenda



1. Introduction
 2. The TWE journey
 3. People & Culture
 4. Brand and Portfolio strategy
 5. Americas
 6. North Asia
 7. Australia & NZ
 8. South East Asia
 9. EMEA
 10. Investing for Growth
 11. Closing
- Break*
- Break*



TWE's Strategic Framework

A stable and consistent strategy... driving long term, sustainable value



Our journey

Key takeaways from the 2017 Investor Day

- ✓ TWE is on a journey from Agri to Brand-led
- ✓ Our core asset is our organisational talent

IN PROGRESS We are building brand portfolios; one portfolio at a time. TWE now launching French portfolio

- ✓ Supply will meet demand sustainably, safely and simply
- ✓ Premiumisation & allocations ensure shareholders earn more than a standard glass return
- ✓ Market share gains and premiumisation will deliver volume and value growth in ANZ
- ✓ Asia will grow by volume & value and our 30-35% EBITs margin will be preserved
- ✓ Protecting double digit EBITs margin is Europe's priority

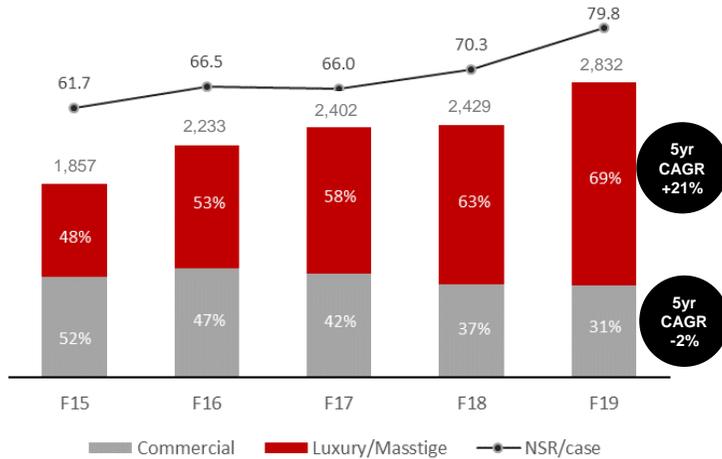
IN PROGRESS Shifting from Fixing to Growth in the US is in play; EBITs margin to drive Group margin



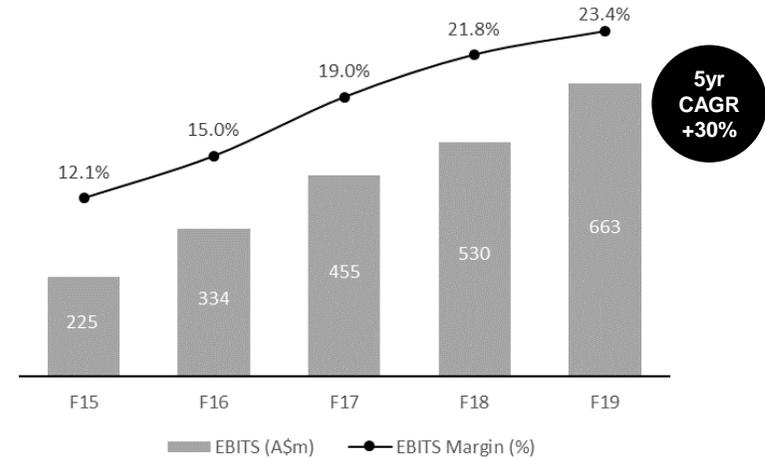
Our journey

Earnings growth, led by premiumisation and cost optimisation, has delivered outstanding returns

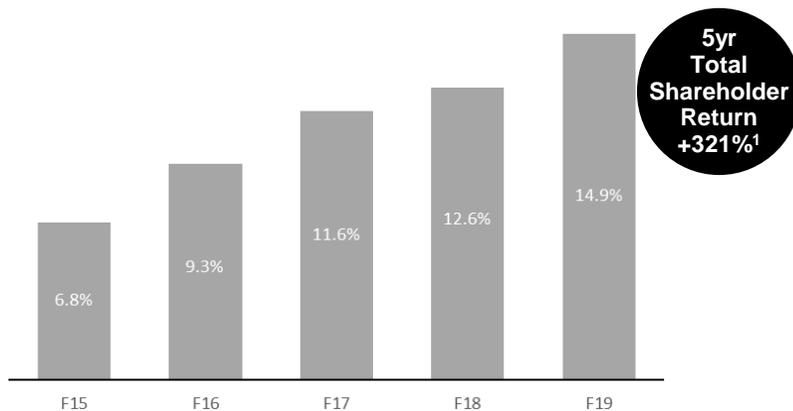
Group NSR (A\$m) and NSR per case



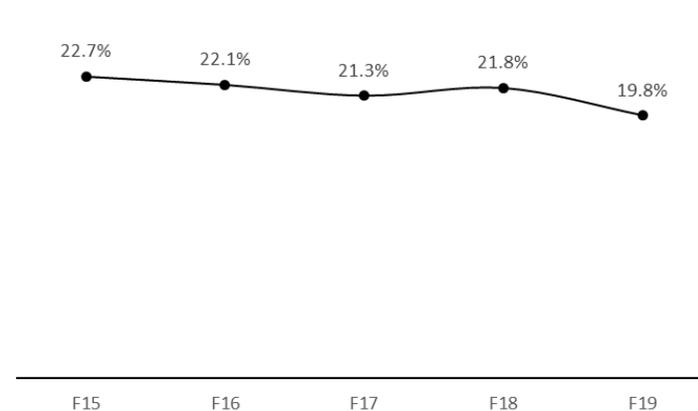
Group EBITs (A\$m) and EBITs margin



Return on Capital Employed (ROCE)



Cost of Doing Business (CODB) Margin

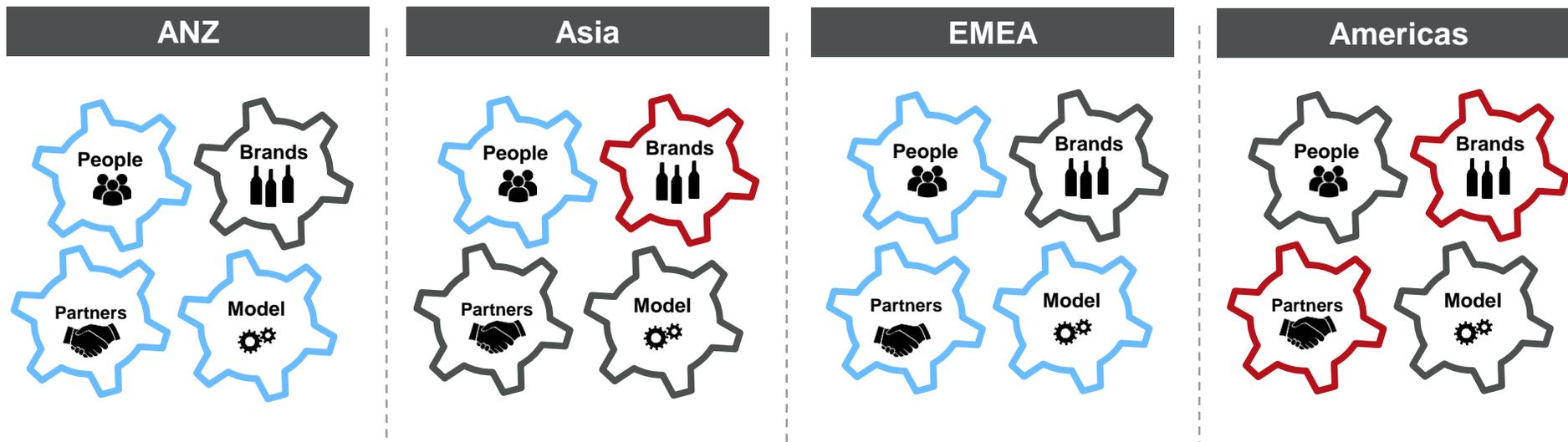
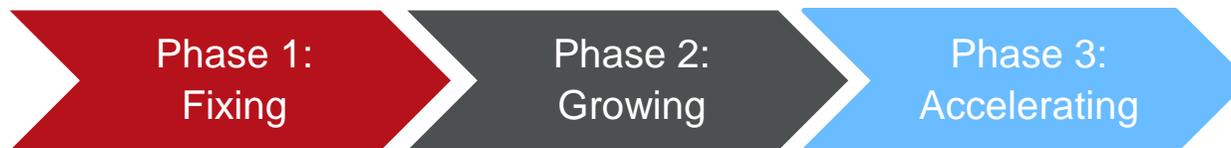


¹ Five year period from 31 August 2014 to 31 August 2019 (Source: Bloomberg)



Where are we today?

Continuing to progress the strengthening of our business via a three phased approach



The journey continues

Taking share in key markets is TWE's next driver of growth



Our strategic priorities

Build a focused portfolio of priority brands

Drive multi-regional sourcing

Continue to drive premiumisation

Further strengthen our business model

Grow market share



Our ambitions, by region



Australia & NZ: Deliver 25% market share target



Americas: Achieve a 25% EBITs margin



Asia: Extend #1 leadership position in imported wine



EMEA: Maintain mid-teens EBITs margin



People and Culture

Our people are our greatest assets, embodying the essence of Thinkers, Makers, Doers



ESSENCE ▶

THINKERS • MAKERS • DOERS

Welcome

CULTURAL ATTRIBUTES ▶

I CARE



RESILIENCE

GROWTH BEHAVIOURS ▶

BE FOCUSED
Success comes from focusing on the most important things

INSPIRE BELIEF
Success comes from believing in what we do. Actions come from positive belief

BUILD TRUST
Trust is fundamental to success

COLLABORATE TO WIN
By genuinely working together we will win



People and Culture

A diverse and high calibre global management team

Executive Leadership Team



Michael Clarke
Chief Executive Officer
5 years tenure



Tim Ford
Chief Operating Officer
8 years tenure



Matt Young
Chief Financial Officer
5 years tenure



Angus McPherson
President, Americas & Global Sales
8 years tenure



Peter Neilson
Managing Director, ANZ
7 years tenure



Tom King
Managing Director – North Asia
7 years tenure



Angus Lilley
Chief Marketing Officer
6 years tenure



Linnsey Caya
Chief People & Legal Officer
3 years tenure



Katie Hodgson
General Manager, People & Capability
2 years tenure



Michael Brooks
Director, Global Supply Chain
33 years tenure*



Carolyn Coon
Global Director, Corporate Affairs
4 years tenure



Ash Peck
General Manager, GBS, South East Asia & Europe
6 years tenure

Management presenting today



Michelle Brampton
Managing Director, EMEA
17 years tenure*



Yodi Mootosamy
General Manager, South East Asia
8 years tenure



Peter Gago
Chief Winemaker, Penfolds
30 years tenure*



Steph Dutton
Senior Winemaker, Penfolds
8 years tenure



Emma Wood
Senior Winemaker, Penfolds
21 years tenure*



Trevor Durling
Chief Winemaker, BV
13 years tenure*



Jack Wu
General Manager, China
5 years tenure



Christy Iu
Marketing Director, North Asia
7 years tenure



Sha Meng
Business Development Director, North Asia
5 months tenure



Kristy Keyte
Marketing Director, Penfolds
7 years tenure



Bijan Taghian
Director, Corporate Finance
11 years tenure*

* Includes tenure with related entities prior to TWE's standalone listing in May 2011



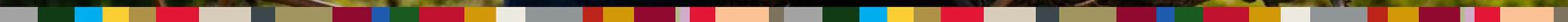


THE TWE JOURNEY

Tim Ford – Chief Operating Officer
Carolyn Coon – Global Director, Corporate Affairs



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WINE ESTATES

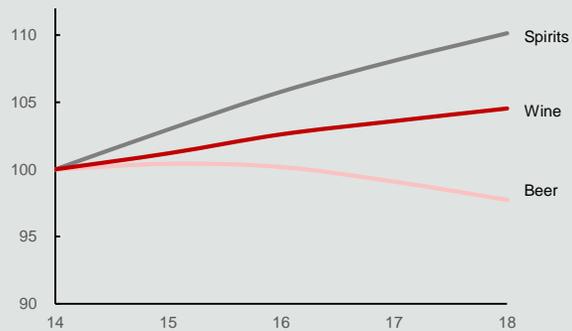


Global wine market context

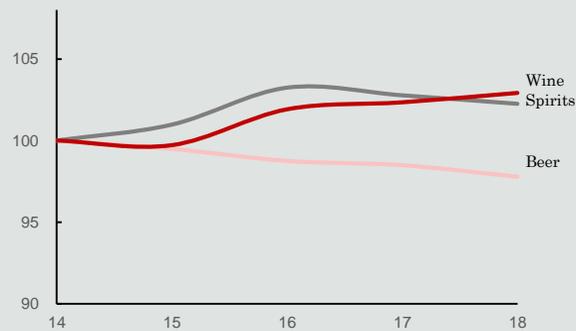
Wine consumption has grown across all regions in recent years¹



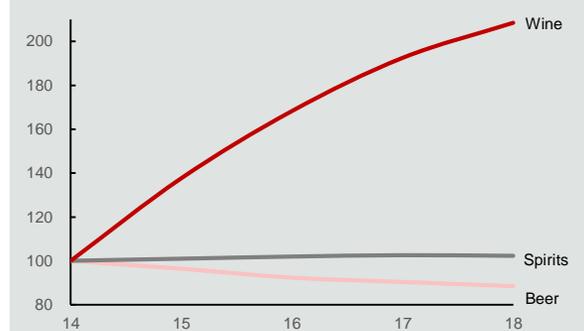
United States



Australia



China²



¹ IWSR 2019. Still, sparkling and fortified wines. Volume growth (Index 2014 = 100)

² Per above, imported wine only.

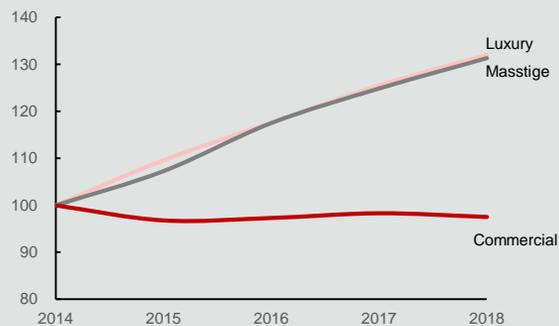


Global wine market context

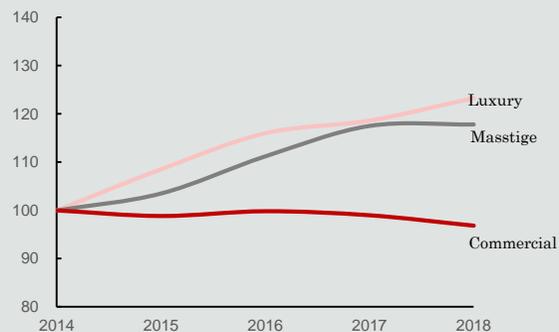
Premiumisation has been evident globally, and is expected to continue¹



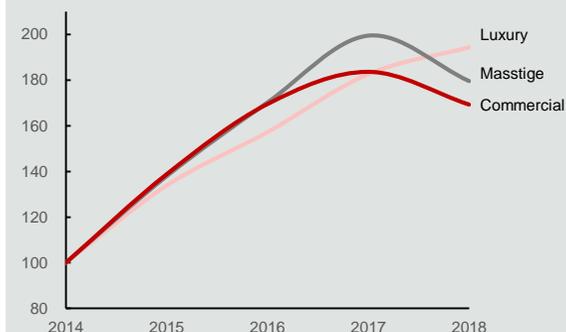
United States



Australia



China²



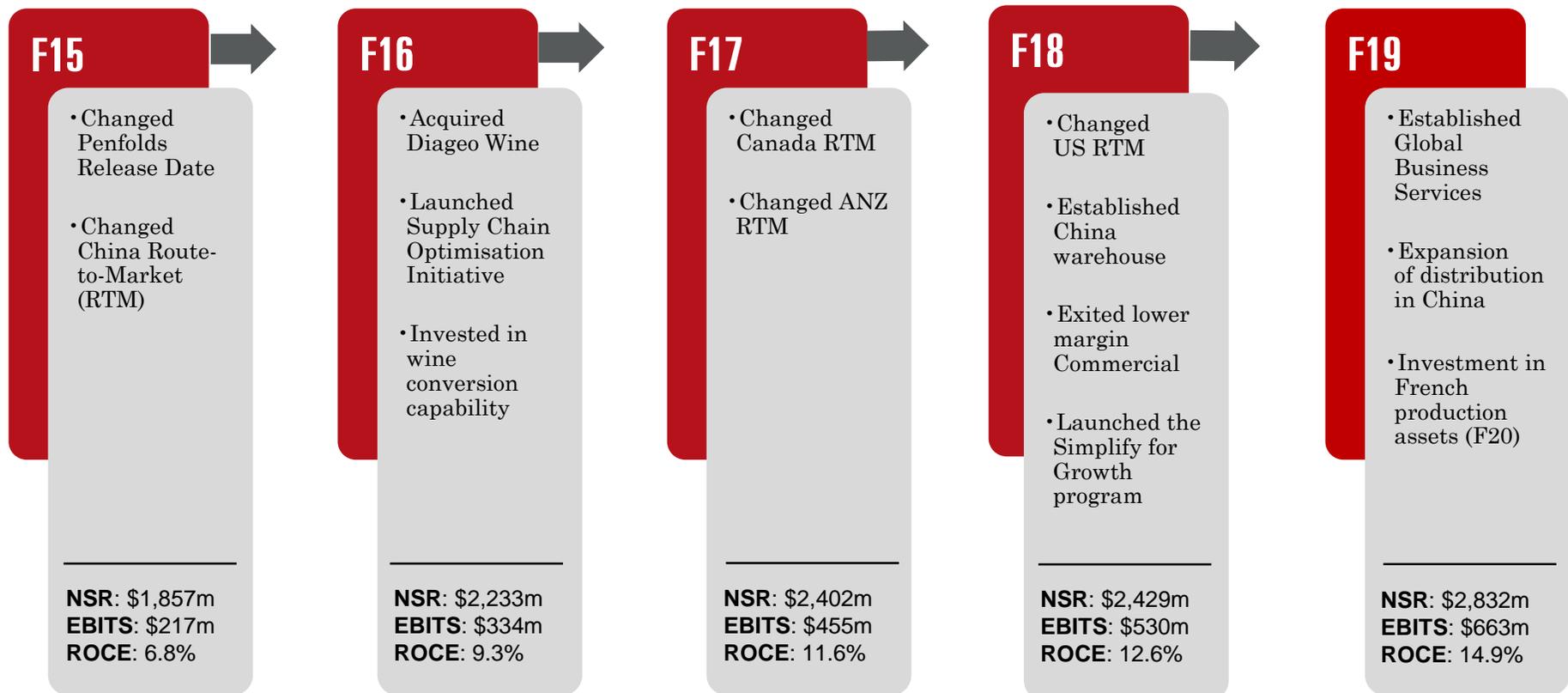
¹ IWSR 2019. Still, sparkling and fortified wines. Volume growth (Index 2014 = 100)

² Per above, imported wine only.



TWE's journey to date

Over the past five years we have made substantial changes to strengthen our business models, creating a significant competitive advantage



Five year EBITs CAGR +30%



TWE's journey from here

We will continue to enhance our business to deliver growth



Sustainability in everything we do

All decisions we make are to ensure our business is set up for long-term success



Our Environmental, Social and Governance journey

Mission *Create long term value for TWE and everyone who touches our Company by being sustainable in everything we do*



Ambition

- Our stakeholders believe in and trust our company to operate sustainably*
- Our environmental impact is sustainable and reducing over time*
- Our peoples' human rights, safety and wellbeing is protected*
- Our wines are produced, marketed and consumed responsibly*

- **Governance framework** with senior management and board level oversight
- **ESG disclosure** in 2019 Sustainability Report
- Clear roadmap to address **TCFD recommendations**

- **Sustainable Future** established – global management framework
- Measuring and **reducing impacts** across water, energy, carbon, waste
- **Environmental stewardship** through local programs and use of innovative technology

- Aligning with **international best practice** on human rights and labour
- **Monitoring and assessment** of supply chain network
- Nurturing **partnerships in our local communities** through volunteering and in-kind support

- Promoting **responsible consumption and marketing**
- **Optimised product packaging** through light weighting projects
- **Lower alcohol** options for consumers





PEOPLE & CULTURE

Katie Hodgson – General Manager, People & Capability



TREASURY
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Thinkers, Makers, Doers

Our people are our greatest asset, embodying the essence of Thinkers, Makers, Doers



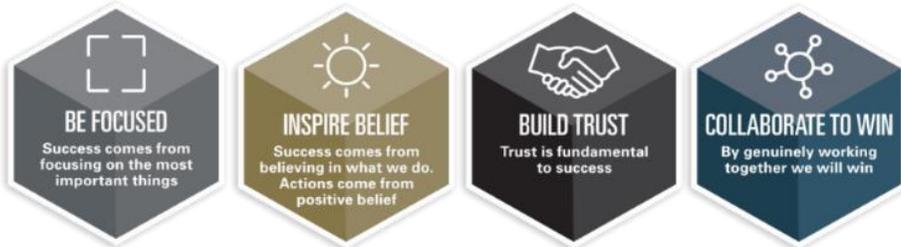
ESSENCE ▶

THINKERS • MAKERS • DOERS *Welcome*

CULTURAL ATTRIBUTES ▶

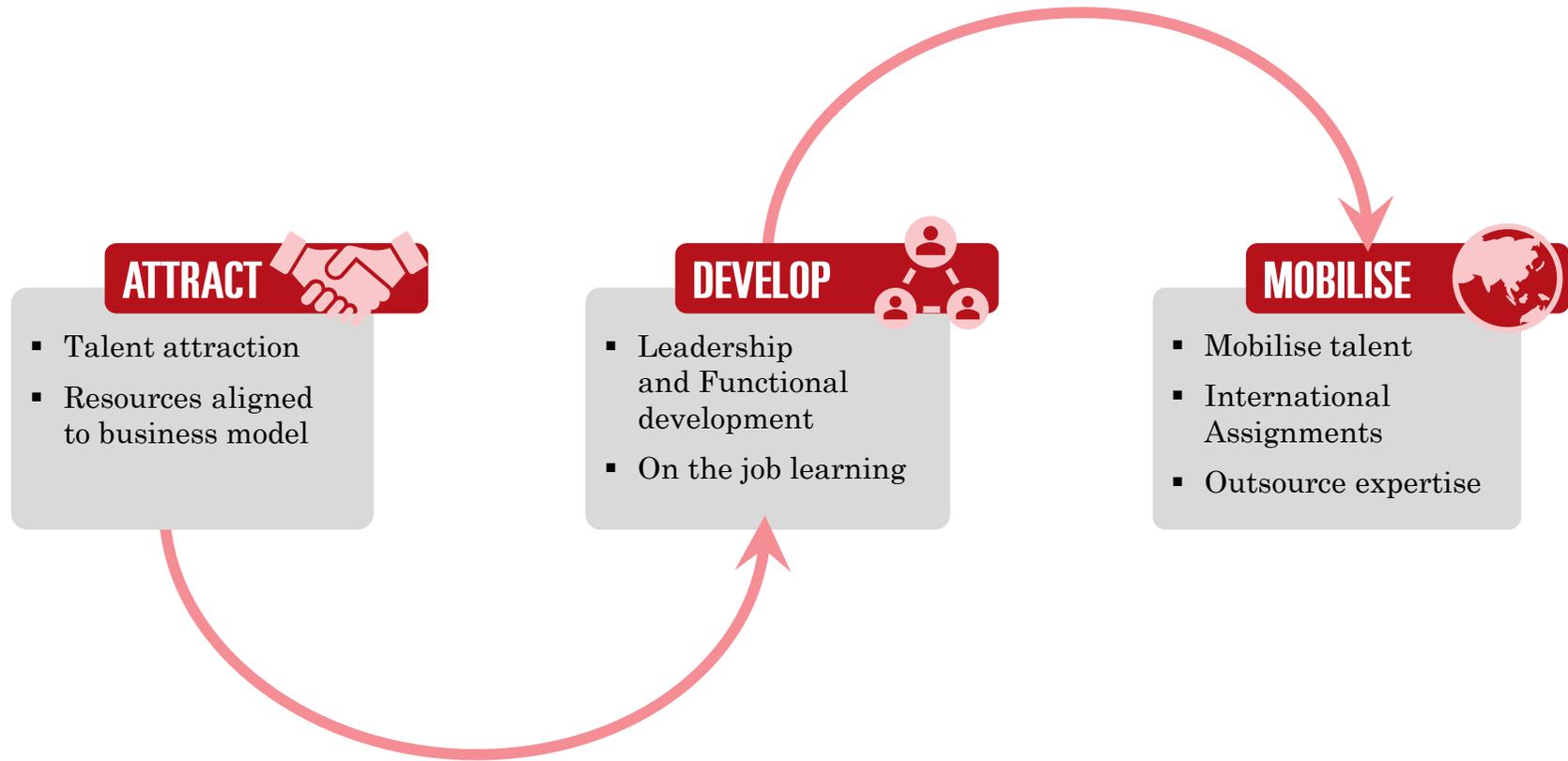
I CARE + RESILIENCE

GROWTH BEHAVIOURS ▶



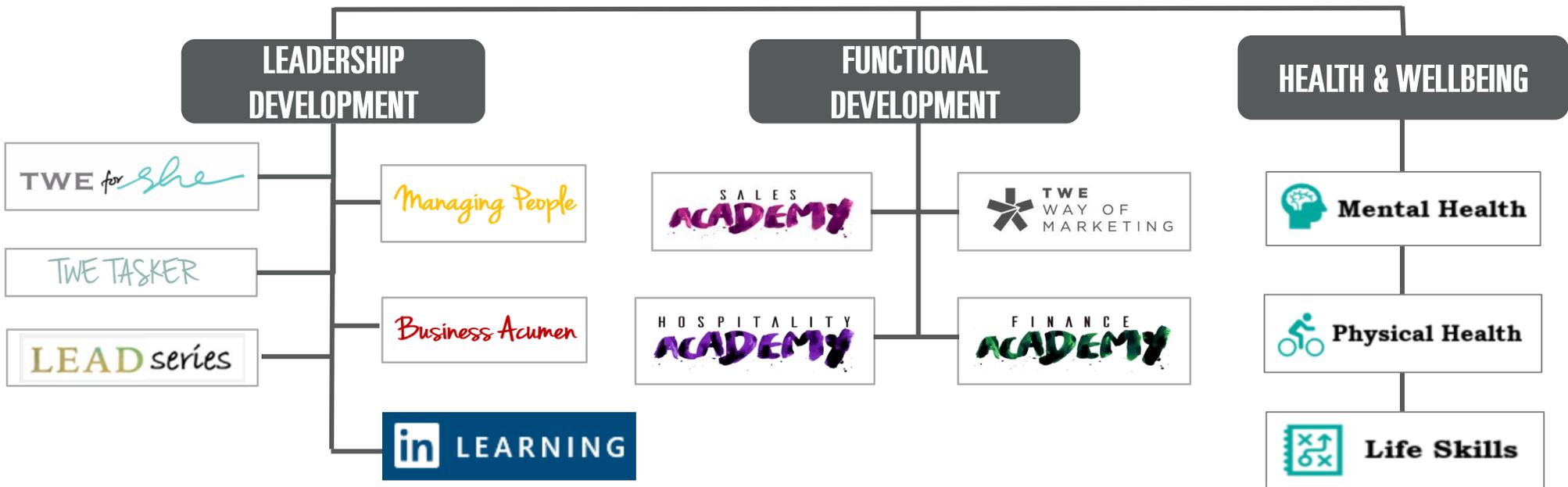
Approach to building capability

A comprehensive approach to building organisational capability to deliver sustained performance; the use of head and deputy roles has provided capacity to manage change while delivering growth



Employee development programs

A full suite of development & benefits programs to further invest in our people



Performance and reward frameworks

Key performance and reward frameworks to reinforce our culture of high performance

ANNUAL PERFORMANCE REVIEW FRAMEWORK

Performance	Significantly exceeds expectations	I Unsatisfactory contributor	S Strong contributor	V Excellent contributor	X Outstanding contributor	Y Outstanding contributor
	Exceeds expectations	H Unsatisfactory contributor	N Inconsistent contributor	R Strong contributor	U Excellent contributor	W Outstanding contributor
	Meets expectations	G Unsatisfactory contributor	M Inconsistent contributor	P Strong contributor	Q Strong contributor	T Excellent contributor
	Below expectations	F Unsatisfactory contributor	J Inconsistent contributor	K Inconsistent contributor	L Inconsistent contributor	O Strong contributor
	Does not meet expectations	A Unsatisfactory contributor	B Unsatisfactory contributor	C Unsatisfactory contributor	D Unsatisfactory contributor	E Unsatisfactory contributor
		Does not meet expectations	Below expectations	Meets expectations	Exceeds expectations	Significantly exceeds expectations
		Behaviours				



Focus



Belief



Trust



Collaboration

PAY FOR PERFORMANCE PHILOSOPHY

Annual business performance aligned to employee reward



Long term remuneration plans align employee and shareholder interest

- ✓ Short Term Incentive Plan
- ✓ Sales Incentive Plan
- ✓ High Performance Plan
- ✓ Long Term Incentive Plan
- ✓ Mid Term Incentive Plan
- ✓ Employee Share Plan (Share Cellar)

A woman with dark hair tied back, wearing a grey sweater, is looking down at a white bag of food she is holding. She is in a store aisle with shelves of wine and other products. The word "QUESTIONS" is overlaid in white text on the image.

QUESTIONS



BRAND & PORTFOLIO STRATEGY

Angus Lilley – Chief Marketing Officer

Kristy Keyte – Marketing Director, Penfolds

Peter Gago – Chief Winemaker, Penfolds

Linnsey Caya – Chief People & Legal Officer



TREASURY
WINE ESTATES

Brand Building Strategy

Deliver a world renowned portfolio of profitable brands of scale

Strategic Priorities

- 1 Drive **premiumisation** through a **focused portfolio strategy**
- 2 Deliver scalable **innovation**
- 3 Pursue opportunities across **multiple COOs and adjacent categories**
- 4 Elevate **in-store** programming and **digital marketing**
- 5 Enhance marketing spend **efficiency** and **effectiveness**
- 6 Build **availability and distribution** across the portfolio



Brand Driver Model

A focused portfolio of brands led by global profit engines, regional priorities and Luxury gems

GLOBAL PROFIT ENGINES

CURRENT

Penfolds.



WOLF BLASS



19 Crimes.



FUTURE



STERLING[®]
VINEYARDS



REGIONAL PRIORITIES



MAISON DE GRAND ESPRIT
Vins Particuliers



RAWSON'S
RETREAT



SINCE 1876
**BERINGER
BROS.**
BOURBON BARREL AGED WINES

BERINGER
MAIN & VINE



LUXURY GEMS



Stags Leap.

Etude

Coldstream Hills



HEWITT
VINEYARD



Focus Brands

Regional focus brands prioritise in-market investment and execution

AMERICAS



AUSTRALIA & NEW ZEALAND



ASIA



South East Asia only



EMEA



Category Drivers

Leveraging category drivers derived from data and insights

CONNECTION



PREMIUMISATION



DISCOVERY



REFRESHMENT



CELEBRATION



BALANCE



REWARD



SERVING SOLUTIONS



Engaging Consumers

Execution excellence prioritising investment in campaigns that the consumer sees

DISRUPTIVE DISPLAYS



BRANDED EXPERIENCE



DIGITAL ENGAGEMENT



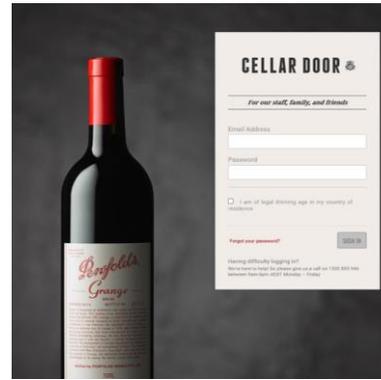
Digital Transformation

Leveraging the power of digital to enhance consumer engagement and drive transactions



Innovation

- Living Wine Labels platform now available **globally**
- Being **used to drive transactions** including store finder, retailer coupons and loyalty
- Evolving Living Wine Labels to beyond AR to **enhance customer engagement** and utility and brand experiences



Direct to consumer enhancement

- Improving the e-commerce platform and DTC customer experiences
- **Unified global DTC technology platforms**, optimizing consumer transactional experiences
- Agility to **rapidly introduce new products, services and experiences.**



The connected consumer

- **Leverage consumer data** to drive efficient and effective digital campaigns
- **Continuous measurement and optimization** of media effectiveness
- **Increase conversion** through personalised content and offers.

19 Crimes Digital Campaign

CASE STUDY

OMNI Channel strategy

- **Omnichannel** approach including offline and online media as well as retailer channels
- Align media creative across all channels (OOH, digital and in store)
- Utilise data to create **qualified audience models** that increase likelihood to convert
- Encourage downloads of Living Wine Labels app to increase consumer engagement

Driving foot traffic to stores

- Use the power of digital to **drive people to store**
- Leverage retailer store lists to **geo-target wine consumers** with 19 Crimes digital ads when they are in a 5km radius of stores
- Target **180k retailer visits** driven by geo-targeted media
- Generate site visits to retailer websites and events pages

Creative testing

- Testing **multiple creative concepts** and formats (video vs display) throughout the campaign
- **Optimise executions** for specific target audiences
- Creative performing **above industry benchmarks** and delivering **improved efficiency**



Transition from luxury fine wine brand to global luxury powerhouse



VISION FOR SUCCESS:

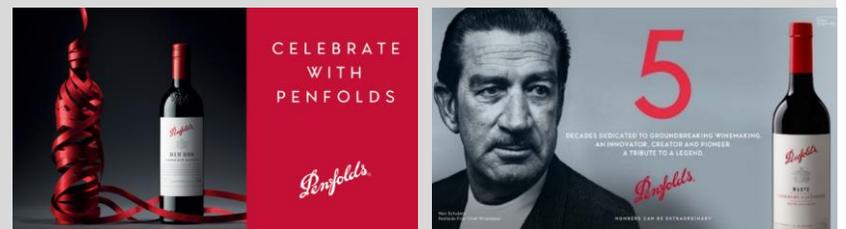
To make extraordinary wines from the esteemed luxury winemaking regions of the world, that embody the Australian spirit of ingenuity and boldness.

MISSION:

The Penfolds COO wine ranges will stand proudly as peers to the highest and most esteemed quality wine brands of Napa and French COOs, in the same way it currently does for Australia.

WINEMAKING APPROACH:

Multi regionally sourced, made to a quality standard and the Penfolds Style.



Penfolds Brand Architecture

Taking the existing portfolio architecture to develop propositions for French and US COO ranges

<i>Penfolds</i>	Australia COO	US COO	France COO
ICONS	✓	✓	✓
LUXURY	✓	✓	✓
MAX's	✓		
KOONUNGA HILL	✓		



TWE's French COO Architecture

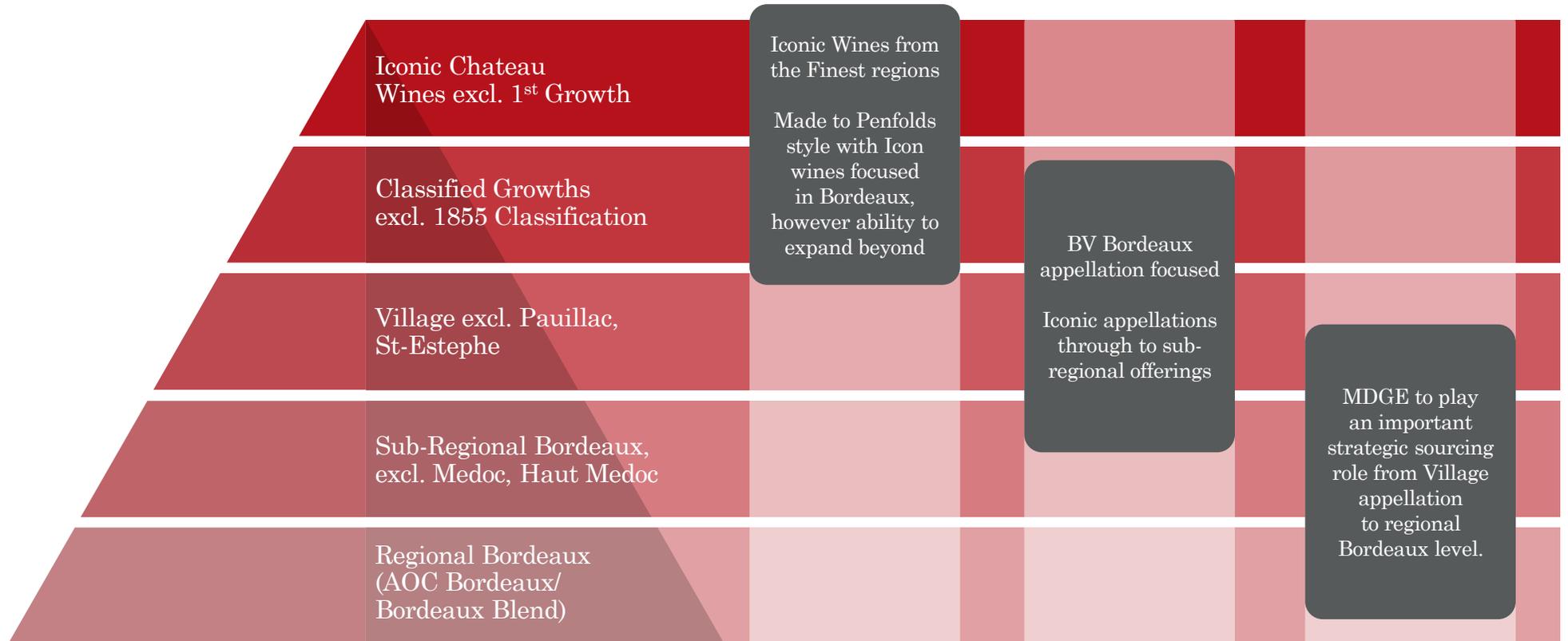
A portfolio of Luxury French wine, crafted to a quality standard across a range of price points

CLASSIFICATION PYRAMID

PENFOLDS

BEAULIEU VINEYARD

MAISON DE GRAND ESPRIT



Protecting Our Brands

TWE's market leading intellectual property protection program



A market leading IP protection program

IP protection is a top global priority for TWE:

- 4,000+ trade mark registrations in 150 countries worldwide
- Comprehensive online and offline global watch programs
- 500+ trade mark actions currently on foot across various markets
- 10+ proactive Court actions against infringers in Australia and China

Key Pillars

- Robust and sophisticated **market surveillance**
- **Online monitoring** and enforcement
- Targeted monitoring across **entire supply chains**
- **Strong, collaborative relationships** with online marketplaces, industry stakeholders and government authorities
- Sophisticated **anti-counterfeiting product solutions**

Partnerships & Accolades

- Member of key anti-counterfeiting and brand protection alliances
- *Top 5 Asia Pacific Food and Beverage IP team*, World Trademark Review Awards
- Winner *Top 10 Criminal Cases for IP Protection* from China's leading brand protection committee

Protecting Our Brands

China has been a key territory for TWE's intellectual property protection program

Recent Highlights¹

Investigations and Raids

158 raids, including 4 multi-region enforcements
5 Chinese customs interceptions

Criminal Sanctions

More than 80 arrests with 43 criminal sentences

Online Enforcement

11,830 infringement listings removed
Online infringements decreased from 34% in 2017 to 2% today

Copycat Enforcement

Zero tolerance approach, over 20 court cases on foot in China
Successful enforcement against copycats in Australia

External Engagement

Cooperation with Chinese government authorities, including
Minister of Public Security, Customs and Police

Anti-counterfeit product solutions

Cutting edge overt, covert and ultra-covert solutions used on our products
to deter counterfeiters and enable customers to verify authenticity



¹ Unless otherwise stated, highlights are for the F18 and F19 period



Protecting Our Brands

Case Study: Multi-regional enforcement





QUESTIONS



AMERICAS

Angus McPherson – President, Americas & Global Sales

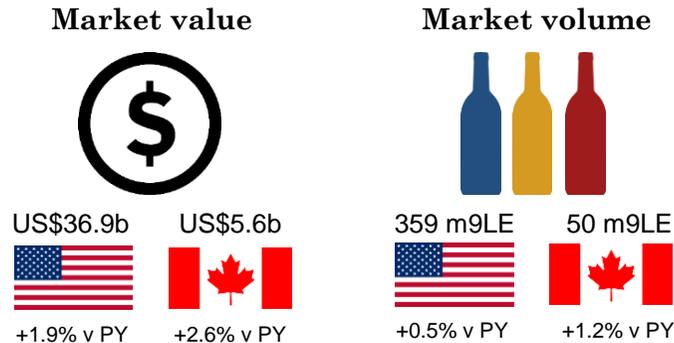


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WINE ESTATES

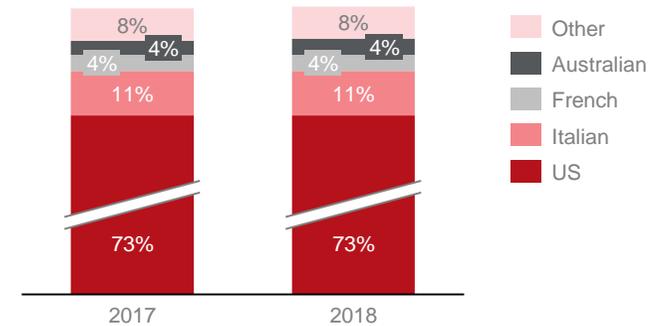
Americas market context

Large wine market dominated by Commercial, but seeing continued premiumisation growth

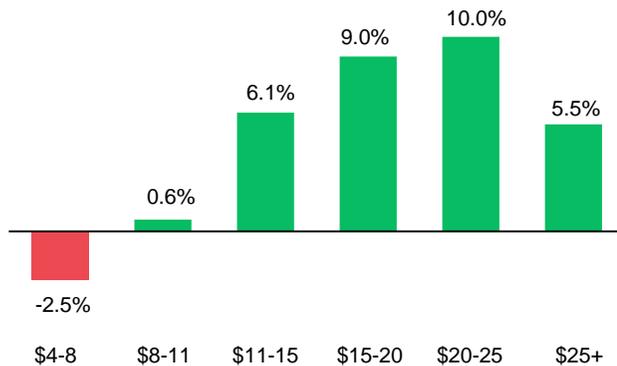
The Americas is the largest wine market globally¹



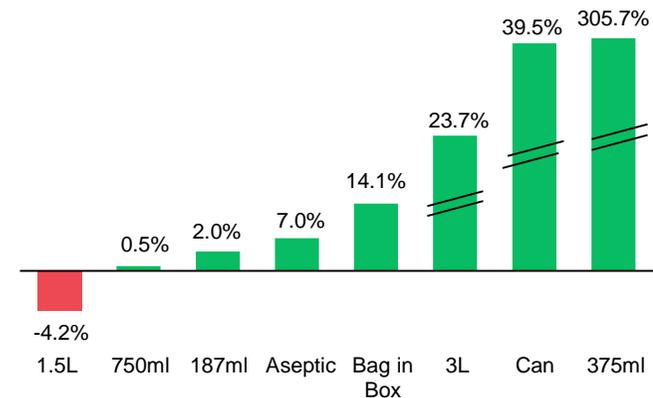
The US remains the dominant COO consumed in the US, with Italian leading imports²



Masstige and Luxury price points continue to outperform Commercial³



Alternative packaging formats are growing strongly, albeit off small bases³



¹ IWSR 2019. Still, sparkling and fortified wine

² IWSR 2019. Still, sparkling and fortified wines. United States consumption volume by country of origin

³ IRI. Table \$4+, Total US MULO + Convenience, MAT volume growth for the 52 weeks ending 25/08/19



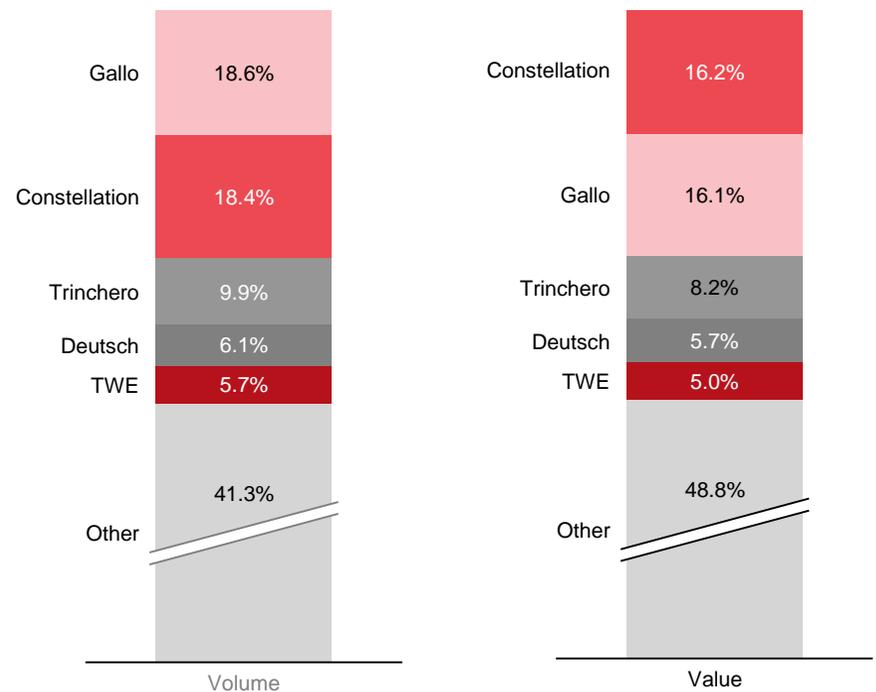
TWE's competitive position

Luxury and Masstige brand strength provide opportunity to take share

Insights and opportunities to harness

- Growing consumer confidence is encouraging consumers to seek premium brands
- Wine in a can is growing strongly
- NPD based on category fusion is seeing strong growth
- Popularity of rosé wine continues, with consumption now year round
- E-commerce sales of alcoholic beverages is increasing at double digit rates²
- Young consumers are drinking across categories
- DTC sales are increasingly important – more states are overturning restrictive shipment laws
- Experiential consumption and on-site tasting rooms becoming more common

TWE is the 5th largest wine supplier in the US¹



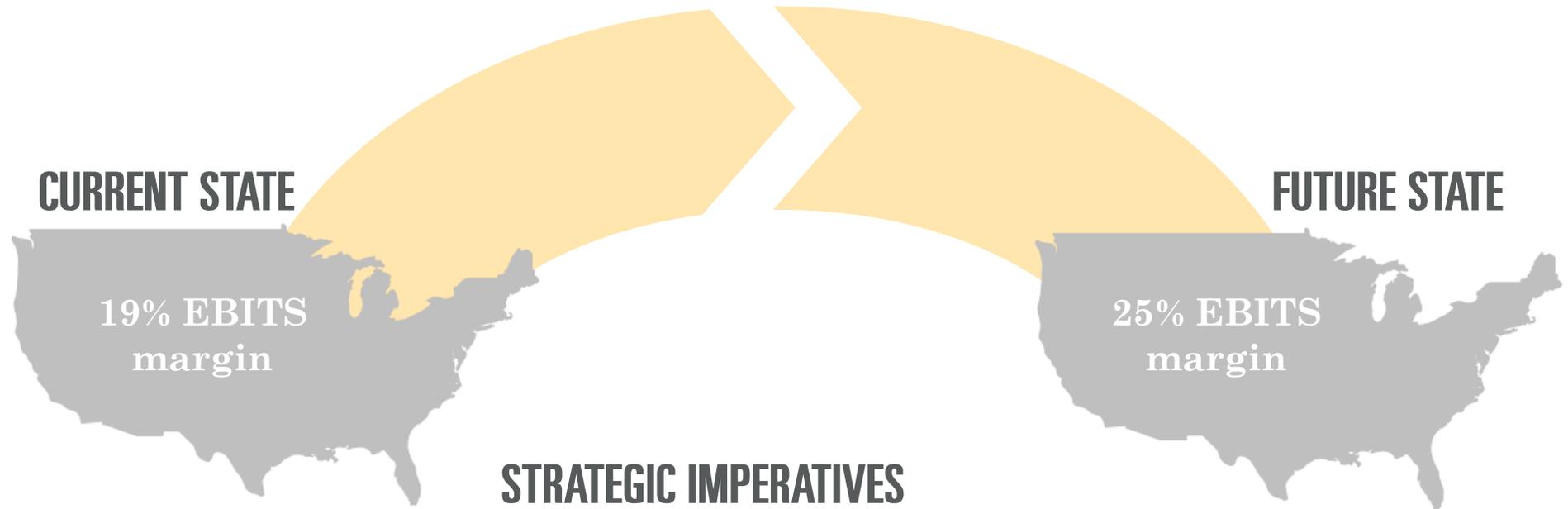
¹ IRI Market Advantage, Total US Multi-Outlet * Convenience Table \$4+, 52 weeks ending 25.08.2019

² IWSR, Wines US, Domestic Volume Report 2018



Our ambition for the Americas

Deliver a 25% EBITs margin



STRATEGIC IMPERATIVES

- 1 Drive Luxury and explode Masstige
- 2 Deliver disruptive marketing and digital transformation
- 3 Be customer obsessed across all channels to grow availability and distribution



Key supporting strategic imperatives

Driving Masstige and Luxury growth through disruptive marketing and our enhanced RTM model

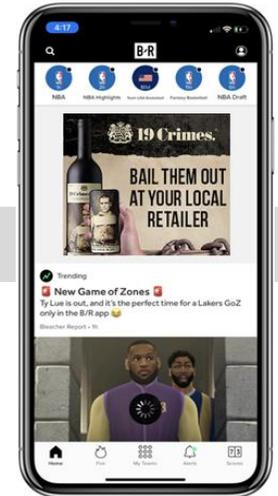
1 Drive Luxury and explode Masstige

- **Luxury sales team** to drive distribution and link DTC and trade channels
- **High growth Masstige brands** and scaled successful innovation
- Strong **in-store execution of pull through programs** for Commercial brands



2 Deliver disruptive marketing

- Improved marketing campaign ROI through **Market Mix Modelling**
- **Targeted innovation** to access more occasions
- Transformed **digital marketing and e-commerce capability**



3 Be customer obsessed

- **Strong direct model** driving competitive advantage and distribution
- Collaborative **distributor partners** in key states
- Drive **availability and distribution**

Drive Luxury and explode Masstige

Luxury wine education and tasting events



Drive Luxury and explode Masstige

Luxury brand support; Wine Spectator advert highlighting impressive wine critic scores

THE SINGLE MOST IMPORTANT LUXURY WINE PORTFOLIO IN AMERICA



TREASURY WINE ESTATES

90+ CLUB
MEMBERSHIP IS EARNED

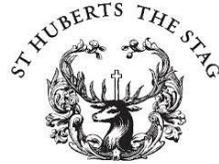


Score	Wine Name	Vintage	Wine Type
90	Etude	2016	Estate Pinot Noir
92	Provenance	2016	Rutherford Cabernet Sauvignon
96	Beaulieu Vineyard	2015	Georges de Latour Private Reserve Cabernet Sauvignon
93	Hewitt	2015	Cabernet Sauvignon
90	Sterling Vineyards	2015	Platinum Cabernet Sauvignon
95	Beringer	2016	Private Reserve Cabernet Sauvignon
98	Penfolds	2014	Grange
94	Stag's Leap	2016	Cabernet Sauvignon
93	Chateau St. Jean	2015	Cinq Cépages



Drive Luxury and explode Masstige

Scaled Masstige innovation and activation



Sterling sponsorship of the Emmys.



Leveraging Bourbon Heritage Month with Beringer Bros.



St Huberts The Stag eye-catching in-store displays.



Drive Luxury and explode Masstige

Focus brands have delivered strong performance over the past 3 years¹

BRAND	CATEGORY DRIVER	3 YEAR VOLUME PERFORMANCE
 <p>STERLING® VINEYARDS VINTNERS COLLECTION</p>	Celebration	Up c. 118%
 <p>MATUA</p>	Refreshment	Up c. 60%
 <p>19 Crimes.</p>	Discovery	Up >3 times
 <p>ST HUBERTS THE STAG</p>	Discovery	Up c. 52% ²
 <p>SINCE 1876 BERINGER TRADEMARK OF BROS. CALIFORNIA, USA BOURBON BARREL AGED WINES</p>	Discovery	More than doubled in size ³
 <p>Stags Leap</p>	Premiumisation	Up c. 10%

¹ F16 to F19 volume growth

² Growth since launch in F17

³ Growth since launch in F18



Deliver disruptive marketing

Sterling packaging innovation and Matua 'Ready to Chill' campaign

STERLING®
VINEYARDS

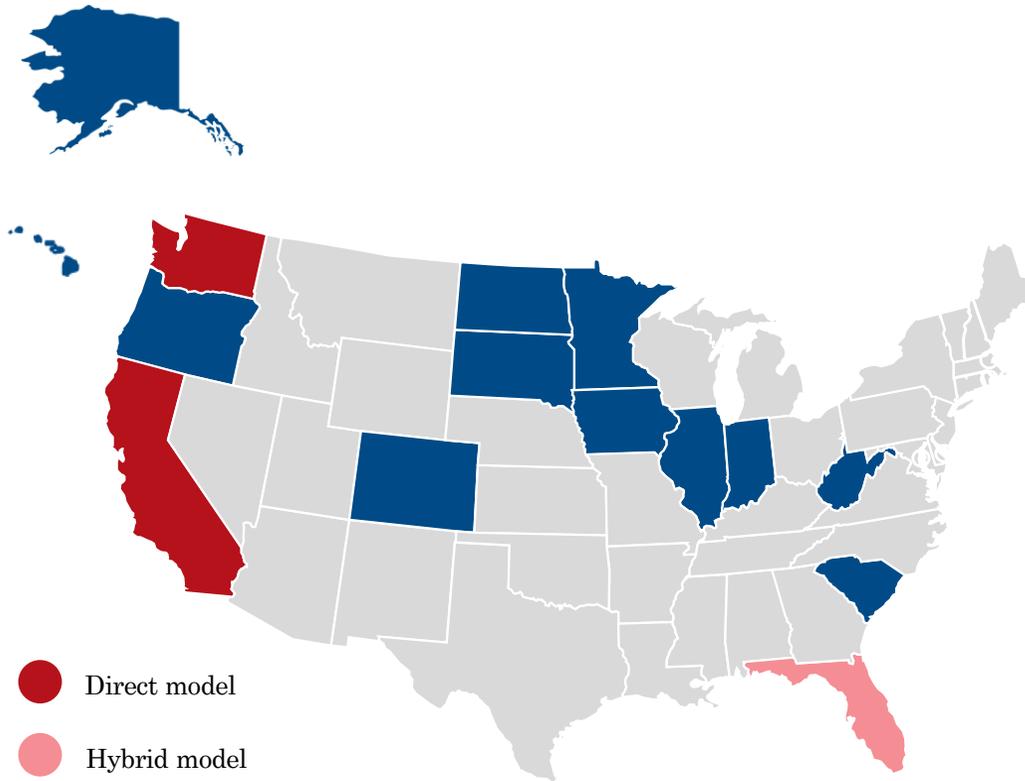



MATUA



Be customer obsessed: route-to-market transformation

A key pillar to delivering our medium-term 25% EBITs margin ambition



- Direct model
- Hybrid model
- New distributors
- No change

Status

Direct model (CA, WA)

- **Retail chains**
 - Dedicated sales and merchandising teams driving improved execution
 - Positive, closer relationships with retailers
 - Co-creation of customised marketing programs
 - Improved P&L metrics and profitability



Broad market (distributor model)

- Listings lost from exiting incumbent distributor; taking time to rebuild



Hybrid model (FL)

- Strong relationship with BBG and retailers
- Improved P&L metrics and profitability



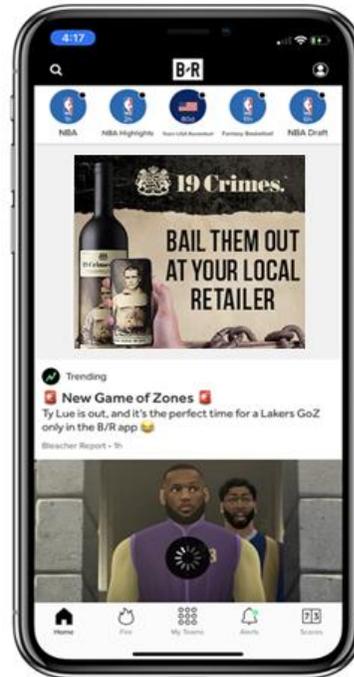
New distributors (remaining states)

- Strong relationship with distributors and retailers
- Improved P&L metrics and profitability



Be customer obsessed

Collaborative partnership with retailers in California driving strong growth for 19 Crimes



Sustainable inventory and channel management

Monthly depletions, shipments and inventory monitoring



- Customers provide inventory and depletions data
- Monthly report **monitors** depletions performance across countries, channels, products and individual customers
- Reviewed with distributors, by local Management team, and by the Executive Leadership Team.



QUESTIONS



NORTH ASIA

Tom King – Managing Director, North Asia
Jack Wu – General Manager, China

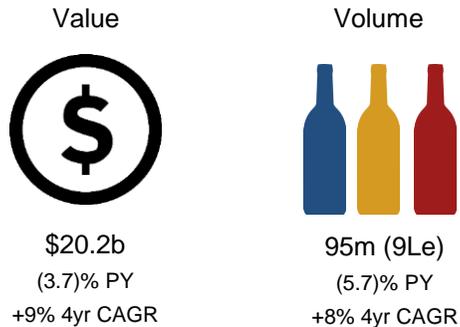


TREASURY
WINE ESTATES

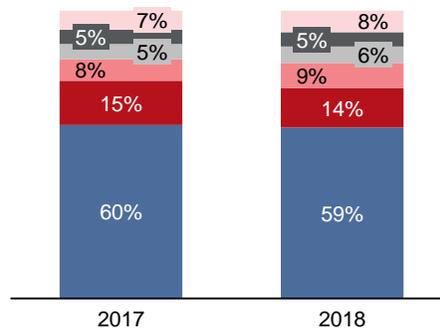
North Asia market context

Market dynamics remain attractive for TWE's premium portfolio

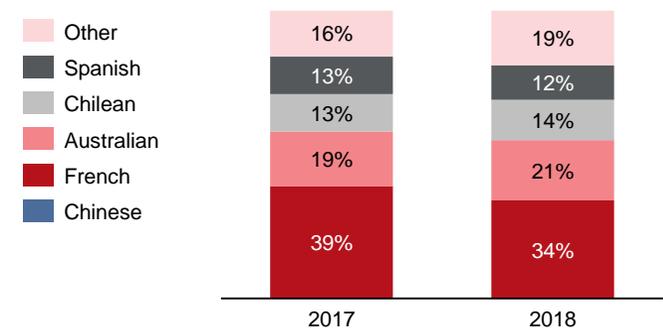
North Asia imported wine market¹



Chinese wine accounts for ~60% of sales volume in China²...



...French and Australian COOs lead the China imported wine category²

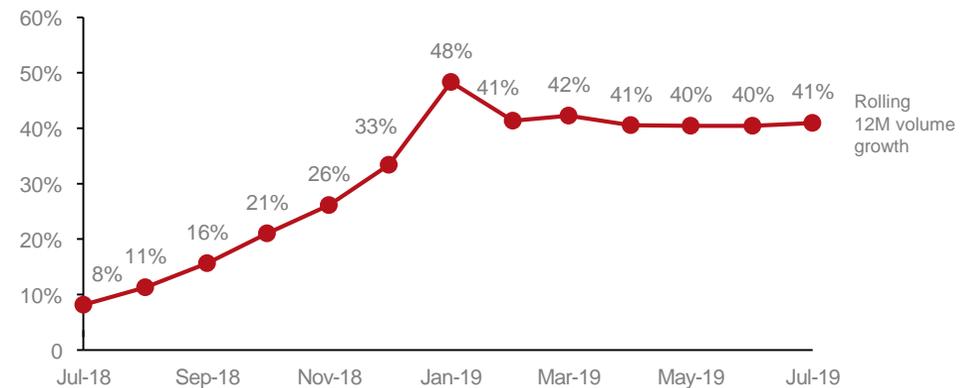


Importing suppliers typically rely on distributor models, compared to TWE's *self distribution* model...

Destocking is currently being observed for competitors who sell through **distributor models** and are not investing in brand building or pull-through plans; this is reflected in recent import shipment data

In contrast TWE's direct model, using its own sales force, is delivering momentum with **depletions growth exceeding shipments growth in F19**

E-commerce wine sales are growing strongly in China³



¹ IWSR 2019. Still, sparkling and fortified wine, Imported category only

² IWSR 2019. Still, sparkling and fortified wine volume in China

³ Smart Path. China wine category online market sales trends

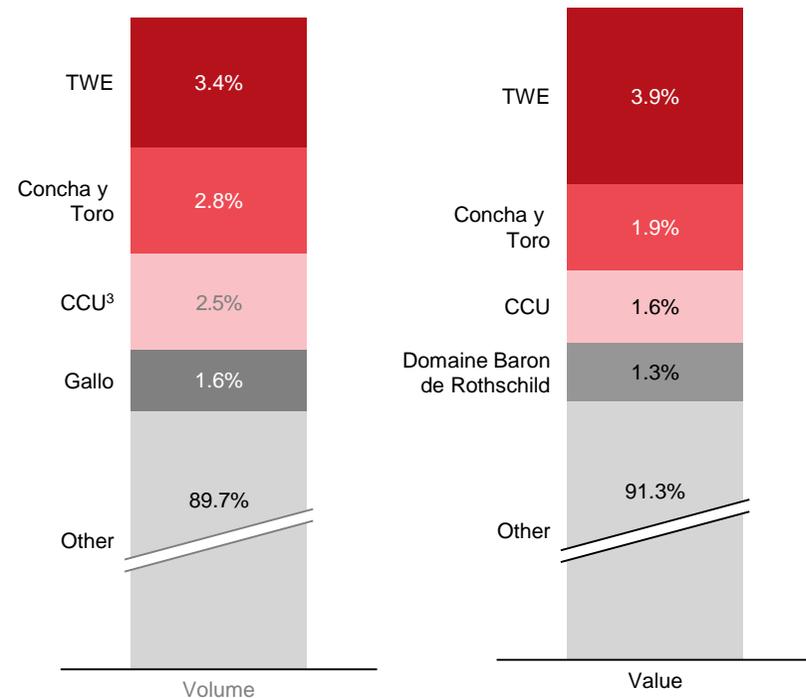


TWE's competitive position

TWE sees strong opportunity to take share in North Asia¹

Insights and opportunities to harness

- Legal drinking age population is increasing
- Economic growth and an expanding middle class
- Booming e-commerce channel with 20% of wines in China now sold online²
- Category popularity with young consumers
- Female drinkers are entering the category
- Grape wine has become a symbol of social status, luxury, as well as “healthy alcohol”
- Growth in modern on-premise drinking options
- Wine perceived as a drink for all occasions



¹ IWSR 2019. Still and fortified wines. Imported category only

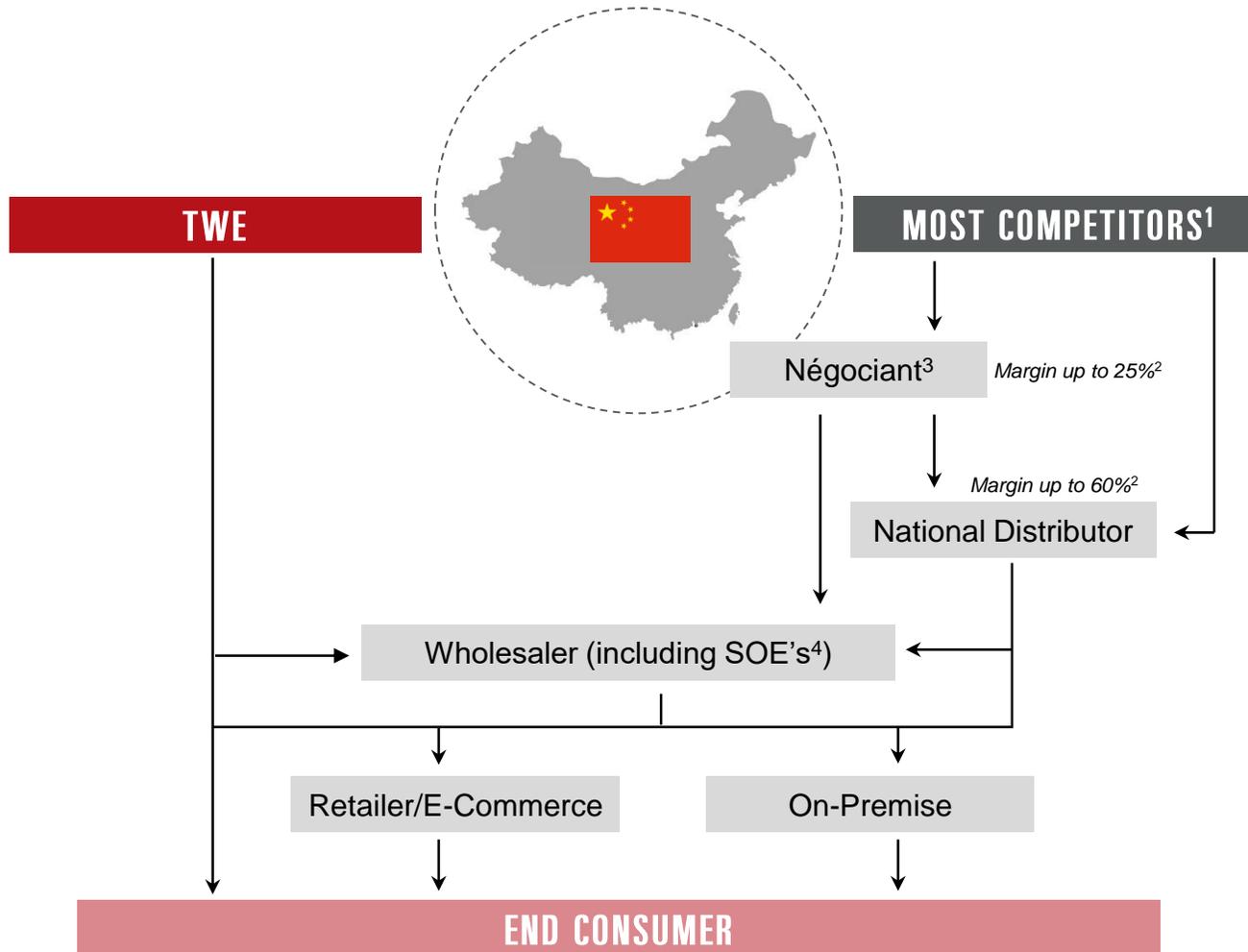
² IWSR Global Trends 2018

³ Compañía Cervecerías Unidas



TWE's competitively advantaged operating model

An efficient China route-to-market driving value for TWE, its customers and the consumer



¹ Indicative only, based on TWE management view. Competitor operating models may vary.

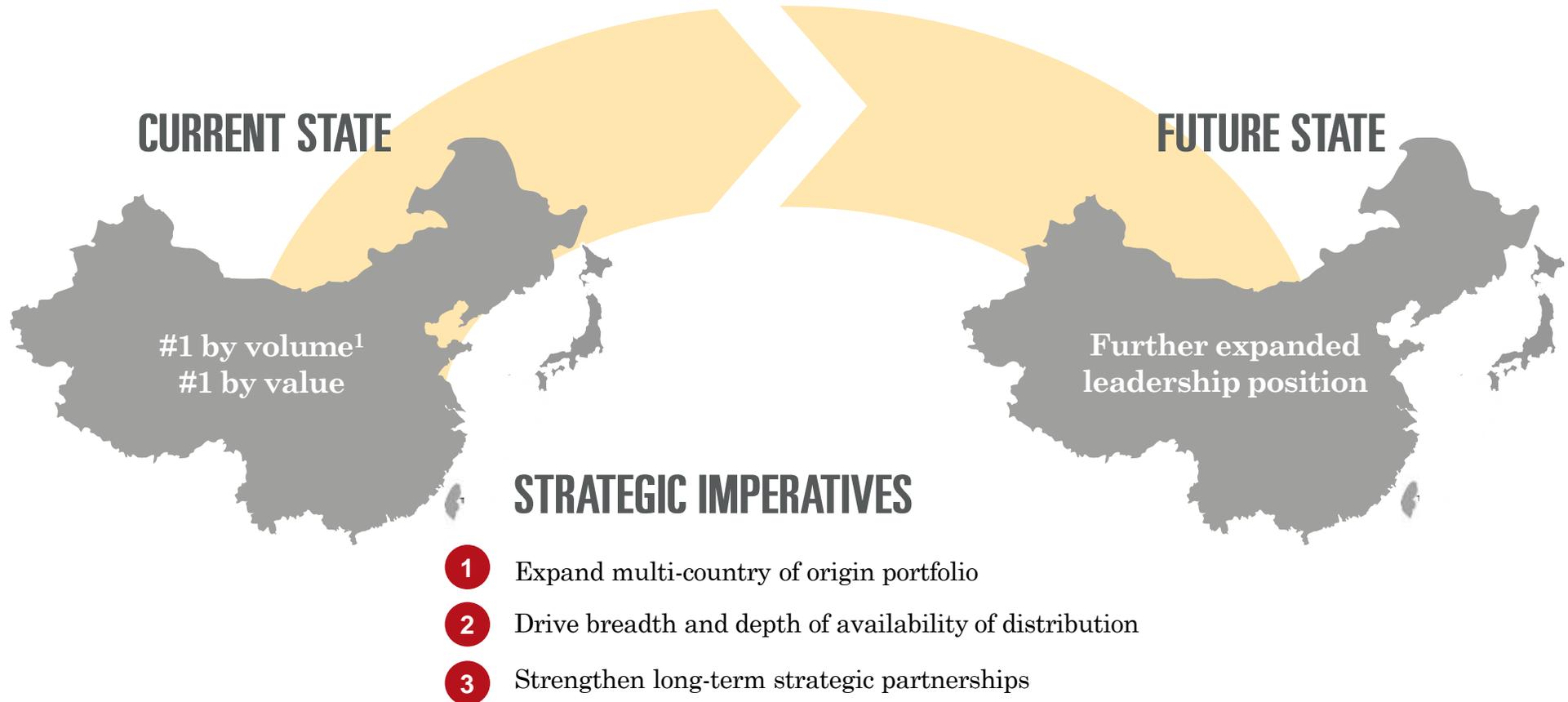
² Based on TWE management view

³ Typically used by French wine producers

⁴ State Owned Enterprises

Our ambition for North Asia

Extend leadership as the number 1 imported wine company, by volume and value



¹ IWSR 2019. Still and fortified wines. Imported category only

Key supporting strategic imperatives

We will build a multi-country of origin Luxury portfolio, and drive growth with priority partners

1 Expand multi-country of origin portfolio

- Strengthened **Penfolds** brand equity through sustained investment and innovation
- **Australian** portfolio growth, focusing on Rawson's Retreat and Wolf Blass
- **French** portfolio expansion beyond Maison De Grand Esprit, with Penfolds and Beaulieu Vineyard

2 Drive breadth and depth of availability of distribution

- **Three-pronged China route-to-market** strategy across places, portfolio and partners to maximise distribution
- **Expanded China warehouse model** and **investment in critical Sales roles** (e.g. strategic account management) to support RTM strategy

3 Strengthen long-term strategic partnerships

- Prioritised key **long-term strategic partners**
- Clear **distribution and portfolio strategy by partner**
- **Joint business planning** with key partners to build relationships and track performance
- Solidify relationships with e-commerce partners through a clear **digital content strategy**

Expand multi-country of origin portfolio

Continued focus on elevating Penfolds

Penfolds



Expand multi-country of origin portfolio

Activation against key Australian brands, Wolf Blass and Rawson's Retreat



Expand multi-country of origin portfolio

Building our French portfolio credentials



MDGE Design Beijing Partnership

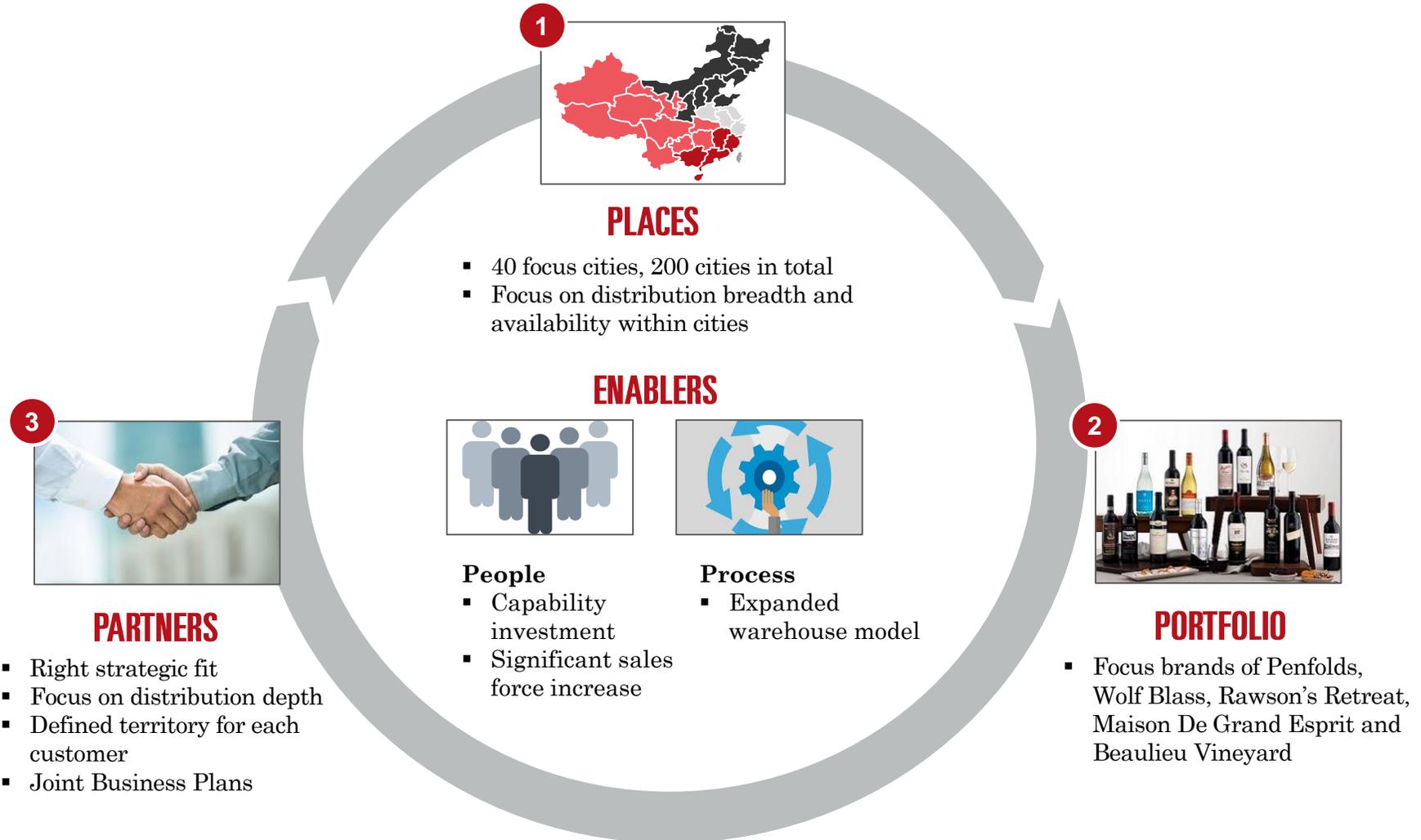


MDGE GTR shop window display



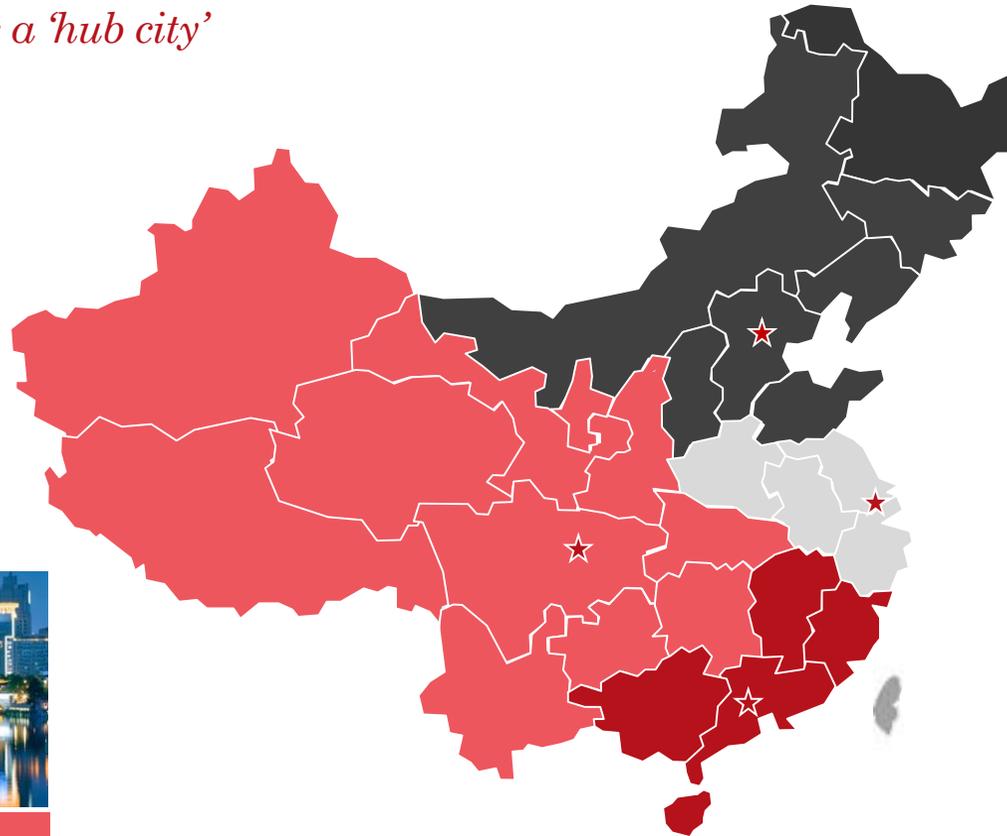
Three-pronged China RTM model to drive distribution

Supported by people and process enablers



1. PLACES: 40 priority cities across four China regions

Each region has a 'hub city'



NORTH – 10 CITIES

★ Hub city: **Beijing**



EAST – 8 CITIES

★ Hub city: **Shanghai**



WEST – 9 CITIES

★ Hub city: **Chengdu**



SOUTH – 13 CITIES

★ Hub city: **Guangzhou**

2. PORTFOLIO: A focused portfolio of priority brands

The China 'Great 8' priorities

Penfolds

ICONS



Penfolds

BINS



RAWSON'S
RETREAT
洛神山庄

MASSTIGE SCALE




WOLF BLASS

LUXURY



Penfolds

SPECIAL BOTTLINGS



Penfolds

MAX'S & KOONUNGA
HILL



Beaulieu Vineyard.
SINCE BV 1900

LUXURY & FRENCH



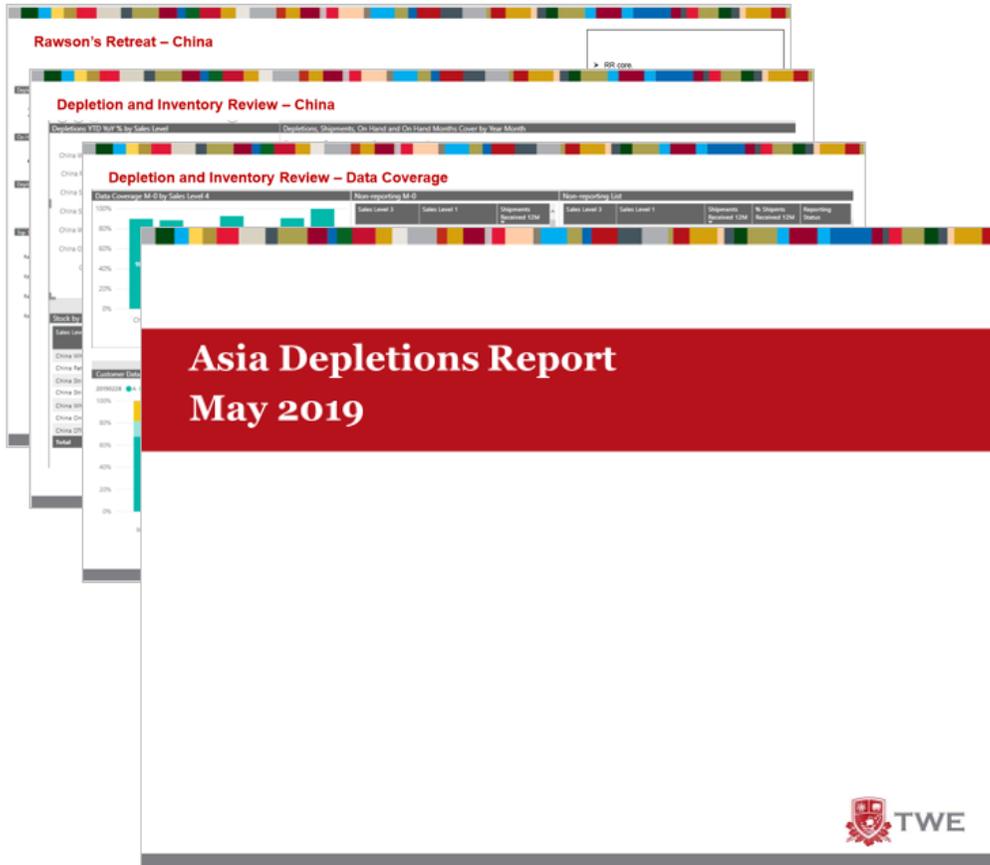

MAISON DE GRAND ESPRIT
Vins Particuliers

LUXURY



Sustainable inventory and channel management

Monthly depletions, shipments and inventory monitoring



- Customers provide inventory and depletions data
- Monthly report monitors depletions across countries, channels, products and individual customers
- Reviewed at the Executive Leadership Team level
- Supplemented by third party inventory audits



QUESTIONS



AUSTRALIA & NEW ZEALAND

Peter Neilson – Managing Director, ANZ

ANZ market context

Premiumisation and refreshment driving value growth

The Australian wine market is the 10th largest, globally¹

Market value



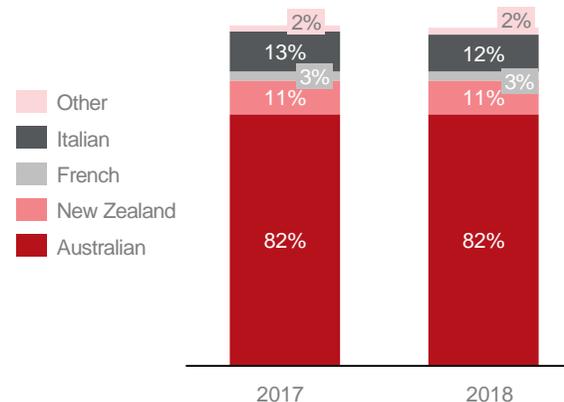
\$7.2b
+0.2% v PY

Market volume

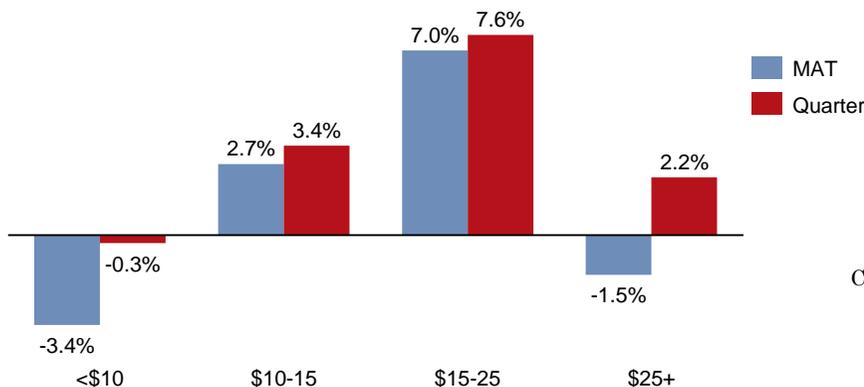


58.6 m (9Le)
(1.6)% v PY

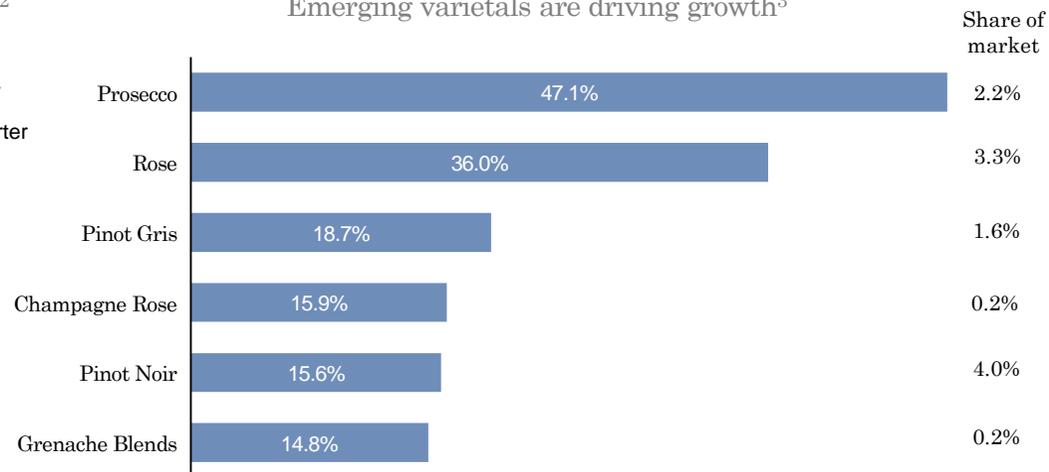
Australian COO dominates the category¹



Masstige and Luxury price points continue to outperform Commercial²



Emerging varietals are driving growth³



¹ IWSR 2019. Still, sparkling and fortified wines. Australia

² IRI MarketEdge. Liquor weighted data to 23/06/19 showing YoY growth on an MAT and quarterly basis

³ IRI MarketEdge. Liquor weighted data, value CAGR 05/07/15 to 30/06/19

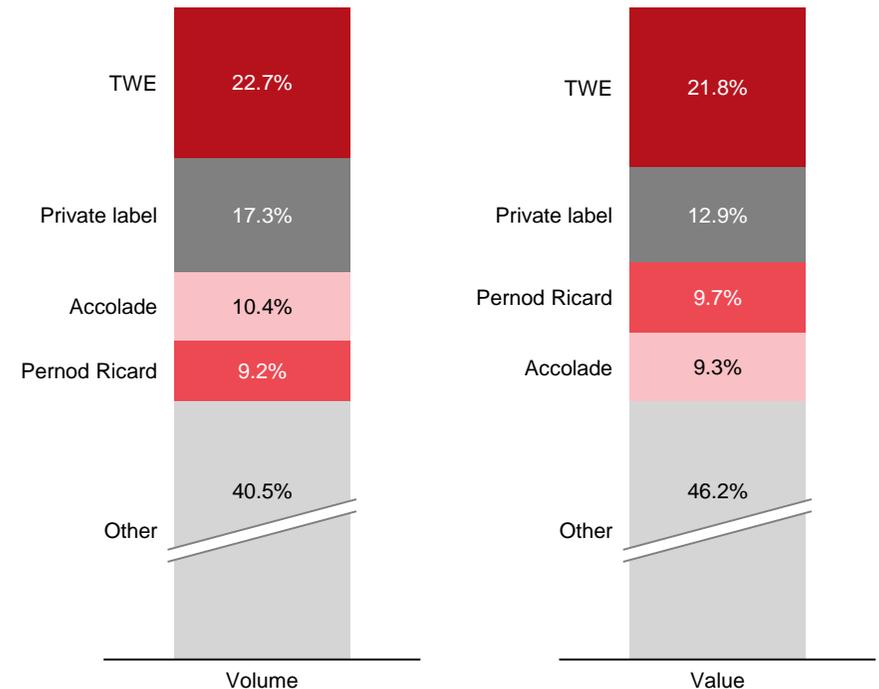


TWE's competitive position

TWE has more than double the share of the next largest supplier, excluding private label¹

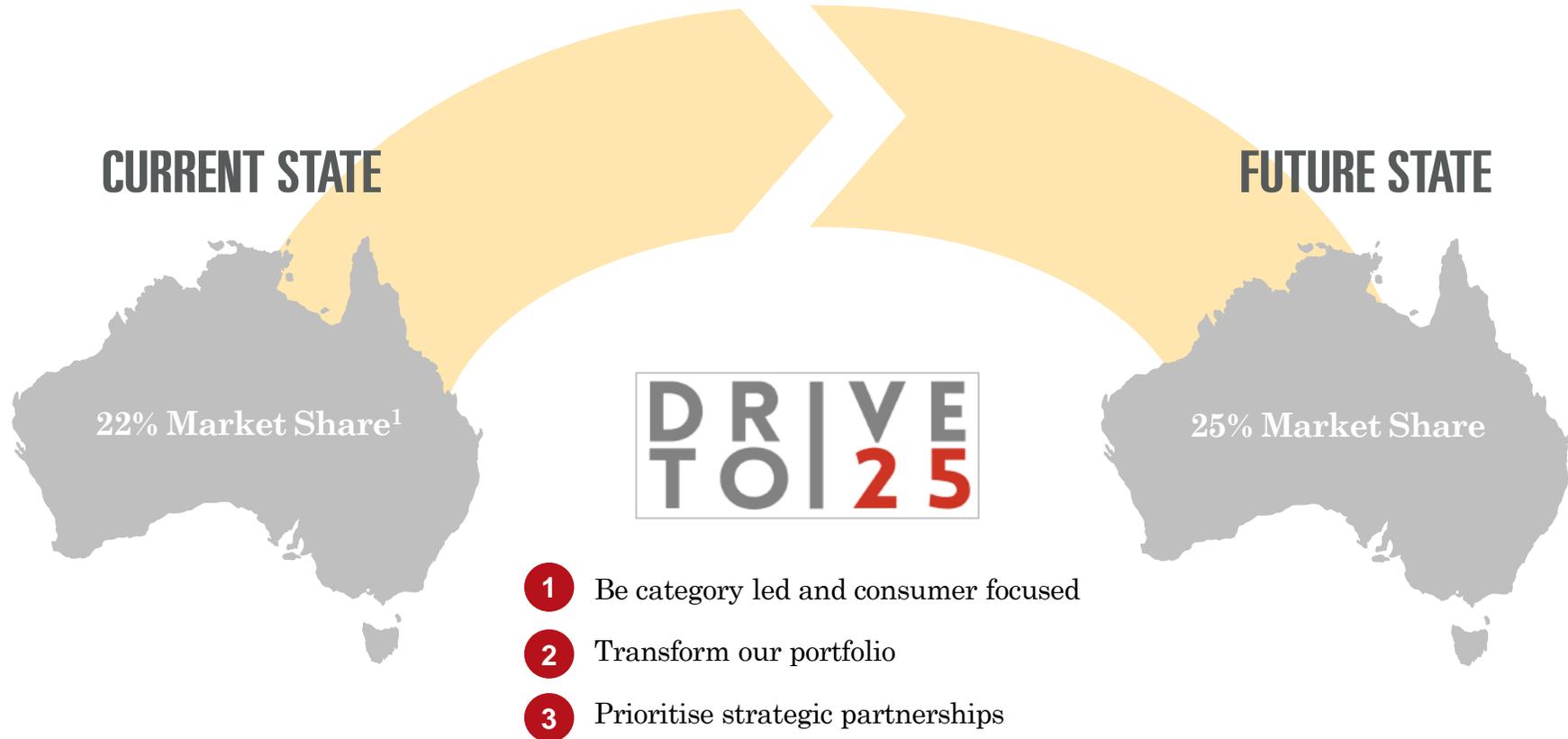
Insights and opportunities to harness

- Premiumisation continues
- Preference for light and refreshing drinks
- Growth of rosé, chardonnay and pinot grigio
- Growth of emerging red varietals, such as grenache and tempranillo
- Packaging innovation
- Growing health consciousness
- Demand for individuality and authenticity



Our ambition for ANZ

We continue to target 25% market share in Australia



¹ IRI MarketEdge Weighted data to: 30 June 2019. Australia Bottled and Canned



Key supporting strategic imperatives

A focus on consumer insights driven decision making

1 Be category led and consumer focused

- Organisation structure and decision making centered on **category growth strategy**
- **Access to technology and insights** to extend knowledge of shopper journey
- **Channel execution standards;** right product, right channel, right location

2 Transform our portfolio

- Portfolio premiumisation and **Luxury portfolio investment**
- **New varietals and categories** where we have the right to compete
- **Effective marketing** through data driven insights and Market Mix Modelling

3 Prioritise strategic partnerships

- **Clear channel and customer strategy** to drive growth
- **Digital capability** to capitalise on marketing and sales opportunities

Be category led and consumer focused

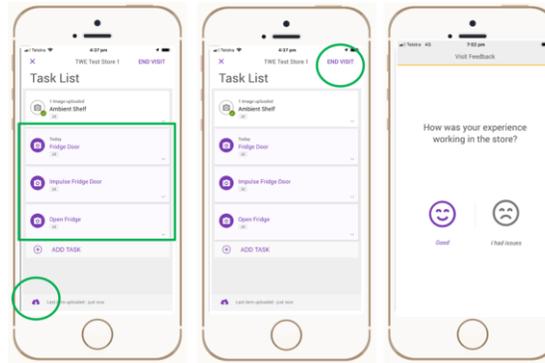
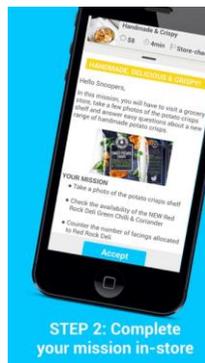
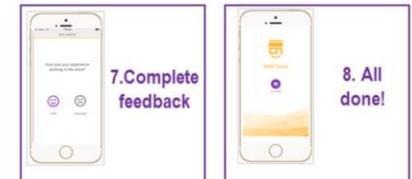
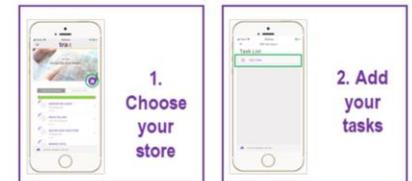
Key brand performance

BRAND	CATEGORY DRIVER	3 YEAR VOLUME PERFORMANCE ¹
 WOLF BLASS	Connection	Up 12%
 squealing pig	Refreshment	More than tripled in size
 19 Crimes.	Discovery	Up by 15 times
 ST HUBERT'S THE STAG	Discovery	Up by 8 times
 SEPPELT FOUNDED 1851	Premiumisation	Up 28%
 T GALLANT	Refreshment	More than doubled in size

¹ F16 to F19 volume growth.

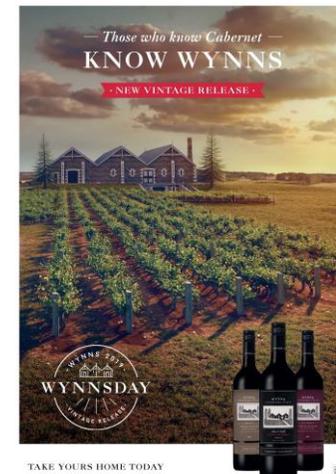
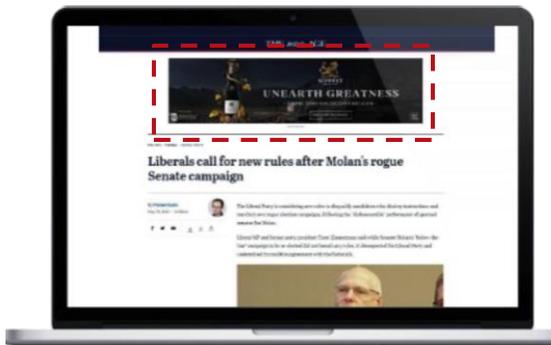
Be category led and consumer focused

Partnerships to increase access to data and insights



Transform our portfolio

Investment in our Luxury portfolio





SOUTH EAST ASIA

Yodi Mootosamy – General Manager, South East Asia



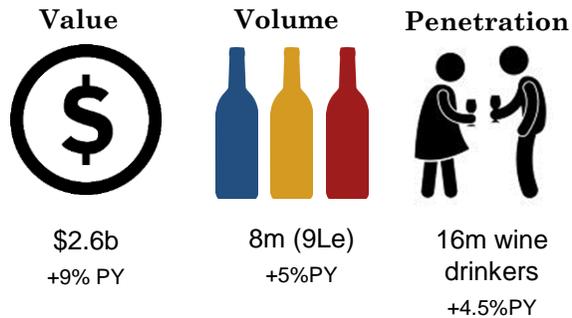
TREASURY
WINE ESTATES



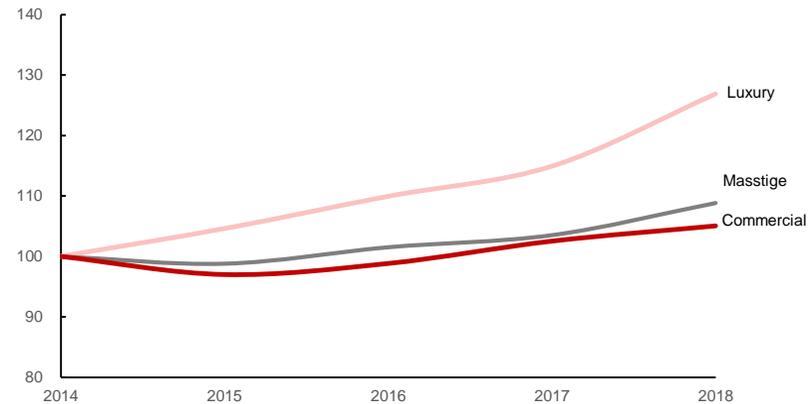
South East Asia market context

Smaller market with strong growth potential

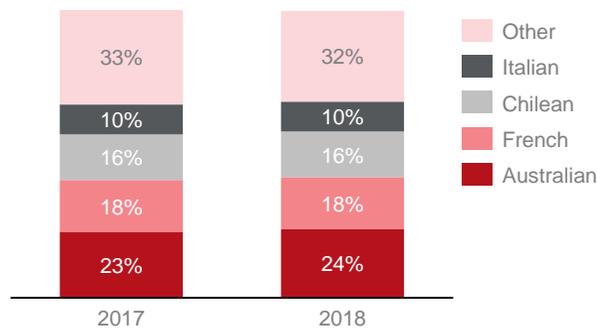
South East Asia imported wine market¹



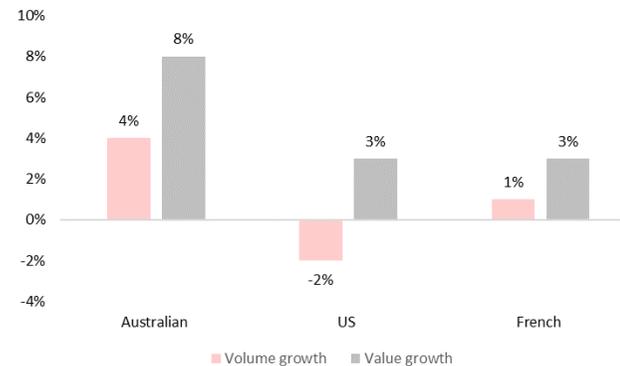
Premium price points have outperformed²



Australian COO leading imports into South East Asia¹



Australian COO has the fastest growth rate in South East Asia³



1. IWSR 2019. Still, sparkling and fortified wines. Imported category only

2. IWSR 2019. Still, sparkling and fortified wines. Imported category only. Value Growth (Index, 2014 = 100)

3. IWSR (imported wine), growth 2016 to 2018

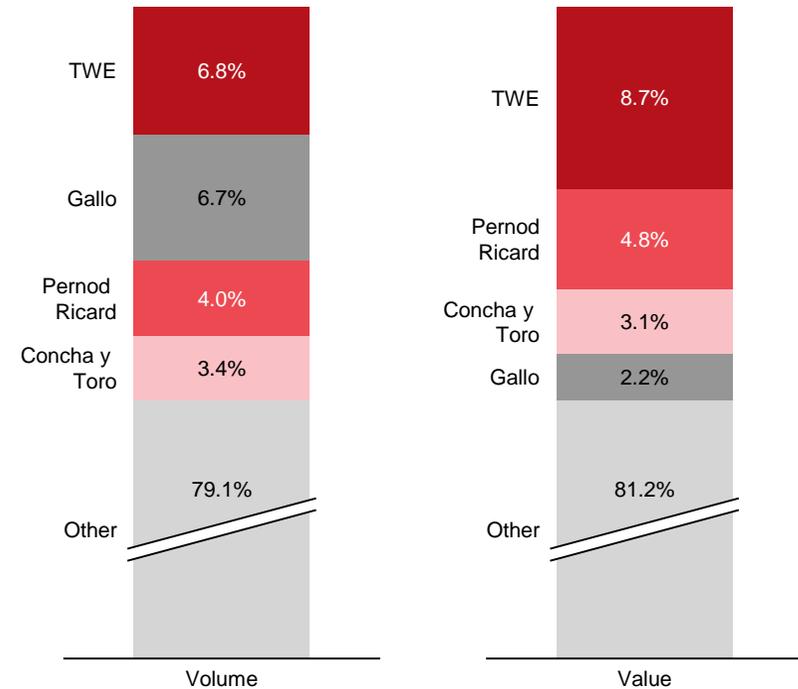


TWE's competitive position

TWE is the leading imported wine company in South East Asia¹

Insights and opportunities to harness²

- Access to the high-growth tourism sector
- Growing on-premise channel
- Increasing popularity of wine across the region, especially with females and millennials
- Off trade continues to develop via the modernisation of grocery
- E-commerce expansion
- Increasing consumer spending power in emerging markets



¹ IWSR 2019. Still and fortified wines. Imported category only

² IWSR Global Trends 2018



Our ambition for South East Asia

Expanded #1 wine importer position in South East Asia



¹ IWSR 2019. Still and fortified wines. Imported category only



Key supporting strategic imperatives

Localised plans and optimised RTMs for priority markets and brands

1 Build consumer demand-driven model

- Insight-led **market by market plans** to drive domestic demand
- **Resources and investment** to drive consumer pull
- Consumer A&P focused on **localised brand building**

2 Optimise and expand routes-to-market

- **Optimised routes-to-market** in Thailand, Singapore, Philippines and Vietnam
- **Direct relationships** in key markets

3 Increase portfolio profitability

- **Premiumised portfolio** by driving growth of focus brands and innovation
- **Category growth** through insights-based planning

Build consumer demand-driven model

Matua brand activations anchored to Refreshment



REFRESHMENT SERVICE RITUALS



MATUA
SPRITZ



MATUA
FROSE



MATUA
FROZIGNON BLANC



MATUA
SANGRIA



Increase portfolio profitability

Supporting growth of Luxury and Masstige brands

Penfolds


WOLF BLASS

Beaulieu Vineyard
SINCE **BV** 1900



EXPLORE 175 YEARS OF INNOVATIVE WINEMAKING	EXPERIENCE OUR RANGE OF UNIQUE LIMITED RELEASES	BEGIN YOUR JOURNEY INTO THE WORLD OF PENFOLDS	DISCOVER THE RANGE INSPIRED BY OUR FIRST CHIEF WINEMAKER
<i>Penfolds</i>	<i>Penfolds</i>	<i>Penfolds</i>	<i>Penfolds</i>
EXPLORE 175 YEARS OF INNOVATIVE WINEMAKING	EXPERIENCE OUR RANGE OF UNIQUE LIMITED RELEASES	BEGIN YOUR JOURNEY INTO THE WORLD OF PENFOLDS	DISCOVER THE RANGE INSPIRED BY OUR FIRST CHIEF WINEMAKER
<i>Penfolds</i>	<i>Penfolds</i>	<i>Penfolds</i>	<i>Penfolds</i>
3	144	100	98
<i>Penfolds</i>	<i>Penfolds</i>	<i>Penfolds</i>	<i>Penfolds</i>





EMEA
Michelle Brampton – Managing Director, EMEA



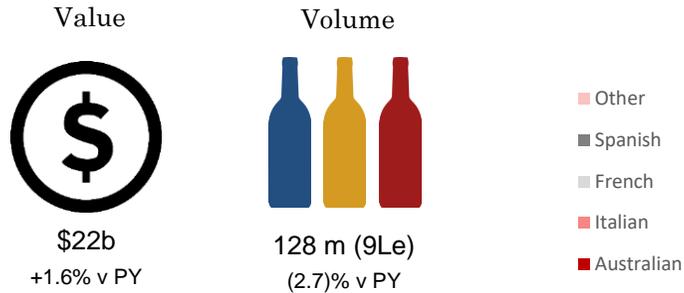
**TREASURY
WINE ESTATES**



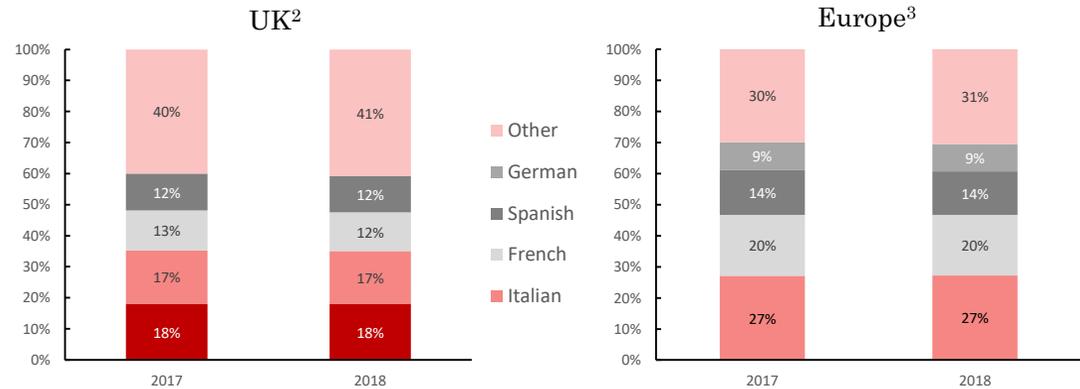
UK market context

Large mature market with opportunities in premium price points

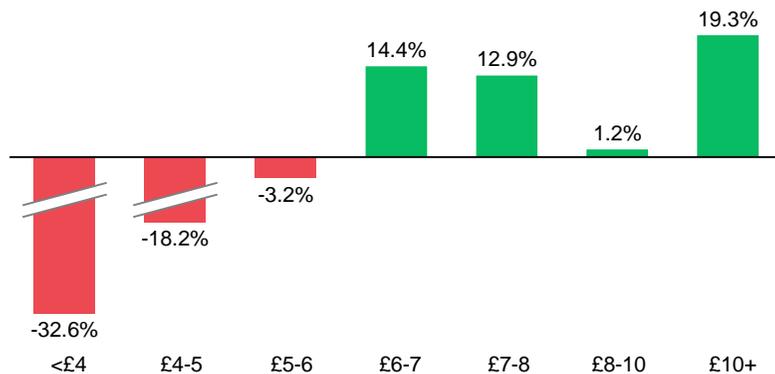
UK wine market¹



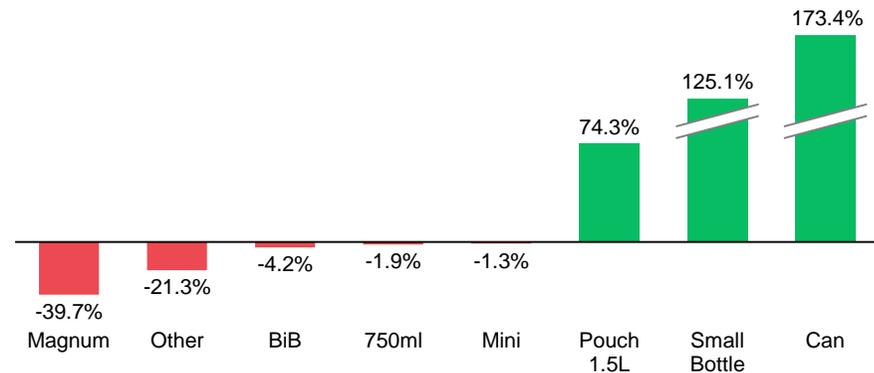
Australian and Italian wine leading imports into the UK



Premium price points continue to outperform⁴



Non-traditional packaging formats are growing strongly, albeit off small bases⁵



¹ IWSR 2019. Still, sparkling and fortified wines UK ² IWSR 2019. Still, sparkling and fortified wines. UK COO by volume

³ IWSR 2019. Still, sparkling and fortified wines. Europe. COO by volume

⁴ Nielsen. Total wine (750ml only) MAT volume growth YoY to 10/08/19

⁵ Nielsen, Total Coverage, Formats, Volume Sales % Change YoY, 52 week data to 10.08.19



TWE's competitive position

TWE is the third largest supplier in the UK, with premiumisation an opportunity to grow share¹

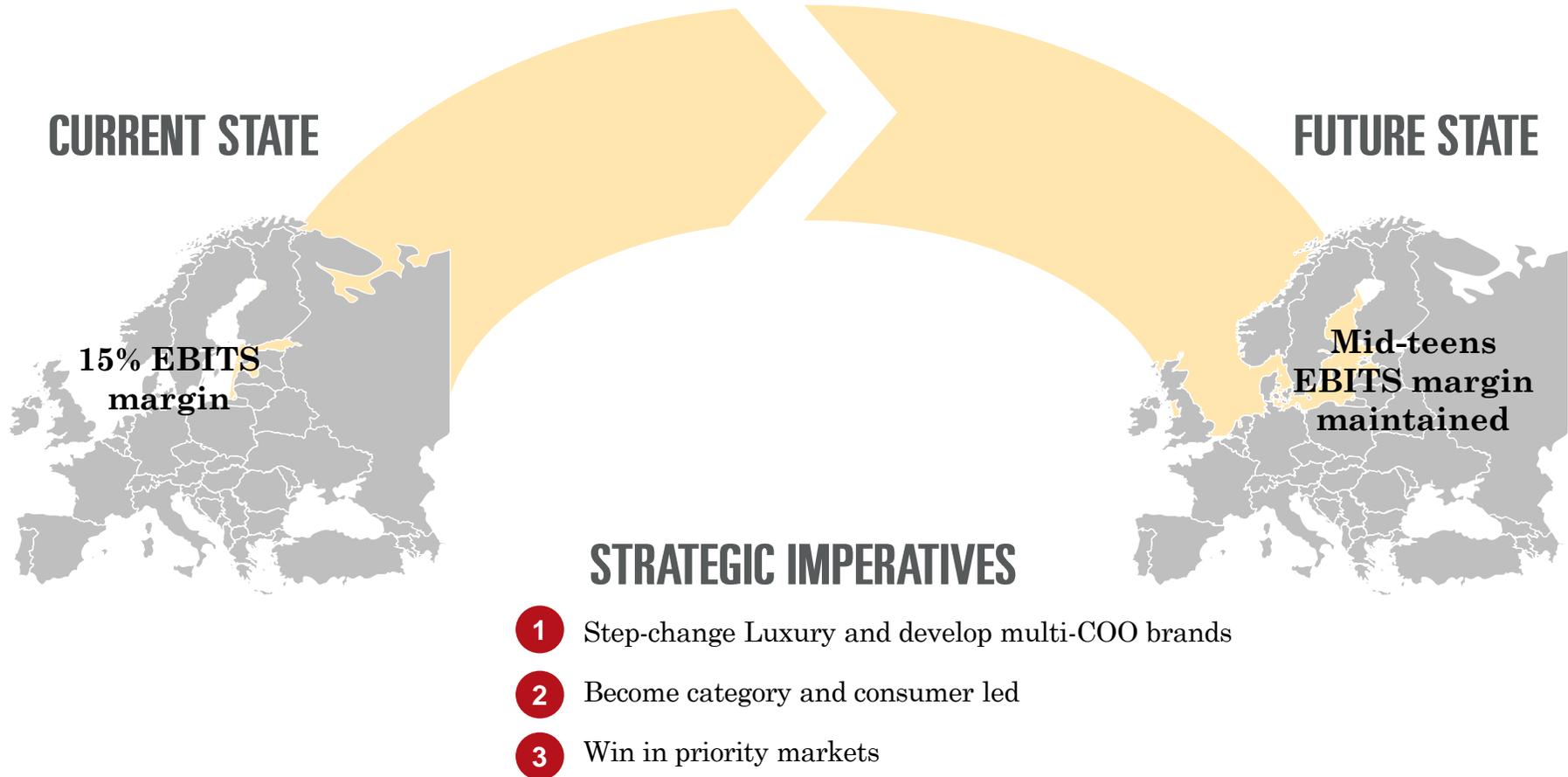
Insights and opportunities to harness

- Brexit uncertainty
- Premiumisation trend evident across Europe
- Consumption of both old and new world COOs
- Luxury opportunity for TWE
- Category blurring in innovation
- Growing health consciousness
- Demand for individuality and traceability
- Growing importance of sustainability credentials



Our ambition for EMEA

Delivering EBITs margin accretion



Key supporting strategic imperatives

Step-changing our portfolio to capitalise on category growth in key markets

1 Step-change Luxury and develop multi-COO brands

- **Prioritised countries, cities and optimal RTMs** to unlock Luxury growth
- **Evolved organisational structure and capability** to deliver Luxury opportunity
- **Clear multi-COO portfolio strategy** for success

2 Become category and consumer led

- **Embedded category growth strategy** in all plans and thinking
- Transition to **data and insight-led decision making**

3 Win in priority markets

- **Clear market, channel and customer strategies** to prioritise for growth
- **Strategic roadmaps** for growth channels and customers

Step-change Luxury and develop multi-COO brands

Luxury portfolio brand activations

Penfolds
Collection
preview



Beaulieu
Vineyard
winemaker
tour



Penfolds
Grange
masterclass

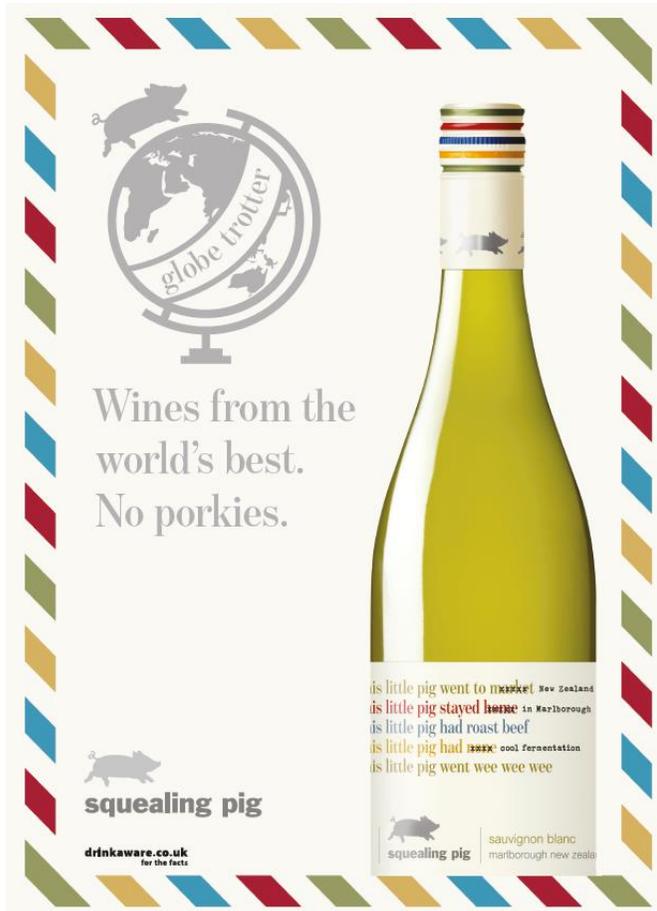


Thienot x
Penfolds
champagne
launch



Step-change Luxury and develop multi-COO brands

Squealing Pig Globe Trotter NPD, a multi-COO proposition sourced from five countries



Wines from the world's best. No porkies.

is little pig went to market New Zealand
is little pig stayed home Marlborough
is little pig had roast beef
is little pig had cool fermentation
is little pig went wee wee

squealing pig sauvignon blanc marlborough new zealand

drinkaware.co.uk for the facts



Become category and consumer led

Brand activations against category growth drivers

Refreshment

BLOSSOM HILL.

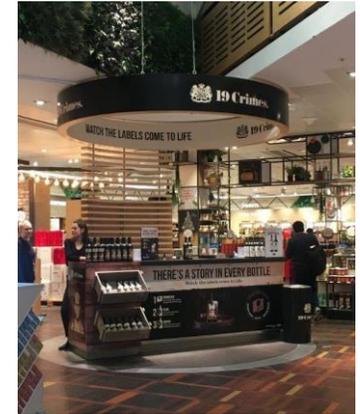


WOLF BLOSS



Reward

19 Crimes.



Discovery





QUESTIONS



INVESTING FOR GROWTH

Matt Young – Chief Financial Officer

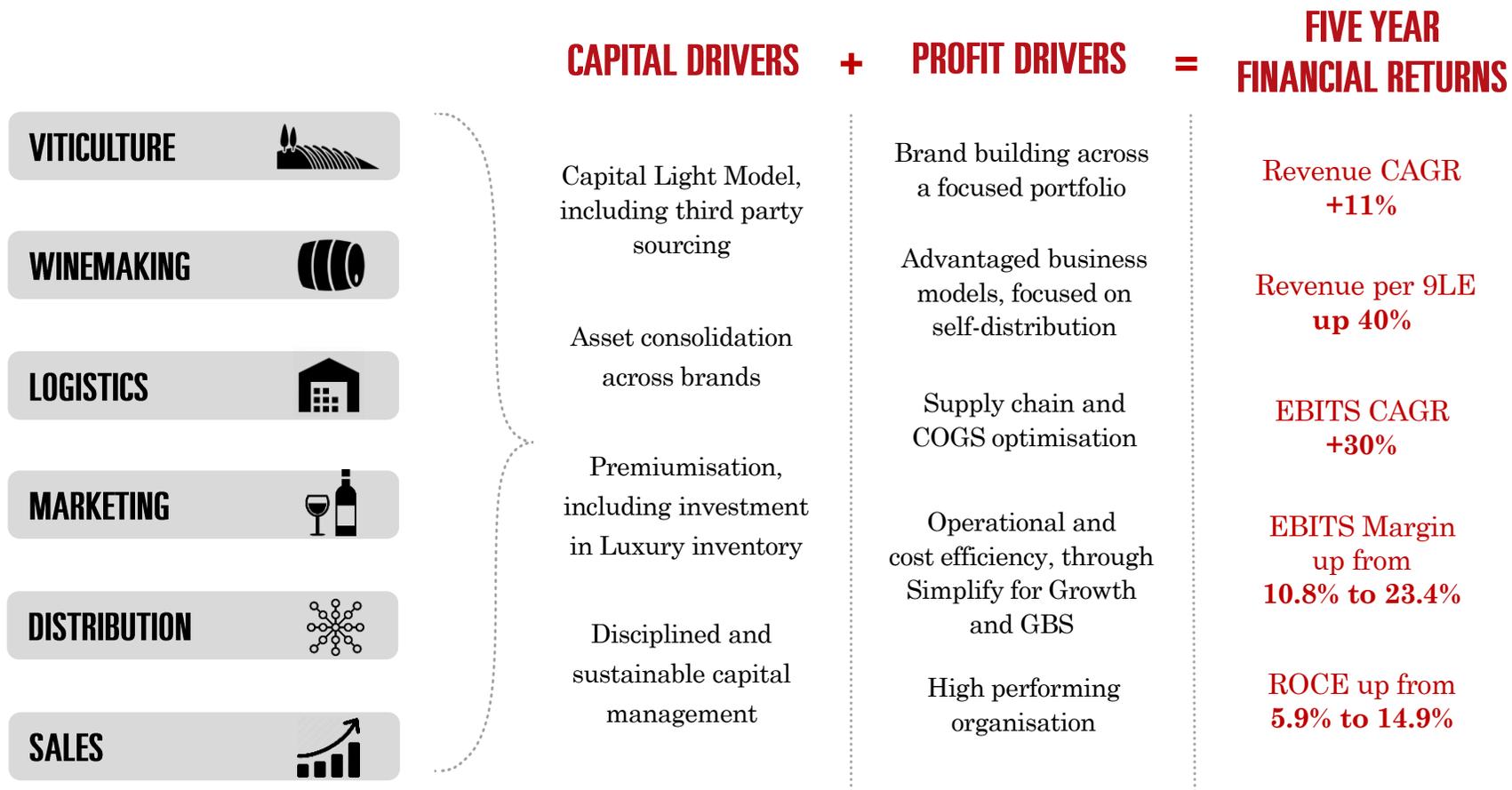


TREASURY
WINE ESTATES



TWE's value chain

Leveraging an optimised value chain to deliver strong and sustainable returns



TWE expects reported EBITs growth of approximately 15-20% in F20¹. Earnings are likely to be slightly weighted towards 2H due to restructuring costs associated with the US and GBS transition

¹ Assumes no material changes due to vintage or foreign exchange movements. Does not include impacts from the application of AASB16 Leases or one-off costs of approximately \$35m associated with the expansion of Luxury winemaking infrastructure in Australia



TWE's Capital Management Framework

Disciplined capital management is a key to driving TWE's sustainable success

PILLAR

TARGET / CORE PRINCIPLE

Investment grade credit profile

- **Net debt to EBITDAS up to 2.0x** through the cycle and up to 2.5x for strategic initiatives
- Underpins TWE's **investment grade capital structure**

Strong operating cash flow

- Target **80% cash conversion** over the long term
- Potential short term impacts to cash conversion include:
 1. Accelerated investment in Luxury inventory (similar to capital expenditure)
 2. Accelerated growth in Asia via the container model
 3. Business model changes impacting sales order profile (e.g. US RTM)
 4. Currency Translation

Invest in long term sustainable growth

- **Positive NPV, IRR > WACC, strong payback**
- Investment aligned to execution of strategic imperatives across business models, brands and supply chain

Sustainable shareholder returns

- Target dividend **payout ratio between 55-70% NPAT** over a fiscal year, pre SGARA and Significant Items
- Supplemented by capital management (e.g. share buyback), where appropriate



Investment in Luxury Inventory

Age of release profiles across TWE's product portfolio indicate typical inventory hold times¹

COMMERCIAL & MASSTIGE EXAMPLES

Lindeman's
Bin 65
Chardonnay



Wolf Blass
Red Label Cabernet
Sauvignon



19 Crimes
The Warden



Sterling Vintners
Collection Merlot



LUXURY EXAMPLES

Beringer
Quantum



Wynns John
Riddoch Cabernet
Sauvignon



Penfolds
Bin 707



Penfolds
Grange



Immediate

3 months

12 months

18 months

2 years

3 years

4 years

5 years

CAPITAL INTENSITY

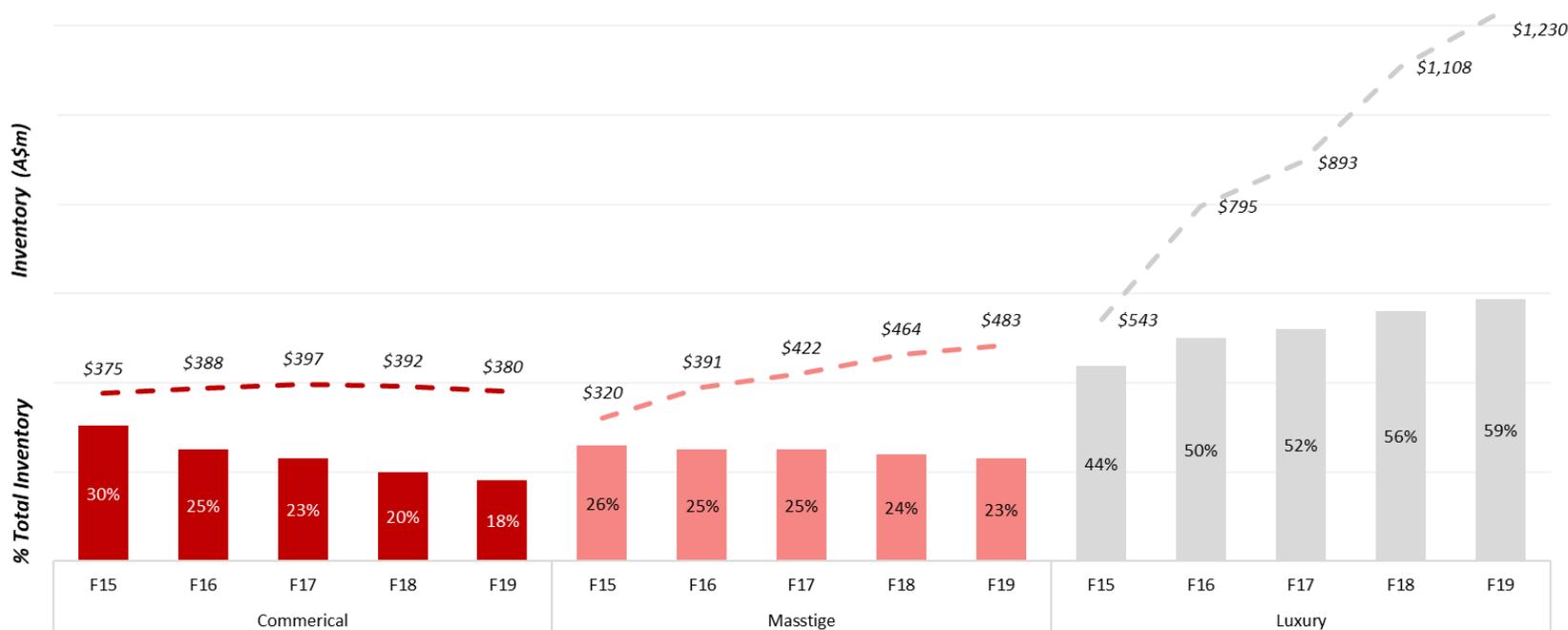
¹ Time periods shown are approximate



Premiumising Inventory

We have been successful in building the premium inventory position as a key enabler of growth

EVOLUTION OF INVENTORY POSITION

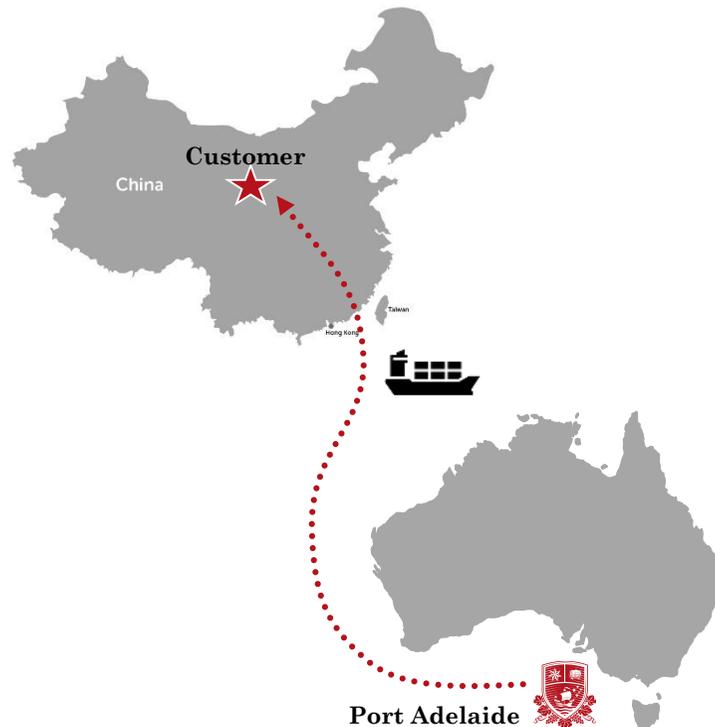


China business model

Accelerated growth in Asia, through the container model, has impacted cash conversion to date

CONTAINER MODEL

- FOB sale from TWE Australia to Customer
- Shipping time ranges from four to eight weeks
- Credit terms **up to 90 days**
- Larger shipments leading to concentration of sales



WAREHOUSE MODEL

- Direct sales from TWE Shanghai to Customer
- Transportation time one to two weeks
- Credit terms **approximately 45 days**
- Ability to deliver smaller, more bespoke orders



US route-to-market changes

SALE VIA DISTRIBUTOR



National
Distributor



Retailer



SALE DIRECT TO RETAILER



Retailer

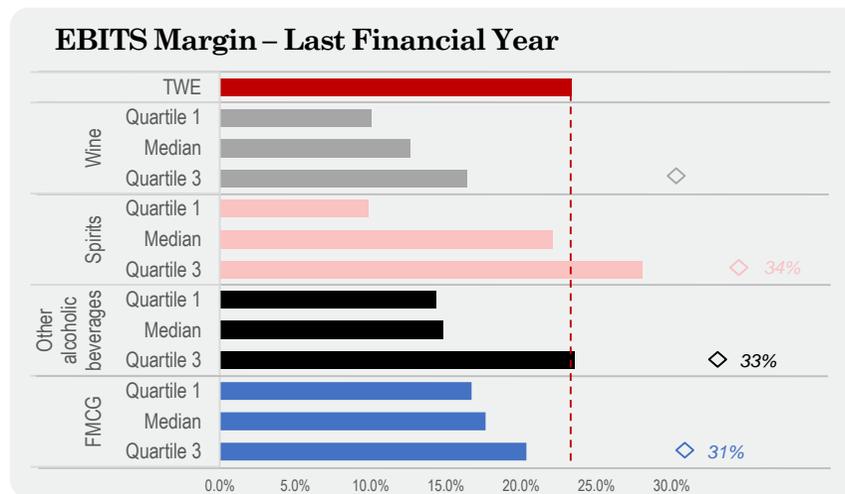
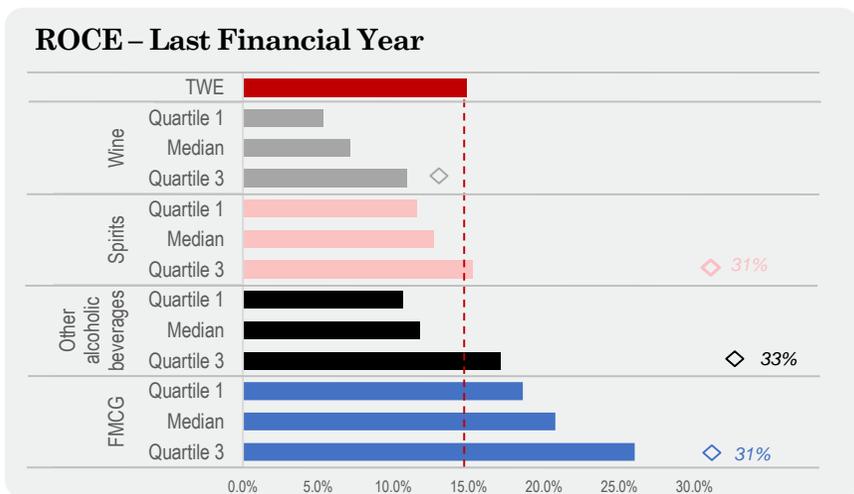
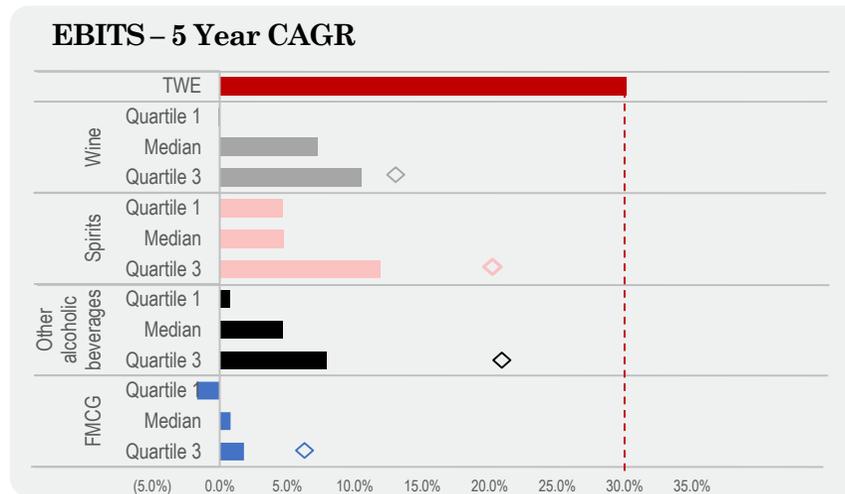
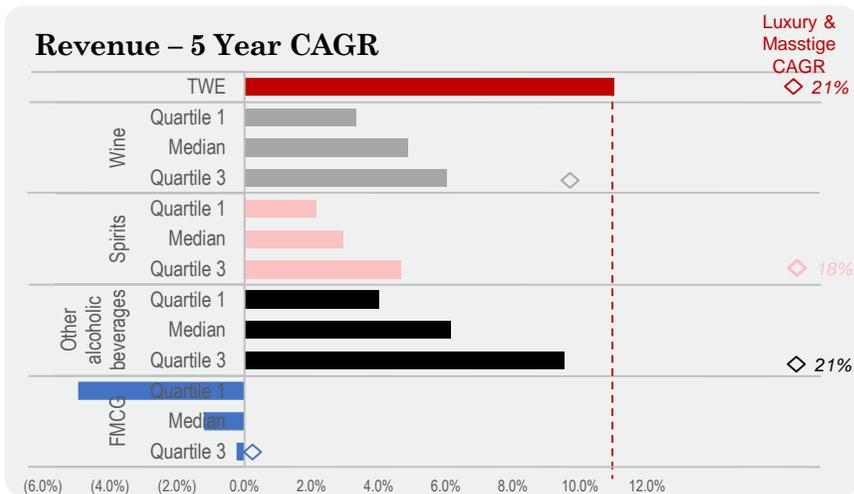


- TWE's route to market changes in the US have resulted in approximately 25% of sales going through a self-distributed, direct to retailer model
- By selling direct to a retailer, TWE effectively holds inventory longer, resulting in a delay in the timing of sale under the new model
- As the most globally self-distributed wine company, TWE's goal is to be as close as possible to customers and consumers



Benchmarking performance

Key metrics reflect TWE's strong fundamentals in comparison to peers



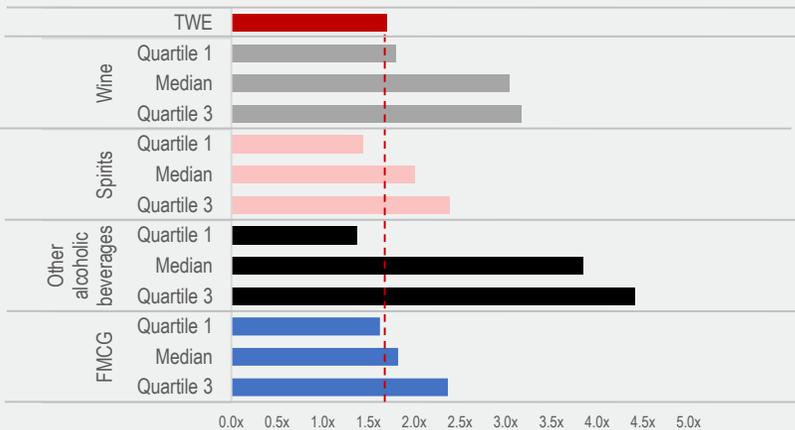
Source: TWE financials, Capital IQ (August 2019)
 Refer Definitions for Peer Groups and methodology
 \diamond Unless stated otherwise, exhibits leading performer in peer group (excluding TWE)



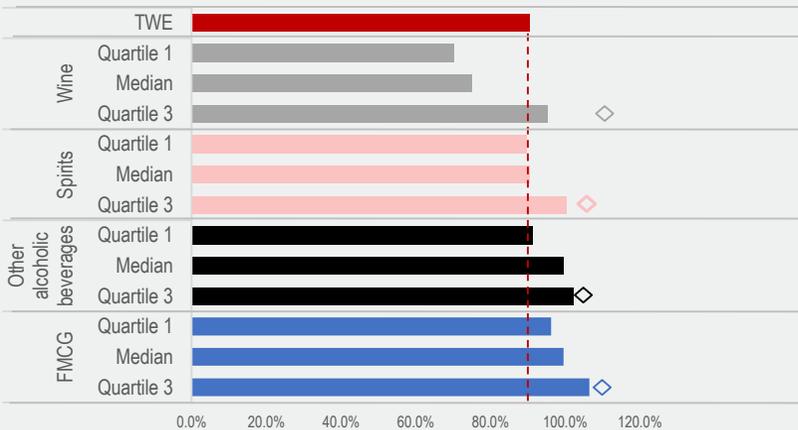
Capital Management Performance

Disciplined capital management a hallmark of TWE's success

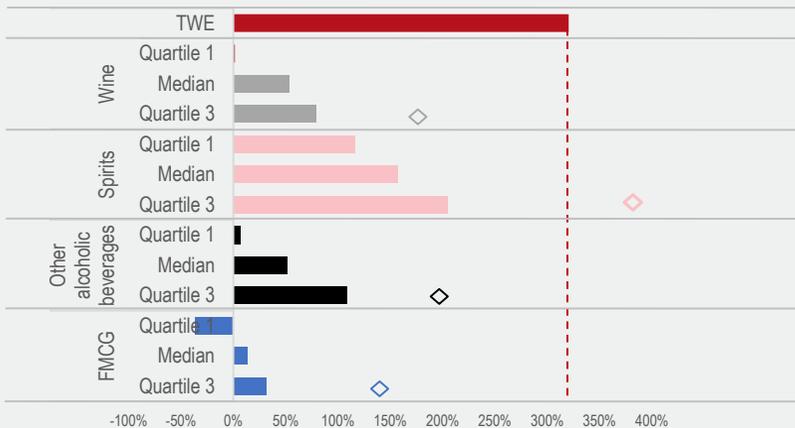
Net Debt to EBITDAs – Last Financial Year



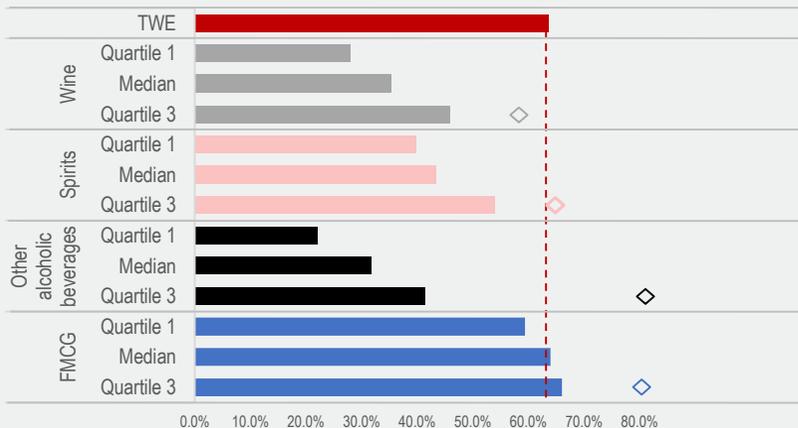
Cash Conversion – 5 Year Average



5 Year EBITs growth to Average Capex



Dividend Payout – 5 Year Average

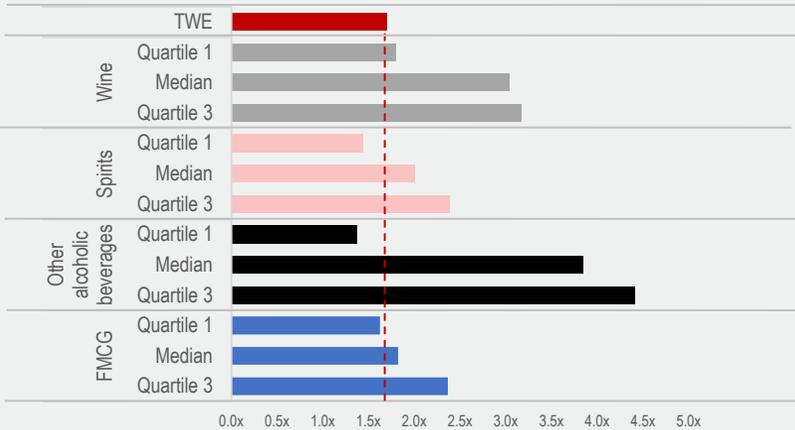


Source: TWE financials, Capital IQ (August 2019)
 Refer Definitions for Peer Groups and methodology
 ◇ Exhibits leading performer in peer group (excluding TWE)

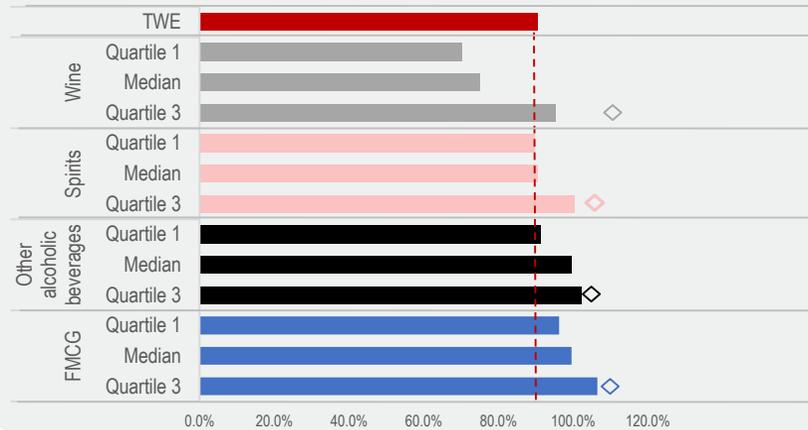
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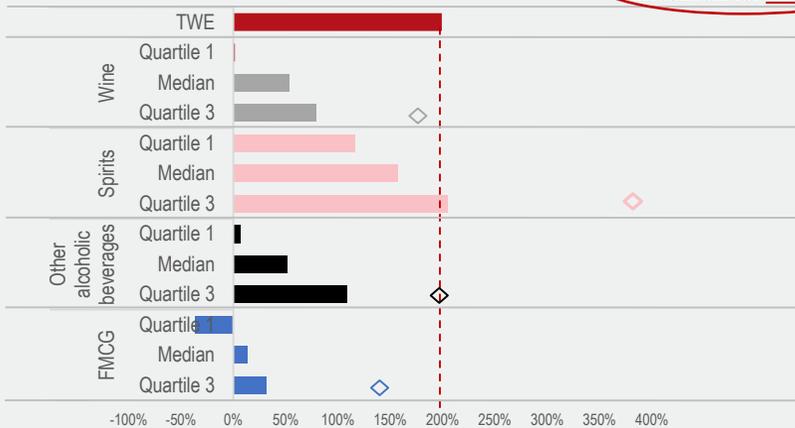


Cash Conversion – 5 Year Average

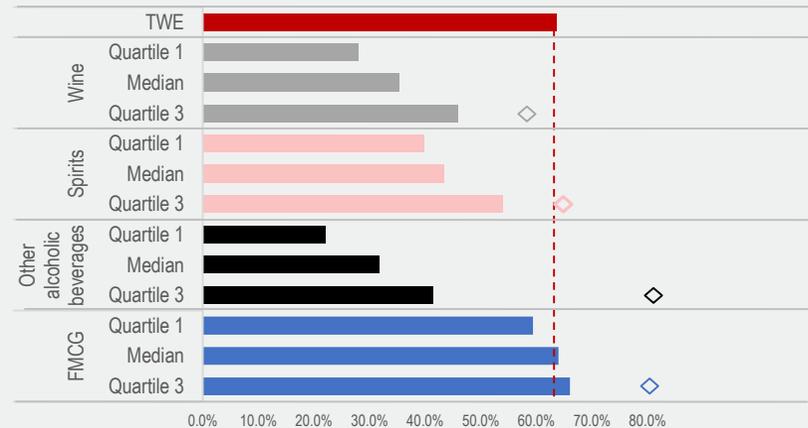


5 Year EBITs growth to Average Capex

Includes Luxury & Masstige investment for TWE only



Dividend Payout – 5 Year Average



Source: TWE financials, Capital IQ (August 2019)
 Refer Definitions for Peer Groups and methodology
 ◇ Exhibits leading performer in peer group (excluding TWE)



Premium returns

Premiumisation is delivering leading returns, but requires upfront capital investment



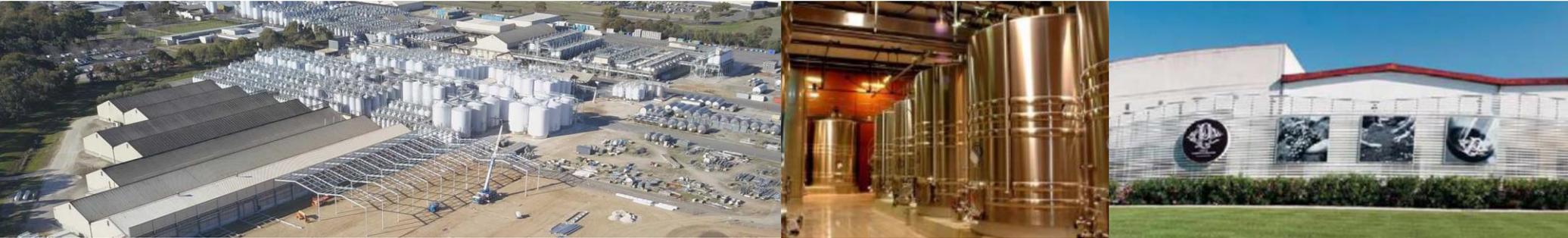
*The ROCE delivered by the **Masstige** and **Luxury** portfolios is between 2x to 4x that of the **Commercial** portfolio*

¹ Scaled to 50%, Other Assets includes intangibles



Investment priorities

The next phase of premiumisation will be supported by Luxury production investments



PENFOLDS WINERY REDEVELOPMENT

- Strong growth trends for TWE's Luxury portfolio support investment in new supply asset to increase capacity and drive production efficiency
- Winery investment encompasses wine making and barrel storage facilities, with one-third increase in production capacity to support long-term growth of Luxury and Masstige portfolios
- Total investment expected to be between \$150-180m; to be funded from cash and existing, committed debt facilities
- Site to be operational in time for V21

FRENCH PRODUCTION ASSETS

- Winery and vineyard assets acquired in Bordeaux, France
- Investment supports French COO portfolio brand architecture for the Penfolds, Beaulieu Vineyard and Maison de Grand Esprit brands
- First vintages from the newly acquired asset to be launched from F21
- Will give TWE *negociant* status¹, critical to building supply capacity through third party grower contracts and the bulk wine market

¹ Application currently in process, approval pending



The premiumisation opportunity

TWE's Luxury and Masstige growth rates provide a marker for the future potential from premiumisation

5yr CAGR (F14 to F19)	Luxury & Masstige	TWE
Volume	+16%	+3%
Net Sales Revenue	+21%	+11%
Gross Profit	+25%	+17%
EBITS	N/A ¹	+30%



*Luxury and Masstige has been a key driver of TWE's financial performance over the past five years... with continued investment and focus on **premiumisation**, combined with an **efficient cost base**, supporting delivery of future growth*

¹ Below gross profit, corporate costs and other overheads are not allocated to individual product tiers



A woman with blonde hair, wearing a black long-sleeved shirt and dark pants, stands on a balcony. She is smiling and holding a glass of red wine. The balcony has a white metal railing with a geometric pattern. Above her is a white pergola structure with bare grapevines and some red leaves. The background shows a stone wall and a building with a corrugated metal roof. The word "QUESTIONS" is overlaid in large white letters in the center of the image.

QUESTIONS

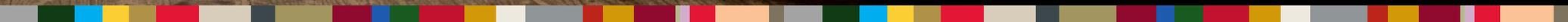


CLOSING

Michael Clarke – Chief Executive Officer



TREASURY
WINE ESTATES



Investor Day 2019

Key takeaways from the day



TWE has the team, the capability and the culture to continue delivering strong growth



Global category fundamentals remain attractive, particularly at premium price points



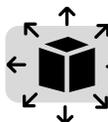
Premiumisation remains a priority, led by a portfolio of focus brands



Multi-regional sourcing will de-risk the supply model and drive accelerated premiumisation



Optimised regional business models provide TWE with a competitive advantage to take market share



TWE is the most self-distributed wine company, globally



The business model is delivering, with returns from premiumisation justifying focused capital investment



TWE is driving sustainability in everything it does

A photograph of two people walking away from the camera through a vineyard. The vines are bare and supported by wooden posts. The ground is covered in green grass and some dry vegetation. The sky is clear and blue. The text "THANK YOU" is overlaid in white, bold, sans-serif font in the center of the image.

THANK YOU

Definitions

Term	Definition
AOC	Appellation d'origine controlee (appellation within France)
CAGR	Compound Annual Growth Rate
CODB	Cost of Doing Business
COO	Country of Origin
Commercial Wine	Wine that is sold at a price point below \$10 per bottle
Depletion	Depletions refer to volume movements from a distributor to an on-premise or off-premise retailer
Dividend Payout	Dividends declared divided by Net Profit After Tax
DTC	Direct to Consumer
EBITS	Earnings before interest, tax, material items and SGARA
EBITDAS	Earnings before interest, tax, depreciation, amortisation, material items and SGARA
Leverage	Net debt, including capitalised operating leases divided by EBITDAS plus operating lease rentals
Luxury Wine	Wine that is sold at a price point above \$20 per bottle
Masstige Wine	Wine that is sold at a price point between \$10 and \$20 per bottle
NPD	New product development
NSR	Net Sales Revenue
Peer Groups	<p>Wine: Australian Vintage, Delegat Wines, Foley Family Wines, Crimson Wine, Andrew Peller, Baron de Ley, Laurent Perrier, Massi Agricola, Vina Concha, Vina San Pedro; Spirits: Altlá, Arcus, Distell, Becele, Brown-Forman, Davide Campari-Milano, Diageo, Pernod Ricard, Remy Cointreau; Other Alcoholic Beverages: Compania Cervecerias, Constellation Brands, AB inBev, Heineken, Carlsberg, The Boston Beer Company, Molson Coors Brewing Company; FMCG: Nestle, Mondelez, Unilever, Procter & Gamble, Coca Cola, Pepsi</p> <p><i>Methodology: All calculations are before material items. For ease of comparability, the calculation methodology used on some metrics in the analysis may vary slightly to TWE's standard calculation methodology. Net debt includes capitalised operating leases, using the S&P lease capitalisation methodology</i></p>
ROCE	Return on Capital Employed
RTM	Route to Market
Shipments	Shipments refer to volume movement from TWE to a third party off-premise or on-premise distributor or retailer



Disclaimer

Summary information

The material in this presentation is summary information about Treasury Wine Estates Limited (TWE) and its subsidiaries and their activities, current as at the date of this presentation unless otherwise stated. It should be read in conjunction with TWE's other announcements filed with the Australian Securities Exchange, which are available at www.asx.com.au.

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