



Saint Louis Investor Conference

United States - Supply

Peter Kraemer, VP Supply

United States Operations

June 2nd, 2010

Saint Louis, MO

Agenda

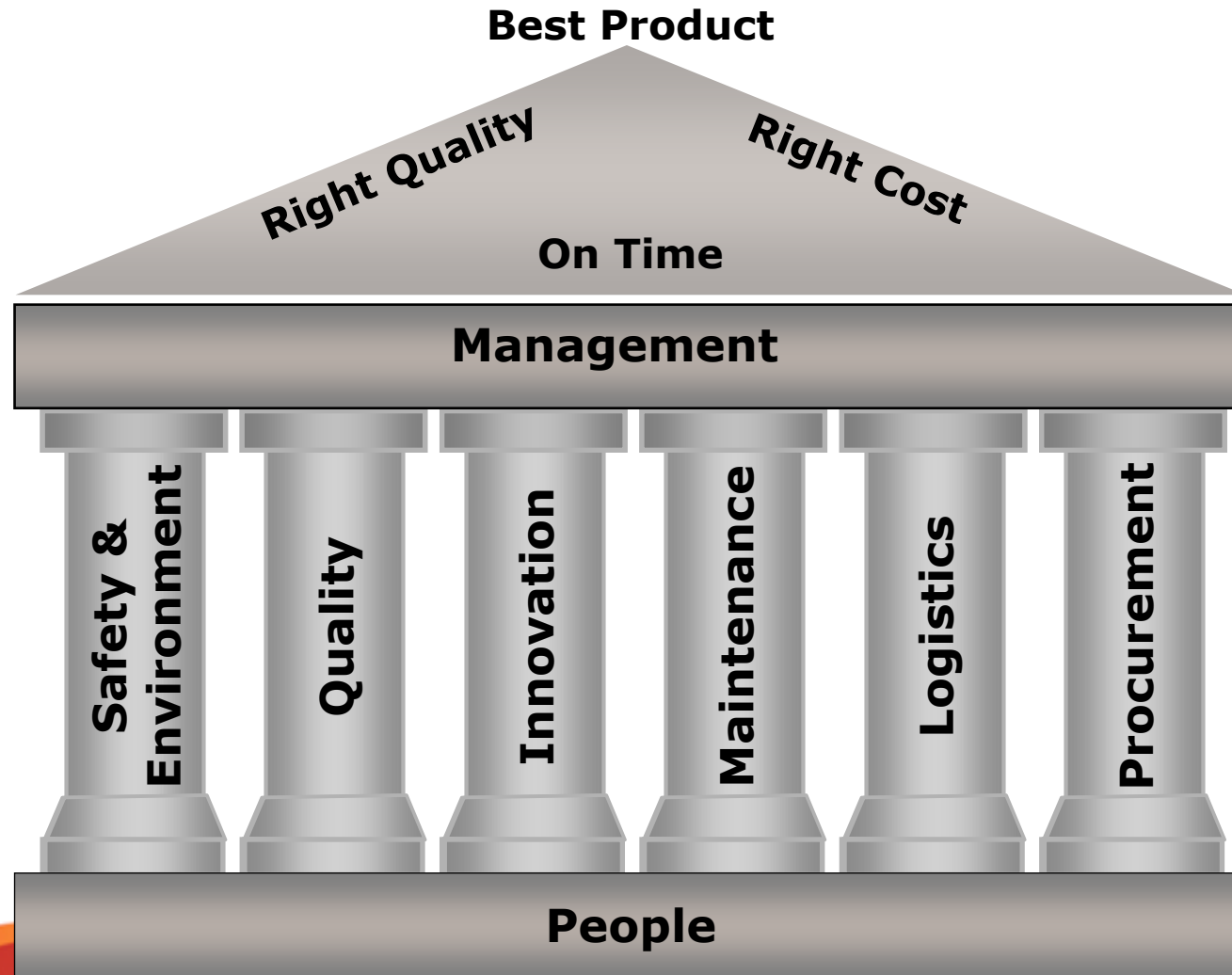
Best Supply Organization in the World

North American Footprint

St Louis Brewery and Today's Tour

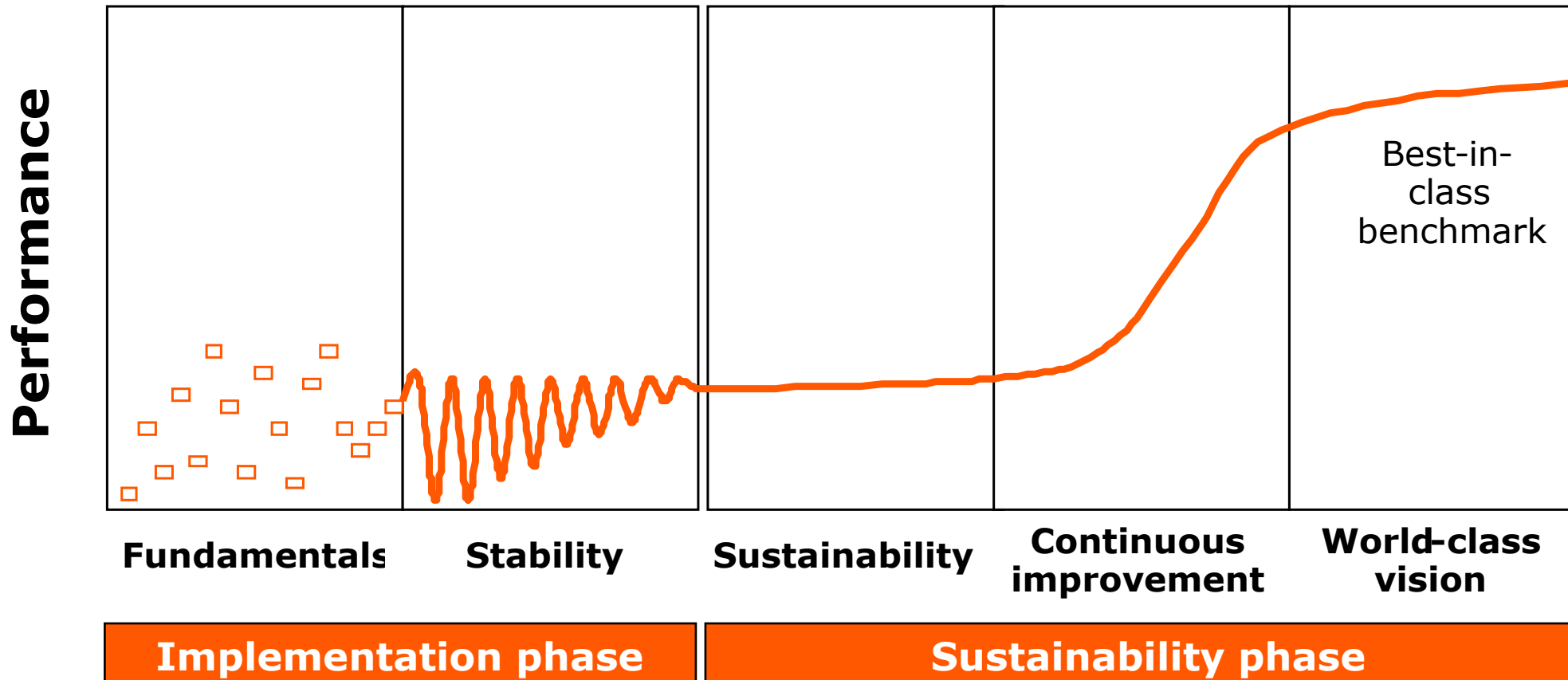
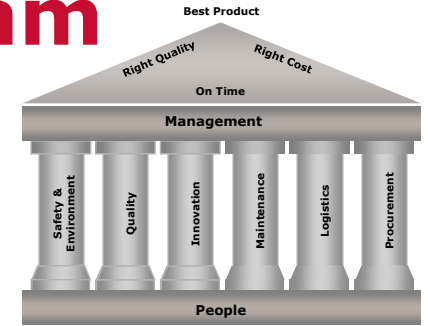
Supply House

- ▶ AB InBev Supply's Mission: The best beers made from the finest ingredients, at the right quality, delivered on time at the right cost




VPO: AB InBev's Supply Management Program

- ▶ VPO is AB InBev's global supply management program
- ▶ Drives stability, consistency and superior performance across AB InBev breweries globally
- ▶ Lower costs and higher quality



VPO North America: Fastest, Best Implementation Yet

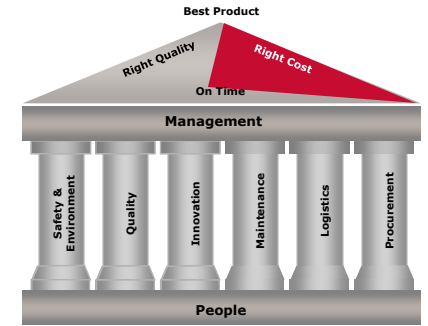
- ▶ Given the quality, experience and commitment of our US teams, we had unprecedented success in rolling out VPO across our breweries
 - Average experience at plant manager level is 22.5 years
 - Average experience at the supervisor level is 14.1 years
 - Average experience at plant operator level is 15.3 years
 - ▶ Extensive training platform:
 - Rollout of Packaging Efficiency Improvement Initiatives
 - Early involvement of operators writing SOPs / Delivering training
 - Skills Tracking / Gap Analysis for all operators
 - ▶ Strong background of project coordination and execution
- 

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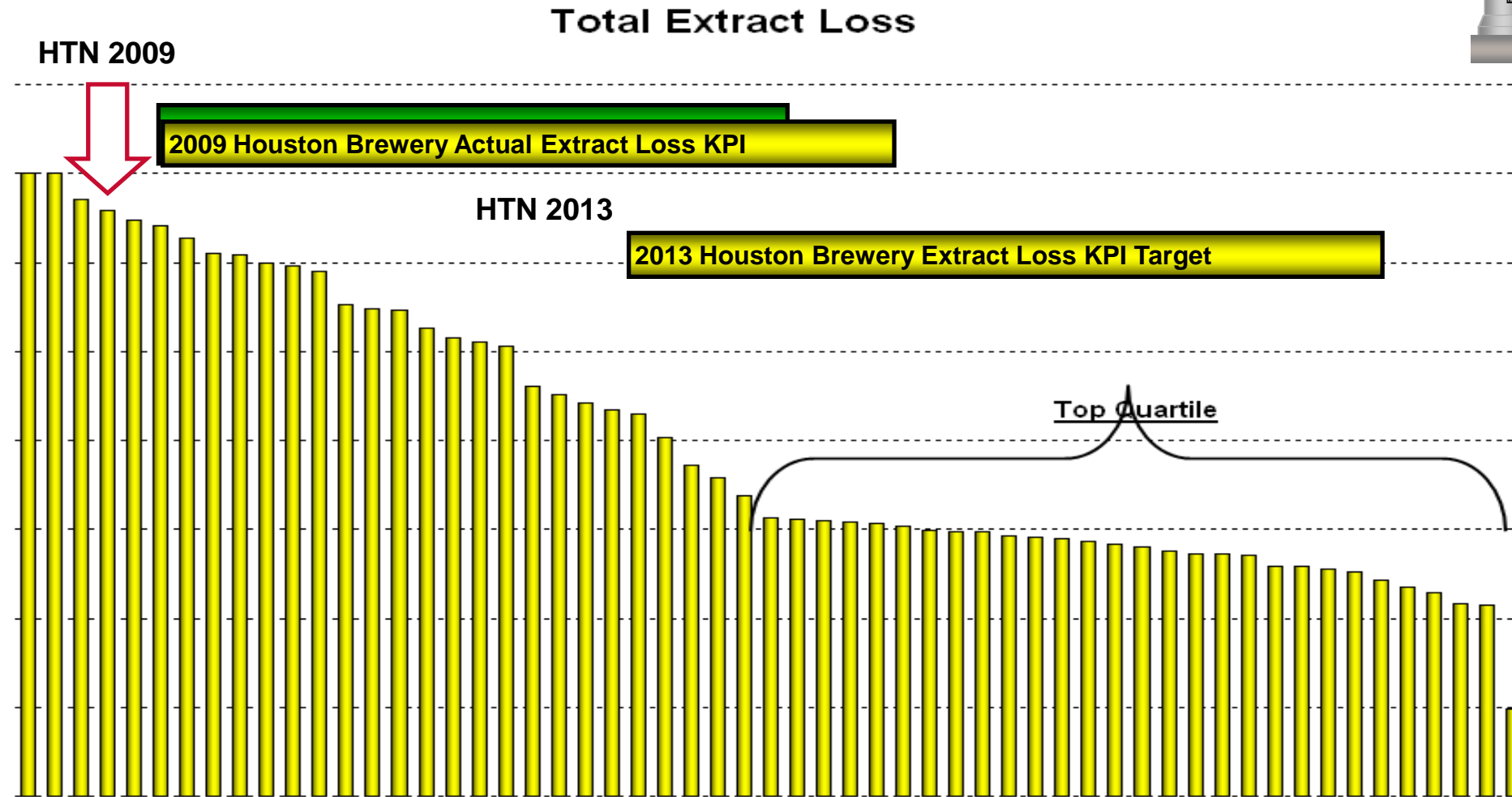
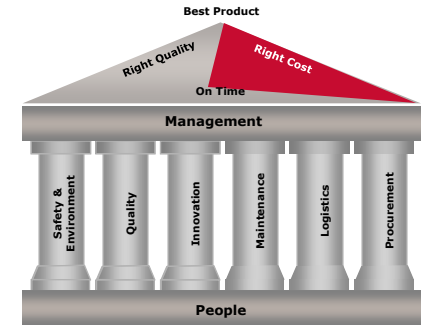
Champions is our Global Benchmarking Tool

- ▶ Standard KPI's across the AB InBev system
- ▶ Clean brewery clusters for fair comparison, and true benchmarking
- ▶ 130 breweries participating with 640 Key Process Indicators (KPI's)
- ▶ Provides annual and 3 year-plan targets to close gaps
- ▶ Monthly meetings to follow up on performance, share ideas, and review action plans



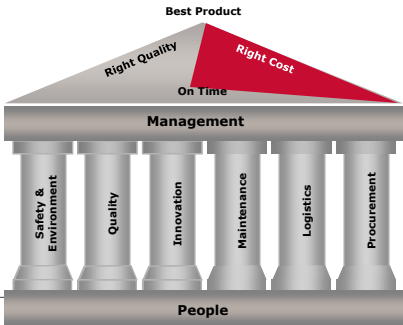
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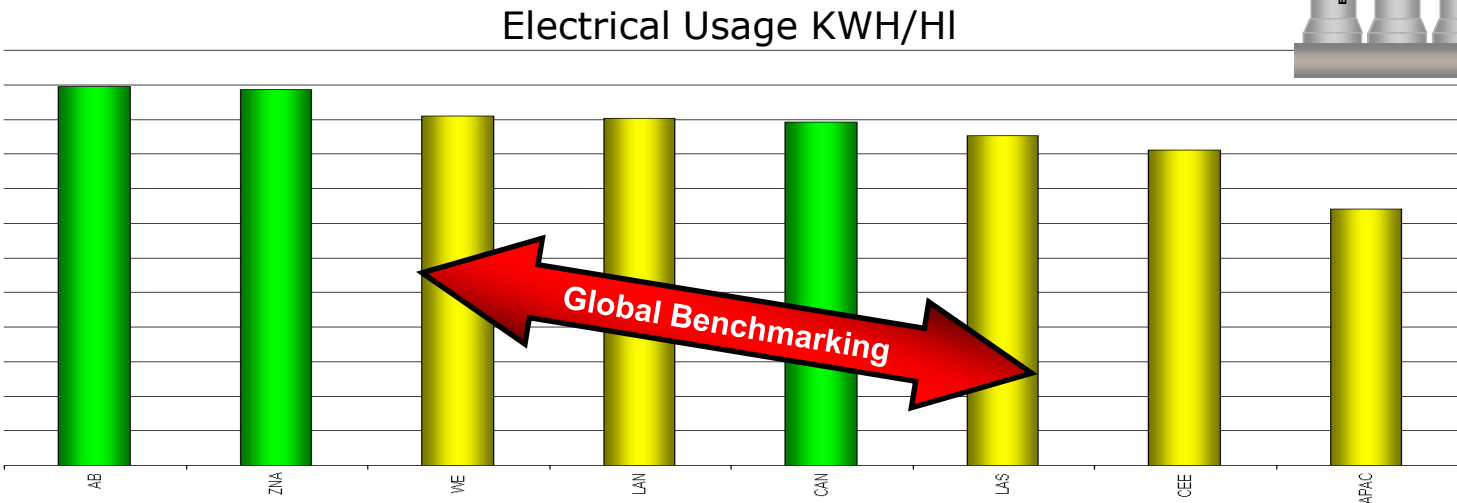


Champions in North America

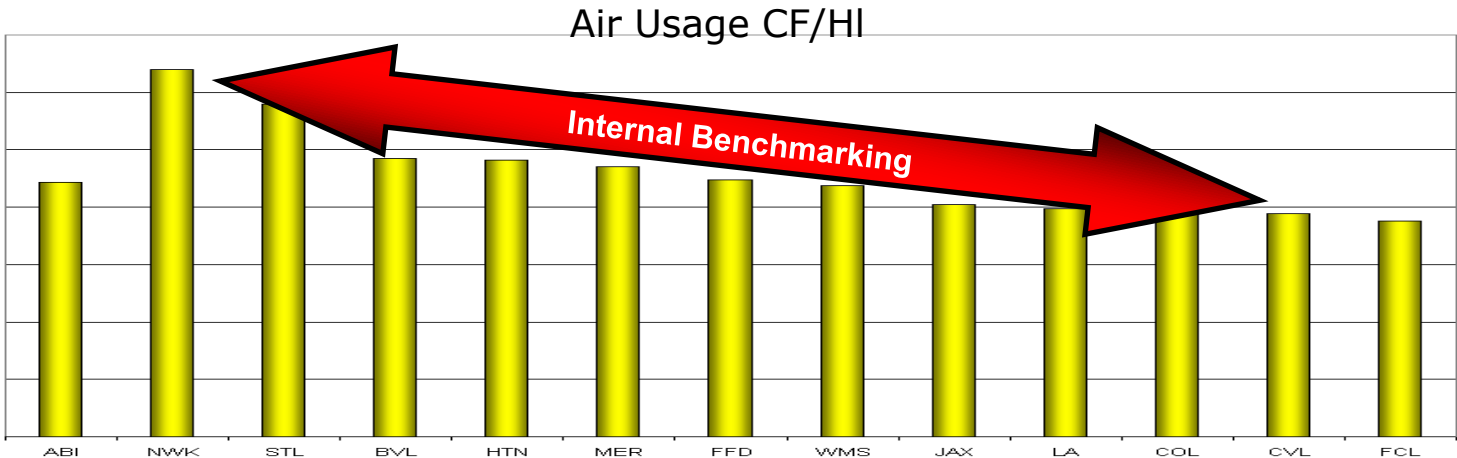
- While our breweries are leaders in most performance categories, we do have many areas for improvement



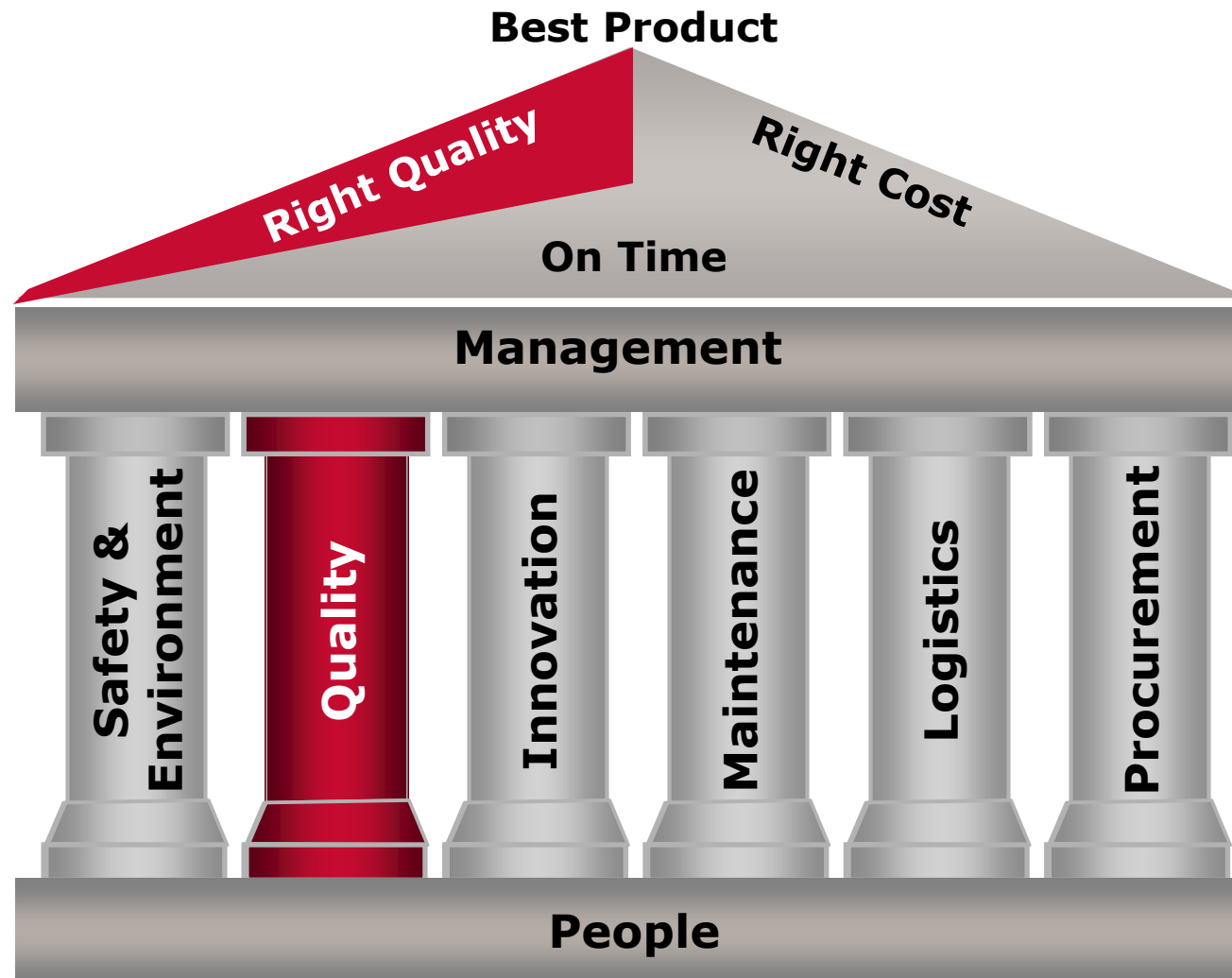
Zone Comparison



NA Comparison



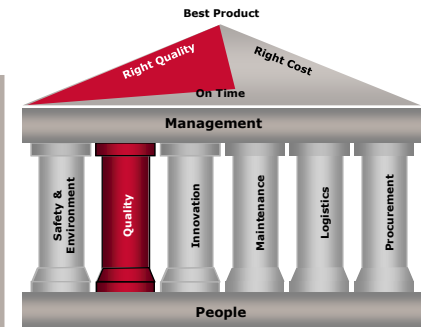
Superior Quality



Superior Quality

Taste Panel

- The Ultimate Test of Quality is Taste
 - Panels at brewery & corporate levels
 - Formal with high expectations, consistent follow-up, generations of knowledge
- Tasting Process
 - Samples tasted throughout the entire process
 - Strict guidelines for procedure & environment
 - Methodology supported by proprietary tools/software, database, vocabulary
 - Panels staffed with experienced “Key Tasters” with extensive on-going training, sensitivities
 - Freshness testing
 - Ingredients & material testing
 - New brand innovations
- Tasting Follow-Up and Actions
 - System Benchmarking
 - Scored/ranked based on its match to the target brand profile



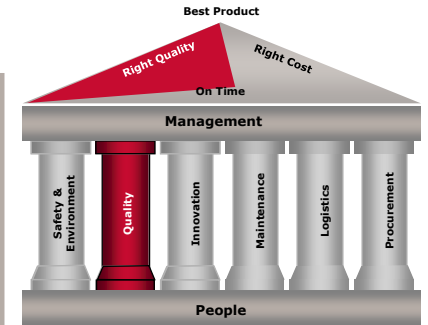
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Quality KPIs

- All operating sites have Quality KPI's
- Measures all aspects of Quality from barley field to the retail account



ZOA	KPI CODE	KPI DESCRIPTION	UNIT	2008	YTD August 2009			
				YTD Actual	YTD Target	YTD Actual	Status / % Variance	
	SUPPLY QUALITY TARGETS							
	PG-K1210	Plant Phys Chem Index	%		88.00	90.04	2.32%	
	PG-K1220	Plant Micro Index	%			76.37		
	PG-K1250	Plant Packaging Index	%		98.00	99.57	1.60%	
	PG-K1260	Brewery Support Sensory Index	#		8.00	8.11	1.37%	
	PG-K1270	Quality Efficiency	%		96.00	98.22	2.31%	
	PG-K1280	Consumer complaints bottles and cans	ppb	988	954	795	16.67%	
	PG-K1560	Packaging Appearance (in the Market)	%		98.00	98.30	0.31%	

ZQA

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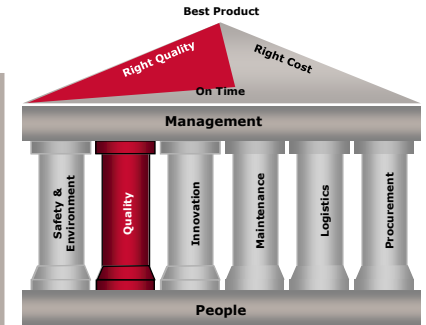
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Consumer Complaints

- High resolution through our call center
- Every complaint analyzed for root-cause
- Reduction targets for all breweries



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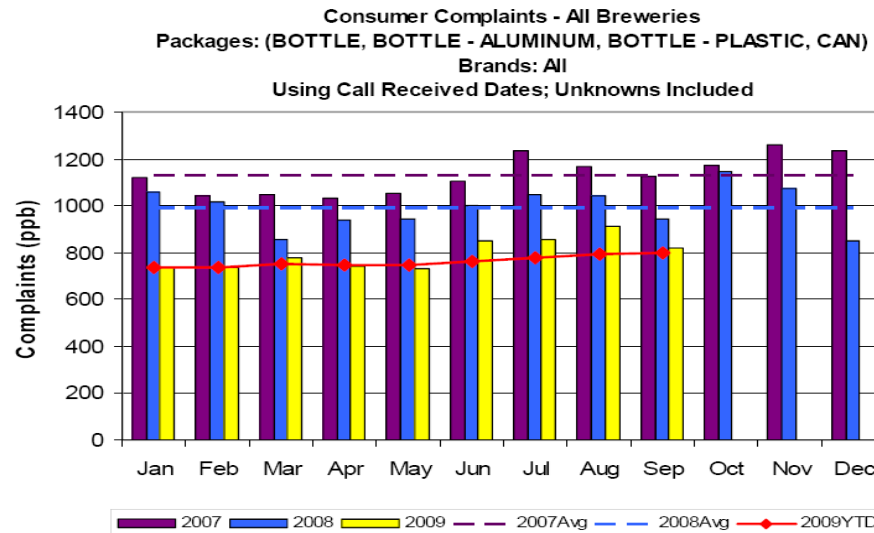
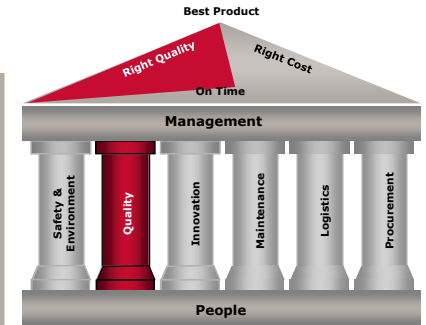
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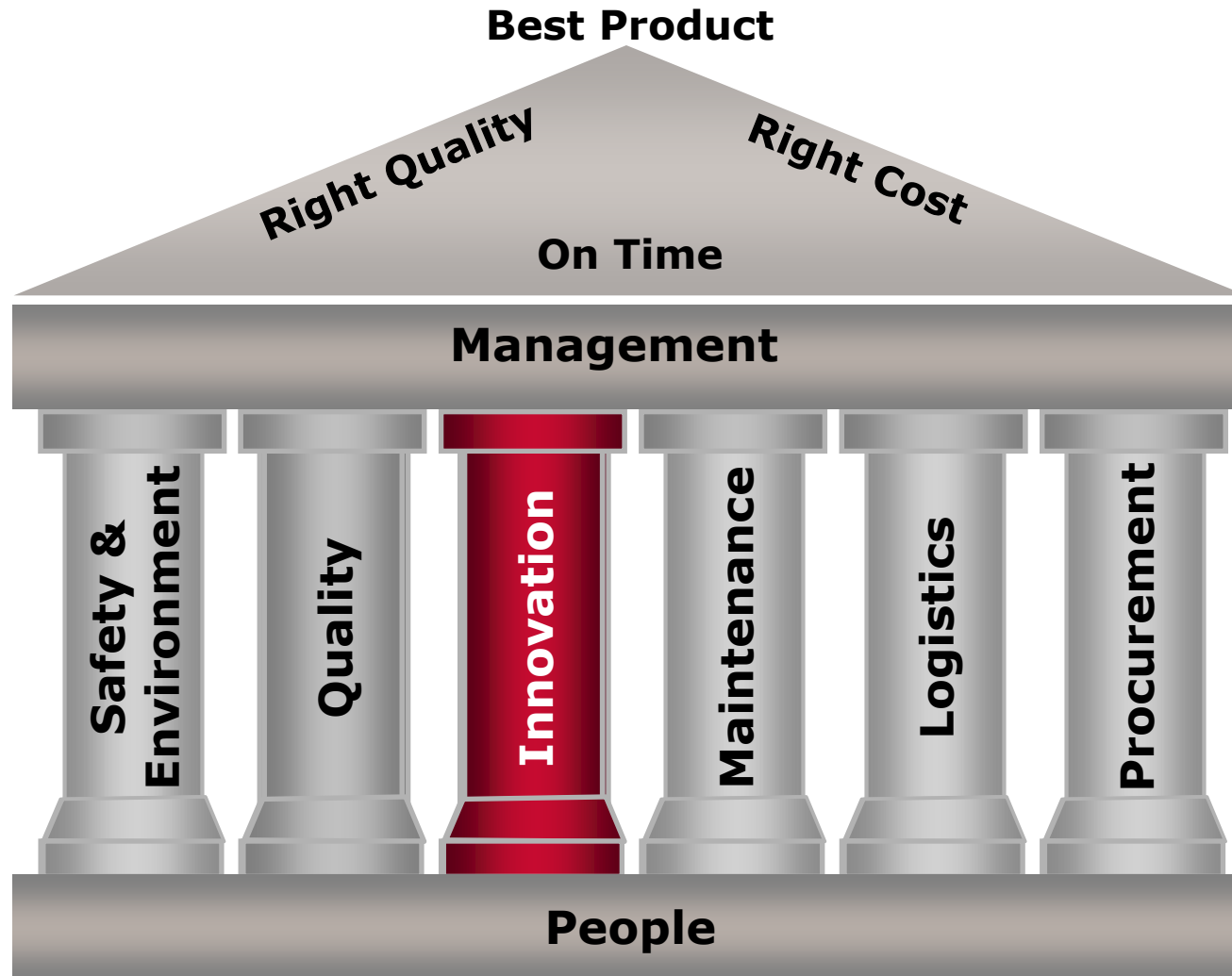
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Superior Innovation

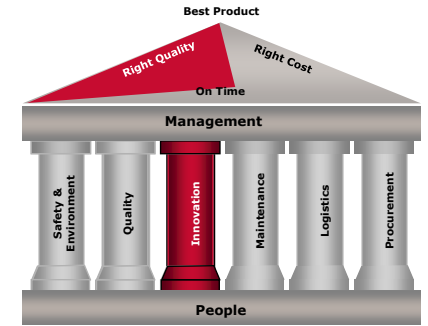


Superior Innovation Capabilities

New Liquids



New Packaging



Agenda

Best Supply Organization in the World

North American Footprint

St Louis Brewery and Today's Tour



NA Zone Breweries & Raw Materials



NA Zone Supply Vertical Operations



7 Agricultural Operations

- ▶ 3 malt plants ~50% U.S. supply
 - 540,000 MT
- ▶ 2 Rice Mills ~90% Demand
 - 14 Million CWT
- ▶ Elk Mountain Hop Farm
 - 29% of U.S. Hop requirements
 - 690 Hectares
 - Largest continuous Hop Farm in the World
- ▶ Colorado Barley Research
 - Make 600 crosses/year
 - 7 new malting varieties developed since 2000

US Packaging Group



4 U.S. businesses, one mission – “Support the beer company”

- ▶ Metal Container Corp.
 - 5 can, 2 lid plants
 - 45% of A-B can requirements
- ▶ Longhorn Glass Corp. (LGC)
 - 60% of Houston brewery's bottles
- ▶ A-B Recycling Corp. (ABRG)
 - One of the largest recyclers of used beverage cans
 - Key component of “Better World”
- ▶ Eagle Packaging Inc. (EPI)
 - Global Supply of crown liner material
 - Specialized in oxygen absorber

Agenda

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North American Footprint

St Louis Brewery and Today's Tour

St. Louis Brewery

- ▶ One of the largest breweries in the world at 19.2 million Hl
- ▶ It's our oldest US brewery, maintains its historical aesthetics, and yet it's also one of the most modernized and highly automated
 - 3 operators control a can line running at 2,000 cans per minute
 - 5 operators control a bottle line running at 1,300 bottles per minute
 - 3 brewers control our complete brewing process from a central control room, producing 60 brews per day, or 58,674 Hl finished per day
- ▶ This is our flag ship brewery, producing all of our major brands as well as some new beer & packaging innovations (i.e. Chelada and Bud Light Lime)



St. Louis Brewery History

- ▶ **1852** – Ranked 29th of 40 breweries in St. Louis
- ▶ **1876** – 1st Budweiser produced
- ▶ **1901** – 1.2 million HI
- ▶ **1933** – Prohibition ends - Clydesdales introduced
- ▶ **1936** – Budweiser in cans
- ▶ **1941** – 3.5 million HI
- ▶ **1976** – 9.4 million HI completed 1st large vertical fermenting cellar
- ▶ **1998** – 16.4 million HI completed a 12-year modernization including a Brew House expansion, new Lager Cellar, Bevo Packaging plant, BERS, and SH19 Finishing Cellar
- ▶ **2004** – 18.7 million HI– Completed SH20 fermenting cellar
- ▶ **2007** – Completed packaging modernization



St. Louis Brewery Today

- ▶ Production now at 16.4 million Hl
- ▶ Package of 220 million cases per year
- ▶ Ship 122,000 truck loads per year
- ▶ 896 Full-Time Employees
 - 757 Hourly
 - 139 Salaried
- ▶ 330,000 visitors each year to St. Louis tour center
- ▶ Ranked "Top 10" tour site in St. Louis
- ▶ Tour store generates \$1.4 million in annual net profit



Today's Tour

- ▶ Transportation – board at the entrance of this building
- ▶ Tour
 - Tour Center
 - Stables
 - Taste Room
 - Brewhouse
 - Beechwood Ageing Cellars
 - Control Center
 - Packaging

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