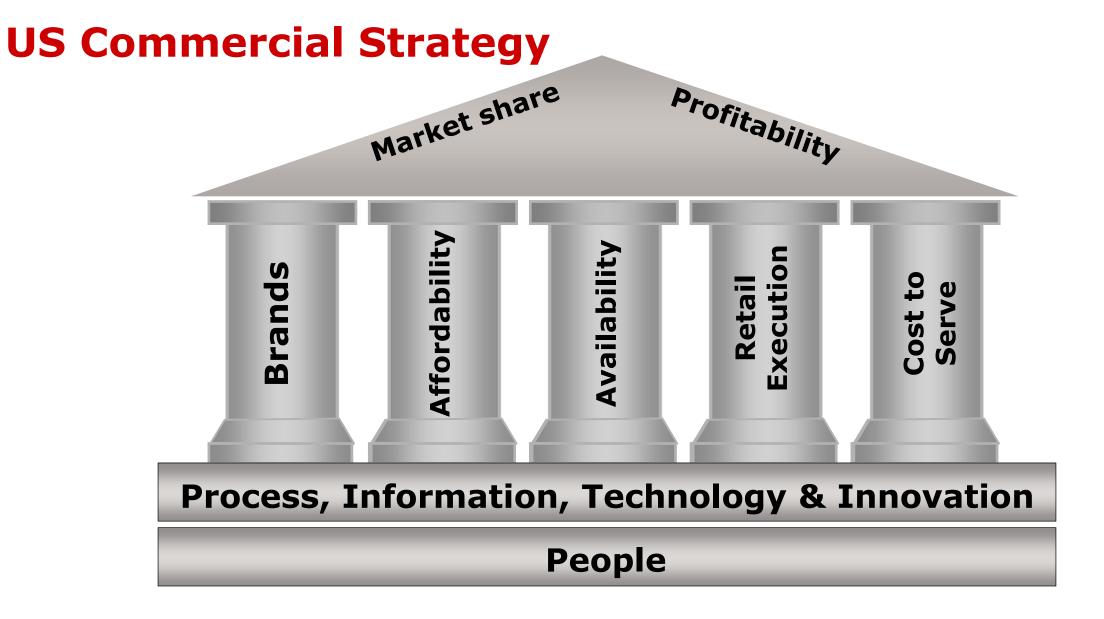
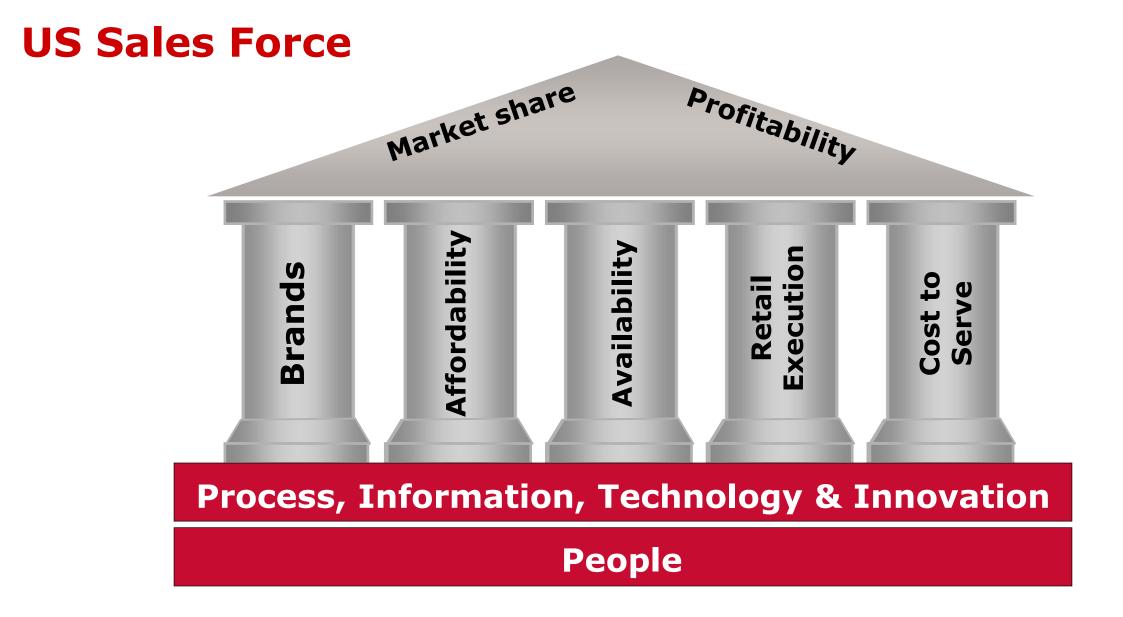
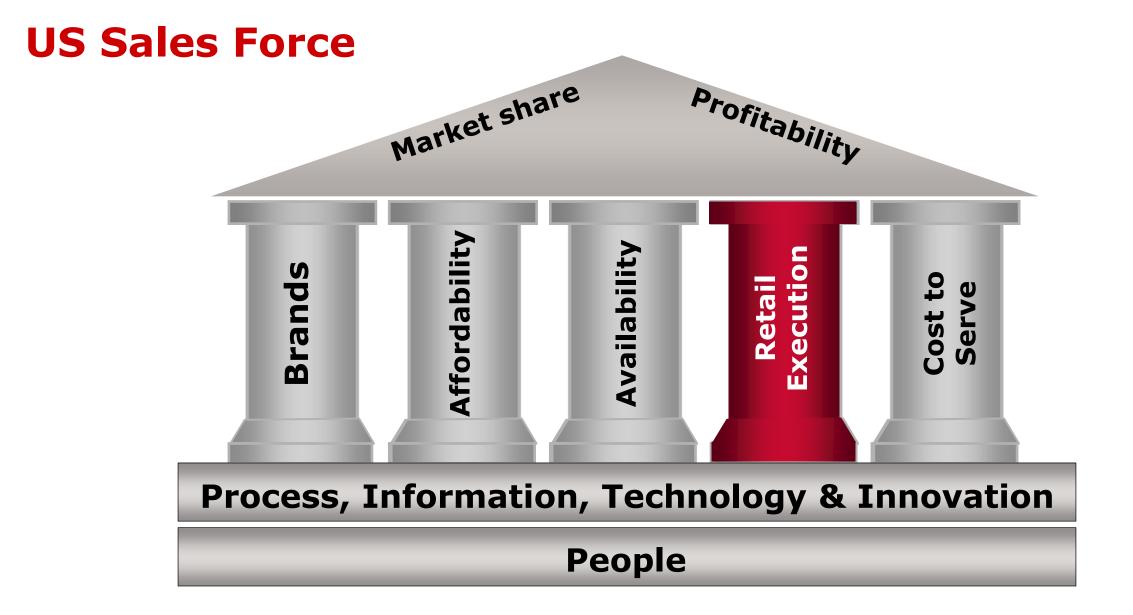


St. Louis Investor Conference United States – Sales Evan Athanas, Vice President, Sales United States Operations June 2<sup>nd</sup>, 2010 St. Louis, MO



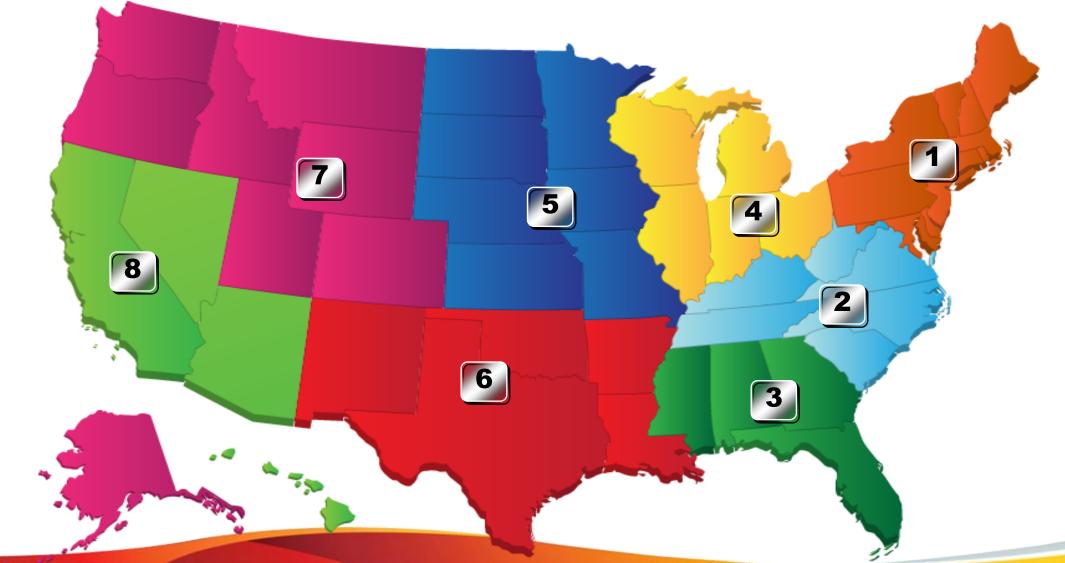




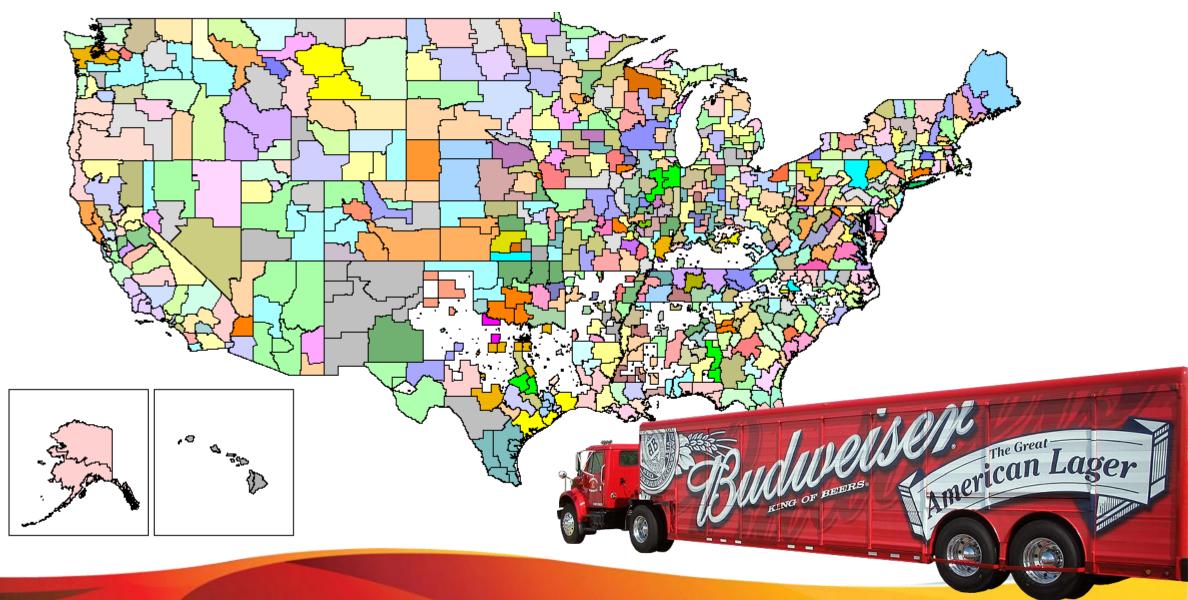


Win at Retail through Consistently Delivering Superior **Execution ... Delivering Profitable Share Growth** 

**50** Countries Within a Country ... Each with a unique regulatory Environment



#### **500+ Wholesalers Distributing AB InBev US Products**



#### **Over 27,000 Sales and Service Reps**

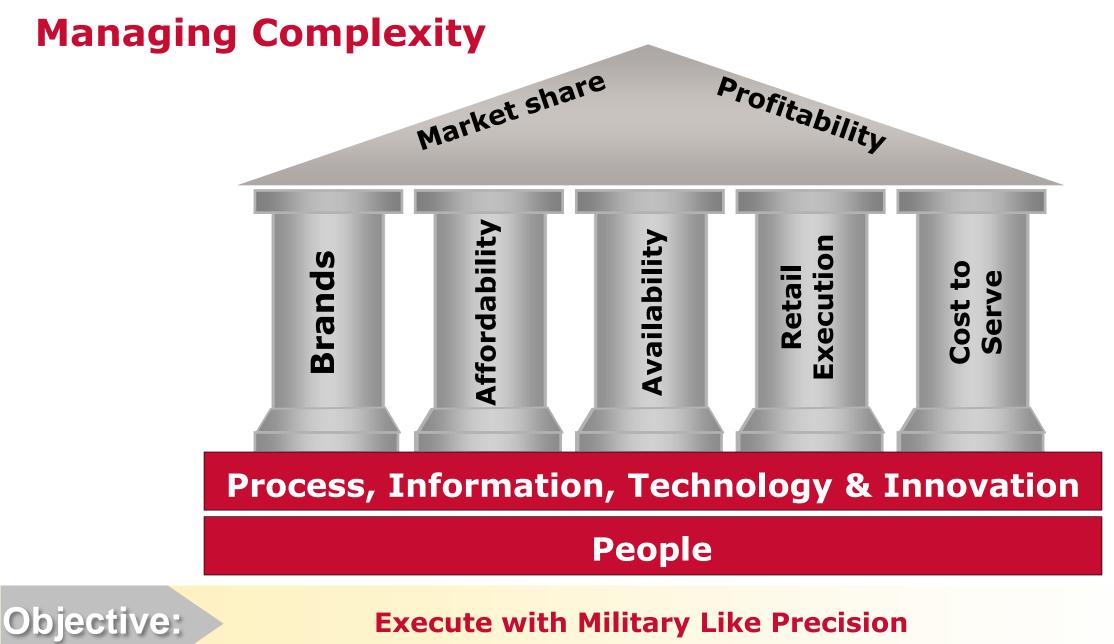


#### **Diverse portfolio ... Competing in all segments**



500,000 retail accounts across 10 trade channels Each with its own set of challenges and opportunities Each with its own unique shopper profile





## **Manage the Complexity – Key Enablers**

- Process, Information, Technology & Innovation People
- Performance Management Process ... Align KPIs and compensation
- Standard business processes & routines ... WCCP
- Wholesaler Excellence Program ... AOE Program
- State of the art technology ... Busch Satellite Network / Mobility / WEconnect Process

## **Manage the Complexity – Key Enablers**

- Performance Management Process ... Align KPIs and compensation
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### **Performance Management**

#### Target Setting and Cascading

- Establish national performance targets
- Cascade targets down from VP of Sales to Wholesaler's Sales Reps ... fully aligned on results
- Tie compensation directly to achieving results
- Align the entire selling system

ective:



Drive Consistency and Accountability ... Reward Performance

### **Performance Management**

#### • Monthly Performance Review Process

- District Manager meet with their Wholesaler monthly
- Reviews performance gaps... Develop action plans
- Region prioritizes issues and opportunities
- Sales Leadership Team meet w/ Region VP each month to review results and plans
- National action plans are developed to close the gaps





This process promotes alignment and accountability at all levels...

## **Manage the Complexity – Key Enablers**

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# **World Class Commercial Program**

- We have
  - Defined Roles and Responsibilities
  - Established Routines Processes
  - Communicated Standards ... Expectations
  - Aligned the training with development plans
- 2011 We Will
  - Compete between Regions
  - Compete Globally ... Our goal is to be the best of the best!



#### Dashboard Results

ABInBev Dusiness KF1 S Dasinbudiu											
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Pillar	Product	КРІ	U.O.M	Treat the Deviation	Actual Value 🚽	Planned Value	Traffic Light	Actual Value YTD	Planned Value YTP	Traffic Light	
Talent Pipeline	Talents Managed	Key Positions Vacancy Fulfilment	%	<u>RP Tools</u>	81%	80%		81%	80%		
Talent Pipeline	Talents Managed	OPR Shape Dispersion	%	<u>RP Tools</u>	31%	10%		31%	10%		
Talent Pipeline	Staffing Executed	Vacancy Fulfillment	%	<u>RP Tools</u>	80%	70%		80%	70%		
Organization & Rewards	People Package Managed (ZBB)	FTE Evolution	#	<u>RP Tools</u>	8132	8560		8132	8560		
Organization & Rewards	Rewards Managed	Comparatio	%	<u>RP Tools</u>	10%	20%		10%	20%		

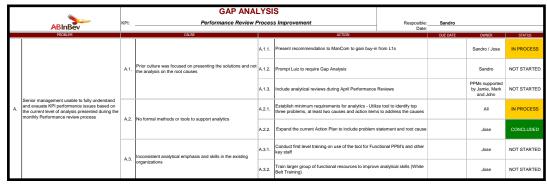
EUR (X 1.000) RP Tools

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5.441.81 € 4.588.96 €

**Business KPI's Dashboard** 

#### <u>Action Plans</u>



People Package

Managed (ZBB)

roanization & Rewards

Objective:

Winning at retail depends on our ability to improve retail execution ... a key enabler in this is the implementation of our WCCP Program

## **World Class Commercial Program**

- We Have
  - Established retail standards by Channel
  - Communicated our expectations
  - Standardized our approach to evaluating retail execution
  - Created value in the data being collected
    - Greater insight into account execution
    - Identify performance gaps



## **Manage the Complexity – Key Enablers**

- Market share Profitability spuese by the share profitability spuese by the share profitability spuese by the share profitability Process, Information, Technology & Innovation People
- Performance Management Process ... Align KPIs and compensation
- Standard business processes & routines ... WCCP
- Wholesaler Excellence Program ... AOE Program
- State of the art technology ... Busch Satellite Network / Mobility / WEconnect Process

## **2010 Ambassadors Of Excellence Program**

• This Program

Objective:

- Is a blue print to wholesaler excellence ... Best practices
- Continuous improvement that delivers business results
- Challenges and rewards excellence



#### **Deliver long term sustainable growth**

## **Manage the Complexity – Key Enablers**

- Market share Profitability spura grant of the share of th
- Performance Management Process ... Align KPIs and compensation
- Standard business processes & routines ... WCCP
- Wholesaler Excellence Program ... AOE Program
- State of the art technology ... Busch Satellite Network / Mobility / WEconnect Process

### **Busch Satellite Network**

- Is "Best in Class" Communications Tool
  - 24/7 broadcast satellite network
  - Links AB InBev US, Region Offices and 500 Wholesalers
  - Monthly National Sales Meetings
  - Brand Plans and News
  - Wholesaler Best Practice Sharing Shows
  - Chain Account Plan Review Meetings
  - Training Sessions with Wholesaler







**Best in class communication system within all CPG marketers** 

# **Mobility Overview**

- "Best in Class" Selling Tool
- Complexity in a Box

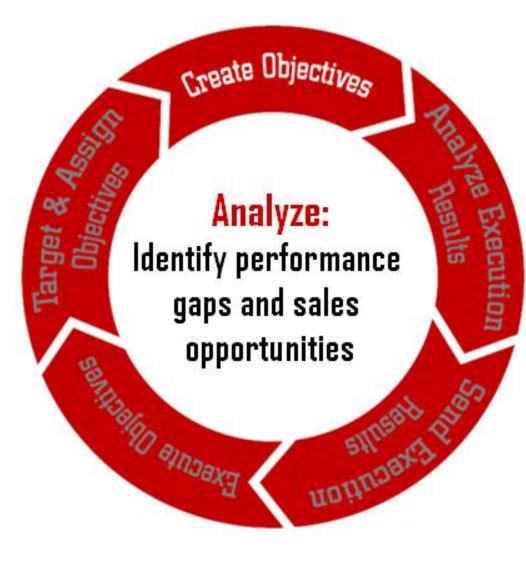
Net:

- Fully integrated selling system ...
- Proprietary AB InBev US wholesaler system
- Utilized by 100% of our Wholesaler's Sales force
- Ensures consistency in execution in the trade
- Seamlessly tracking and measuring AB InBev US and competitive execution

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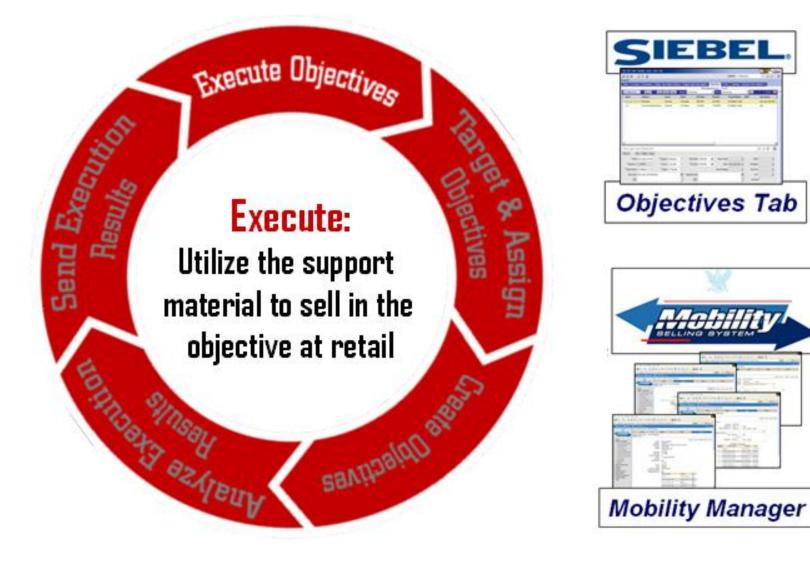


#### Dashboard Results

Abade Business KPI's Dashboard											
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Mobility is the engine and WEconnect is the process that drive our sales machine



## **Manage the Complexity – In Summary**

## Aligned sales force ...

- Single focus on execution and key performance indicators
- Established a monthly performance review process
- Establish Retail Execution Standards... our activation bible

## Implemented excellence programs... both internally and externally

Invested in Technology that enables results... BSN \ Mobility

## **Leveraging Our Scale and Strength**



# Leveraging Our Scale and Strength – Key Enablers



- New Trade Marketing
- Consumer Demand Model
- Major Volume Player (MVP)
- Chain / Category Management
- New Independent Channel Organization

# Leveraging Our Scale and Strength – Key Enablers



# New Trade Marketing

Consumer Demand Model

- Major Volume Player (MVP)
- Chain / Category Management
- New Independent Channel Organization

## **Trade Marketing**

- New Trade Marketing Department
  - 'Center for Retail Excellence'
  - Bridge between Sales and Marketing to improve strike rate and effectiveness of retail programming
  - Planning and Alignment of all retail programs to optimize our Return-on-Investment
  - Improved shopper engagement at retail through enhanced awareness and connection with beer and AB InBev US brands



# New Trade Marketing

- Consumer Demand Model
- Major Volume Player (MVP)
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- New Trade Marketing
- Consumer Demand Model
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## **MVP Retail Initiative**



- MVP is unprecedented in its scale and precision
- Targeted to the top volume accounts, both chain and independents ...
- Delivers beer selling tools and resources at the point of connection ...
- Provides our Wholesalers the resources to sell in a full year retail promotional plan to key volume accounts
- Objective of driving share and profitability

#### Accounts



## Targeted

Independent C-Stores Independent Liquor Independent Grocery Chain Grocery Chain C-Store



#### Hardware:

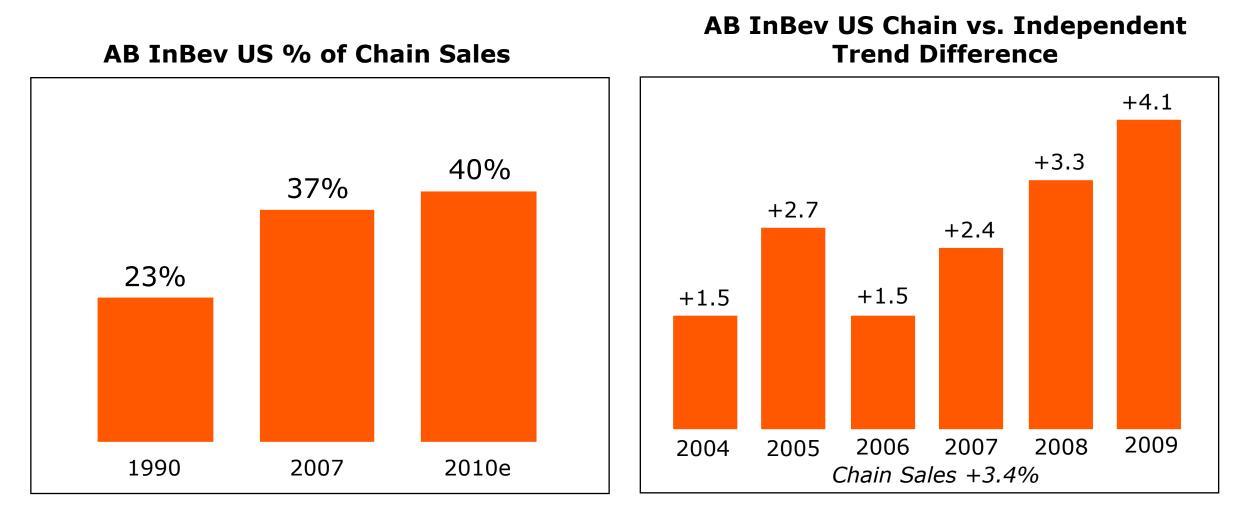


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- New Trade Marketing
- Consumer Demand Model
- Major Volume Player (MVP)
- Chain / Category Management
- New Independent Channel Organization

#### **Chains are Growing in Importance to AB InBev US**



#### Chain volume has been growing ... Widening the gap to independents

#### **Chain Account Management**

We have expanded our commitment to Chain selling efforts

- Dedicated Account Teams
- Enhanced Category Management
- Best in Class Space Management



# **Best in Class Category / Space Management**

#### Key Enablers ...

#### Unrivaled Scale

- People
- Information
- Tools

#### Superior Execution

- Best Wholesaler System ... Technology Alignment
- Global Footprint
  - Exchange of Best Practices



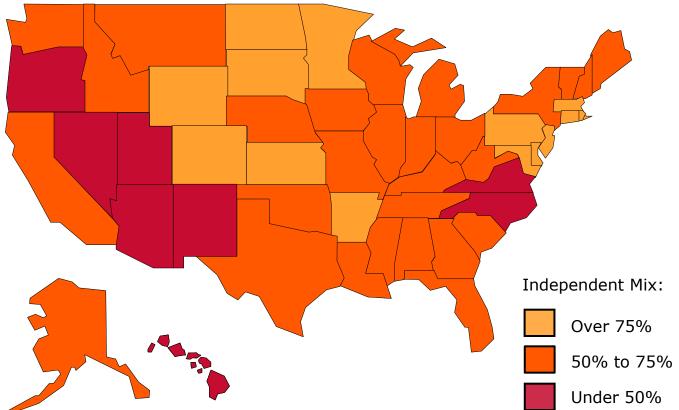
**These Enablers Allow Us to Deliver Better Performance at Retail** 



- New Trade Marketing
- Consumer Demand Model
- Major Volume Player (MVP)
- Chain / Category Management
- New Independent Channel Organization

#### **Independent Channel – Upside Potential**

- Independent represents
   60% US Volume
- AB InBev US Share of this segment is lower than the national average
- Our "Fair Share" of this channel represents significant upside potential

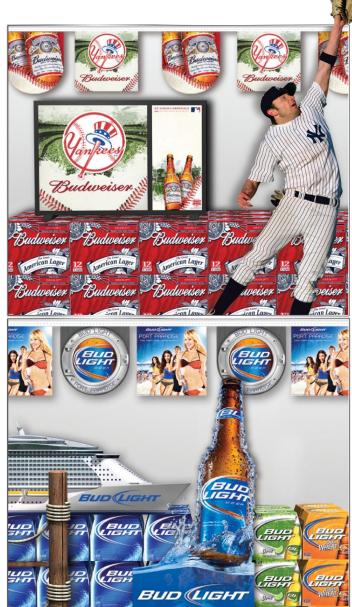


#### Have Increased Our Commitment to this critical area

### **Independent Channel Sales Execution**

# Dedicated Account Team

- Sell In Account Specific Annual Plans
- Significant increase in our investment
- Flexibility to adjust programs to meet independent channel needs
- Leverages the tools, data and process developed for chain to drive execution



# **Leveraging Scale and Strength - In Summary**



- New Trade Marketing
- Optimize retail execution based on shopper profile
- Doing fewer programs, better (MVP)
- Leveraging our purchasing power
- Expanded our commitment to Win in Chains
- Applying the Chain sophistication to the independent channel



We Deliver Superior Execution Which Can NOT be Matched by Competition

## Wrap-up



Where We Were	Where We Are	Where We Are Going
<list-item><list-item></list-item></list-item>	<ul> <li>Wholesalers focused on Excellence</li> <li>AOE means and results</li> <li>Centralization and Standardization</li> <li>Leverage size Fewer, bigger</li> <li>Chain Execution category management</li> <li>Simplify the complex through technology</li> </ul>	<ul> <li>Best in Class Sales Machine</li> <li>Managing the complexity Turning the complex into routine</li> <li>Leveraging our scale and strength Doing fewer things, bigger and better</li> <li>Executing with Military Like Precision Focused, aligned, working as one</li> </ul>

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