



# **Jefferies Global Consumer Conference**

Nantucket, 23 June 2011

Chris Burggraeve, CMO - Anheuser-Busch InBev

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**SECRET ?**



**LA MEJOR EXCUSA  
DEL MUNDO**

**Norte**

**GO OUT WITH FRIENDS**

**=**

**WOMEN PROUD OF THEIR HUSBANDS & BOYFRIENDS**



# Summary


- ▶ **AB InBev: A leader in Beer becoming a new leader in FMCG**
- ▶ **AB InBev Way of Marketing supports top-line growth**
- ▶ **Nobody understands Beer drinkers better globally...**





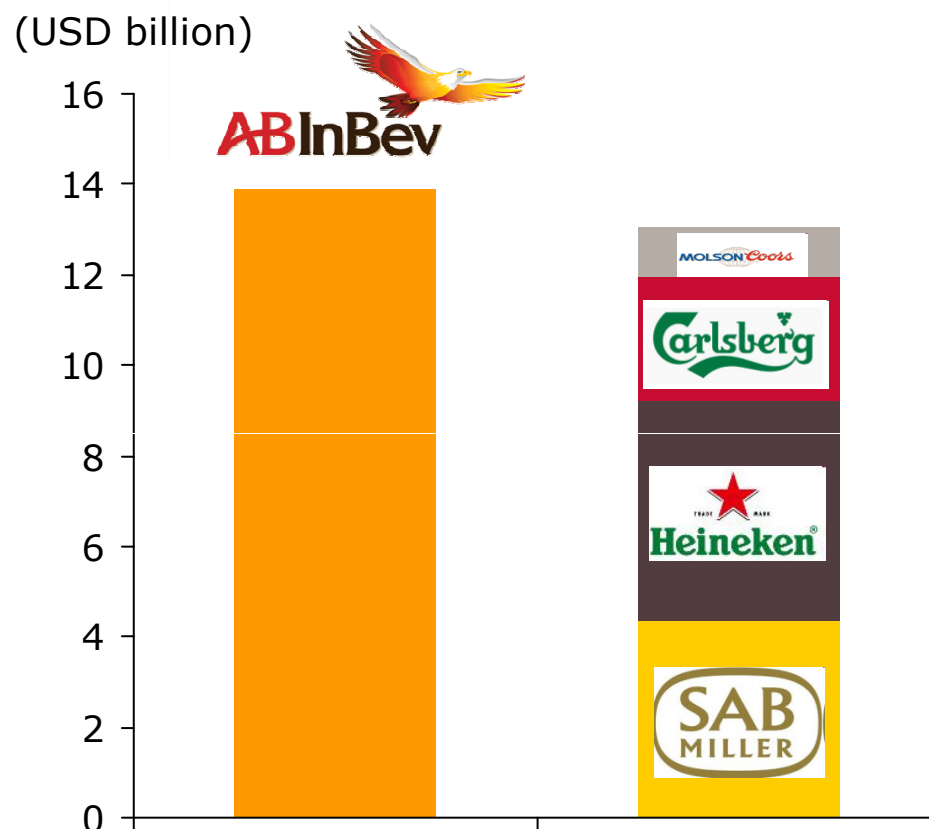
# Global beer market leader with scale advantage

## 2010 global market share

<b>1</b>	 <b>AB InBev</b>	<b>18.9%</b>
<b>2</b>	SABMiller	13.7%
<b>3</b>	Heineken	10.8%
<b>4</b>	Carlsberg	6.5%
<b>5</b>	Tsingtao (Group)	3.4%
<b>6</b>	Molson Coors	2.9%
<b>7</b>	Modelo	2.8%
<b>8</b>	Beijing Yanjing	2.7%
<b>9</b>	Kirin	1.8%
<b>10</b>	Asahi	1.6%
<b>Top 10 total</b>		<b>65.1%</b>

Source: Plato 2010 preliminary data  
 Note: Market share by volume;  
 AB InBev holds a 50.2% stake in Modelo

## 2010 EBITDA

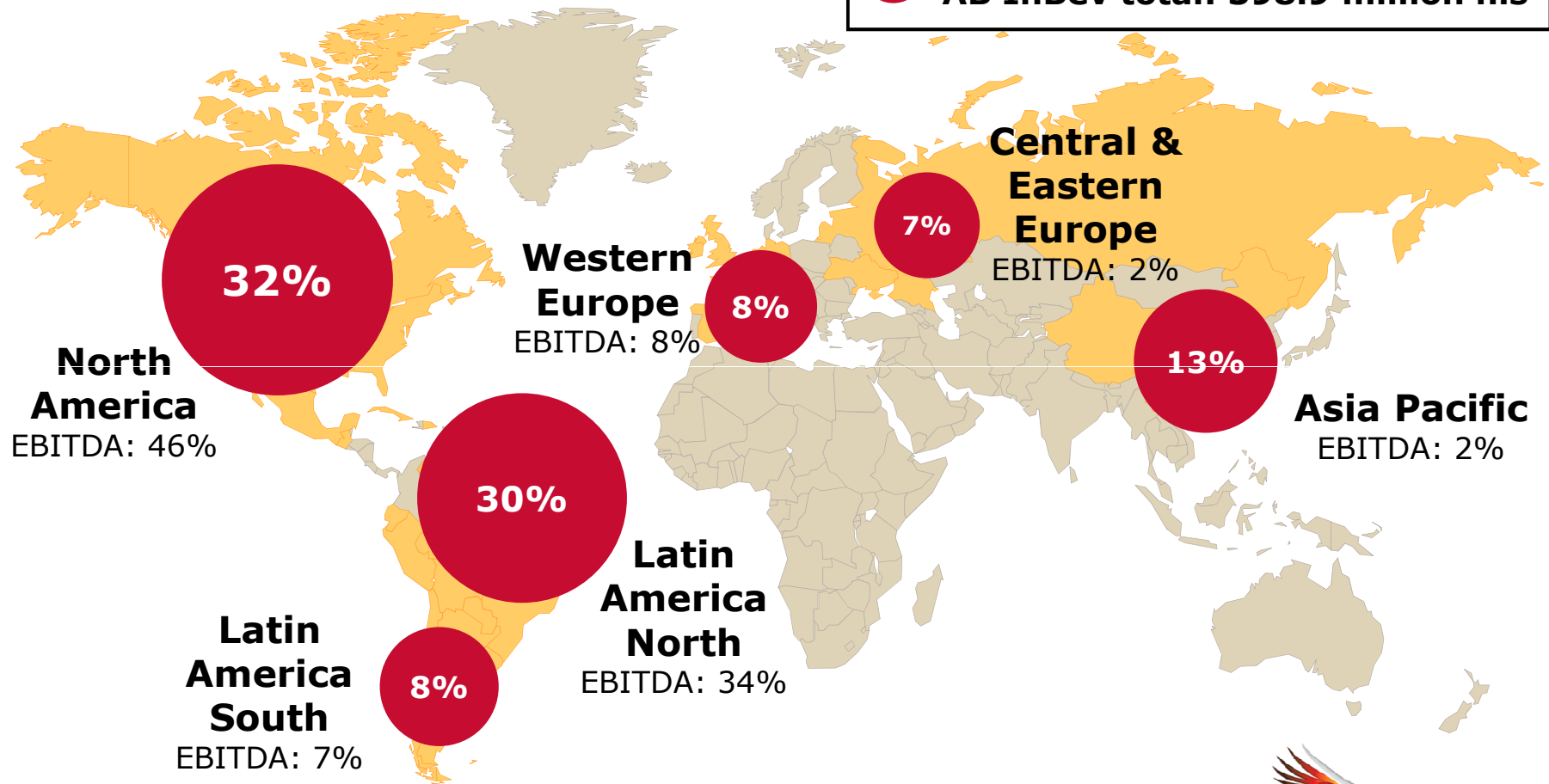


Source: Company information



# Balanced exposure to developed and fast-growing emerging markets

2010 volumes by region  
AB InBev total: 398.9 million hls



Note: Map does not depict Global Export & Holding Companies, which represents 2% of volumes and -1% of normalized EBITDA. Figures may not sum due to rounding



## Leading positions in 7 of top 10 beer margin pools

Country	Brewer	Share
<b>1. USA</b>	<b>AB InBev</b>	<b>48%</b>
	MillerCoors	29%
	Crown	6%
<b>2. Brazil</b>	<b>AB InBev</b>	<b>70%</b>
	Schincariol	12%
	Petropolis	9%
<b>3. Russia</b>	Carlsberg	39%
	<b>AB InBev</b>	<b>16%</b>
	Heineken	12%
<b>4. Canada</b>	<b>AB InBev</b>	<b>41%</b>
	Molson Coors	41%
	Sleeman/Sapporo	7%
<b>5. Mexico</b>	<b>Grupo Modelo</b> <sup>(1)</sup>	<b>57%</b>
	FEMSA/Heineken	41%

Country	Brewer	Share
<b>6. Germany</b>	Radeberger Group	14%
	<b>AB InBev</b>	<b>9%</b>
	Bitburger	8%
<b>7. Australia</b>	Foster's	47%
	Lion Nathan	41%
<b>8. Japan</b>	Kirin	38%
	Asahi	37%
	Suntory	13%
<b>9. China</b>	China Res (SAB)	21%
	Tsingtao	14%
	<b>AB InBev</b>	<b>11%</b>
<b>10. Colombia</b>	SABMiller	98%

Source:

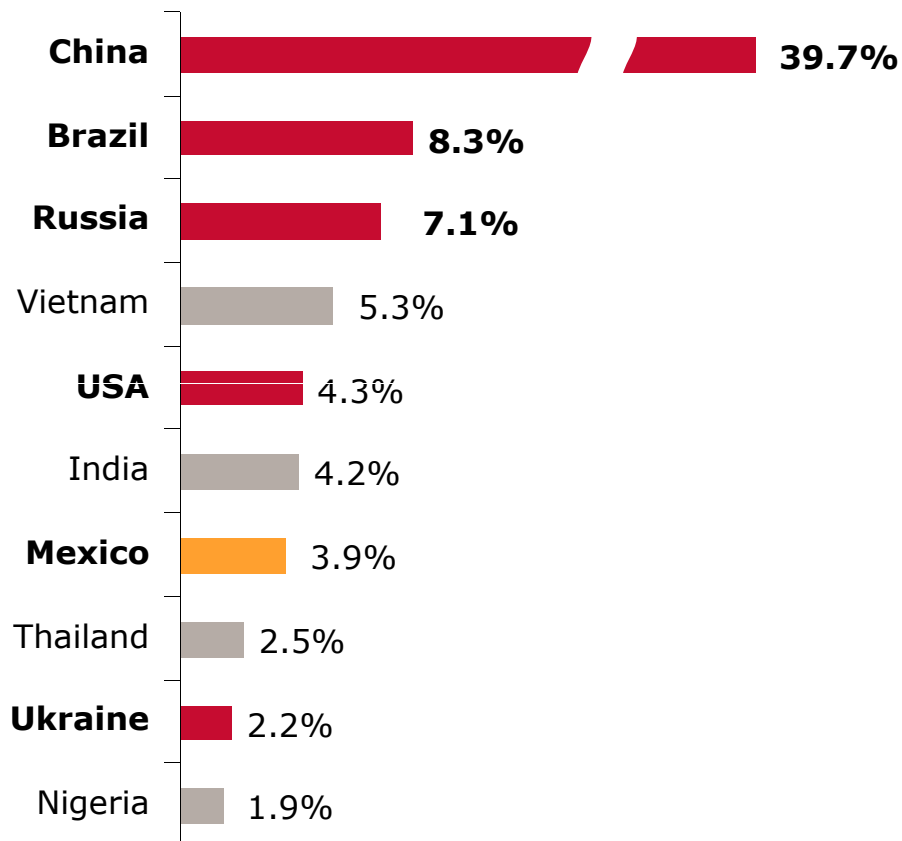
AB InBev 2010 Annual Report, company reports, Plato 2010 preliminary

<sup>(1)</sup> AB InBev holds directly and indirectly a 50.2% interest in Modelo



# AB InBev is well positioned in the growth markets

## Forecast contribution to industry volume growth (2011-2015)



## 2010 market share

	 AB InBev	 SAB MILLER	 Heineken®
China	11%	21% <sup>(2)</sup>	-
Brazil	70%	-	8%
Russia	16%	6%	12%
Vietnam	-	-	18%
USA	48%	29% <sup>(3)</sup>	4%
India	-	30%	52% <sup>(4)</sup>
Mexico	57% <sup>(1)</sup>	-	41%
Thailand	-	-	5%
Ukraine	37%	4%	-
Nigeria	-	1%	69%

Source: Growth contribution: Plato 2010, preliminary

Market share: AB InBev 2010 Annual Report, company reports; Plato 2010 preliminary

<sup>(1)</sup> AB InBev holds directly and indirectly a 50.2% stake in Modelo

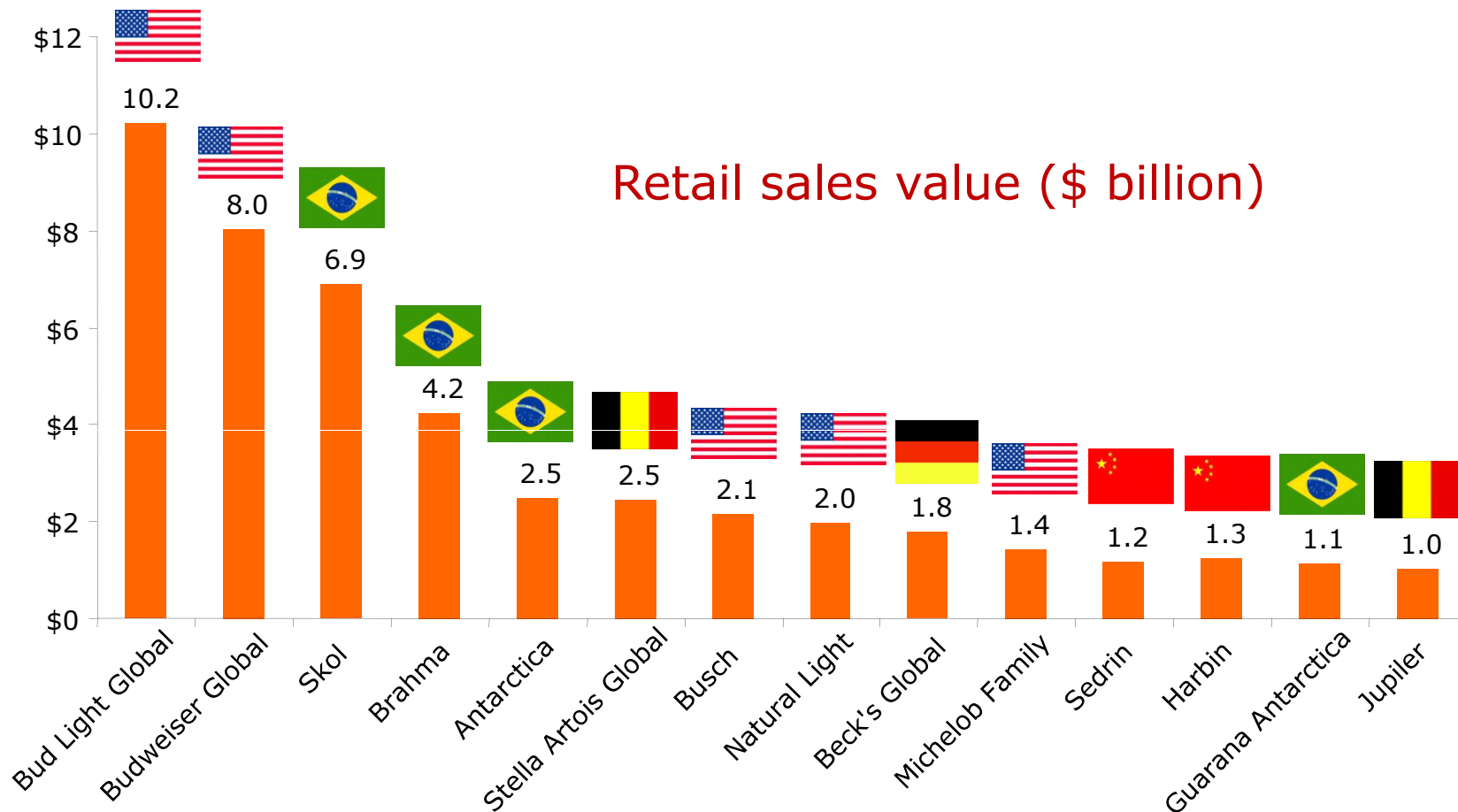
<sup>(2)</sup> SAB Miller holds a 49% stake in China Resource Beverages

<sup>(3)</sup> MillerCoors joint venture

<sup>(4)</sup> Heineken holds a 37.5% stake in United Breweries Limited



# Created already 14 "billion dollar brands"



Note on foreign exchange: BRL = 1.768, EUR = 0.756, CAD = 1.033, EUR = 0.756, GBP = 0.647, RUB = 30.145, ARS = 3.946, CNY = 6.757, UAH = 7.850

Volumes from AB InBev 2010 sales records as published in the 2010 Annual Report; retail value based on gross revenue and internal calculations



# 6 brands in the BrandZ global beer top 10

	2008	2009	2010	2011
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

Source: BrandZ Report – Millward Brown Optimor

Note: Brand value calculated as the present value of all future brand earnings



# Secured major brand building platforms for future

## Global



FESTIVAL DE CANNES

## US



League + 28 NFL teams



League + 26 NBA teams



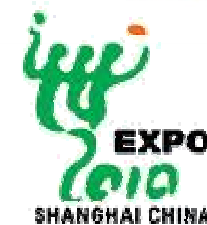
League + 24 MLB teams



22 NHL teams



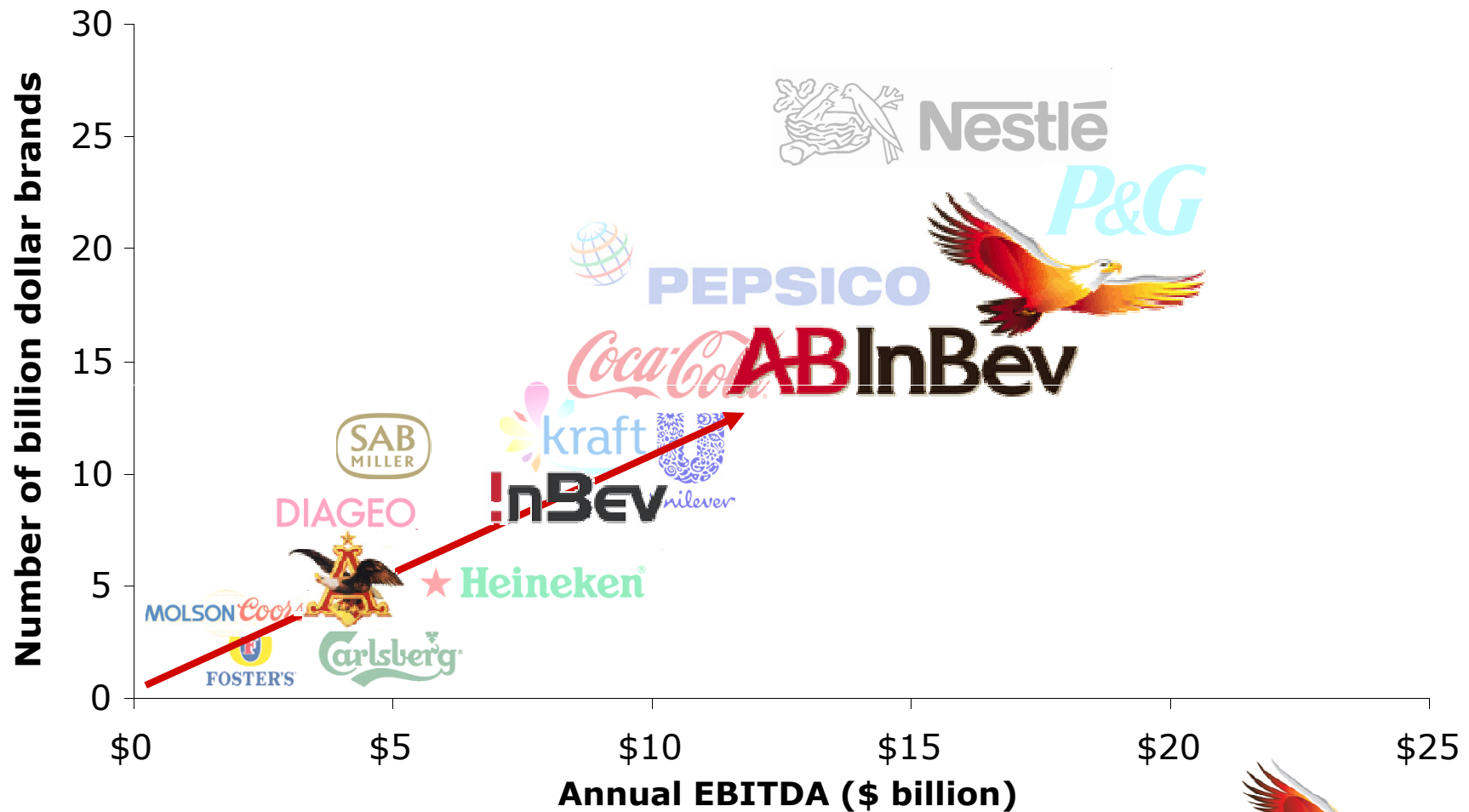
## Other key countries







# Growing up: Now among the world's leading FMCGs



Source: 2010 company filings, AB InBev estimates  
Note: Anheuser-Busch and InBev standalone EBITDA reflect LTM September 2008



# New FMCG: Focus Brand Strategy (within 200+)

## Global Brands



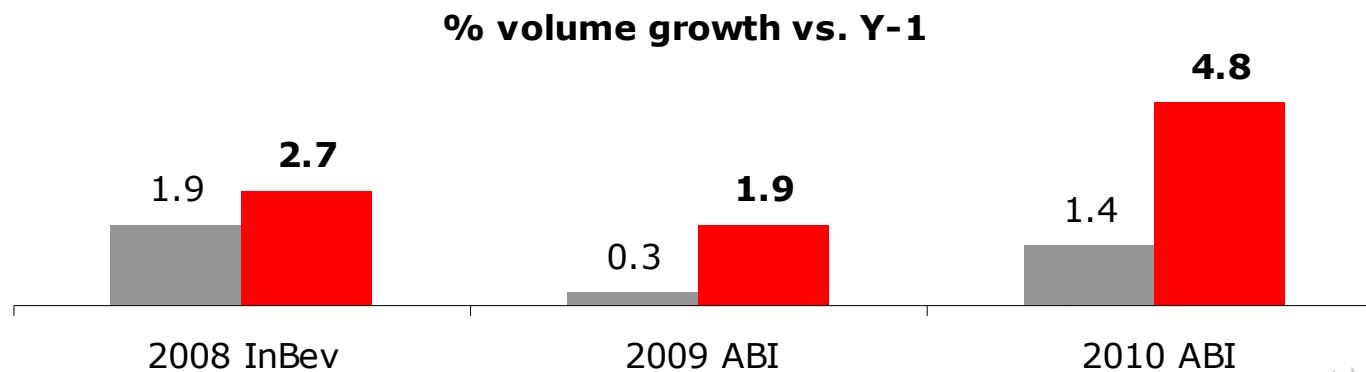
## Multi-country Brands



## "Local Jewels"



... which has helped to create sustainable growth



Source: Plato and company data   ■ Global Beer Industry   ■ AB InBev Focus Brands



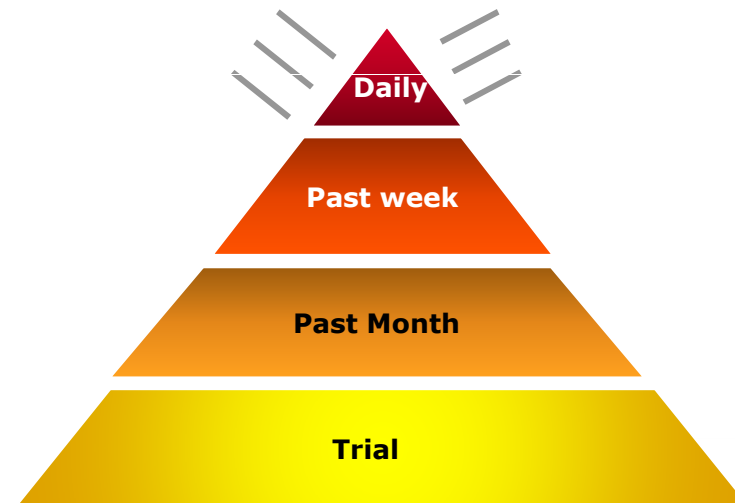
# Marketing Mantra Remains: To build brand health

**Brand health  
today**



**Delivers top line  
growth tomorrow**

**Brand health is observed and measured in terms of  
Consumer **Attitude** and **Behavior****





# New FMCG: Speaking one marketing language globally

Long Term

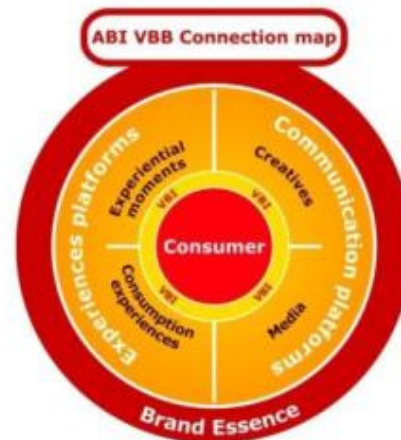
Yearly

Continuous



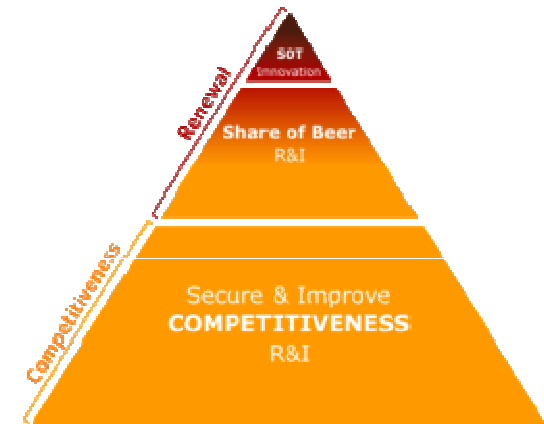
## Brand Positioning

Building enduring bonds with consumers



## Consumer Connections

Activating effective consumer connections in a resourceful way



## Renovation & Innovation

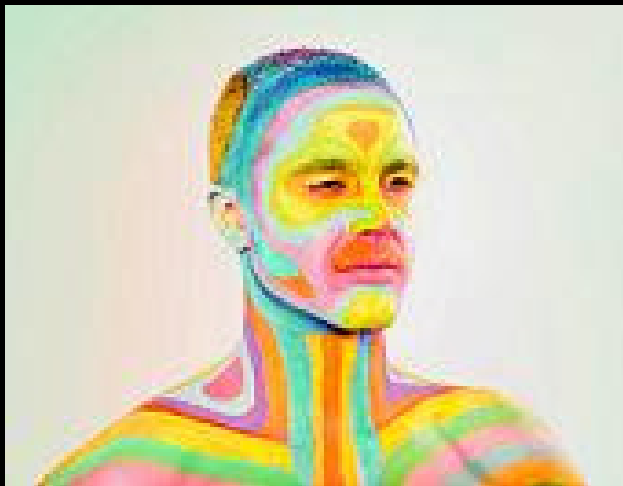
Staying contemporary and driving future top-line growth



*Math*



*Mad*



*Method*



Resourceful  
Brand  
Building

NUMB3RS



MAD MEN



BONIES



Resourceful  
Brand  
Building



# 23 Modules, starts with Demand Landscape

## 1. Defining country portfolio and brands

1.1 Quantify demand landscape	1.2 Define engage portfolio architecture	1.3 Define brand portfolio roles	1.4 Create VBB positioning (each brand)	1.5 Develop VBB Brand Architecture (each brand)	1.8 Compile Brand Manual (each brand)
				1.6 Develop VBB Connection Map (each brand)	
				1.7 Develop VBB Visual Identity (each brand)	

## 2. Planning and activating consumer connections

2.1 Set annual objectives and priorities (each brand)	2.2 Create Brand Plan (each brand)	2.3 Activate consumption experiences (each brand)	2.7 Track brand performance
		2.4 Activate experiential moments (each brand)	
		2.5 Activate creative (each brand)	
		2.6 Activate media (each brand)	

## 3. Renovating and innovating

3.1 Define R&I strategy	3.2 Develop concept platforms	3.3 Generate ideas & write concepts	3.4 Screen & test concepts	3.5 Prioritise concepts / Define projects	3.6 Determine feasibility	3.7 Develop & launch product	3.8 Evaluate launch
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Demand segment	Experimenters	Loyalists	Trendsetters	Aspirers	Light refreshers	Sweet sippers
Palate Domain	Robust / pleasantly bitter	Full bodied	Sweet & easy	Full bodied	Light & refreshing	Sweet & easy
Need states	Party time					
	After sports reward					
	Sports companion					
	Relaxing together					
	TV companion					
	Let's eat					

**Shade = size of the opportunity**

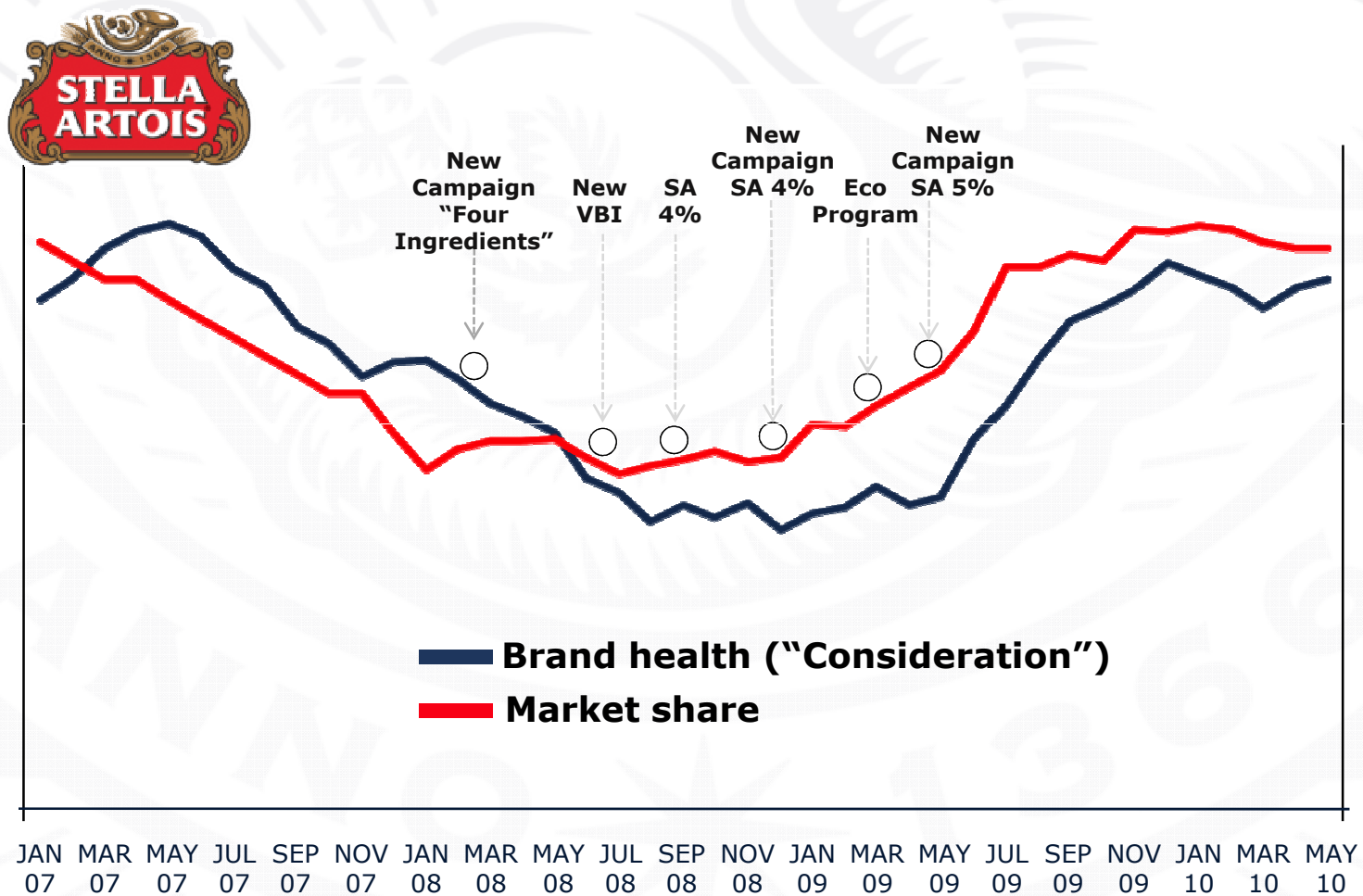
**Potential "white spaces"**

**Where our brands meet the demand**



# The methodology is tried and tested

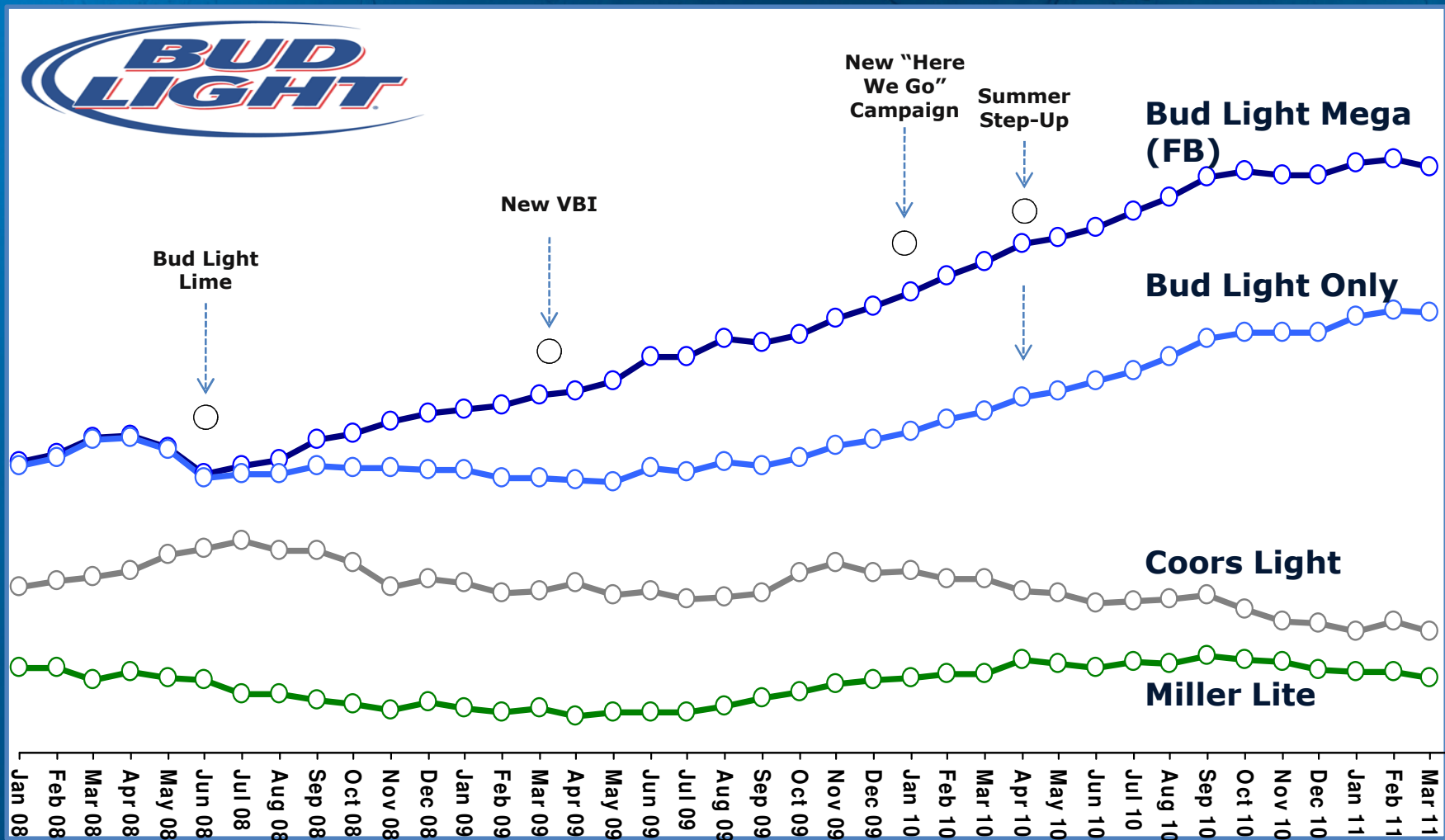
## Stella Artois UK brand health and market share



Source: Synovate

# Bud Light brand health outperforming competition

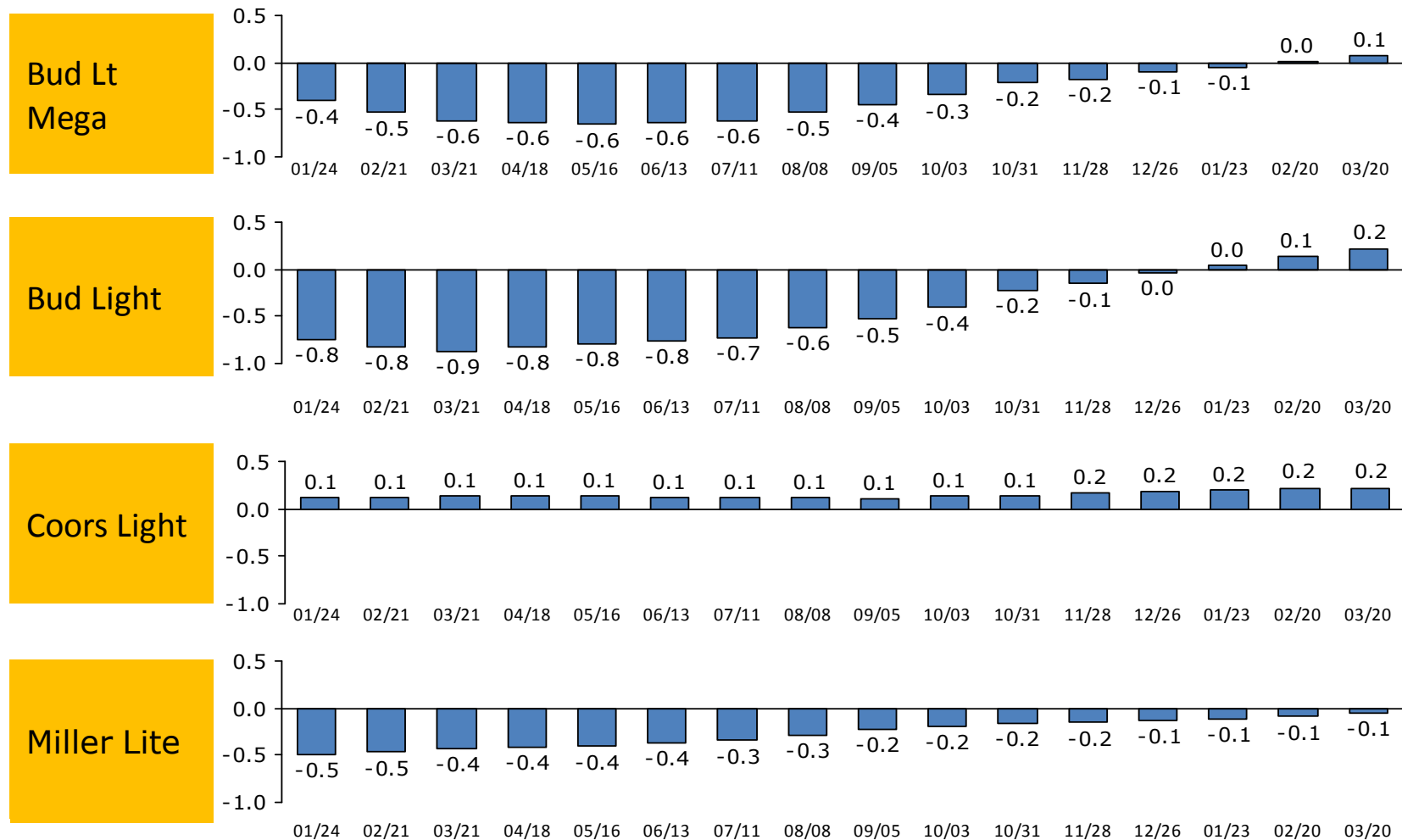
"Favorite Brand" Score



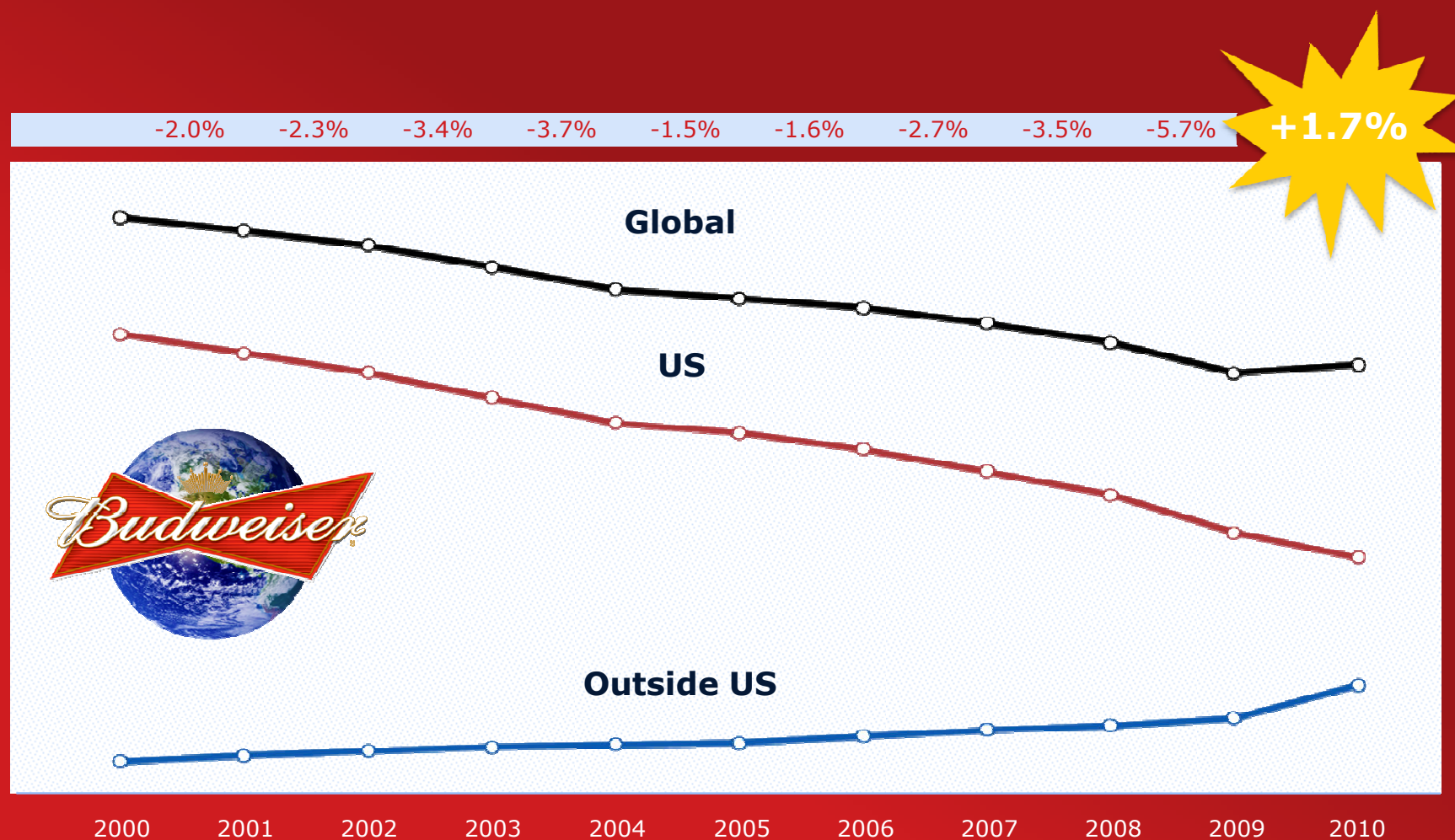
Source: Synovate

# ...leading to market share growth

IRI Combo (Grocery + C-Store) share gain/loss rolling 12 months

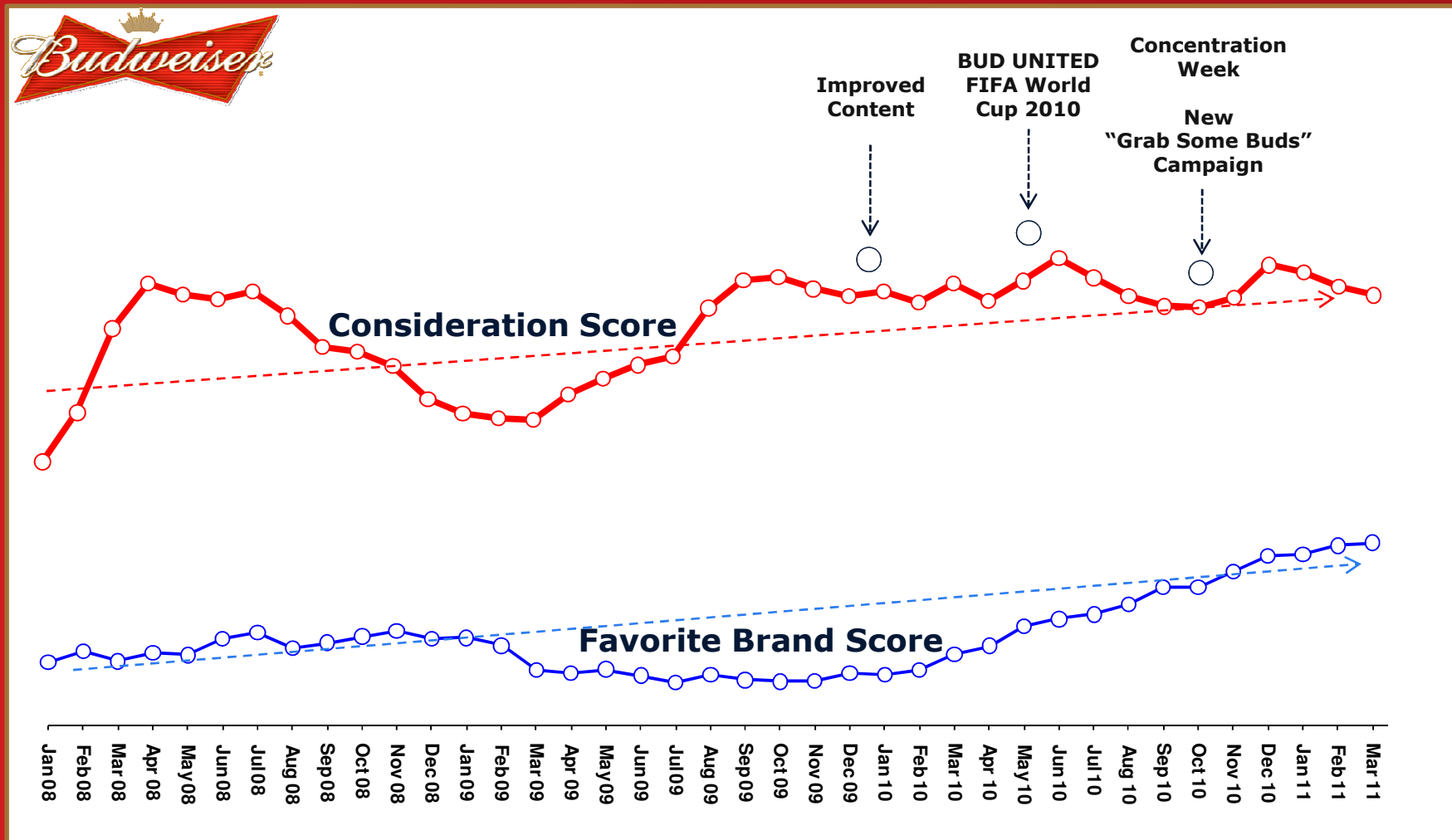


# Budweiser first growth globally after 20 years...



Source: Synovate

# In US, Budweiser brand health showing sustained signs of recovery as we patiently drive reappraisal

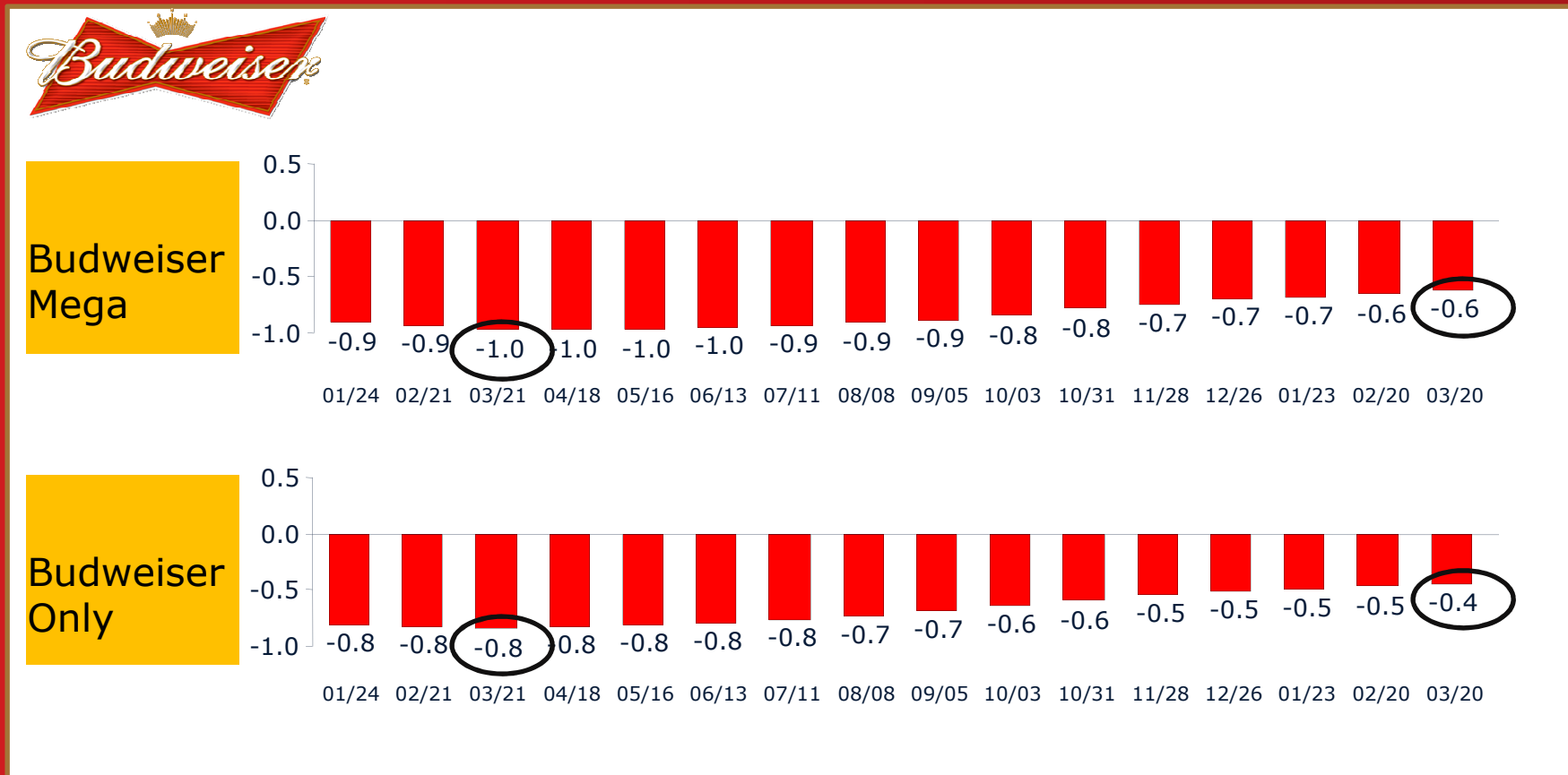


Source: Synovate



# Budweiser share showing sustained signs of improvement – journey of stabilization started

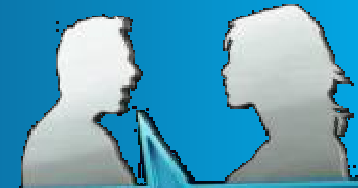
IRI Combo (Grocery + C-Store) share gain/loss rolling 12 months



For any FMCG, consumer empathy is key



**SECRET ?**



**LA MEJOR EXCUSA  
DEL MUNDO**

**Norte**

**GO OUT WITH FRIENDS**

**=**

**WOMEN PROUD OF THEIR HUSBANDS & BOYFRIENDS**







Anticipate celebrating the 4<sup>th</sup> of July...



# Soccer Meets Nightlife: Budweiser "Poolball"



Direct Marketing Bronze Winner  
(@ 1900 global entries)





# Budweiser Poolball: Sports marketing innovation

cannes lions - Google Search | YouTube - Budweiser "Po... X

**You Tube** | budweiser pool ball | Search | Browse | Movies | Upload | Create Account | Sign In

## Budweiser "Poolball"

jmentasti1 | 13 videos | Subscribe



0:34 / 2:13 | 360p | Full Screen | Repeat | Shuffle

Like | Add to | Share | 721,792 | 2,267 likes, 27 dislikes | As Seen On:

Uploaded by jmentasti1 on Apr 20, 2011  
For the very first time in history, soccer an nightlife finally together.

### Suggestions

- Jennifer Lopez - On The Floor ft. Pitbull  
by JenniferLopezVEVO  
252,782,786 views | Featured Video
- Pool Ball Trick Shot  
by virtualmagician  
375,638 views
- Pool Ball Bowling Shot  
by Broomballwilson  
184,780 views
- World Record Longest Spin -- 28 seconds spinnin...  
by PeerLanda  
17,205 views
- Lamborghini Aventador LP700-4 Official Commercial  
by TwinTurboSystem  
512,283 views
- Budweiser - Poolball  
by wwwBeerPedia.com  
486 views





Continue to (re-)connect with digital generations globally in relevant ways (reality shows, social,...)



**2010**



**2011**



32

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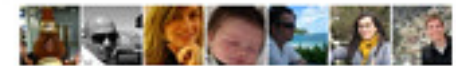
- Wall
- Info
- Budweiser
- 52 Weeks to Win
- Grab Some Buds
- Heroes/Baseball
- Pick Your Paint

## Budweiser ▸ Grab Some Buds

Food/Beverages



### You and Budweiser



31 friends like this.

Budweiser Select

### People You May Know

See All

 **Patricia Meza**  
3 mutual friends  
[Add as friend](#)

 **Rounak Narnoli**  
13 mutual friends  
[Add as friend](#)

 **Steve Sechriest**  
3 mutual friends  
[Add as friend](#)

 **Cosa Nostra**  
19 mutual friends  
[Add as friend](#)

 **Sci Fi Visions**  
2 mutual friends  
[Add as friend](#)

> 2.4 million fans  
(#1 beer globally)

# Summary

- ▶ **AB InBev: A leader in Beer becoming a new leader in FMCG**
- ▶ **AB InBev Way of Marketing supports top-line growth**
- ▶ **Nobody understands Beer drinkers better globally...**





Thank you – and Grab Some Buds this 4<sup>th</sup> of July!

**AMERICA'S  
BIRTHDAY  
AMERICA'S  
BEER**

