

Sales Execution

Ricardo Melo

VP, Sales Strategy

From Strategy...



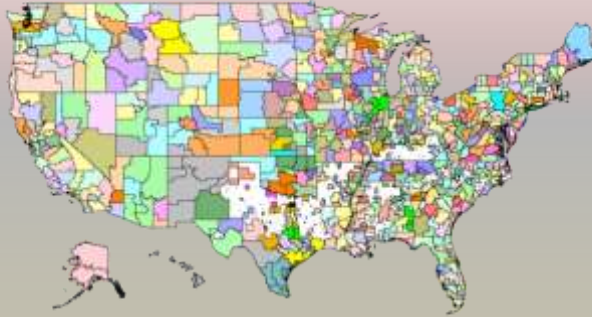
to EXECUTION

Earlier, we discussed the complexity of the US market

50 'Countries' within a Country



500+ Wholesalers



500,000 Retail Accounts



... across 10 Channels

Diverse Brand & SKU Portfolio



Competing in all Segments

Diverse Shopper Profiles



Diverse Retail Environments

27,000+ Sales Force



Earlier, we discussed the complexity of the US market

DILEMMA

**How do we take advantage
of our scale in a very
fragmented market?**

To address the dilemma, we combined the best of AB and InBev



- Strong Infrastructure
- Common Platform
- 2-way Communication

ies' within a Country



500+ Wholesalers



DILEMMA

Diverse Shopper Profiles



Diverse Retail Environments

500,000 Retail Accounts



!nBev

- Strategic Planning
- Disciplined Execution
- Management Systems

To address the dilemma, we combined the best of AB and InBev



InBev

- Strong Infrastructure
- Common Platform
- 2-way Communication



- Strategic Planning
- Disciplined Execution
- Management Systems

The US Sales Machine takes advantage of our scale efficiencies in a very fragmented market



The US Sales Machine takes advantage of our scale efficiencies in a very fragmented market





Our Game Plan prioritizes brand activation by channel

Channel Plans	Priority 1 (BIG BET)	Priority 2	Priority 3			
	 BUD LIGHT SUPER BOWL	 BUDWEISER GAS	 ULTRA EVOLUTIONS	 GOOSE ISLAND FAMILY	 BUSCH/NATURAL WATER	 BUD LIGHT MNT
	 BUD LIGHT SUPER BOWL	 BUDWEISER PIZZA	 ULTRA EVOLUTIONS	 SHOCK TOP	 BUSCH REAL HEROS	 BUD LIGHT MNT
	 BUD LIGHT SUPER BOWL	 BUD OLYMPICS	 ULTRA EVOLUTIONS	 BELGIAN BRANDS	 BUSCH REAL HEROS	 BUD LIGHT MNT
	 BUD LIGHT SUPER BOWL	 BUDWEISER DRAUGHT	 ULTRA EVOLUTIONS	 STELLA CIDRE DRAUGHT	 BUSCH REAL HEROS	 BUD LIGHT MNT

Our Game Plan prioritizes brand activation by channel



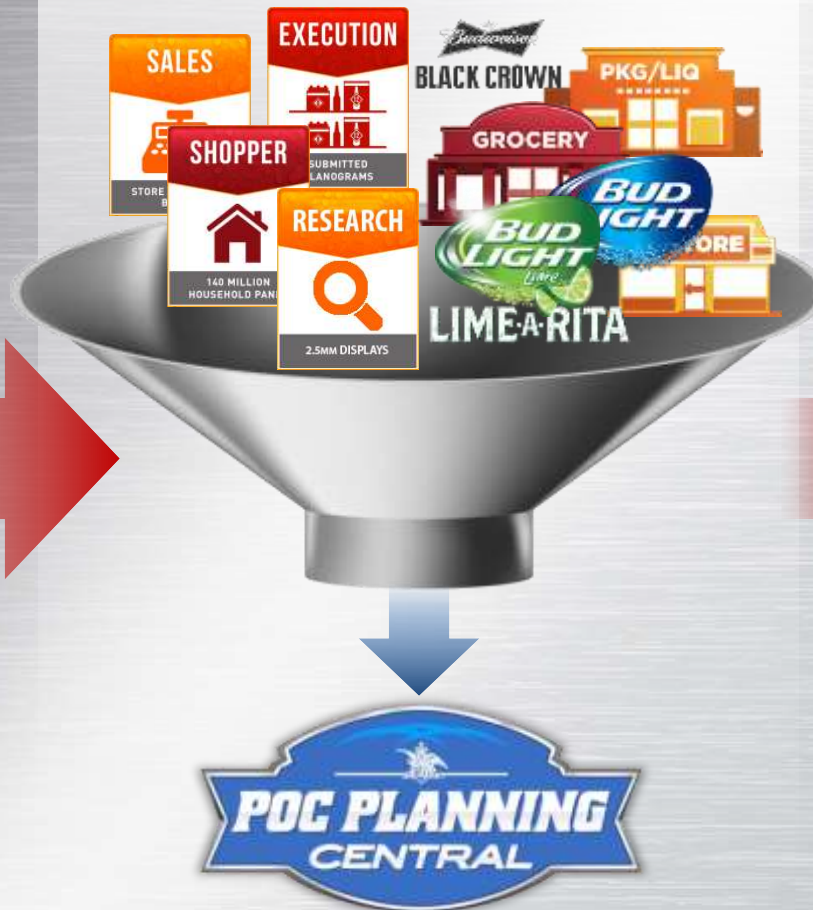


POC Planning recommends optimal displays & objectives by POC

DATA AND INSIGHTS



MODELING (BIG DATA)



RECOMMENDATIONS BY POC

The Recommendations by POC section displays a screenshot of the POC Planning Central interface. The interface shows a "PLANNED DISPLAY" section with various settings and a 3D rendering of the display.

JOE'S LIQUOR
1234 ANYTOWN, USA
REVISED: 32456KYLEC ON 6/31/2013 10:41:49 AM

PLANNED DISPLAY

GROUP TYPE	BIG BET
CREATIVE	Bud Light NFL 1
BACKGROUND	Lobby 2
DISPLAY SIZE	Large 1

CORE BRANDS ON DISPLAY & PACKAGE (Left to Right)

Brand	Quantity	Package
Bud Light	1	12 pack bottle
Bud Light	1	12 pack bottle
Bud Light	1	12 pack bottle
Bud Light	1	12 pack bottle
Bud Light	1	12 pack bottle
Bud Light	1	12 pack bottle

BRANDS ON SIDE STACKS & PACKAGE

Brand	Quantity	Package
Bud Light Platinum	1	12 pack bottle
Bud Light Lime	1	12 pack bottle
Bud Light Lime-A-Rita	1	12 pack 8 oz can
Bud Light Strawberry	1	12 pack 8 oz can
Budweiser Black Crown	1	12 pack bottle
Budweiser Select	1	12 pack bottle
Select 55	1	12 pack bottle

3D RENDERING

SAVE AND UPDATE DISPLAY DOWNLOAD RESET CANCEL

The result is a data-driven Business Plan for each POC

200k
Accounts

John's Grocery Store

Window 11/4 - 11/25



Brand: **Bud Family**
Big Bet -- Lobby



Brand: **Budweiser**
Big Bet -- Lobby



Brand: **Bud Family**
Big Bet -- Lobby



Brand: **Stella Artois**
High End -- Any



Brand: **Shocktop**
High End -- Produce



Brand: **Busch Light**
Value -- End Cap



Brand: **Michelob ULTRA**
Premium Plus -- End Cap



Brand: **Black Crown**
Premium Plus -- Any

BUSINESS PLAN INCLUDES

Displays

Assortment

Trade Programs

Space Targets

As a result, more than 3 MM displays executed Sept 2013 YTD

EXECUTION DASHBOARD

Brand Displays	# Targets	% Executed
BUD LIGHT MEGA	1,522,856	90.8%
BUD MEGA	704,537	91.9%
BUSCH BRANDS	339,501	90.3%
NATURAL BRANDS	228,788	86.7%
MICH ULTRA BRANDS	161,278	81.7%
SHOCK TOP BRANDS	104,039	77.1%
SELECT BRANDS	73,380	78.9%
STELLA BRANDS	42,982	82.8%
BECKS BRANDS	24,116	81.0%
BUD ICE	20,280	82.6%
MICHELOB BRANDS	19,190	79.6%
ROLLING ROCK BRANDS	18,483	81.6%
LAND SHARK	14,862	78.0%
MICH GOLDEN BRANDS	12,038	93.4%
GOOSE ISLAND BRANDS	8,070	69.8%
VALUE MALTS		.4%
MICH ULTRA FRUIT		.4%
ST. PAULI GIRL BRAI		.3%
BASS BRANDS		.3%
HOEGAARDEN		.3%
Total	3.3 million	90%

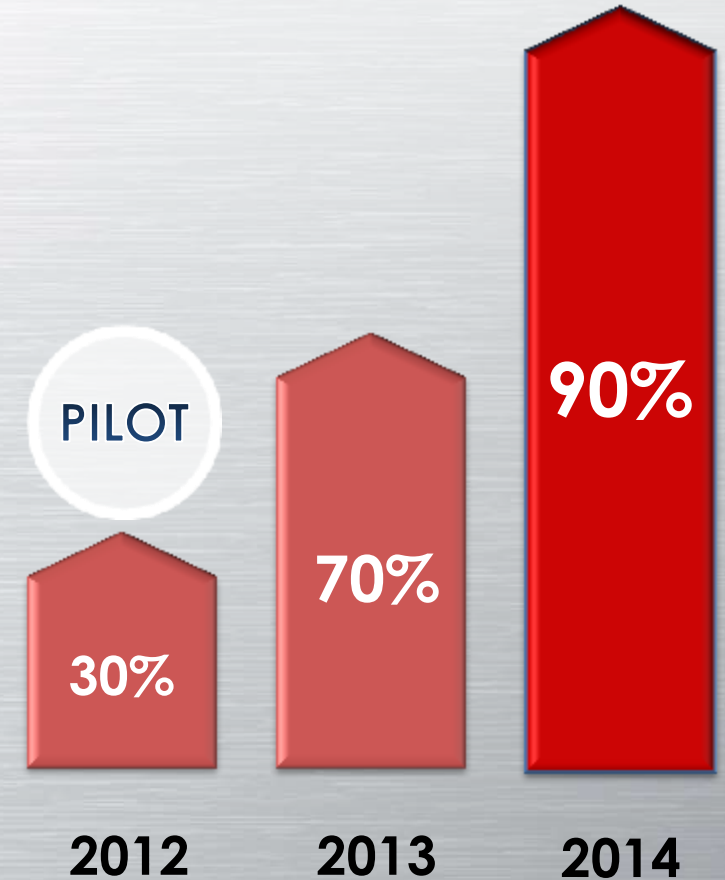
RESULTS



**+1.4%
Lift**

WHOLESALE SCALE UP

% of Wholesalers Implemented





Previous Sales Structure based on geographic approach

Grocery



On Premise



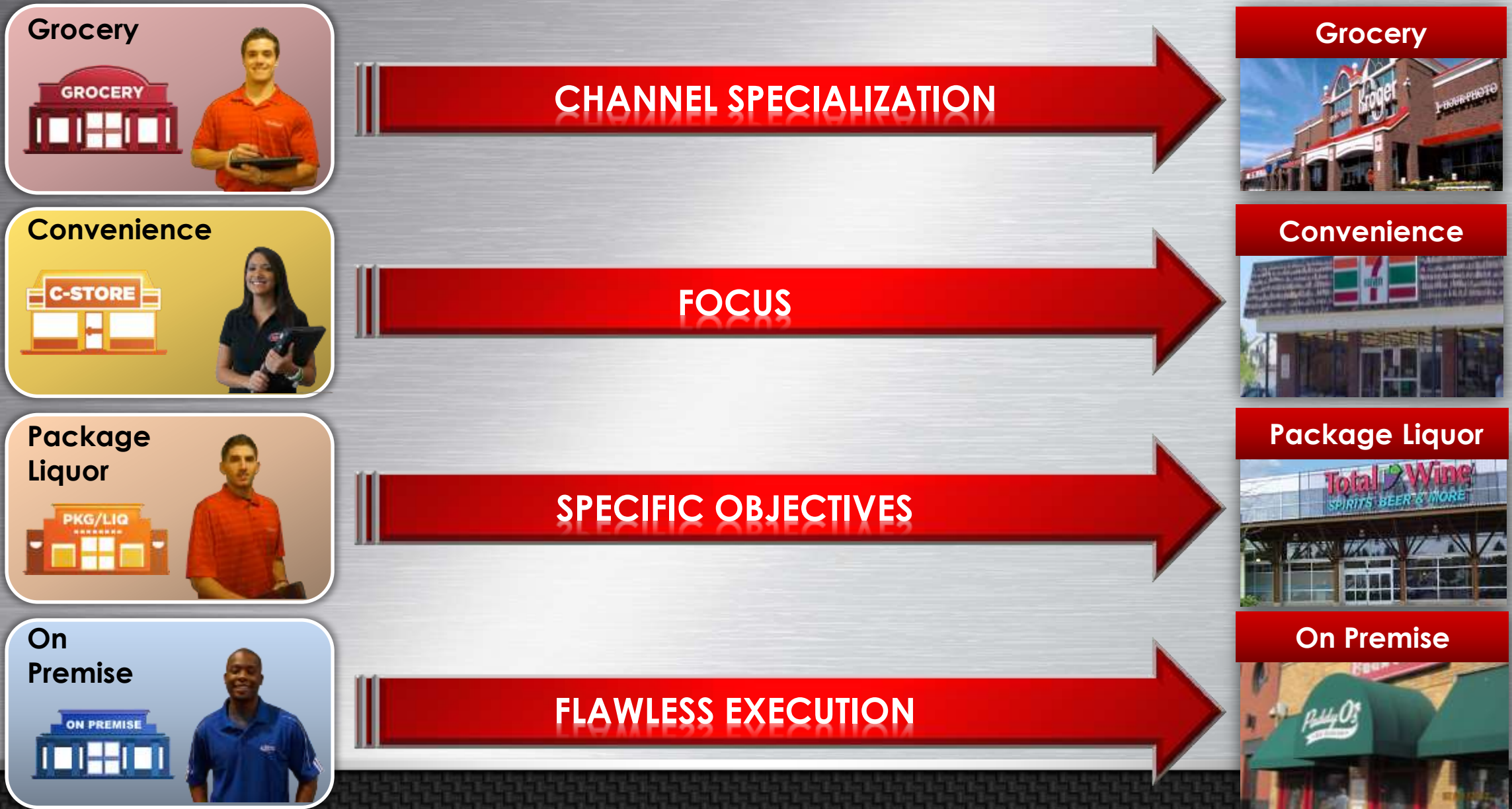
Convenience



Package Liquor



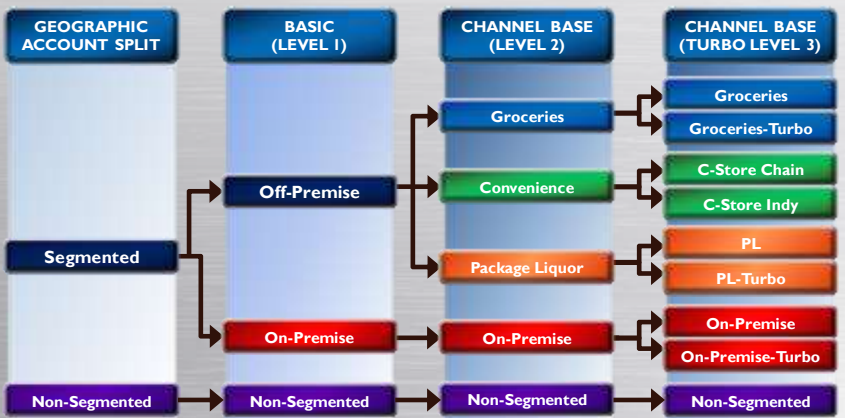
New Segmentation model based on channel approach ...



... with a standard method to recommend wholesaler sales structure

SEGMENTATION MODEL

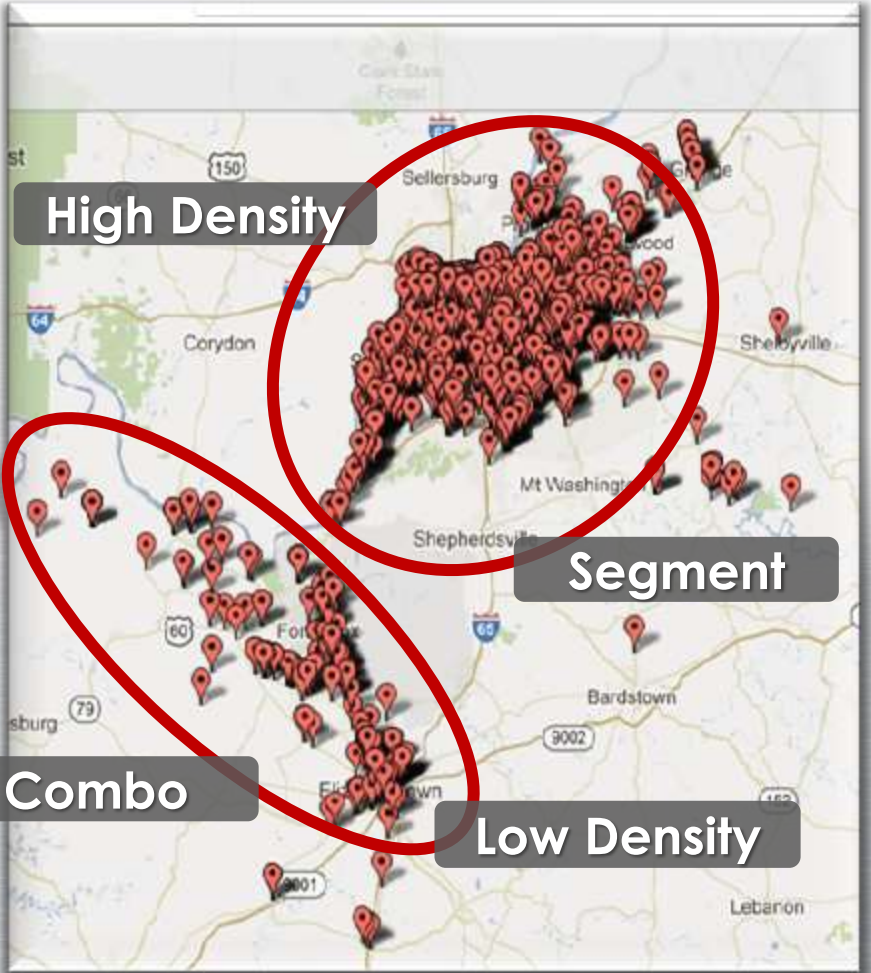
Decision Tree Method



Sales Force Simulator



IDENTIFYING OPTIMAL ROUTES



As a result, channel routes increased by 24%, delivering 3.4% lift

EXECUTION DASHBOARD

Region	C-Store	On Premise	Grocery	Package Liquor
Region 1	0	0	0	+7
Region 2	+38	+3	+15	0
Region 3	+27	+6	+19	+1
Region 4	+26	+14	+16	-2
Region 5	+17	+18	+6	+18
Region 6	0	0	+1	+1
Region 7	+14	0	+2	-3
Region 8	+24	+2	+22	-4
Total	+146	+43	+81	+18
% Change	+29%	+9%	+26%	+18%

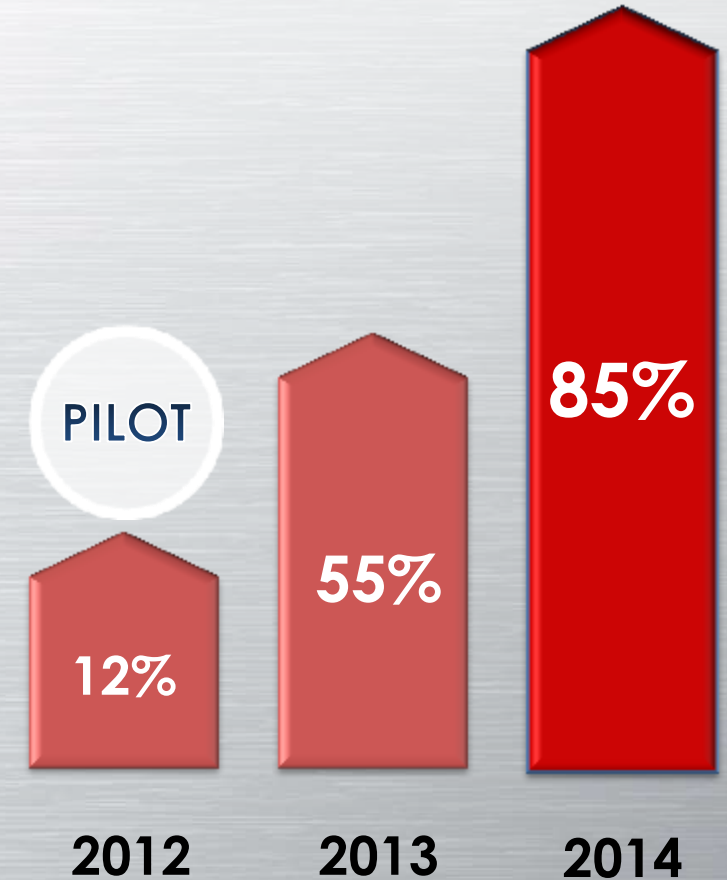
RESULTS



**+3.4%
Lift**

WHOLESALE SCALE UP

% of Wholesalers Implemented





SALES PROCESS PLAYBOOK

Sales Strategy – WOD Department



The Sales Process Playbook standardizes routines and tools

Introduction

A 360 approach to the management of sales teams...

Routines

	POC Planning Process	Target Setting Meeting	Morning Team Meeting
Duration	TBD	60 min	15 min
Frequency	Minimum Recommended	1 x Per Trimester	2 x per week 4 x per week
Audience	Sales Manager, Team Leader Merch Manager, KAMs	Sales Manager, Team Leader Merch Manager, KAMs	
Objective	Plan future retail execution via POC on ABIMarketing.com. This is the first step of the ALO development process.	Cascade ALOs POC Planning Cascade Volume Targets to	

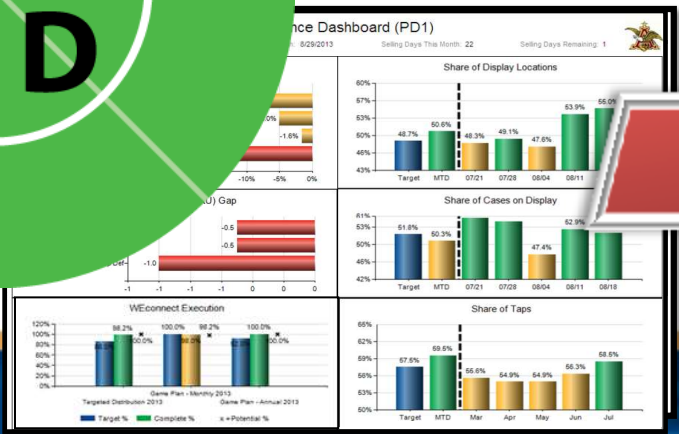
Targets



Compensation

Components	% of Variable	Frequency of Payout	Categories	Sub Categories
Variable X%	Volume- 50%	Monthly	Volume	Total volume
				Bud Light
				Budweiser Me
				High End
	Execution- 50%	Monthly	Point Sheet	Weconnect/ Game Plan
Fixed X%	X%	Monthly	AOE KPIs	KPI 1
				KPI 2
Total				Fixed Portion

Reporting



Playbooks created for key sales positions to ensure consistency





ANHEUSER-BUSCH, INC.



Our Mobility System connects our strategy to POC level objectives



From Game Plan...



To POC Planning ...

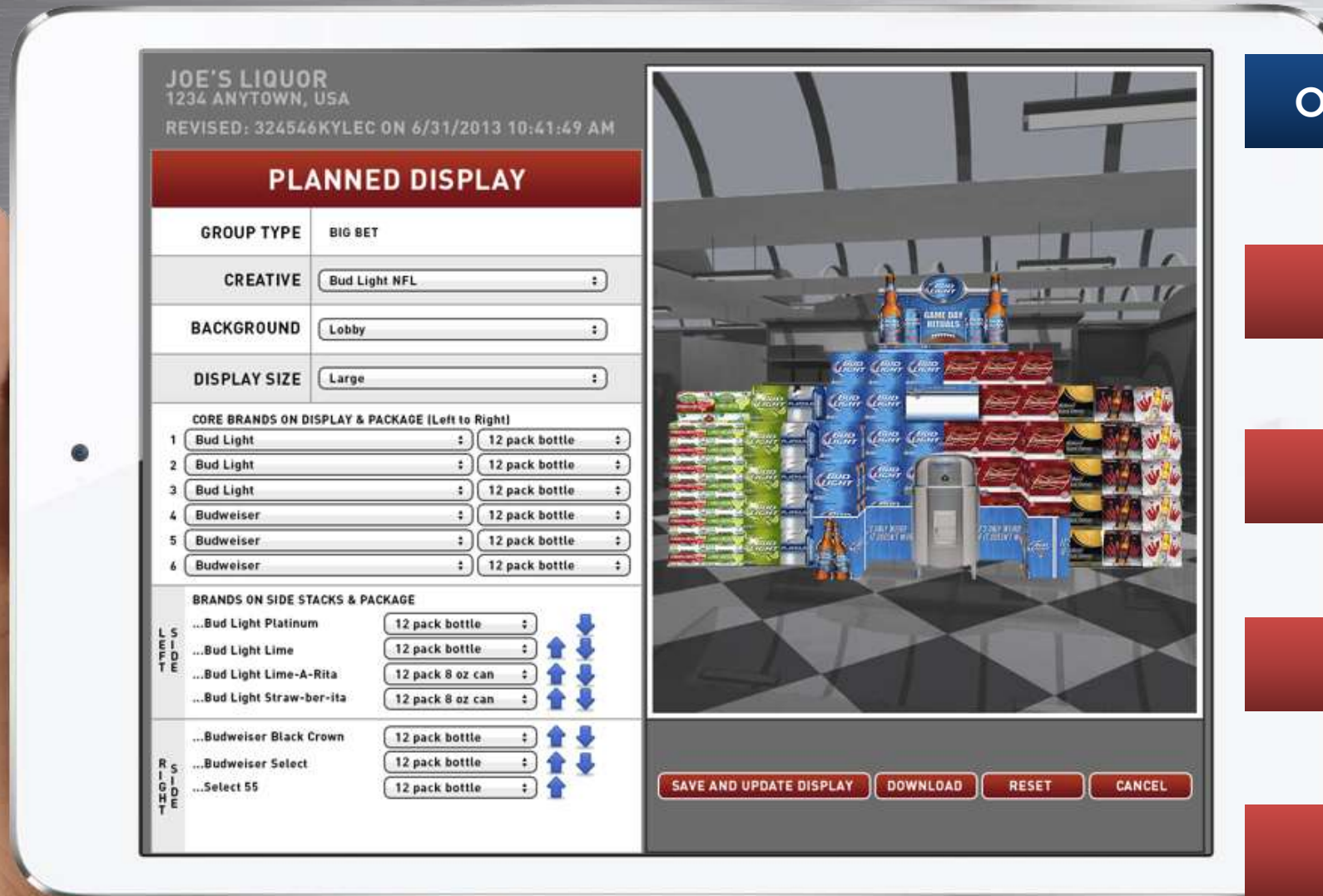


To POC Level Execution

	Priority 1	Priority 2	Priority 3			
	BIG BET	PREMIUM LIGHT	PREMIUM PLUS	HIGH END	VALUE	LATINO
ON-PREMISE	 BUD LIGHT SUPER BOWL	 BUDWEISER DRAUGHT	 ULTRA EVOLUTIONS	 STELLA ARTOIS DRAUGHT	 BUSCH REAL HEROES	 BUD LIGHT MNT
CONVENIENCE	 BUD LIGHT SUPER BOWL	 BUDWEISER GAS	 ULTRA EVOLUTIONS	 GOOSE ISLAND FAMILY	 BUSCH NATURAL WATER	 BUD LIGHT MNT
GROCERY	 BUD LIGHT SUPER BOWL	 BUDWEISER PIZZA	 ULTRA EVOLUTIONS	 SHOCK TOP	 BUSCH REAL HEROES	 BUD LIGHT MNT
PACKAGED LIQUOR	 BUD LIGHT SUPER BOWL	 BUD OLYMPICS	 ULTRA EVOLUTIONS	 BELGIAN BRANES	 BUSCH REAL HEROES	 BUD LIGHT MNT



Reps receive execution objectives on iPads



OBJECTIVES CASCADING

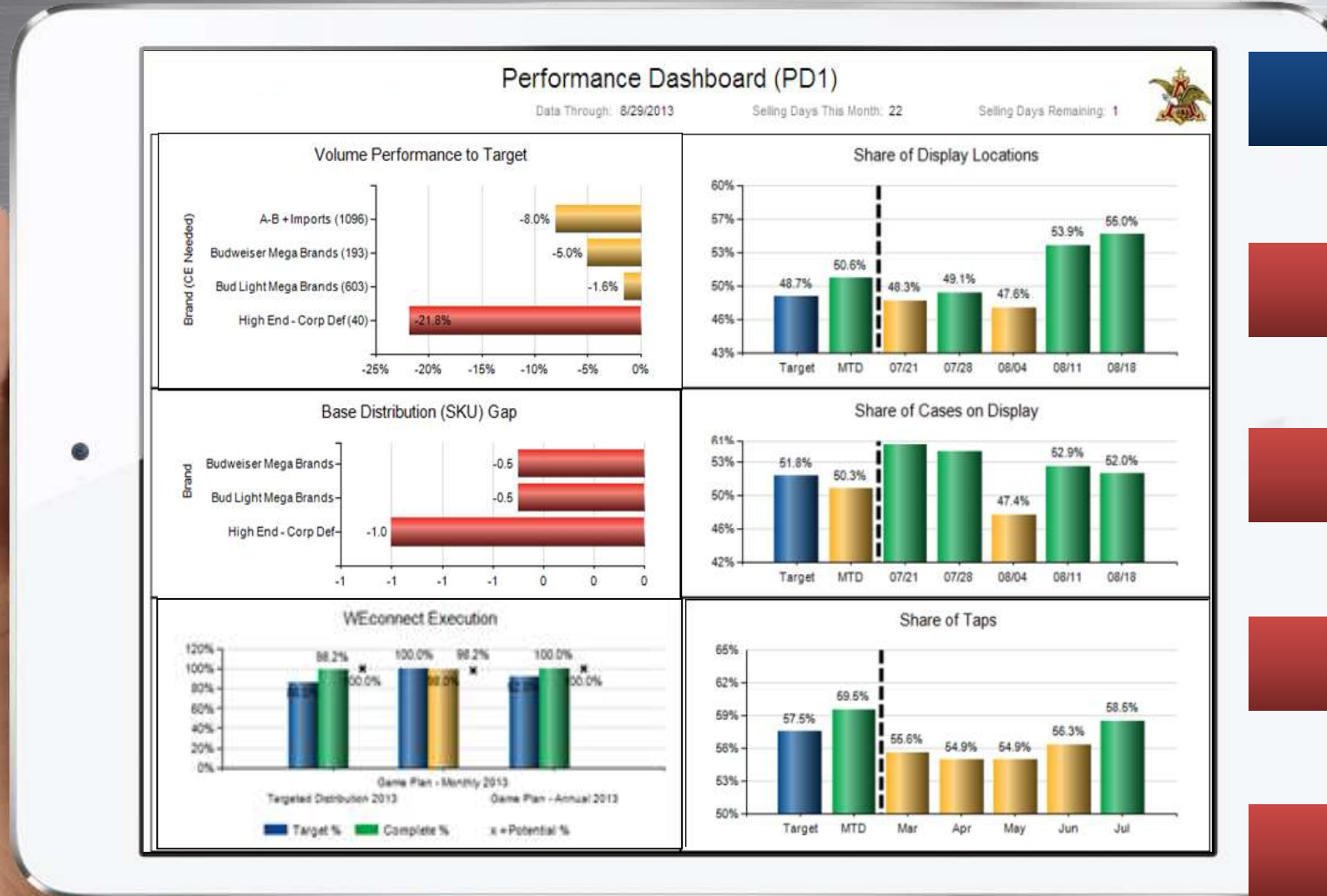
9mm Objectives

500 Wholesalers

27 k Sales Reps

500k POCs

Reps also receive performance tracking dashboards



DASHBOARD KPIs

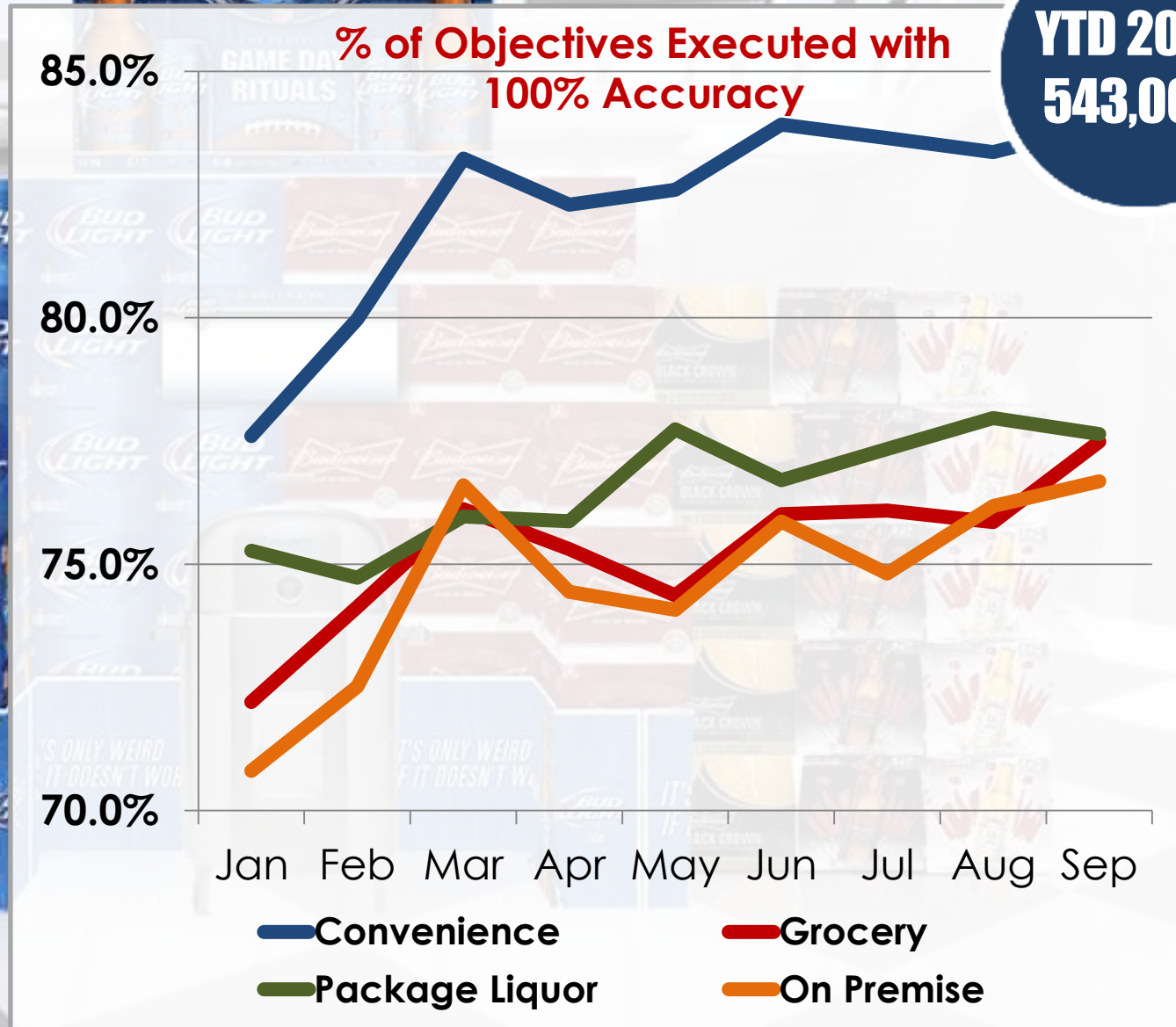
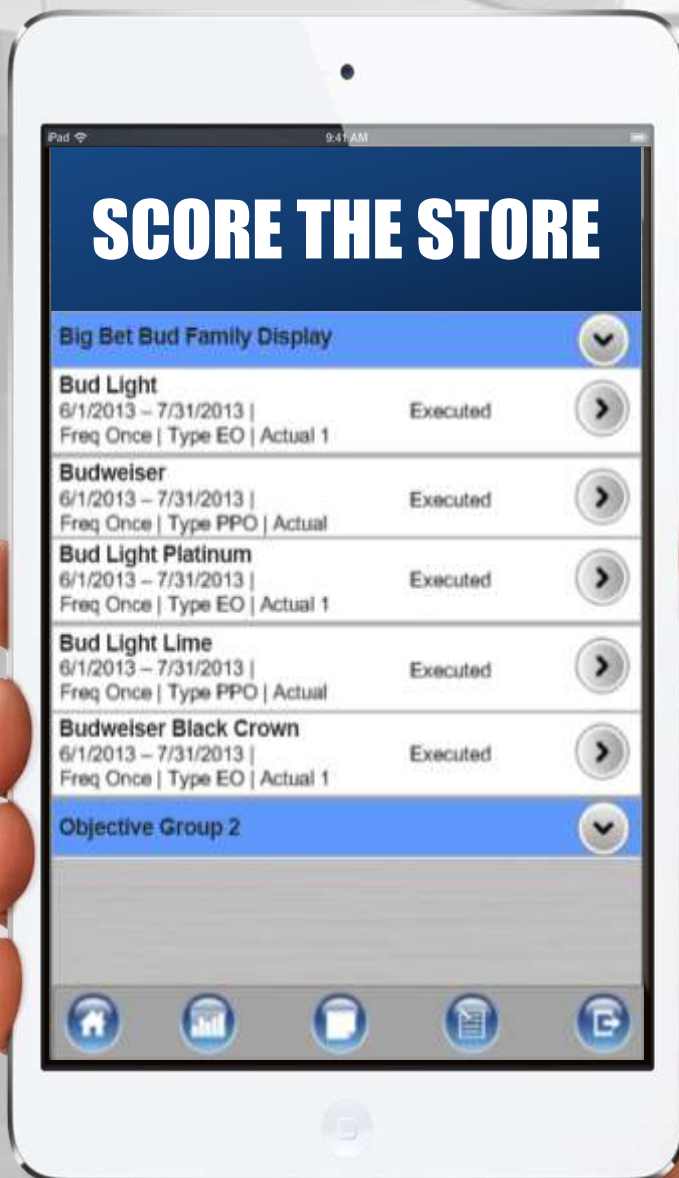
Volume Performance

Share of Displays

Base Distribution

Share of Taps

Managers completed more than 500k execution surveys YTD



Game Plan has brought consistent execution across the system...



... resulting in increased distribution, space, & features at retail

SKU's/POC

+16.5%



Source: BudNET. Total US.

Share of Displays

+2.5pp



Source: Mobility. Total US.

Share of Space

+0.8pp



Source: Shelf Planning Plus. Total US. Off Premise Accounts

Share of Features

+1.9pp



Source: Feature Vision. Total US.

*Share of Features YTD September (Feature Vision)





SALES MACHINE

CATEGORY LEADERSHIP

REVENUE MANAGEMENT

SALES EXECUTION

TRADE MARKETING



U.S.A.