



# Corporate Governance Statement

## 1. Introduction

### 1.1. The 2009 Belgian Code on Corporate Governance

The corporate governance practices of Anheuser-Busch InBev are reflected in its Corporate Governance Charter, which is available on [www.ab-inbev.com/go/Corporate\\_governance](http://www.ab-inbev.com/go/Corporate_governance). The Charter is regularly updated.

As a company incorporated under Belgian law and listed on Euronext Brussels, Anheuser-Busch InBev adheres to the principles and provisions of the Belgian Corporate Governance Code, published in March 2009 ([www.corporategovernancecommittee.be](http://www.corporategovernancecommittee.be)).

However, in order to reflect Anheuser-Busch InBev's specific shareholding structure and the global nature of its operations, the Board of Directors has adopted certain rules which depart from the Belgian Corporate Governance Code. In summary, these rules are the following:

**Principle 5.3./1 (Appendix D) of the Code: "the Board should set up a nomination committee composed of a majority of independent non-executive directors":** The Board of Directors appoints the chairman and members of the Nomination Committee from among the directors, including at least one member from among the independent directors. As the committee is composed exclusively of non-executive directors who are independent of management and free from any business relationship that could materially interfere with the exercise of their independent judgment, the Board considers that the composition of this committee achieves the Code's aim.

**Principle 7.7. of the Code: "Non-executive directors should not be entitled to performance-related remuneration such as bonuses, stock-related, long-term incentive schemes, fringe benefits or pension benefits":** The remuneration of the Board members is composed of a fixed fee and a fixed number of warrants, which makes it simple, transparent and easy for shareholders to understand.

The company's long-term incentive warrant plan deviates from the Belgian Code on Corporate Governance as it provides for share-based payments to non-executive directors. The Board is of the opinion that the company's share-based incentive compensation is in line with compensation practices of directors at peer companies. The successful strategy and sustainable development of the company over the past 10 years demonstrates that the compensation of directors, which includes a fixed number of warrants, does ensure that the independence of the Board members in their role of guidance and control of the company is preserved, and that the directors' interests remain fully aligned with the long-term interests of the shareholders. In particular, the 3-year vesting period of the warrants should foster a sustainable and long-term commitment to pursue the company's interests.

It should also be noted that options may only be granted upon the recommendation of the Remuneration Committee. Any such recommendation must be subsequently approved by the Board and then by the shareholders in a general meeting.

**Principle 8.8. of the Code: "The level of shareholding for the submission of proposals by a shareholder to the general shareholders' meeting should not exceed 5% of the share capital":** As provided for by the Belgian Companies Code as applicable on the date of this report, shareholders representing one-fifth of Anheuser-Busch InBev's capital may ask the Board to convene a shareholders' meeting and table resolutions. The Board believes that Anheuser-Busch InBev's corporate governance practices ensure equitable treatment of all shareholders, including minority shareholders. Anheuser-Busch InBev encourages participation at shareholders' meetings and promotes proxy voting and voting by mail. Time is always allocated for questions during the shareholders' meetings, and shareholders are invited to send the company written questions in advance of the meeting. In addition, Anheuser-Busch InBev is committed to maintaining a strong line of communication with its shareholders at all times. It is especially respectful of the rights of its minority shareholders. The Board does not believe that lowering the shareholder requirement to table resolutions at a shareholders' meeting would substantially contribute to achieving this aim.

### 1.2. New York Stock Exchange Listing

Further to the New York Stock Exchange listing of American depositary shares ("ADS's") representing ordinary shares of Anheuser-Busch InBev, the New York Stock Exchange Corporate Governance rules for Foreign Private Issuers are applicable to the company.

Anheuser-Busch InBev has also registered under the US Securities and Exchange Act of 1934, as amended. As a result, it is also subject to the US Sarbanes-Oxley Act of 2002 and to certain US Securities laws and regulations relating to corporate governance.

### 1.3. Specific Corporate Governance Initiatives

**1.3.1. *Fostering ethical conduct*** The Board encourages management to promote and maintain an ethical culture. This fosters responsible business conduct by all employees.

The company's Code of Business Conduct sets out the ethical standards to which all employees are expected to adhere. It requires employees to comply with all laws, to disclose any relevant conflicts of interests, to act at all times in the best interests of the company and to conduct all their dealings in an honest and ethical manner. The Code also covers the confidentiality of information, limits on the acceptance of gifts or entertainment, and the appropriate use of the company's property. The Code supports Anheuser-Busch InBev's compliance with the anti-bribery provision of the US Foreign Corrupt Practices Act, which prohibits any promise, offer or payment of anything of value to any official or employee of a non-US government or governmental entity for the purpose of obtaining or retaining business or otherwise obtaining favorable treatment in commercial matters.

In line with this commitment to integrity, Anheuser-Busch InBev has implemented a whistle-blowing scheme that provides employees with simple and secure ways to confidentially, and if so desired, anonymously report activities in violation of the Code of Conduct within the framework of a clear policy and applicable legislation.

**1.3.2. *Demonstrating Anheuser-Busch InBev's commitment to shareholder communication*** Anheuser-Busch InBev is committed to creating value for its shareholders. The company encourages its shareholders to take an active interest in the company. In support of this objective, it provides quality information, in a timely fashion, through a variety of communication tools. These include annual reports, half-yearly reports, quarterly statements, the Global Citizenship Report, financial results announcements, briefings, and a section that is dedicated to investors on the Anheuser-Busch InBev website.

Anheuser-Busch InBev recognizes that a commitment to disclosure builds trust and confidence with shareholders and the public in general. The company adopted a Disclosure Manual to demonstrate its commitment to best practices in transparency. This manual is designed to ensure that there is full, consistent and timely disclosure of company activities.

**1.3.3. *Upholding shareholder rights*** Prior to the annual shareholders' meeting, shareholders are invited to submit any questions they have for the Chairman or the CEO for discussion during the meeting.

The agenda for the shareholders' meeting and all related documents are also posted on the Anheuser-Busch InBev website at least 24 days in advance of any shareholders' meeting. Shareholders have the right to vote on various resolutions related to company matters. If they are unable to attend a meeting, they can submit their votes by mail or appoint a proxy. Minutes of the meetings and results of the votes are posted on the Anheuser-Busch InBev website immediately after the meeting.

**1.3.4. *Preventing the abuse of inside information*** The company's Code of Dealing is applicable to all members of the Board of Directors of the company and to all employees. The Code aims to prevent the abuse of inside information, especially in periods leading up to an announcement of financial results, or leading up to price-sensitive events or decisions.

The Code prohibits dealing in any shares during a closed period, i.e., a period of 15 days preceding any results announcement of the company. In addition, before dealing in any shares of the company, the members of the Board of Directors of the company and the members of its Executive Board of Management must obtain clearance from a Clearance Committee and report back to the committee once the transaction has taken place.

Compliance with the Code is reinforced and monitored through the company's Compliance Program.

In accordance with the Belgian regulation on the prevention of market abuse, the company establishes lists of insiders. In addition, pursuant to the same regulation, members of the Executive Board of Management and of the Board of Directors notify all their trades to the Belgian Banking, Finance & Insurance Commission, which publishes these notifications on its website.

**1.3.5. *Corporate Social Responsibility*** Anheuser-Busch InBev's ambition is to become the Best Beer Company in a Better World. In pursuing this dream, the company strives to strike a balance between generating great business results and managing its

environmental and social responsibilities. Sustainability is central to the company's culture and embedded in the way the company does business.

Since 2005, Anheuser-Busch InBev has published its annual Global Citizenship Report that outlines its targets and progress made in the following areas:

- responsible drinking;
- environment; and
- community.

The Global Citizenship Report is available on the Anheuser-Busch InBev website, [www.ab-inbev.com/responsible\\_brewer](http://www.ab-inbev.com/responsible_brewer), which is a section of the website specifically dedicated to the company's initiatives and achievements related to corporate social responsibility.

## 2. The Board of Directors

### 2.1. Structure and composition

The Board of Directors currently consists of 13 members, all of whom are non-executives. The roles and responsibilities of the Board, its composition, structure and organization are described in detail in Anheuser-Busch InBev's Corporate Governance Charter. This Charter includes the criteria that directors must satisfy to qualify as independent directors.

Directors are appointed for a maximum term of four years. The upper age limit for directors is 70, although exceptions can be made in special circumstances.

The Nomination Committee identifies persons qualified to become Board members and recommends director candidates for nomination by the Board and appointment by the shareholders' meeting. The composition of the Board of Directors remained unchanged in 2010. At the annual shareholders' meeting to be held on 26 April 2011, the mandates of Mr. August A Busch IV, Mr. Stéfán Descheemaeker, Mr. Arnoud de Pret, Mr. Peter Harf, Mr. Kees Storm and Mr. Jean-Luc Dehaene will come to an end.

Directors			Term started	Term expires
August Busch IV	°1964, American	Non-Executive director	2008	2011
Carlos Alberto da Veiga Sicupira	°1948, Brazilian	Non-Executive director, nominated by the holders of class B Stichting InBev certificates	2004	2014
Jean-Luc Dehaene	°1940, Belgian	Non-Executive Independent director	2001	2011
Arnoud de Pret Roose de Calesberg	°1944, Belgian	Non-Executive director, nominated by the holders of class A Stichting InBev certificates	1990	2011
Stéfán Descheemaeker	°1960, Belgian	Non-Executive director, nominated by the holders of class A Stichting InBev certificates	2008	2011
Grégoire de Spoelberch	°1966, Belgian	Non-Executive director, nominated by the holders of class A Stichting InBev certificates	2007	2014
Peter Harf	°1946, German	Non-Executive Independent director, Chairman of the Board	2002	2011
Jorge Paulo Lemann	°1939, Brazilian	Non-Executive director, nominated by the holders of class B Stichting InBev certificates	2004	2014
Roberto Moses Thompson Motta	°1957, Brazilian	Non-Executive director, nominated by the holders of class B Stichting InBev certificates	2004	2014
Kees J. Storm	°1942, Dutch	Non-Executive Independent director	2002	2011
Marcel Herrmann Telles	°1950, Brazilian	Non-Executive director, nominated by the holders of class B Stichting InBev certificates	2004	2014
Alexandre Van Damme	°1962, Belgian	Non-Executive director, nominated by the holders of class A Stichting InBev certificates	1992	2014
Mark Winkelman	°1946, Dutch	Non-Executive Independent director	2004	2014

2010	Audit Committee	Nomination Committee	Finance Committee	Remuneration Committee (As of 01 January 2011)
Carlos Alberto da Veiga Sicupira		Member		
Jean-Luc Dehaene	Member			
Arnoud de Pret Roose de Calesberg	Member (until 02 September 2010)		Chairman	
Stéfan Descheemaeker			Member	
Grégoire de Spoelberch		Member		
Peter Harf	Member	Member		Member
Jorge Paulo Lemann			Member	
Roberto Moses Thompson Motta			Member	
Kees J. Storm	Chairman			
Marcel Herrmann Telles		Chairman		Chairman
Alexandre Van Damme		Member		
Mark Winkelman			Member	Member

## 2.2. Functioning

In 2010, the Board held eight regular meetings and one extraordinary telephonic meeting. The majority of the Board meetings were held in Belgium. The rest of the regular meetings were held in the Zones in which the company has operations. On these occasions, the Board was provided with a comprehensive briefing of the Zone and relevant market. These briefings included an overview of performance, key challenges facing the market, and the steps being taken to address the challenges. Several of these visits also provided the Board with the opportunity to meet with employees and customers.

Major Board agenda items in 2010 included the long-range plan; achievement of targets; sales figures and brand health; reporting and budget; consolidated results; strategic direction; culture and people, including succession planning; new and ongoing investment; capital market transactions; the progress of the combination of Anheuser-Busch and InBev, as well as discussions on governance and Board succession planning.

The average attendance rate at Board meetings in 2010 was 90%. In 2010 the Board has been assisted by three Committees: the Audit Committee, the Finance Committee and the Compensation and Nominating Committee. As from 01 January 2011, the Compensation and Nominating Committee has been split into a separate Nomination Committee and Remuneration Committee. The Nomination Committee's principal role is to guide the Board succession process and assist the Board in safeguarding the enduring greatness of Anheuser-Busch InBev. The Committee identifies persons qualified to become Board members and recommends director candidates for nomination by the Board and appointment by the Shareholders' Meeting. The Remuneration Committee's principal role is to guide the Board with respect to all its decisions relating to the remuneration policies for the Board, the CEO and the Executive Board of Management and on individual remuneration packages of directors, the CEO and members of the Executive Board of Management. In accordance with the requirements of the Belgian Companies Code, the Audit Committee is composed exclusively of non-executive Board members. The Chairman of the Committee, Mr Storm, qualifies as an independent director within the meaning of article 526ter of the Belgian Companies Code. Born in 1942, he has extensive experience in accounting and audit which he has obtained, among others, as a public accountant and through the exercise of the following functions: he is the retired Chairman of the Executive Board of Directors of AEGON, one of the world's largest life insurance groups. He is also Chairman of the Supervisory Board of KLM, Chairman of the Supervisory Board of PON Holdings, a member of the Supervisory Board of AEGON, a member of the Board and Audit Committee of Baxter Intl and a member of the Board and Chairman of the Audit Committee of Unilever.

Each member of the Audit Committee also qualifies as an independent director under Rule 10A of the US Securities Exchange Act of 1934, as amended.

In 2010, the Audit Committee met nine times. During its meetings, the Committee reviewed the financial statements of the company, the annual report, half-yearly and quarterly statements, as well as related results announcements. The Committee also considered issues arising from internal audits conducted by the group's Internal Audit department and the implementation of the company's Compliance Program. The group's obligations under Sarbanes-Oxley, the review of the independence of the external auditor and a quarterly status of significant litigation were some of the other important topics on the agenda of

the Committee. The average attendance rate at the Committee meetings was 94%. Mr de Pret and Mr Dehaene attended all but one meeting of the Audit Committee.

The Finance Committee met five times in 2010. Committee discussions included treasury updates covering risks related to commodities, interest rates, currencies and liquidity, the debt profile and capital structure of the group, capital market transactions, the risk management strategy, the tax planning and the disclosure policy of the company. The average attendance rate at the Committee meetings was 100%.

The Compensation and Nominating Committee met seven times in 2010. The Committee discussed target setting and target achievement, management bonuses and executive shares and options schemes, special incentives and succession planning for key executive functions. The average attendance rate at the Committee meetings was 100%.

### **2.3. Evaluation of the Board and its committees**

Periodically the Board and its committees perform an evaluation of their performance, at the initiative of the Chairman of the Board with respect to the performance of the Board as a whole and at the initiative of the Chairman of each respective committee with respect to the performance of the Board committees.

The evaluation constitutes a separate agenda item for a physical meeting of the Board or its committee. Attendance of all directors is required during such meeting and discussions take place in executive session in the absence of management. A third party may act as facilitator.

During such meeting, each director is requested to comment on and evaluate the following topics:

- effectiveness of Board and committee operations (e.g. checking that important issues are suitably prepared and discussed, time available for discussion of important policy matters, checking availability and adequacy of pre-read, etc.);
- the qualifications and responsibilities of individual directors (e.g. actual contribution of each director, the director's presence at the meetings and his involvement in discussions, impact of changes to the director's other relevant commitments outside the company). In 2010 the Chairman was evaluated separately as well;
- effectiveness of oversight of management and interaction with management;
- composition and size of the Board and committees. Evaluation will at least take into account the following criteria:
  - director independence: an affirmative determination as to the independence will be made in accordance with the independence criteria published in the Corporate Governance Charter.
  - other commitments of directors: the outside Board commitments of each director enhance experience and perspective of directors, but will be reviewed on a case-by-case basis to ensure that each director can devote proper attention to the fulfillment of his oversight responsibilities.
  - disqualifying circumstances: certain circumstances may constitute a disqualification for membership on the Board (e.g. Board membership of a major supplier, customer or competitor of the company, membership of a federal or regional government). Circumstances will be evaluated on a case-by-case basis to ensure that directors are not conflicted.
  - skills and previous contributions: the company expects that all directors prepare for, attend and participate actively and constructively in all meetings; exercise their business judgment in good faith; and focus their efforts on ensuring that the company's business is conducted so as to further the interests of the shareholders; become and remain well informed about the company, business and economic trends that affect the company and about the principles and practices of sound Corporate Governance.

Following review and discussion of the responses, the Chairman of the Board or the Chairman of the respective committee may table proposals to enhance the performance or effectiveness of the functioning of the Board or of the respective committee. Advice can be requested from a third-party expert.

In line with its current practice, the evaluation of the Audit Committee is performed at least once a year and is achieved by means of a written process, each member of the Committee being requested to comment and provide a numerical rating on a number of questions included in a written questionnaire. Questions in the questionnaire address the composition of the committee, the understanding of the business and its risks, the oversight of financial reporting processes, including internal controls and the oversight of the internal and external audit functions. For significant questions that have obtained a low score on the proposed efficiency scale, an action plan is discussed during a meeting of the Committee. The analysis of the questionnaire and the agreed action plan are subsequently presented to the entire Board.

## 2.4. Certain transactions and other contractual relationships

There are no transactions or other contractual relationships to be reported between the company and its Board members that gave rise to conflicting interests as defined in the Belgian Companies code.

The company is prohibited from making loans to directors, whether for the purpose of exercising options or for any other purpose.

## 3. Chief Executive Officer and Executive Board of Management

The Chief Executive Officer (CEO) is entrusted by the Board with responsibility for the day-to-day management of the company. The CEO has direct operational responsibility for the entire company. The CEO leads an Executive Board of Management (EBM) which comprises six global functional heads and six zone presidents, including the two Co-Chief Executive Officers of AmBev, who report to the Board of Directors of AmBev.

Our Executive Board of Management currently consists of the following members:

Name	Function
Carlos Brito	Chief Executive Officer
Felipe Dutra	Chief Financial Officer
Claudio Braz Ferro	Chief Supply Officer
Chris Burggraeve	Chief Marketing Officer
Sabine Chalmers	Chief Legal and Corporate Affairs Officer
Claudio Garcia	Chief People and Technology Officer
Tony Milikin	Chief Procurement Officer
Jo Van Biesbroeck	Zone President Western Europe and Chief Strategy Officer
Miguel Patricio	Zone President Asia Pacific
Francisco Sá	Zone President Central & Eastern Europe
Bernardo Pinto Paiva	Zone President Latin America South
João Castro Neves	Zone President Latin America North
Luiz Fernando Edmond	Zone President North America

The composition of the Executive Board of Management remained unchanged in 2010.

## 4. Internal control and risk management systems in connection with Anheuser-Busch InBev's financial reporting

Since the listing of Anheuser-Busch InBev on the New York Stock Exchange in September 2009, the company must adhere to Section 404 of the US Sarbanes-Oxley Act of 2002. As a consequence, the company is required to provide on a yearly basis a management report on the effectiveness of the company's internal control over financial reporting, as described in the Section and the rules implementing such act. Management's assessment and the Statutory Auditor's related opinion regarding the company's year ended December 31, 2010 will be included in the company's Annual Report on Form 20-F for such year, which is required to be filed with the US Securities and Exchange Commission.

The Executive Board of Management is responsible for establishing and maintaining adequate internal control over financial reporting. The company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with International Financial Reporting Standards. Internal control over financial reporting includes those written policies and procedures that:

- pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company;
- provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with International Financial Reporting Standards;

- provide reasonable assurance that receipts and expenditures of the company are being made only in accordance with authorization of management and directors of the company; and
- provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of assets that could have a material effect on the consolidated financial statements.

Internal control over financial reporting includes the assessment of the relevant risks, the identification and monitoring of key controls and actions taken to correct deficiencies as identified. Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

The Executive Board of Management assessed the effectiveness of the company's internal control over financial reporting as of December 31, 2010. Management based this assessment on criteria for effective internal control over financial reporting described in *"Internal Control – Integrated Framework"* issued by the Committee of Sponsoring Organizations of the Treadway Commission. The assessment included an evaluation of the design of the company's internal control over financial reporting and testing of the operational effectiveness of its internal control over financial reporting.

The Board of Directors and the Audit Committee monitored management's assessment on the effectiveness of the company's internal control over financial reporting. Based on this assessment, the Executive Board of Management determined that, as of December 31, 2010, the company maintained effective internal control over financial reporting.

## 5. Shareholders' Structure

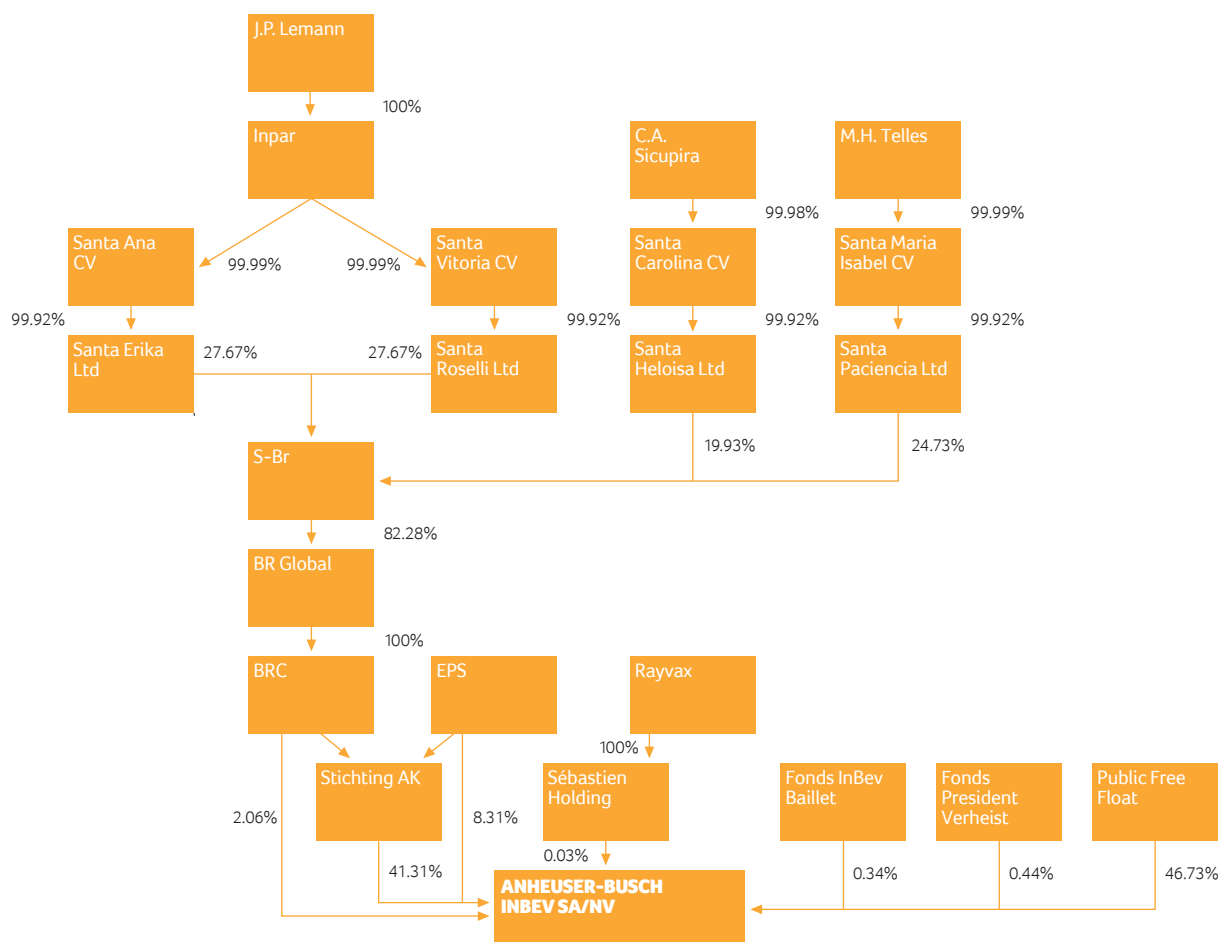
### 5.1. Shareholders' structure

The following table shows the shareholders' structure based on the notifications by the controlling shareholders made on 21 December 2010 according to article 6 of the Belgian law of 2 May 2007 on the notification of significant shareholdings and made on 30 August 2010 according to article 74 of the Belgian law of 01 April 2007 on public takeover bids.

The first seven entities mentioned in the table act in concert and hold 842 558 783 ordinary shares of the company, representing 52.49% of the voting rights as of 21 December 2010, the date of the most recent notification.

	Number of shares	Percentage of voting rights	Date of last notification
1. Stichting Anheuser-Busch InBev, stichting administratiekantoor under Dutch law	663 074 830	41.31%	21 December 2010
2. Fonds InBev-Baillet Latour SPRL with a social purpose under Belgian law	5 485 415	0.34%	21 December 2010
3. Fonds President Verhelst SPRL with a social purpose under Belgian law	6 997 665	0.44%	21 December 2010
4. Eugénie Patri Sébastien (EPS) SA under Luxembourg law, affiliated to Stichting Anheuser-Busch InBev that it jointly controls with BRC Sàrl under Luxembourg law	133 467 609	8.31%	21 December 2010
5. Rayvax Société d'investissements SA under Belgian law	10	< 0.01%	21 December 2010
6. Sébastien Holding SA under Belgian law, affiliated to Rayvax Société d'Investissements, its parent company	484 794	0.03%	21 December 2010
7. BRC Sàrl under Luxembourg law, affiliated to Stichting Anheuser-Busch InBev that it jointly controls with EPS SA under Luxembourg law	33 048 460	2.06%	21 December 2010
8. Anheuser-Busch InBev SA/NV under Belgian law	12 006 309	0.75%	21 December 2010
9. Brandbrev SA, under Luxembourg law, affiliated to Anheuser-Busch InBev SA/NV that indirectly controls it	498 267	0.03%	21 December 2010
10. Capital Research & Management Cy, California, USA	47 828 428	2.98%	03 February 2011
11. Janus Capital Management LLC, Colorado, USA	46 872 867	2.92%	26 March 2010
12. Fidelity Management & Research LLC, Massachusetts, USA	48 561 873	3.03%	16 September 2009





<sup>(1)</sup> Shareholders' structure based on information provided to Anheuser-Busch InBev as at 21 December 2010 by those shareholders who are compelled to disclose their shareholdings pursuant to the Belgian law of 02 May 2007 on the notification of significant shareholdings, article 74 of the Belgian law of 01 April 2007 on public takeover bids and the Articles of Association of the Company.

<sup>(2)</sup> A Shareholders Agreement between EPS, BRC and Stichting Anheuser-Busch InBev provides for equal voting and control rights of BRC and EPS over Stichting Anheuser-Busch InBev and, indirectly, over Anheuser-Busch InBev shares held by it.

<sup>(3)</sup> The Stichting Anheuser-Busch InBev, BRC, EPS, Rayvax, Sébastien Holding, Fonds InBev Baillet Latour and Fonds Voorzitter Verhelst BVBA act in concert.

<sup>(4)</sup> Anheuser-Busch InBev and its indirect subsidiary, Brandbrew, together hold 0.78 % of Anheuser-Busch InBev shares as at 21 December 2010.

## 5.2. Shareholders' arrangements

In connection with the combination of Interbrew with AmBev, BRC, EPS, Rayvax Société d'investissements SA ("Rayvax") and the Stichting Anheuser-Busch InBev ("Stichting") entered into a shareholders' agreement on 2 March 2004 which provides for BRC and EPS to hold their interests in Anheuser-Busch InBev through the Stichting (except for approximately 133 million shares that are held by EPS and except for approximately 33 million shares that are held by BRC as of 21 December 2010) and addresses, among other things, certain matters relating to the governance and management of the Stichting and Anheuser-Busch InBev as well as the transfer of the Stichting certificates. As of 21 December 2010, BRC held 331 537 415 class B Stichting certificates (indirectly representing 331 537 415 shares) and EPS held 331 537 415 class A Stichting certificates (indirectly representing 331 537 415 shares). The shareholders' agreement was amended and restated on 9 September 2009.

Pursuant to the terms of the shareholders' agreement, BRC and EPS jointly and equally exercise control over the Stichting and the shares held by it. Among other things, BRC and EPS have agreed that the Stichting will be managed by an eight-member Board of Directors and that each of BRC and EPS will have the right to appoint four directors to the Stichting Board. At least seven of the eight Stichting directors must be present in order to constitute a quorum, and any action to be taken by the Stichting Board will, subject to certain qualified majority conditions, require the approval of a majority of the directors present, including at least two directors appointed by BRC and two appointed by EPS. Subject to certain exceptions, all decisions of the Stichting with respect to the shares it holds, including how its shares will be voted at all shareholders' meetings of Anheuser-Busch InBev will be made by the Stichting Board.

The shareholders' agreement requires the Stichting Board to meet prior to each shareholders' meeting of Anheuser-Busch InBev to determine how the Stichting's shares will be voted.

The shareholders' agreement, as amended, provides for restrictions on the ability of BRC and EPS to transfer their Stichting certificates (and consequently their shares held through the Stichting).

In addition, the shareholders' agreement requires EPS and BRC and their permitted transferees under the shareholders' agreement, whose shares are not held through the Stichting, to vote their shares in the same manner as the shares held by the Stichting and to effect any transfers of their shares in an orderly manner of disposal that does not disrupt the market for the shares and in accordance with any conditions established by Anheuser-Busch InBev to ensure such orderly disposal. In addition, under the shareholders' agreement, EPS and BRC agree not to acquire any shares of capital stock of AmBev, subject to limited exceptions.

Pursuant to the shareholders' agreement, the Stichting Board proposes the nomination of eight directors at the Anheuser-Busch InBev Shareholders' Meeting, among which each of BRC and EPS have the right to nominate four directors. In addition, the Stichting Board proposes the nomination of four to six independent directors.

The shareholders' agreement will remain in effect for an initial term of 20 years commencing on 27 August 2004. Thereafter, it will be automatically renewed for successive terms of 10 years each unless, not later than two years prior to the expiration of the initial or any successive 10-year term, either BRC or EPS notifies the other of its intention to terminate the shareholders' agreement.

In addition, the Stichting has entered into a voting agreement with Fonds InBev-Baillet Latour SPRL and Fonds Voorzitter Verhelst BVBA. This agreement provides for consultations between the three bodies before any shareholders' meeting to decide how they will exercise the voting rights attached to the shares. This agreement will expire on 16 October 2016, but is renewable as well.

## **6. Items to be disclosed pursuant to article 34 of the Belgian royal decree of 14 November 2007**

According to article 34 of the Belgian Royal Decree of 14 November 2007, Anheuser-Busch InBev hereby discloses the following items:

### **6.1. Capital structure and shareholders' arrangements**

The share capital of the company is represented by ordinary shares.

Anheuser-Busch InBev may increase or decrease its share capital with the specific approval of a shareholders' meeting. The shareholders may also authorize the Board of Directors to increase the share capital. An authorization must be limited in time and amount. In either case, the shareholders' approval or authorization must satisfy the quorum and majority requirements applicable to amendments to the articles of association. On 28 April 2009, the shareholders authorised the Board of Directors to increase the share capital of Anheuser-Busch InBev to an amount not to exceed 3% of the total number of shares issued and outstanding on 28 April 2009 (i.e. 1 602 862 013). This authorization has been granted for a period of five years. It can be used for several purposes, including when sound management of the company's business would call for a restructuring, an acquisition of shares or assets in one or more companies, or generally, an increase in Anheuser-Busch InBev's equity.

Anheuser-Busch InBev's Board of Directors has been authorized by the shareholders' meeting to acquire, on or outside the stock exchange, Anheuser-Busch InBev shares for a price which will not be more than 10% below the lowest closing price in the last 20 days preceding the transaction and not more than 10% above the highest closing price in the last 20 days preceding the transaction. This authorization is valid for a five-year period from 28 April 2009.

Each share is entitled to one vote. The articles of association of the company do not contain any restriction on the transfer of the shares. Please refer to the sections above on the shareholders' structure and arrangements.

## 6.2. Significant agreements or securities that may be impacted by a change of control on the company

1. Since 1999, Anheuser-Busch InBev has issued on a regular basis, **warrants under its long-term incentive plan** for the benefit of its Board members and, until 2007, for the benefit of the members of its Executive Board of Management and other senior employees (the "LTI"). Currently, in aggregate, there are 3.69 million warrants outstanding under the plan, entitling holders to 3.69 million ordinary shares of Anheuser-Busch InBev. Pursuant to the terms and conditions of the LTI, in the event of a modification, as a result of a public bid or otherwise, of the (direct or indirect) control (as defined under Belgian law) exercised over Anheuser-Busch InBev, the holders of warrants shall have the right to exercise them within one month of the date of change of control, irrespective of exercise periods/limitations provided by the plan. Subscription rights not exercised within such time period shall again be fully governed by the normal exercise periods/limitations provided by the plan.
2. In accordance with Article 556 of the Belgian Companies Code, the shareholders' meeting of Anheuser-Busch InBev approved on 27 April 2010, (i) Clause 17 (*Mandatory Prepayment*) of the **USD 13 000 000 000 Senior Facilities Agreement** dated 26 February 2010 entered into by the company and Anheuser-Busch InBev Worldwide Inc. as original borrowers, the original guarantors and original lenders listed therein, Bank of America Securities Limited, Banco Santander, S.A., Barclays Capital, Deutsche Bank AG, London Branch, Fortis Bank SA/NV, ING Bank NV, Intesa Sanpaolo S.P.A., J.P. Morgan PLC, Mizuho Corporate Bank, Ltd, The Royal Bank of Scotland PLC, Société Générale Corporate and Investment Banking, and The Bank of Tokyo-Mitsubishi UFJ, LTD. as mandated lead arrangers and bookrunners and Fortis Bank SA/NV as agent and issuing bank (as amended and/or amended and restated from time to time) (the "Senior Facilities Agreement") and (ii) any other provision of the Senior Facilities Agreement granting rights to third parties which could affect the company's assets or could impose an obligation on the company where in each case the exercise of those rights is dependent on the launch of a public takeover bid over the shares of the company or on a "Change of Control" (as defined in the Senior Facilities Agreement). Pursuant to the Senior Facilities Agreement (a) "*Change of Control*" means "*any person or group of persons acting in concert (in each case other than Stichting InBev or any existing direct or indirect certificate holder or certificate holders of Stichting InBev or any person or group of persons acting in concert with any such persons) gaining Control of the company*", (b) "*acting in concert*" means "*a group of persons who, pursuant to an agreement or understanding (whether formal or informal), actively cooperate, through the acquisition directly or indirectly of shares in the company by any of them, either directly or indirectly, to obtain Control of the company*" and (c) "*Control*" means, in respect of the company, the "*direct or indirect ownership of more than 50% of the share capital or similar rights of ownership of the company or the power to direct the management and the policies of the company whether through the ownership of share capital, contract or otherwise.*" Clause 17 of the Senior Facilities Agreement grants, in essence, to any lender under the Senior Facilities Agreement, upon a Change of Control over the company, the right (i) not to fund any loan or letter of credit (other than a rollover loan meeting certain conditions) and (ii) (by not less than 30 days' written notice) to cancel its undrawn commitments and require repayment of its participations in the loans or letters of credit, together with accrued interest thereon, and all other amounts owed to such lender under the Senior Facilities Agreement (and certain related documents).

As of 31 December 2010, out of the USD 13 000 000 000, USD 4.41 billion remains outstanding under the 2010 Senior Facilities Agreement. On 6 April 2010, Anheuser-Busch InBev fully repaid its 2008 Senior Facilities Agreement, which has been terminated.

3. Change of control provisions relating to the **EMTN Programme**: in accordance with Article 556 of the Belgian Companies Code, the shareholders' meeting of Anheuser-Busch InBev approved on 27 April 2010 (i) Condition 7.5. of the Terms & Conditions (Change of Control Put) of the EUR 15 000 000 000 updated Euro Medium Term Note Programme dated 24 February 2010 of Anheuser-Busch InBev SA/NV and Brandbrew SA (the "Issuers") and Deutsche Bank AG., London Branch, acting as Arranger, which may be applicable in the case of Notes issued under the Programme (the "EMTN Programme"), (ii) any other provision in the EMTN Programme granting rights to third parties which could affect the company's assets or could impose an obligation on the company where in each case the exercise of those rights is dependent on the occurrence of a "Change of Control" (as defined in the Terms & Conditions of the EMTN Programme). Pursuant to the EMTN Programme, (a) "*Change of*

*Control*” means “any person or group of persons acting in concert (in each case other than Stichting InBev or any existing direct or indirect certificate holder or certificate holders of Stichting InBev) gaining Control of the company provided that a change of control shall not be deemed to have occurred if all or substantially all of the shareholders of the relevant person or group of persons are, or immediately prior to the event which would otherwise have constituted a change of control were, the shareholders of the company with the same (or substantially the same) pro rata interests in the share capital of the relevant person or group of persons as such shareholders have, or as the case may be, had, in the share capital of the company”, (b) “acting in concert” means “a group of persons who, pursuant to an agreement or understanding (whether formal or informal), actively cooperate, through the acquisition directly or indirectly of shares in the company by any of them, either directly or indirectly, to obtain Control of the company”, and (c) “Control” means the “direct or indirect ownership of more than 50% of the share capital or similar rights of ownership of the company or the power to direct the management and the policies of the company whether through the ownership of share capital, contract or otherwise”. If a Change of Control Put is specified in the applicable Final Terms of the concerned notes, Condition 7.5. of the Terms & Conditions of the EMTN Programme grants, to any holder of such notes, in essence, the right to request the redemption of his notes at the redemption amount specified in the Final Terms of the notes, together, if appropriate, with interest accrued, upon the occurrence of a Change of Control and a related downgrade of the notes to sub-investment grade.

The Change of Control provision above is included in the Final Terms of:

- the EUR 750 000 000 7.375% Notes due 2013, the EUR 600 000 000 8.625% Notes due 2017, the GBP 550 000 000 9.75% Notes due 2024, each issued pursuant to the EMTN Programme by the company in January 2009;
- the EUR 750 000 000 6.57% Notes due 2014, issued pursuant to the EMTN Programme by the company in February 2009;
- the EUR 50 000 000 FRN Notes that bear an interest at a floating rate of 3 month EURIBOR plus 3.90%, issued pursuant to the EMTN Programme by the company in April 2009;
- the CHF 600 000 000 4.50% Notes due 2014, issued pursuant to the EMTN Programme by Brandbrew SA in May 2009 (with a guarantee by the company);
- the EUR 250 000 000 5.75% Notes due 2015, issued pursuant to the EMTN Programme by the company in June 2009;
- the GBP 750 000 000 6.50% Notes due 2017, issued pursuant to the EMTN Programme by the company in June 2009;
- the EUR 750 000 000 4% Notes due 2018, issued pursuant to the EMTN Programme by the company in April 2010.

As a result of the update of the EMTN Programme on 18 October 2010 (the “Updated EMTN Programme”), (i) Condition 7.5. of the Terms & Conditions (Change of Control Put) of the Updated EMTN Programme and (ii) any other provision in the Updated EMTN Programme granting rights to third parties which could affect the company’s assets or could impose an obligation on the company where in each case the exercise of those rights is dependent on the occurrence of a “Change of Control” will be submitted to the approval of the Extraordinary shareholders’ meeting of Anheuser-Busch InBev on 26 April 2011, in accordance with Article 556 of the Belgian Companies Code.

4. Change of Control provisions relating to the **US dollar Notes**: in accordance with Article 556 of the Belgian Companies Code, the shareholders’ meeting of Anheuser-Busch InBev approved on 27 April 2010 (i) the Change of Control Clause of the USD 3 000 000 000 Notes issued in May 2009, consisting of USD 1,550 000 000 5.375% Notes due 2014, USD 1 000 000 000 6.875% Notes due 2019 and USD 450 000 000 8.00% Notes due 2039 (the “Unregistered Notes issued in May 2009”), (ii) the Change of Control clause of the USD 5,500 000 000 Notes issued in October 2009, consisting of USD 1 500 000 000 3.00% Notes due 2012, USD 1 250 000 000 4.125% Notes due 2015, USD 2 250 000 000 5.375% Notes due 2020 and USD 500 000 000 6.375% Notes due 2040 (the “Unregistered Notes issued in October 2009”), (iii) the Change of Control clause of the USD 5 500 000 000 Registered Notes issued in February 2010, consisting of USD 1 500 000 000 3% Notes due 2012, USD 1 250 000 000 4.125% Notes due 2015, USD 2 250 000 000 5.375% Notes due 2020 and USD 500 000 000 6.375% Notes due 2040 and offered in exchange for corresponding amounts of the corresponding Unregistered Notes issued in October 2009, in accordance with a US Form F-4 Registration Statement (the “Registration Statement”) pursuant to an exchange offer launched by Anheuser-Busch InBev Worldwide Inc. in the US on 8 January 2010 and expired on 5 February 2010 (the “Registered Notes issued in February 2010”), whereby each of the Unregistered Notes

issued in May 2009, Unregistered Notes issued in October 2009 and Registered Notes issued in February 2010 are issued by Anheuser-Busch InBev Worldwide Inc. (with an unconditional and irrevocable guarantee as to payment of principal and interest from Anheuser-Busch InBev SA/NV) and (iv) any other provision applicable to the Unregistered Notes issued in May 2009, the Unregistered Notes issued in October 2009 or the Registered Notes issued in February 2010 granting rights to third parties which could affect the company's assets or could impose an obligation on the company where in each case the exercise of those rights is dependent on the launch of a public take-over bid over the shares of the company or on a "Change of Control" (as defined in the Offering Memorandum with respect to the Unregistered Notes, as the case may be, and in the Registration Statement with respect to the Registered Notes). Pursuant to the Offering Memorandum and Registration Statement (a) "Change of Control" means "any person or group of persons acting in concert (in each case other than *Stichting Anheuser-Busch InBev* or any existing direct or indirect certificate holder or certificate holders of *Stichting Anheuser-Busch InBev*) gaining Control of the company provided that a change of control shall not be deemed to have occurred if all or substantially all of the shareholders of the relevant person or group of persons are, or immediately prior to the event which would otherwise have constituted a change of control were, the shareholders of the company with the same (or substantially the same) pro rata interests in the share capital of the relevant person or group of persons as such shareholders have, or as the case may be, had, in the share capital of the company", (b) "Acting in concert" means "a group of persons who, pursuant to an agreement or understanding (whether formal or informal), actively cooperate, through the acquisition directly or indirectly of shares in the company by any of them, either directly or indirectly, to obtain Control of the Company", and (c) "Control" means the "direct or indirect ownership of more than 50% of the share capital or similar rights of ownership of the company or the power to direct the management and the policies of the company whether through the ownership of share capital, contract or otherwise". The Change of Control clause grants to any Noteholder, in essence, the right to request the redemption of his Notes at a repurchase price in cash of 101% of their principal amount (plus interest accrued) upon the occurrence of a Change of Control and a related downgrade in the Notes to sub-investment grade.

A similar change of control provision was approved by the shareholders' meeting of Anheuser-Busch InBev on 28 April 2009 with respect to:

- the USD 5 000 000 000 Notes, consisting of USD 1 250 000 000 7.20% Notes due 2014, USD 2 500 000 000 7.75% Notes due 2019 and USD 1 250 000 000 8.20% Notes due 2039, each issued in January 2009 by Anheuser-Busch InBev Worldwide Inc. with an unconditional and irrevocable guarantee as to payment of principal and interest from Anheuser-Busch InBev SA/NV (the "Unregistered Notes issued in January 2009").

A similar change of control provision will be submitted to the approval of the shareholders' meeting of Anheuser-Busch InBev on 26 April 2011 with respect to:

- The USD 3 250 000 000 Notes issued on 29 and 26 March 2010, consisting of USD 1 000 000 000 2.50% Notes due 2013, USD 750 000 000 3.625% Notes due 2015, USD 1 000 000 000 5.00% Notes due 2020 and USD 500 000 000 Floating Rate Notes due 2013, each issued by Anheuser-Busch InBev Worldwide Inc. with an unconditional and irrevocable guarantee as to payment of principal and interest from Anheuser-Busch InBev SA/NV (the "Unregistered Notes issued in March 2010").
- The USD 3 250 000 000 Registered Notes issued in September 2010, consisting of USD 1 000 000 000 2.50% Notes due 2013, USD 750 000 000 3.625% Notes due 2015, USD 1 000 000 000 5.00% Notes due 2020 and USD 500 000 000 Floating Rate Notes due 2013, each issued by Anheuser-Busch InBev Worldwide Inc. (with an unconditional and irrevocable guarantee as to payment of principal and interest from Anheuser-Busch InBev SA/NV) in exchange for corresponding amounts of the corresponding Unregistered Notes issued in March 2010, in accordance with a US Form F-4 Registration Statement pursuant to an exchange offer launched by Anheuser-Busch InBev Worldwide Inc. in the US on 05 August 2010 and expired on 02 September 2010.
- The USD 8 000 000 000 Registered Notes issued in March 2011, consisting of USD 1 250 000 000 7.20% Notes due 2014, USD 2 500 000 000 7.75% Notes due 2019 and USD 1 250 000 000 8.20% Notes due 2039, USD 1 550 000 000 5.375% Notes due 2014, USD 1 000 000 000 6.875% Notes due 2019 and USD 450 000 000 8.00% Notes due 2039, each issued by Anheuser-Busch InBev Worldwide Inc. (with an unconditional and irrevocable guarantee as to payment of principal and interest from Anheuser-Busch InBev SA/NV) in exchange for corresponding amounts of the corresponding Unregistered Notes issued in January 2009 and of the corresponding Unregistered Notes issued in May 2009, in accordance with a US Form F-4 Registration Statement pursuant to an exchange offer launched by Anheuser-Busch InBev Worldwide Inc. in the US on 11 February 2011 and will expire on 14 March 2011.

5. Change of control provisions relating to the **Notes issued under Anheuser-Busch InBev's Shelf Registration Statement filed on Form F-3:** in accordance with Article 556 of the Belgian Companies Code, the shareholders' meeting of Anheuser-Busch InBev will be asked to approve on 26 April 2011 (i) the Change of Control Clause of the Brazilian real ("BRL") 750 000 000 9.750% Registered Notes issued on 17 November 2010 by Anheuser-Busch InBev Worldwide Inc. under Anheuser-Busch InBev's Shelf Registration Statement filed on Form F-3 on 21 September 2010 (with an unconditional and irrevocable guarantee as to payment of principal and interest from Anheuser-Busch InBev SA/NV) and (ii) any other provision applicable to the Registered Notes granting rights to third parties which could affect the company's assets or could impose an obligation on the company where in each case the exercise of those rights is dependent on the launch of a public take-over bid over the shares of the company or on a "Change of Control" (as defined in the Prospectus Supplement dated 9 November 2010 to the Prospectus dated 21 September 2010). Pursuant to the Prospectus Supplement (a) "*Change of Control*" means "*any person or group of persons acting in concert (in each case other than Stichting Anheuser-Busch InBev or any existing direct or indirect certificate holder or certificate holders of Stichting Anheuser-Busch InBev) gaining Control of the company provided that a change of control shall not be deemed to have occurred if all or substantially all of the shareholders of the relevant person or group of persons are, or immediately prior to the event which would otherwise have constituted a change of control were, the shareholders of the company with the same (or substantially the same) pro rata interests in the share capital of the relevant person or group of persons as such shareholders have, or as the case may be, had, in the share capital of the company*", (b) "*Acting in concert*" means "*a group of persons who, pursuant to an agreement or understanding (whether formal or informal), actively cooperate, through the acquisition directly or indirectly of shares in the company by any of them, either directly or indirectly, to obtain Control of the Company*", and (c) "*Control*" means the "*direct or indirect ownership of more than 50% of the share capital or similar rights of ownership of the Company or the power to direct the management and the policies of the company whether through the ownership of share capital, contract or otherwise*". The Change of Control clause grants to any Noteholder, in essence, the right to request the redemption of his Notes at a repurchase price in cash of 101% of their principal amount (plus interest accrued) upon the occurrence of a Change of Control and a related downgrade in the Notes to sub-investment grade.
  
6. Change of control provisions relating to the **CAD Dollar Notes issued via a Canadian Private Placement:** in accordance with Article 556 of the Belgian Companies Code, the shareholders' meeting of Anheuser-Busch InBev will be asked to approve on 26 April 2011 (i) the Change of Control Clause of the CAD 600 000 000 3.65% Notes due 2016 issued on 08 December 2010 via a Canadian Private Placement by Anheuser-Busch InBev Worldwide Inc. (with an unconditional and irrevocable guarantee as to payment of principal and interest from Anheuser-Busch InBev SA/NV) and (ii) any other provision applicable to the Notes granting rights to third parties which could affect the company's assets or could impose an obligation on the company where in each case the exercise of those rights is dependent on the launch of a public takeover bid over the shares of the company or on a "Change of Control" (as defined in the Offering Memorandum dated 08 December 2010). Pursuant to the Offering Memorandum (a) "*Change of Control*" means "*any person or group of persons acting in concert (in each case other than Stichting Anheuser-Busch InBev or any existing direct or indirect certificate holder or certificate holders of Stichting Anheuser-Busch InBev) gaining Control of the company provided that a change of control shall not be deemed to have occurred if all or substantially all of the shareholders of the relevant person or group of persons are, or immediately prior to the event which would otherwise have constituted a change of control were, the shareholders of the company with the same (or substantially the same) pro rata interests in the share capital of the relevant person or group of persons as such shareholders have, or as the case may be, had, in the share capital of the company*", (b) "*Acting in concert*" means "*a group of persons who, pursuant to an agreement or understanding (whether formal or informal), actively cooperate, through the acquisition directly or indirectly of shares in the Company by any of them, either directly or indirectly, to obtain Control of the company*", and (c) "*Control*" means the "*direct or indirect ownership of more than 50% of the share capital or similar rights of ownership of the company or the power to direct the management and the policies of the company whether through the ownership of share capital, contract or otherwise*." The Change of Control clause grants to any Noteholder, in essence, the right to request the redemption of his Notes at a repurchase price in cash of 101% of their principal amount (plus interest accrued) upon the occurrence of a Change of Control and a related downgrade in the Notes to sub-investment grade.

7. Anheuser-Busch InBev's soft drinks business consists of both own production and agreements with PepsiCo related to bottling and distribution arrangements between various Anheuser-Busch InBev subsidiaries and PepsiCo. AmBev, which is a subsidiary of Anheuser-Busch InBev, is one of PepsiCo's largest bottlers in the world. Major brands that are distributed under these agreements are Pepsi, 7UP and Gatorade. AmBev has long-term agreements with PepsiCo whereby AmBev was granted the exclusive right to bottle, sell and distribute certain brands of PepsiCo's portfolio of CSDs in Brazil. The agreements will expire on 31 December 2017 and are automatically extended for additional ten-year terms, unless terminated prior to the expiration date by written notice by either party at least two years prior to the expiration of their term or on account of other events, such as a change of control or insolvency of, or failure to comply with material terms or meet material commitments by, the relevant InBev subsidiary.

## 7. Remuneration Report

This report was approved by the Remuneration Committee during its meeting of 1 March 2011.

### 7.1. Remuneration of Directors

**7.1.1. Approval Procedure** The Remuneration Committee recommends the level of remuneration for directors, including the Chairman of the Board. These recommendations are subject to approval by the Board and, subsequently, by the shareholders at the annual general meeting.

The Remuneration Committee benchmarks directors' compensation against peer companies. In addition, the Board sets and revises, from time to time, the rules and level of compensation for directors carrying out a special mandate or sitting on one or more of the Board committees and the rules for reimbursement of directors' business-related out-of-pocket expenses.

The Remuneration Committee consists of three members appointed by the Board, all of whom will be non-executive directors. Currently, the Chairman of the Committee is a representative of the controlling shareholders and the two other members meet the requirements of independence as established in our Corporate Governance Charter and by the Belgian Company Law. The CEO and the Chief People and Technology Officer are invited to the meetings of the Committee.

The Remuneration Committee's principal role is to guide the Board with respect to all its decisions relating to the remuneration policies for the Board, the CEO and the Executive Board of Management and on their individual remuneration packages. The Committee ensures that the CEO and members of the Executive Board of Management are incentivized to achieve, and are compensated for, exceptional performance. The Committee also ensures the maintenance and continuous improvement of the company's compensation policy, which will be based on meritocracy with a view to aligning the interests of its employees with the interests of all shareholders.

The Committee meets four times a year and more often if required and is convoked by its Chairman or at the request of at least two of its members. The Committee shall hold the majority of its physical meetings in Belgium.



The composition, functioning and specific responsibilities of the Remuneration Committee are set forth in the terms of reference of the Committee, which are part of our Corporate Governance Charter.

**7.1.2. Remuneration policy applied in 2010** Remuneration is linked to the time committed to the Board and its various committees. Currently, Board members earn a fixed annual fee of 67 000 euro based on attendance at up to ten Board meetings. The fee is supplemented with an amount of 1 500 euro for each additional physical Board or committee meeting. The Chairman's fee is double that of other directors. The Chairman of the Audit Committee is entitled to a fee which is 30% higher than the fee of the other directors.

In addition, Board members are granted a limited, predetermined number of warrants under the company's 1999 long-term incentive warrant plan ("LTI warrant"). Each LTI warrant gives its holder the right to subscribe for one newly issued share. Shares subscribed for upon the exercise of LTI warrants are ordinary Anheuser-Busch InBev SA/NV shares. Holders of such shares have the same rights as any other shareholder. The exercise price of LTI warrants is equal to the average price of our shares on Euronext Brussels during the 30 days preceding their issue date. LTI warrants granted in the years prior to 2007 (except for 2003) have a duration of ten years. From 2007 onwards (and in 2003) LTI warrants have a duration of five years. LTI warrants are subject to a vesting period ranging from one to three years. Forfeiture of a warrant occurs in certain circumstances when the mandate of the holder is terminated. The remuneration of the Board members is accordingly composed of a fixed fee and a fixed number of warrants, which makes it simple, transparent and easy for shareholders to understand.

The company's long-term incentive warrant plan deviates from the Belgian Code on Corporate Governance as it provides for share-based payments to non-executive directors. The Board is of the opinion that the company's share-based incentive compensation is in line with compensation practices of directors at peer companies. The successful strategy and sustainable development of the company over the past ten years demonstrates that the compensation of directors, which includes a fixed number of warrants, does ensure that the independence of the Board members in their role of guidance and control of the company is preserved, and that the directors' interests remain fully aligned with the long-term interests of the shareholders. In particular, the three-year vesting period of the warrants should foster a sustainable and long-term commitment to pursue the company's interests.

The company is prohibited from making loans to directors and members of the Executive Board of Management, whether for the purpose of exercising options or for any other purpose (except for routine advances for business-related expenses in accordance with the company's rules for reimbursement of expenses).

The company does not provide pensions, medical benefits or other benefit programs to directors.



**7.1.3. Remuneration in 2010** Individual director remuneration is presented in the table below. All amounts presented are euro gross amounts before deduction of withholding tax.

	Number of Board meetings attended	Annual fee for Board meetings	Fees for Committee meetings	Total fee <sup>(1)</sup>	Number of LTI warrants granted <sup>(2)</sup>
August Busch IV	1	67 000	0	67 000	15 000
Jean-Luc Dehaene	9	67 000	12 000	79 000	15 000
Arnoud de Pret Roose de Calesberg	9	67 000	24 000	91 000	15 000
Stéfan Descheemaeker	8	67 000	7 500	74 500	15 000
Grégoire de Spoelberch	9	67 000	10 500	77 500	15 000
Peter Harf	9	134 000	24 000	158 000	30 000
Jorge Paulo Lemann	9	67 000	7 500	74 500	15 000
Roberto Moses Thompson Motta	9	67 000	7 500	74 500	15 000
Carlos Alberto da Veiga Sicupira	8	67 000	10 500	77 500	15 000
Kees J. Storm	8	87 100	27 000	114 100	20 000
Marcel Herrmann Telles	9	67 000	21 000	88 000	15 000
Alexandre Van Damme	9	67 000	10 500	77 500	15 000
Mark Winkelman	8	67 000	7 500	74 500	15 000
All directors as a group		<b>958 100</b>	<b>169 500</b>	<b>1 127 600</b>	<b>215 000</b>

<sup>(1)</sup> In addition to fees received for committee meetings, Mr de Spoelberch, Mr Harf and Mr Telles each received 7 500 euro in connection with services performed with respect to the integration of Anheuser-Busch and InBev.

<sup>(2)</sup> LTI warrants were granted on 27 April 2010 under the 1999 LTI plan. Warrants have an exercise price of 37.51 euro per share, have a term of five years and vest over a three year period.

In addition, in connection with the acquisition of Anheuser-Busch Companies Inc., the company and Mr. August Busch IV entered into a consulting agreement which became effective as of the closing of the acquisition and will continue until 31 December 2013 substantially on the terms described below. In his role as consultant, Mr. Busch will, at the request of the CEO of the company, provide advice on Anheuser-Busch new products and new business opportunities; review Anheuser-Busch marketing programs; meet with retailers, wholesalers and key advertisers of Anheuser-Busch; attend North American media events; provide advice with respect to Anheuser-Busch's relationship with charitable organizations and the communities in which it operates; and provide advice on the taste, profile and characteristics of the Anheuser-Busch malt-beverage products.

Under the terms of the consulting agreement, Mr. Busch received a lump sum gross cash payment equal to USD 10 350 000, less any applicable withholding upon termination of his employment relationship with Anheuser-Busch Companies Inc. During the consulting period, he will be paid a fee of approximately USD 120 000 per month. In addition, Mr. Busch will be provided with an appropriate office in St. Louis, Missouri, administrative support and certain employee benefits that are materially similar to those provided to full-time salaried employees of Anheuser-Busch. He will also be provided with personal security services through 31 December 2011 (in St. Louis, Missouri) in accordance with Anheuser-Busch's past practices, including an income tax gross-up and with complimentary tickets to Anheuser-Busch-sponsored events. Mr. Busch will also be eligible for a gross-up payment under Section 280G of the US Internal Revenue Code of 1986, as amended (estimated to be approximately USD 11.1 million) on various change in control payments and benefits to which he is entitled in connection with the merger. Such Code Section 280G gross-up payments are payments which, after the imposition of certain taxes, will equal the excise tax imposed on such change of control payments and benefits to which Mr. Busch is entitled.

Mr. Busch will be subject to restrictive covenants relating to non-competition and non-solicitation of employees and customers, which will be in effect for the consulting period and a confidentiality covenant.

If terminated by reason of a notice given by Mr. Busch, he would no longer be entitled to any rights, payments or benefits under the consulting agreement (with the exception of accrued but unpaid consulting fees, business expense reimbursements, any Code Section 280G gross-up payment, indemnification by the company, and continued office and administrative support for 90 days following termination of the agreement) and the non-compete and non-solicitation restrictive covenants would survive for two years following termination of the consulting agreement (but not beyond 31 December 2013). If terminated by reason of a notice given by the company for any reason other than for “cause,” Mr. Busch would continue to have all rights (including the right to payments and benefits) provided for in the consulting agreement and will continue to be bound by the non-compete and non-solicitation restrictive covenants through 31 December 2013.

**7.1.4. Warrants owned by directors** The table below sets forth, for each of our current directors, the number of LTI warrants they owned as of 31 December 2010:

	LTI 18	LTI 17	LTI 17 <sup>(1)</sup>	LTI 16	LTI 15	LTI 14	LTI 13	LTI 12	LTI 10	LTI 9	LTI 8	Matching options 2006
Grant date	27 April 2010	28 April 2009	28 April 2009	29 April 2008	24 April 2007	25 April 2006	26 April 2005	27 April 2004	10 Dec. 2002	13 June 2002	11 Dec. 2001	27 April 2006
Expiry date	26 April 2015	27 April 2014	27 April 2014	28 April 2013	23 April 2012	24 April 2016	25 April 2015	26 April 2014	09 Dec. 2012	12 June 2012	10 Dec. 2011	26 April 2016
A. Busch IV	15 000	15 000	0	0	0	0	0	0	0	0	0	0
J.-L. Dehaene	15 000	15 000	70 928	9 000	9 000	8 269	9 364	11 016	11 016	0	8 100	0
A. de Pret Roose de Calesberg	15 000	15 000	55 365	9 000	9 000	8 269	9 364	11 016	0	8 100	0	0
G. de Spoelberch	15 000	15 000	5 395	9 000	0	0	0	0	0	0	0	0
P. Harf	30 000	30 000	32 274	18 000	18 000	8 269	9 364	0	0	0	0	0
J. Lemann	15 000	15 000	28 343	9 000	9 000	8 269	9 364	0	0	0	0	0
R. Thompson Motta	15 000	15 000	28 343	9 000	9 000	8 269	9 364	0	0	0	0	0
C. Sicupira	15 000	15 000	28 343	9 000	9 000	8 269	9 364	0	0	0	0	0
K. Storm	20 000	20 000	60 660	11 700	11 700	8 269	9 364	11 016	11 016	0	0	0
M. Telles	15 000	15 000	28 343	9 000	9 000	8 269	9 364	0	0	0	0	0
A. Van Damme	15 000	15 000	55 365	9 000	9 000	8 269	9 364	11 016	0	8 100	0	0
M. Winkelman	15 000	15 000	28 343	9 000	9 000	8 269	9 364	0	0	0	0	0
<b>Strike price (euro)</b>	<b>37.51</b>	<b>21.72</b>	<b>21.72</b>	<b>58.31</b>	<b>55.41</b>	<b>38.70</b>	<b>27.08</b>	<b>23.02</b>	<b>21.83</b>	<b>32.70</b>	<b>28.87</b>	
S. Descheemaeker <sup>(2)</sup>	15 000	15 000	0	0	0	0	80 577	0	0	27 991	55 982	54 909
<b>Strike price (euro)</b>	<b>37.51</b>	<b>21.72</b>					<b>16.93</b>			<b>20.44</b>	<b>18.05</b>	<b>24.78</b>

<sup>(1)</sup> These warrants were granted to compensate for LTI warrants that were granted before November 2008 and not adjusted to take into account the effects of Anheuser-Busch InBev's December 2008 Rights Offering. The LTI terms and conditions provide that, in the event that a corporate change which has been decided upon by the company and has an impact on its capital has an unfavorable effect on the exercise price of the LTI warrants, their exercise price and/or the number of shares to which they give right will be adjusted to protect the interests of their holders. Anheuser-Busch InBev's rights offering in December 2008 constituted such a corporate change and triggered an adjustment. Pursuant to the LTI terms and conditions, it was determined that the most appropriate manner to account for the impact of the Rights Offering on the unexercised warrants was to apply the “ratio method” as set out in the NYSE Euronext “Liffe's Harmonised Corporate Action Policy”. However, this adjustment was not applied to warrants owned by persons that were directors at the time the warrants were granted. In order to compensate such persons, an additional 984 203 LTI warrants were granted under the LTI warrants grant on 28 April 2009, as authorized by the 2009 annual shareholders' meeting. 421 702 LTI warrants out of these 984 203 LTI warrants were granted to the current directors of Anheuser-Busch InBev.

<sup>(2)</sup> Stéfán Descheemaeker left the Executive Board of Management and was appointed a non-executive director on 29 April 2008. In his former role as a member of the Executive Board of Management, Mr. Descheemaeker received both LTI warrants and matching options under the share-based compensation plan (see below 7.2.3.). As he was not a director when he received the warrants and options, the amount and strike price of his LTI warrants and options received under the Share-based compensation plan were adjusted in accordance with the “Ratio Method” as set out in the NYSE Euronext “Liffe's Harmonized Corporate Action Policy.”

## 7.2. Remuneration of Executive Board of Management

**7.2.1. Procedure for developing the remuneration policy and determining the individual remuneration** The compensation and reward programs for the Executive Board of Management are overseen by the Remuneration Committee, which is exclusively composed of non-executive directors. It submits to the Board for approval recommendations on the compensation of the CEO and, upon recommendation of the CEO, of the Executive Board of Management.

The Nomination Committee approves the company and individual annual targets and the Remuneration Committee approves the target achievement and corresponding annual and long-term incentives of members of the Executive Board of Management.

The remuneration policy and any schemes that grant shares or rights to acquire shares are submitted to the shareholders' meeting for approval.

The composition, functioning and specific responsibilities of the Remuneration Committee and of the Nomination Committee are set forth in the terms of reference of the respective committee, which are part of our Corporate Governance Charter.

**7.2.2. Remuneration policy** Our compensation system is designed to support our high-performance culture and the creation of long-term sustainable value for our shareholders. The goal of the system is to reward executives with market-leading compensation, which is conditional upon both company and individual performance, and ensures alignment with shareholders' interests by strongly encouraging executive ownership of shares in the company.

Base salaries are aligned to mid-market levels. Additional short- and long-term incentives are linked to challenging short- and long-term performance targets and the investment of part or all of any variable compensation earned in company shares is encouraged.

With effect from 2010 and as a result of the combination with Anheuser-Busch Companies, Inc. some modifications have been made to the annual incentive scheme, in order to bring together the incentive plans of Anheuser-Busch and InBev.

**7.2.3. Components of Executive Remuneration** All amounts shown below are gross amounts before deduction of withholding taxes and social security.

**a. Base Salary** In order to ensure alignment with market practice, executives' base salaries are reviewed overall against benchmarks on an annual basis. These benchmarks are collated by independent providers, in relevant industries and geographies. For benchmarking, Fast Moving Consumer Good (FMCG) companies are used when available. If FMCG data are not available for a given level or market, the category for all companies/general industry market is used.

Executives' base salaries are intended to be aligned to mid-market levels for the appropriate market. Mid-market means that for a similar job in the market, 50% of companies in that market pay more and 50% of companies pay less. Executives' total compensation is intended to be aligned to the third quartile.

In 2010, based on his employment contract, the CEO earned a fixed salary of 1.24 million euro (USD 1.64 million), while the other members of the Executive Board of Management earned an aggregate base salary of 6.34 million euro (USD 8.38 million).

**b. Variable compensation – Share-based compensation plan** Variable compensation is key to the company's compensation system and is designed to encourage executives to drive short- and long-term performance of the organization.

The target variable compensation element is expressed as a percentage of the annual base salary of the executive. The final amount paid is directly linked to the achievement of company, entity and individual targets. For 2010, based on the company's performance during the year 2010 and the executives' individual target achievement, the total variable compensation for the Executive Board of Management, including the CEO, amounted to approximately 168% of their 2010 base salary.

Company and entity targets are based on performance metrics (e.g. EBITDA, cash flow, operating costs and market share). They are challenging and operate for more than one year to ensure high levels of sustained performance. Below a hurdle no incentive is earned (as was the case for the majority of the members of the Executive Board of Management in 2008), but for really outstanding performance the incentive could be at the upper quartile level of the appropriate reference market. However, even if company or entity targets are achieved, individual payments are dependent on each executive's achievement of individual performance targets.

Executives receive their variable compensation in cash but are encouraged to invest some or all of the value of their variable compensation in company shares to be held for a five-year period (the "Voluntary Shares"). Such voluntary investment leads to a company shares match of three matching shares for each share voluntarily invested (the "Matching Shares") up to a limited total percentage of each executive's variable compensation. The percentage of the variable compensation that is entitled to get Matching Shares varies depending on the position of the executive, with a maximum of 60%.

Voluntary Shares are:

- existing ordinary shares;
- entitled to dividends paid as from the date of grant;
- subject to a lock-up period of five years;
- granted at market price or at market price minus a discount at the discretion of the Board. The discount is currently set at 10%. Voluntary Shares corresponding to the discount are subject to specific restrictions or forfeiture provisions in case of termination of service.

Matching Shares vest after five years. In case of termination of service before the vesting date, special forfeiture rules apply.

The variable compensation is usually paid annually in arrears after the publication of the full-year results of Anheuser-Busch InBev. Exceptionally, the variable compensation may be paid out semi-annually at the discretion of the Board based on the achievement of semi-annual targets. In such case, the first half of the variable compensation is paid immediately after publication of the half-year results of Anheuser-Busch InBev and the second half of the variable compensation is paid after publication of the full-year results of Anheuser-Busch InBev. In 2009, in order to align the organization against the delivery of specific targets, following the combination with Anheuser-Busch Companies Inc., the Board decided to apply semi-annual targets, which resulted in a semi-annual payment of 50% of the annual incentive, respectively in August 2009 and in March 2010. For 2010, variable compensation will again be paid annually in arrears in or around March 2011.

***Variable compensation for performance in 2HY 2009 – paid in March 2010*** For 2HY 2009, the CEO earned variable compensation of 3.13 million euro (USD 4.35 million). The other members of the Executive Board of Management earned aggregate variable compensation of 9.11 million euro (USD 12.63 million).

The amount of variable compensation is based on the company's performance in the second half year of 2009 and the executives' individual target achievement. The variable compensation was paid in March 2010.

The following table sets forth information regarding the number of our shares voluntarily acquired and Matching Shares granted in March 2010 (variable compensation awarded for performance in the second half year of 2009) to our CEO and the other members of our Executive Board of Management under the share-based compensation plan. The Matching Shares were granted in the form of restricted stock units and vest after five years, on 05 March 2015:

	Voluntary shares acquired	Matching shares granted
Carlos Brito – CEO	61 766	179 858
Chris Burggraeve	7 372	43 511
Sabine Chalmers	10 043	39 249
Felipe Dutra	21 660	63 071
Claudio Braz Ferro	16 238	47 284
Tony Milikin	9 256	28 824
Claudio Garcia	6 985	33 185
Mig uel Patricio	–	–
Jo Van Biesbroeck	–	–
Francisco Sá	11 195	32 601
João Castro Neves <sup>(1)</sup>	–	–
Luiz Fernando Edmond	22 008	64 088
Bernardo Pinto Paiva <sup>(1)</sup>	–	–

<sup>(1)</sup> João Castro Neves, Zone President Latin America North and Bernardo Pinto Paiva, Zone President Latin America South, report to the Board of Directors of AmBev and participate in the incentive plans of Companhia de Bebidas das Americas – AmBev that are disclosed separately by AmBev.

**Variable compensation for performance in FY 2010 – to be paid in March 2011** For the full year 2010, the CEO earned variable compensation of 3.16 million euro (USD 4.18 million). The other members of the Executive Board of Management earned aggregate variable compensation of 9.59 million euro (USD 12.67 million).

The amount of variable compensation is based on the company's performance during the year 2010 and the executives' individual target achievement. The variable compensation will be paid in or around March 2011.

**c. Long-term incentive stock options** As from 01 July 2009, senior employees may be eligible for an annual long-term incentive paid out in stock options (or similar share-related instrument), depending on management's assessment of the employee's performance and future potential.

Long-term incentive stock options have the following features:

- an exercise price that is set equal to the market price of the share at the time of grant;
- a maximum lifetime of ten years and an exercise period that starts after five years;
- upon exercise, each option entitles the option holder to purchase one share;
- the options cliff vest after five years. In the case of termination of service before the vesting date, special forfeiture rules will apply.

The following table sets forth information regarding the number of options granted in 2010 to the CEO and the other members of the Executive Board of Management. The options were granted on 30 November 2010, have an exercise price of 42.41 euro and become exercisable after five years.

Name	Long-term incentive stock options granted
Carlos Brito – CEO	273 365
Chris Burggraeve	63 573
Sabine Chalmers	47 680
Felipe Dutra	76 288
Claudio Braz Ferro	63 573
Tony Millikin	18 316
Claudio Garcia	47 680
Miguel Patricio	73 109
Jo Van Biesbroeck	63 573
Francisco Sá	63 573
João Castro Neves <sup>(1)</sup>	0
Luiz Fernando Edmond	131 597
Bernardo Pinto Paiva <sup>(1)</sup>	0

<sup>(1)</sup> João Castro Neves, Zone President Latin America North and Bernardo Pinto Paiva, Zone President Latin America South, report to the Board of Directors of AmBev and participate in the incentive plans of Companhia de Bebidas das Americas – AmBev that are disclosed separately by AmBev.

**d. Long-term restricted stock unit programs** As from 2010 Anheuser-Busch InBev has in place three specific long term restricted stock unit programs:

- a program allowing for the offer of restricted stock units to certain employees in certain specific circumstances. Such hardship grants are made at the discretion of the CEO, e.g. to compensate for assignments of expatriates in certain limited countries.

The characteristics of the restricted stock units are identical to the characteristics of the Matching Shares that are granted as part of the share-based compensation plan (see 7.2.3.b). The restricted stock units vest after five years and in case of termination of service before the vesting date, special forfeiture rules apply.

In 2010, 117 146 restricted stock units were granted under the program to our senior management.

- a program allowing for the exceptional offer of restricted stock units to certain employees at the discretion of the Remuneration Committee of Anheuser-Busch InBev as a long-term retention incentive for key employees of the company.

Employees eligible to receive a grant under the program receive two series of restricted stock units. The first half of the restricted stock units vests after five years. The second half of the restricted stock units vests after ten years. In case of termination of service before the vesting date, special forfeiture rules apply.

In 2010, 311 868 restricted stock units were granted under the program to our management.

- a program allowing certain employees to purchase company shares at a discount aimed as a long-term retention incentive for high-potential employees of the company, who are at a mid-manager level (“People bet share purchase program”). The voluntary investment in company shares leads to the grant of three matching shares for each share invested. The discount and matching shares are granted in the form of restricted stock units, which vest after five years. In case of termination before the vesting date, special forfeiture rules apply.

**e. Exchange of share-ownership program** From time to time certain members of AmBev's senior management are transferred to Anheuser-Busch InBev and vice-versa. In order to encourage management mobility and ensure that the interests of these managers are fully aligned with Anheuser-Busch InBev's interests, the Board has approved a program that aims at facilitating the exchange by these managers of their AmBev shares into Anheuser-Busch InBev shares.

Under the program, the AmBev shares can be exchanged into Anheuser-Busch InBev shares based on the average share price of both the AmBev and the Anheuser-Busch InBev shares on the date the exchange is requested. A discount of 16.66% is granted in exchange for a five-year lock-up period for the shares and provided that the manager remains in service during this period. The discounted shares are forfeited in case of termination of service before the end of the five-year lock-up period.

Under the program, no members of the Executive Board of Management have exchanged AmBev shares for Anheuser-Busch InBev shares in 2010. In total, members of our senior management have exchanged 0.11 million AmBev shares for a total of 0.25 million Anheuser-Busch InBev shares in 2010 (2.1 million in 2009, 0.9 million in 2008).

**f. Programs for encouraging global mobility of executives moving to the US** Further to the establishment of our functional management office in New York, the Board has recommended to the shareholders for approval two programs which are aimed at encouraging the international mobility of executives while complying with all legal and tax obligations. The programs were approved by the shareholders' meeting of 27 April 2010:

1. The Exchange program: under this program the vesting and transferability restrictions of the Series A Options granted under the November 2008 Exceptional Option Grant and of the options granted under the April 2009 Exceptional Option Grant, are released for executives who move to the United States. These executives are then offered the possibility to exchange their options for ordinary Anheuser-Busch InBev shares that remain locked up until 31 December 2018 (five years longer than the original lock-up period).

In 2010, no members of the Executive Board of Management moved to the US. In total, members of our senior management have exchanged 180 742 Series A Options granted under the November 2008 Exceptional Grant for 144 183 shares and 100 000 options granted under the April 2009 Exceptional Grant for 38 306 shares. The exchange was based on the average of the highest and lowest share price on the day of the exchange.

2. The Dividend waiver program: where applicable, the dividend protection feature of the outstanding options owned by executives who move to the United States is being cancelled. In order to compensate for the economic loss which results from this cancellation, a number of new options is granted to these executives with a value equal to this economic loss. The new options have a strike price equal to the share price on the day preceding the grant date of the options. All other terms and conditions, in particular with respect to vesting, exercise limitations and forfeiture rules of the new options are identical to the outstanding options for which the dividend protection feature is cancelled. As a consequence, the grant of these new options does not result in the grant of any additional economic benefit to the executives concerned.

In 2010, 248 905 new options were granted under the program to our senior management. The options were granted on 30 November 2010 and have a strike price of 42.41 euro, i.e. the closing share price on 29 November 2010. All other terms and conditions of the options are identical to the outstanding options for which the dividend protection was cancelled.

**g. Pension schemes** Our executives participate in Anheuser-Busch InBev's pension schemes in either the US, Belgium or their home country. These schemes are in line with predominant market practices in the respective geographic environments. They may be defined benefit plans or defined contribution plans.

The CEO participates in a defined contribution plan. The annual contribution that is paid to his plan amounted to approximately USD 0.28 million in 2010. The contributions for the other members of the Executive Board of Management amounted to approximately USD 0.56 million in 2010.

**h. Other benefits** Executives are also entitled to life and medical insurance and perquisites and other benefits that are competitive with market practices. The CEO enjoys, for a limited period of time, the usual expatriate perquisites, such as a housing allowance in accordance with local market practice.

**7.2.4. Main contractual terms and conditions of employment of members of the Executive Board of Management** The terms and conditions of employment of the members of the Executive Board of Management are included in individual employment agreements. Executives are also required to comply with the company's policies and codes, such as the Code of Business Conduct and Code of Dealing, and are subject to exclusivity, confidentiality and non-compete obligations.

The employment agreement typically provides that the executive's eligibility for payment of variable compensation is determined exclusively on the basis of the achievement of corporate and individual targets to be set by the company. The specific conditions and modalities of the variable compensation are fixed by the company in a separate plan which is approved by the Remuneration Committee.

Termination arrangements are in line with legal requirements and/or jurisprudential practice. The termination arrangements for the Executive Board of Management typically provide for a termination indemnity of 12 months of remuneration, including variable compensation in case of termination without cause. The variable compensation for purposes of the termination indemnity shall be calculated as the average of the variable compensation paid to the executive for the last two years of employment prior to the year of termination. In addition, if the company decides to impose upon the executive a non-compete restriction of 12 months, the executive shall be entitled to receive an additional remuneration of six months.

Carlos Brito was appointed to serve as the CEO starting as of March 1, 2006. In the event of termination of his employment other than on the grounds of serious cause, the CEO is entitled to a termination indemnity of 12 months of remuneration, including variable compensation as described above. There is no "claw-back" provision in case of misstated financial statements.

**7.2.5. Warrants and Options owned by members of the Executive Board of Management** The table below sets forth the number of LTI warrants owned by the members of our Executive Board of Management as of 31 December 2010 under the 1999 LTI warrant Plans (see 7.1.2.).

	LTI 13	LTI 12	LTI 8	LTI 5
<b>Grant date</b>	<b>26 April 2005</b>	<b>27 April 2004</b>	<b>11 Dec. 2001</b>	<b>13 March 2001</b>
<b>Expiry date</b>	<b>25 April 2015</b>	<b>26 April 2014</b>	<b>10 Dec. 2011</b>	<b>12 March 2011</b>
EBM <sup>(1)</sup>	95 170	143 955	55 982	0
<b>Strike price (euro)</b>	<b>16.93</b>	<b>14.39</b>	<b>18.05</b>	<b>18.90</b>

<sup>(1)</sup> In May 2010, Jo Van Biesbroeck exercised 32 470 warrants of the LTI 5 series and Sabine Chalmers exercised 95 170 warrants of the LTI 13 series.



The table below sets forth the number of Matching options owned by the members of our Executive Board of Management as of 31 December 2010 under the share-based compensation plan that was applicable until 2009<sup>(1)</sup>.

	Matching options 2009	Matching options 2009	Matching options 2008	Matching options 2008 – Dividend Waiver 09 <sup>(2)</sup>	Matching options 2007	Matching options 2007 – Dividend Waiver 09 <sup>(2)</sup>	Matching options 2006	Matching options 2006 – Dividend Waiver 09 <sup>(2)</sup>
<b>Grant date</b>	14 August 2009	06 March 2009	03 March 2008	01 December 2009	02 April 2007	01 December 2009	27 April 2006	01 December 2009
<b>Expiry date</b>	13 August 2019	05 March 2019	02 March 2018	02 March 2018	01 April 2017	01 April 2017	26 April 2016	26 April 2016
<b>EBM</b>	<b>1 730 435</b>	<b>80 765</b>	<b>634 033</b>	<b>317 635</b>	<b>513 598</b>	<b>317 713</b>	<b>305 927</b>	<b>177 792</b>
<b>Strike price (euro)</b>	<b>27.06</b>	<b>20.49</b>	<b>34.34</b>	<b>33.24</b>	<b>33.59</b>	<b>33.24</b>	<b>24.78</b>	<b>33.24</b>

<sup>(1)</sup> Matching options have the following features:

- a. an exercise price that is set equal to the market price of the share at the time of grant;
- b. a maximum life of ten years and an exercise period that starts after five years, subject to financial performance conditions to be met at the end of the second, third or fourth year following the grant;
- c. upon exercise, each option entitles the option holder to subscribe one share;
- d. specific restrictions or forfeiture provisions apply in case of termination of service.

<sup>(2)</sup> Options granted under the Dividend waiver program (see 7.2.3.f).

The table below sets forth the number of LTI stock options owned by the members of our Executive Board of Management as of 31 December 2010 under the 2009 long-term incentive stock option plan (see 7.2.3.c).

	LTI Options	LTI Options
<b>Grant date</b>	<b>18 December 2009</b>	<b>30 November 2010</b>
<b>Expiry date</b>	<b>17 December 2019</b>	<b>29 November 2020</b>
<b>EBM</b>	<b>1 174 417</b>	<b>922 327</b>
<b>Strike price (euro)</b>	<b>35.90</b>	<b>42.41</b>

The table below sets forth the number of options granted under the November 2008 Exceptional Option Grant owned by the members of our Executive Board of Management as of 31 December 2010<sup>(1)</sup>.

	November 2008 Exceptional Grant Options Series A	November 2008 Exceptional Grant Options Series A – Dividend Waiver 09 <sup>(2)</sup>	November 2008 Exceptional Grant Options Series B	November 2008 Exceptional Grant Options Series B – Dividend Waiver 09 <sup>(2)</sup>
<b>Grant date</b>	<b>25 November 2008</b>	<b>01 December 2009</b>	<b>25 November 2008</b>	<b>01 December 2009</b>
<b>Expiry date</b>	<b>24 November 2018</b>	<b>24 November 2018</b>	<b>24 November 2023</b>	<b>24 November 2023</b>
<b>EBM</b>	<b>1 915 865</b>	<b>0</b>	<b>5 096 925</b>	<b>2 017 454</b>
<b>Strike price (euro)</b>	<b>10.32</b>	<b>33.24</b>	<b>10.32</b>	<b>33.24</b>
<b>EBM</b>	<b>903 710</b>	<b>355 280</b>	<b>903 710</b>	<b>572 357</b>
<b>Strike price (euro)</b>	<b>10.50</b>	<b>33.24</b>	<b>10.50</b>	<b>33.24</b>

<sup>(1)</sup> The Series A stock options have a duration of ten years as from granting and vest on 1 January 2014. The Series B stock options have a duration of 15 years as from granting and vest on 1 January 2019. The exercise of the stock options is subject, among other things, to the condition that the company meets a performance test. This performance test will be met if the net debt/EBITDA, as defined (adjusted for exceptional items) ratio falls below 2.5 before 31 December 2013. Specific forfeiture rules apply in the case of termination of employment.

<sup>(2)</sup> Options granted under the Dividend waiver program (see 7.2.3.f).

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## Registered Trademarks

**The following brands are registered trademarks of Anheuser-Busch InBev SA/NV or one of its affiliated companies:**

**Global Brands:**

Budweiser, Stella Artois and Beck's.

**Multi-Country Brands:**

Leffe and Hoegaarden

**Local Brands:**

Alexander Keith's, Andes, Antarctica, Antarctica Sub Zero, Bagbier, Bass, Beck's Green Lemon, Beck's Ice, Beck's Vier, Becker Helles, Belle-Vue, Belgian Beer Café, Best Beer Company in a Better World, Boddingtons, Bohemia, Brahma, Bud House, Bud Light, Bud Light Lime, Bud Light Golden Wheat, Bud Select 55, Bud United, Budweiser Brew No. 66, Budweiser Lime, Busch, Busch Light, Chernigivske, Chernigivske Exotic, Diebels, Double Deer, Franziskaner, Global Be(er) Responsible Day, Guaraná Antarctica, Haake-Beck, Harbin, Hasseröder, Jinling, Jinlongquan, Jupiler, KK, Klinskoye, Klinskoye Fresh, Kokanee, Labatt, Land Shark Lager, Leffe Brown, Leffe Radieuse, Leffe Ruby, Leffe Triple, Leffe 9°, Löwenbräu, Lucky, Michelob, Michelob Amber Bock, Michelob Ultra, Natural Light, Norte, Paceña, Patagonia, Pilsen, Pilsen Sonic, Quilmes Bajo Cero, Quilmes Bock, Quilmes Cristal, Quilmes Red Lager, Quilmes Stout, Rogan, Sedrin, Shiliang, Shock Top, Sibirskaya Korona, Skol, Skol 360°, Spaten, Stella Artois Black, Stella Artois 4%, Stella Artois World Draught Master, T, Tolstiak, Whitbread, Yantar.

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