





FUNCTIONAL VPS MIDDLE AMERICAS

VP STRATEGY



ANGÉLICA ALZATE 14 YEARS



VP TECH



PEDRO GARAVITO



15 YEARS



VP FINANCE



MIGUEL GONZÁLEZ **8 YEARS**



VP PROCUREMENT



RUBENS DA SILVA 12 YEARS



VP LOGISTICS



FERNANDO MAFFESSONI 24 YEARS









HONES



VP SUPPLY

ROBERTO COUCEIRO

27 YEARS





VP PEOPLE



CAC





BU PRESIDENTS

MÉXICO



CASSIANO DE STEFANO 23 YEARS























































PABLO FIRPO

COLOMBIA



SERGIO RINCÓN 24 YEARS



PERÚ

MARCIO BATISTA 26 YEARS

ECUADOR



JOSÉ LUIS GONZÁLEZ 27 YEARS

HUGO DÍAS 28 YEARS



WHY?







DEVELOPING REGION **GROWING BUSINESS**

FUTURE POTENTIAL





COUNTRIES

+18 EXPORT MARKETS

+300MM
POPULATION

GROWING & PRODUCTIVE POPULATION



SOURCE: Population (United Nations) / LDA - 35 years (United Nations) / GDP (Raddar) AR

STABLE AND POSITIVE ECONOMIC CONTEXT

LAST 10Y GDP GROWTH



MÉXICO



COLOMBIA



PERÚ



DOMINICAN REP.



ECUADOR



+3.2%

+2.8%

+10.1%

+1.0%







ZONE WITHOUT BORDERS

GROWING BUSINESS

SABMILLER INTEGRATION

INVEST TO GROW

WINNING PORTFOLIO

TALENTED TEAM





+3.5% VOLUME CAGR

+1.7pp BEER SHARE

+0.9pp SHARE OF TOTAL ALCOHOL

KEY GROWTH REGION VOLUME NET REVENUE * ABI INTERNAL FINANCIAL DATA FROM 2017 TO 2022 / RANKING 2022





30 BREWERIES

12 VERTICALS

46K DIRECT EMPLOYEES

1.2MM CUSTOMERS

+50MM

TRANSACTIONS ANNUALLY



3 OF THE LARGEST **MARKETS** FOR ABI



MARKET SHARE LEADERSHIP

MOST ADMIRED CPGs

#1 POSITION

#2 POSITION

#3 POSITION

















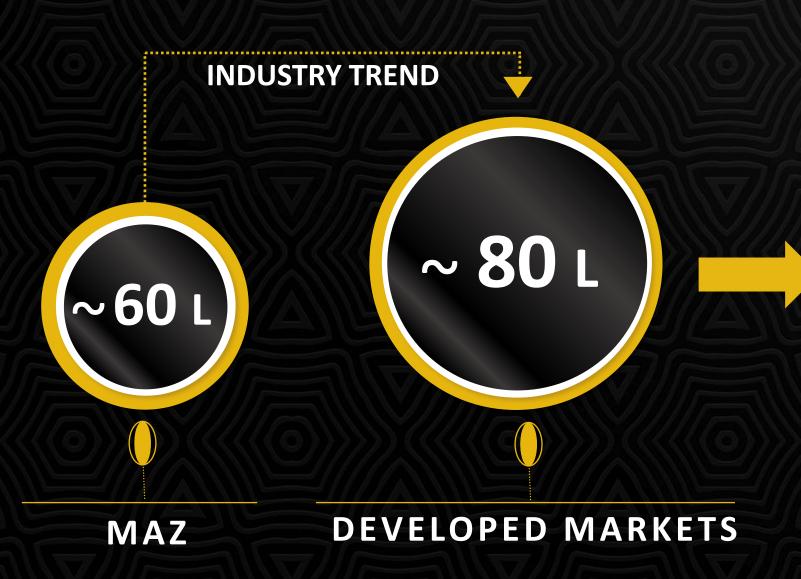
AMONGST THE MOST VALUABLE BRANDS IN LATAM Corona Extra CRISTAL Modelo HECHO EN MEXICO CERVECERIA MODELO, S.A. DE C.V. CONT. NET. 355 ml



ROUTE TO CONSUMER TRANSFORMATION



BEER INDUSTRY CONSUMPTION LEVEL



MORE CONSUMERS

MORE OCCASIONS

*SOURCE: VOLUME NIELSEN / POPULATION UNITED NATIONS

AMAZING OPPORTUNITY









DEVELOPING MARKETS

GROWING BUSINESS

FUTURE POTENTIAL THE STRATEGY

GLOBAL STRATEGIC PILLARS





TRUE CATEGORY DEVELOPERS

DRIVING VOLUME GROWTH

PORTFOLIO AHEAD OF ITS TIME



DELIVER & TRANSFORM FROM THE CORE

A TRUE DIGITAL ZONE

OUTSIDE-IN MENTALITY



EVERYDAY COST DISCIPLINE

INVEST WHERE GROWTH IS

CONSISTENT
COMPOUNDED GROWTH



EVERYDAY COST DISCIPLINE

IN SEARCH FOR A BETTER VERSION

INVEST WHERE GROWTH IS

DELIVER & TRANSFORM

CONSISTENT COMPOUNDED

GROWTH

FOCUSED ON CREATING OUR
FUTURE

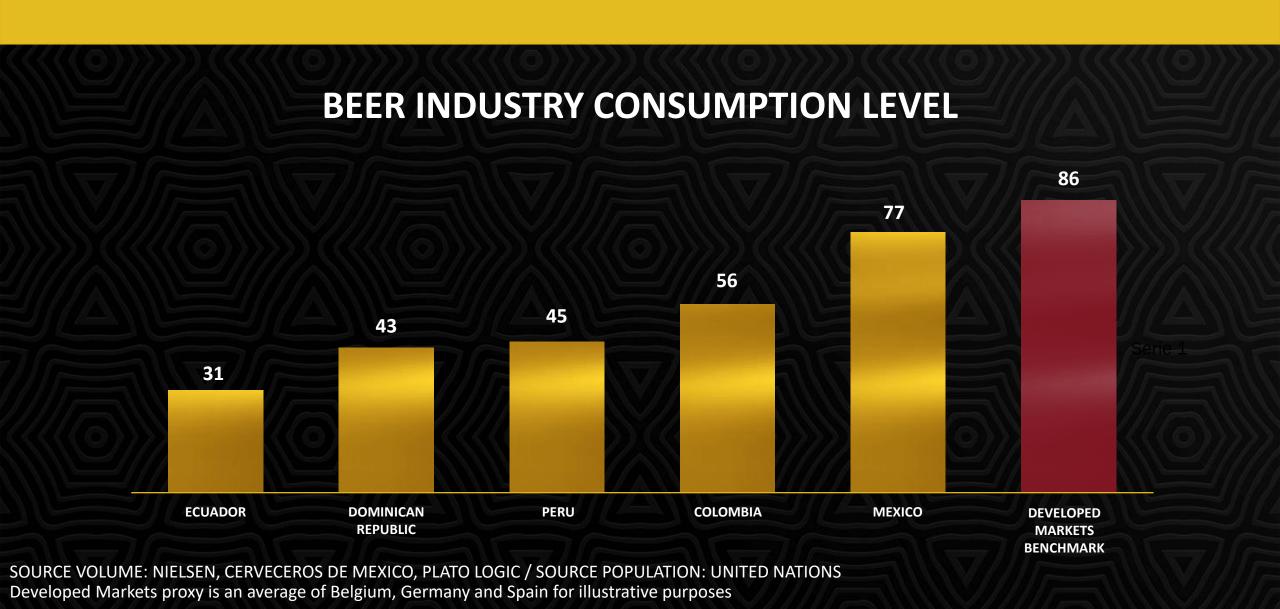


LEAD & GROW THE CATEGORY

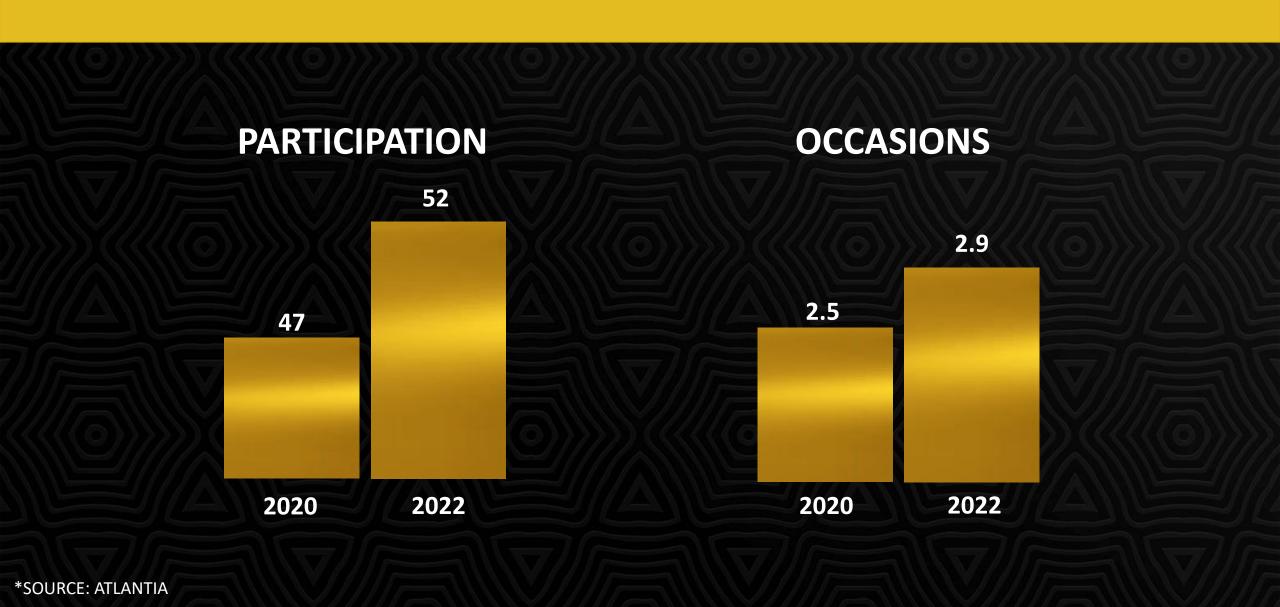
ABInBev



WE HAVE A BIG OPPORTUNITY



WE ARE OUR MAIN REASON TO BELIEVE



REPLICABLE MODEL P.O.S. SYSTEM







PARTICIPATION

OCCASIONS

SERVINGS



1. CATEGORY PARTICIPATION

2. CORE SUPERIORITY

3. OCCASIONS DEVELOPMENT

4. PREMIUMIZATION

5. BEYOND BEER



1. CATEGORY PARTICIPATION

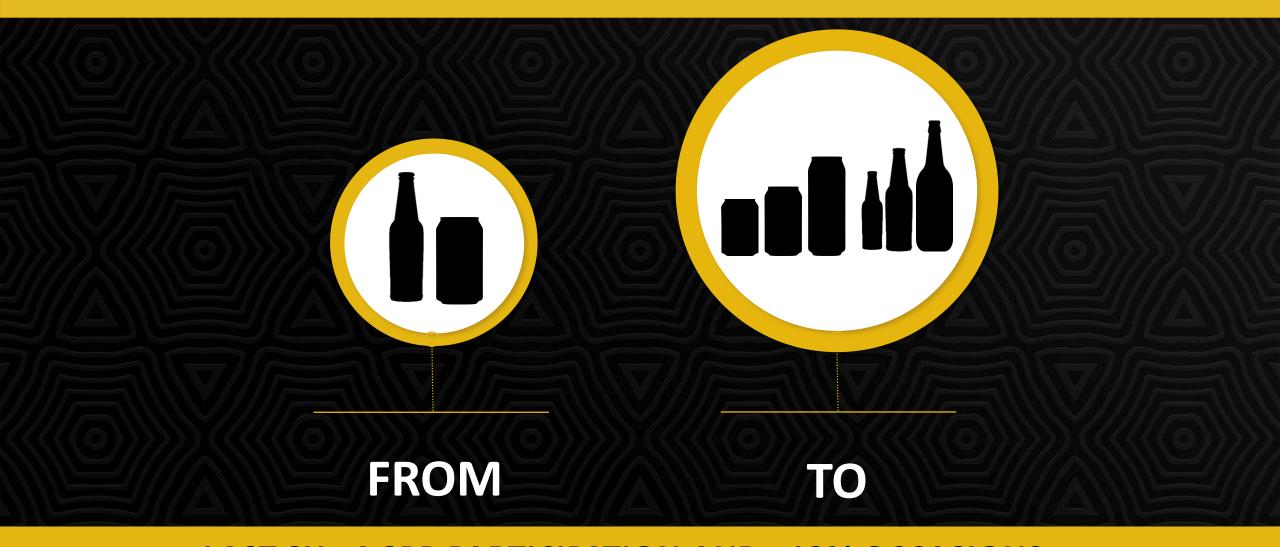
2. CORE SUPERIORITY

3. OCCASIONS DEVELOPMENT

4. PREMIUMIZATION

5. BEYOND BEER

1. CATEGORY PARTICIPATION



LAST 3Y +4.8PP PARTICIPATION AND +13% OCCASIONS

CATEGORY EXPANSION LEVERS







1. CATEGORY PARTICIPATION

2. CORE SUPERIORITY

3. OCCASIONS DEVELOPMENT

4. PREMIUMIZATION

5. BEYOND BEER

3. OCCASIONS DEVELOPMENT



CORE: LOCAL DAILY MEALS

LOCAL PREMIUM: SOCIAL MEALS

GLOBAL BRANDS: PREMIUM MEALS

+2.5pp INCREASE OF BEER SHARE IN MEALS





1. CATEGORY PARTICIPATION

2. CORE SUPERIORITY

3. OCCASIONS DEVELOPMENT

4. PREMIUMIZATION

5. BEYOND BEER

4. PREMIUMIZATION



LOCAL PREMIUM







GLOBAL BRANDS PORTFOLIO

HIGHEST GROWTH SEGMENT

CORONA EXPANSION Gorona Extra

LOCAL PRODUCTION

SMALL PACKS

RETURNABILITY





















LEAD & GROW THE CATEGORY

1. SIGNIFICANT OPPORTUNITY FOR GROWING CONSUMPTION

2. REACHING MORE CONSUMERS IN MORE OCCASIONS

3. WE HAVE A PROVEN REPLICABLE MODEL

4. OUR PERFORMANCE IS OUR MAIN REASON TO BELIEVE



DIGITIZE & MONETIZE OUR ECOSYSTEM

ABInBev





REPLICABLE MODEL

DIGITAL NET REVENUE





Oct



COL









MEX



PER





ECU





Mar















2020

2021

2022

OUTSIDE IN - MENTALITY

COMPLETE PORTFOLIO OFFERING

ACCESS TO CREDIT

From 30k (2020) to 160k users (2022)

FLEX DELIVERY

10% orders in Flex



46% orders

Are being placed off working hours +34 pp



2019

2020

2021

2022

YTD NPS

BUILDING OUR FUTURE SHAPING OUR BUSINESS MODEL



Historical Discounts

SKU Purchasing Frequency

Historical Volume

Historical NR

Portfolio Mix

Price List

NR/HL



Weather

Order Seasonality

Promo Lifecycle

Regional

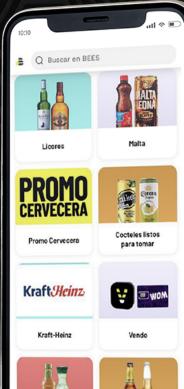
Channel

Volume Size

PROMO



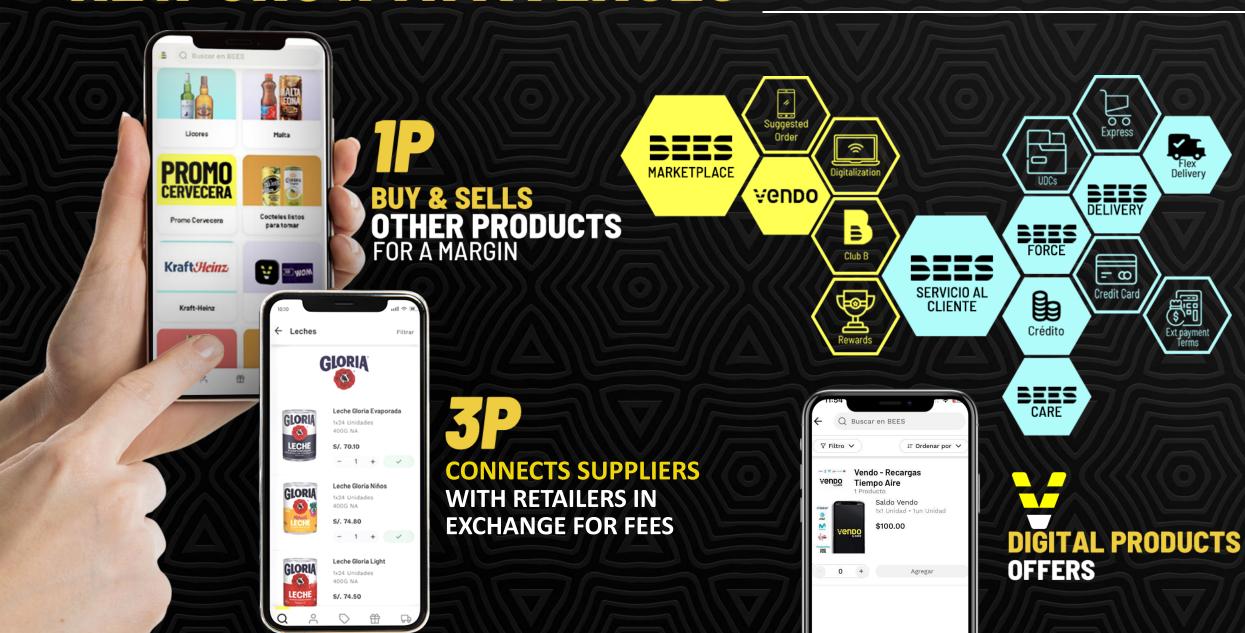




COMMS



NEW GROWTH AVENUES THAT ENHANCE OUR ECOSYSTEM









OF BEES CUSTOMERS
BUY THIRD PARTY
PRODUCTS THROUGH
OUR MARKETPLACE

ONE-TO-ONE COMMUNICATION

ENABLE UPSKILLING AND GROWTH PROGRAMS







ONE-TO-ONE COMMUNICATION ENABLE UPSKILLING AND GROWTH PROGRAMS



UPSKILLING

COMMUNICATION & GROWTH

TRADITIONAL CHANNEL DOESN'T WANT TO BE TRADITIONAL ANYMORE



REPLICABLE





PERSONALIZATION
THROUGH ANALYTICS





NEW GROWTH AVENUES

1P 3P

DIGITAL SERVICES



Ta+Da IS NOW A REALITY IN ALL OF THE MARKETS OF THE ZONE

SCALE UP INLESS THAN A YEAR









Ta•Da

Ta.Da Ta.Da

Ta-Da

Ta-Da

2022



TaDa

+ DIGITIZING

CONSUMER RELATIONSHIPS

CONSUMERS INSIGHTS

* SUSTAINABLE GROWTH

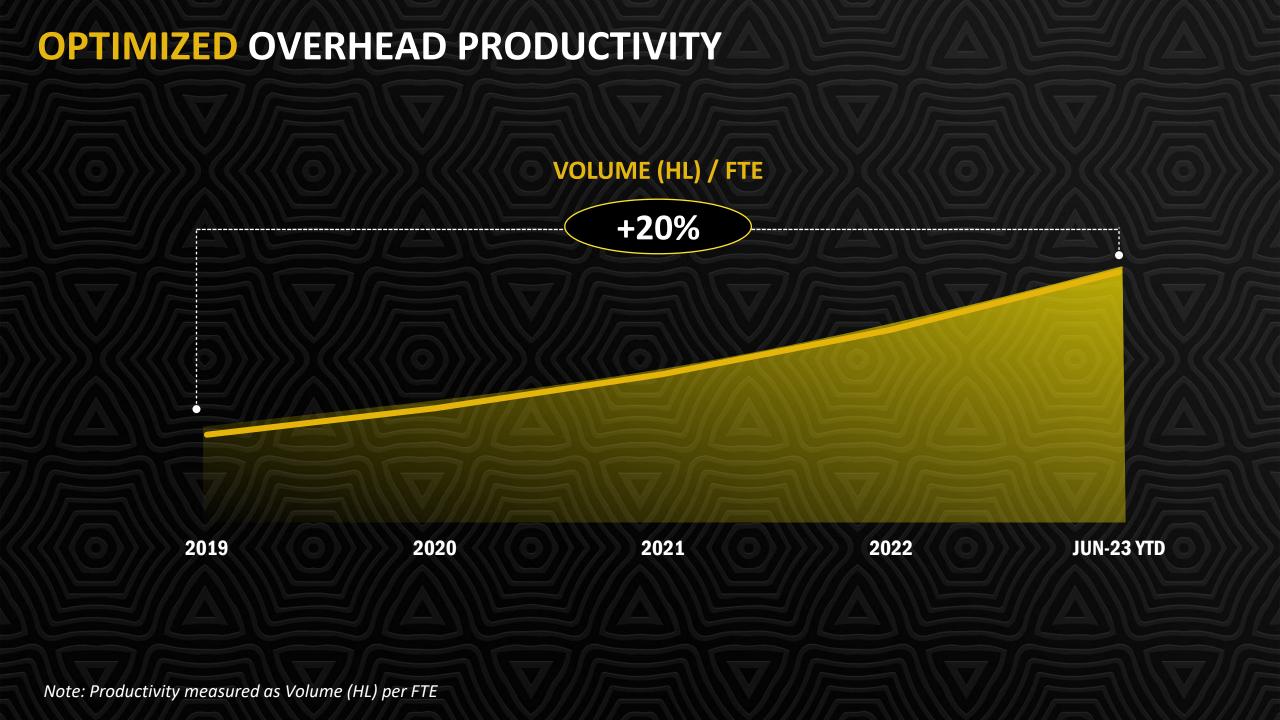




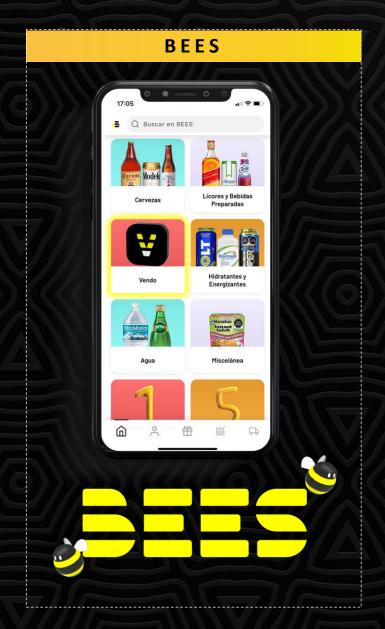
OPTIMIZE OUR BUSINESS

♦ ABInBev

(3) **LEAD & GROW OPTIMIZE** THE CATEGORY **OUR BUSINESS DIGITIZE & MONETIZE OUR ECOSYSTEM**



BEYOND COMMERCIAL TRANSFORMATION





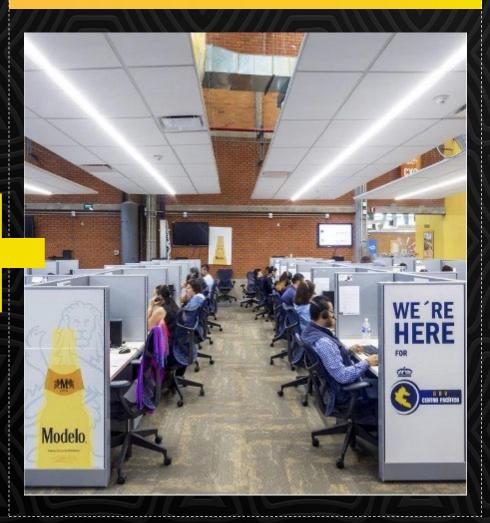


TRANSFORMING OUR BUSINESS

BACK OFFICE



OPERATIONS



BACK-OFFICE TRANSFORMATION



2019
CENTER FOR
TRANSFORMATION
& SERVICES (CTS)

2019 - 2020 CATALOGUE:



P E O P L E S E R V I C E S



PROCUREMENT SERVICES



CONTROL TOWER (2021)











CUSTOMER HUB (2017-2023)







NEW CUSTOMERS







THE POWER OF FINANCIAL DISCIPLINE

PRODUCTIVITY NPS **EBITDA** +20% +1.4Bn **VOLUME (HL)/ FTE Nominal USD** 2022-2023YTD 2019-2023YTD JUN 2017-2022



WE ARE ONE BIG DEVELOPING REGION

WE HAVE MOMENTUM

WE HAVE A PROVEN STRATEGY

WE HAVE AN AMAZING GROWTH OPPORTUNITY

WE HAVE THE SCALE

WE HAVE THE BRANDS

WE HAVE THE TEAM



MOST AMAZING ZONE