

BRING IT ALL TOGETHER

Michel Doukeris, Chief Executive Officer

Thank you, Fernando. I believe our financial discipline combined with our evolving strategy in resource allocation, we position us to consistently create value. Thank you again to the team, who joined us today to share our exciting journey. A few things I want to leave you with before we close. As I told you before, we are committed to meeting the moment, and we are delivering on our 2021 commitments. Year to date September, our top line is performing above pre-pandemic levels. Our ambition is to continue to feel this momentum for the long term. Starting with a refined purpose of creating a future with more cheers in a simple strategy.

One, lead and grow the beer category. Beer is a great category to be in. The beer category is inclusive, natural, and local. It is big and profitable. And it is positioned to grow volume and share of throat in the years to come. We are uniquely positioned with an iconic portfolio of brands, route to market, and renewed consumer-first mindset to not only capture this growth, but become leaders in category growth. Two, digitize and monetize our ecosystem. We have built a vibrant ecosystem, unlike any other, made up of consumers, customers, and communities around the world. We can solve real world problems in this ecosystem by harnessing our data and unlocking value from new businesses. And three, optimizing our business. We will apply strong financial discipline and thoughtful resource allocation to drive superior value creation.

This simple strategy is powered by our flywheel, which you saw in action here today. Owners who dream big, brands that consumers love, our engagement with consumers, customers, communities to solve real problems, our commitment to sustainability at scale, and our disciplined investment strategy to drive growth, and our ability to consistently create and share superior value. Now, in the beer world, there is always a final-final, one less round. [foreign language 00:17:24] Here is mine. I believe the culture of ownership in this company is our greatest competitive advantage. I recently shared with our board a few amazing stories of this culture coming to life. And now I would like to share those with you.

Let me start in the U.S. Last year in the middle of the pandemic, as our team was already working through a challenging operating environment, a tornado had

struck Jonesboro destroying all the key equipment in our Anheuser-Busch rice mill, and ultimately shutting it down. Mark Libby, a senior solutions owner in St. Louis, took it upon himself to load up his personal camper with the IT equipment needed, drove over nine hours to the rice mill to power up the facility, and to bring the rice mill back online in 72 hours. And then he lived on site for over a week to make sure it kept running. Mark's extraordinary efforts enabled us to avoid major disruptions to rice supply for our brewing process.

Jumping now to Mexico. During COVID, the government imposed alcohol restrictions that limited our ability to bring products to our customers and consumers. Instead of just packing up shop, Yune Helena Sanchez, the Victoria brand owner, at that time and her team worked to develop brew and launch a low-alcohol Victoria beer in just two weeks to continue to provide our great quality beers to our consumers.

Over in China, in the beginning of the COVID outbreak, Wuhan was completely locked down. Factories, transportation, schools, all has stopped. What didn't stop was the utility system of our brewery in Wuhan. Owners such as Yuan Huaiyin and Cai Xiao lived one site away from friends and families for some time during the pandemic, all to keep the brewery running and ensure business continuity in one of our largest provinces in China.

And finally, I want to highlight the entire South Africa team. Despite several lockdowns, alcohol bans and social unrest in the country, our business not only has been delivering revenue above expectations, but is also performing well above pre-pandemic levels. What an effort, an example of ownership across the commercial and supply team.

These are just four out of the thousands of stories I could have shared with you. The stories of people taking on the entire retail resets overnight, the only time that they could have access to our customers. Leaders keeping their normal daily pulse on volume performance to ensure we can provide best-in-class service to the market. Teams developing entire new camp [SP] in bottom lines in the middle of the pandemic. On the volume shift to off trade and we had to serve them. They were supporting our customers and consumers. Our teams in Brazil building hospitals in the middle of the pandemic.

These examples of commitment, passion, and tenacity of our people show why I believe deeply that the culture is our greatest competitive advantage. I am inspired

by the dedication of all my colleagues around the world. And I'm honored to work with them to unlock the value of our unique platform and create a future with more cheers. So that's it for me. I want to thank you all again for joining me today, and I hope you are as energized as I am about the journey forward for ABI. Now I would like to turn it over to you to hear your thoughts and questions.