



# CARLOS BRITO

ABInBev

**32 years** with AB InBev  
(1989-2021)

Born in  
**Rio de Janeiro**

Favorite beer  
**Budweiser**

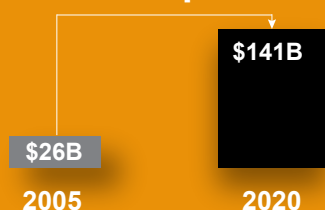
**15 years** as CEO of AB InBev  
(2005-2021)

Lived in **Brazil, Canada,  
Belgium, US**

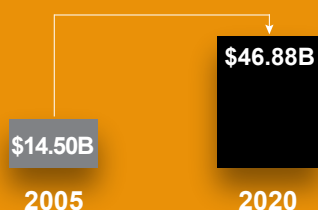
Passionate about our  
**Dream, People, Culture**

## Key Financial Metrics About AB InBev During Brito's CEO Tenure

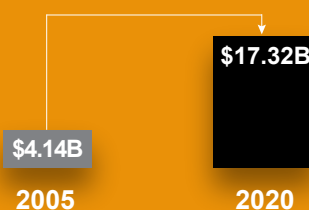
### Market Capitalization



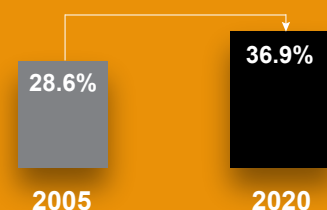
### Revenue



### Normalized EBITDA



### Normalized EBITDA Margin



## Architect of AB InBev's Transformation

Transformed AB InBev into the world's leading and most profitable brewer through industry-defining combinations, a portfolio of winning brands and investments in B2B and B2C platforms that are scaling fast.

### Building a Global Beer Company



Anheuser-Busch,  
2008



Grupo Modelo,  
2013



SAB Miller,  
2016

### Industry-Leading Portfolio



AB InBev's Global Brands

### Digital Transformation

**B2B  
Proprietary  
BEES**

platform  
present in  
11 countries



**B2C  
Proprietary  
Delivery  
Platforms**

platform present  
in 9 countries



## Proud of our Purpose of Bringing People Together for a Better World

### Our People

**33%** women in  
management  
team



**120+** nationalities  
represented in  
overall workforce



**84%** engagement  
score in 2020



### Environmental Stewardship

Nearly 40% improvement in water  
efficiency since 2009



70% of renewable purchased  
electricity contracted in 2020  
driving reduction in Scopes 1 & 2  
greenhouse gas emissions  
by 24% against 2017 baseline



36.4% volume in returnable  
packaging in 2020



### Smart Drinking

Partnered with the UN to create  
a leading road safety education  
program through UNITAR



Global leader in non-alcohol  
and low-alcohol beer  
with 80+ brands



\$335M+ investment in  
Smart Drinking campaigns  
across the globe since 2016



## Passionate Leader of AB InBev's Dream, People, Culture

**01** We dream big. We are building a profitable, growth company.

**02** Our greatest strength is our people. Great people grow at the pace of their talent and are rewarded accordingly. Great people deliver and transform.

**03** We recruit, develop and retain people who can be better than ourselves. We are measured by the quality and diversity of our teams.

**04** We are a company of owners. Owners take results personally and lead by example.

**05** We are never completely satisfied with our results. We embrace change, take smart risks and learn from our mistakes.

**06** The consumer is our boss. We go where consumers go, because that is where growth is.

**07** We strive to be the best at serving and partnering with our customers, who are the gateway to our consumers.

**08** We believe in common sense and simplicity. We operate with excellence and efficiency in all we do, always having our customers and consumers in mind.

**09** We manage our costs tightly to free up resources that will support profitable top line growth.

**10** We never take shortcuts. Integrity, hard work, quality and responsibility are key to building our company and our reputation.