



MICHEL DOUKERIS

AB InBev

25 years with AB InBev
(1996-Present)

Born in
Lages, Brazil

Lived in
Brazil, China & US

Favorite beer
Budweiser

Passionate about
**Family, Beer, Travel
and Sports**

Key Leadership Roles

2008-2009

Vice President, Soft Drinks,
Ambev

2010-2012

President, China

2012-2016

Zone President,
Asia Pacific

2016-2017

Global Chief Sales Officer

2018-Present

CEO, Anheuser-Busch
Zone President, North America

Background at AB InBev



Global Leader

- 20+ years of beverage industry experience in mature and developing markets

- Builder of world class teams



Consistent Track Record

- Transforming organizations

- Delivering top and bottom-line growth, and increasing shareholder value

- Strong organic growth complemented by strategic acquisitions and partnerships



Deep Sales and Marketing Background

- Driving innovation to meet rapidly evolving consumer needs

Career Highlights



Long-term Strategy Delivered Strong Results

- In Brazil, Canada, China, South Korea and the United States, five of AB InBev's leading markets

- Expanded 'High End' model to 22 countries, accelerating top-line growth of premium brands from 10% to >25%



Technology-Enabled Transformation

- Developed and implemented the company's first direct-to-consumer e-commerce platform

- Piloted innovative B2B tools in more than 20 markets worldwide resulting in stronger customer interaction, top-line growth, and reduced costs



Revitalized Reputation in China and U.S.

- Consistent commitment to industry leading ESG and DEI initiatives

- Galvanized wholesaler and retailer partnerships; ranked #1 alcohol supplier by U.S. retailers

The Right Leader for AB InBev's Next Phase of Organic Growth and Success

Brazil Soft Drink Business

2008-2009



Growth

\$1.08B

2007

\$1.3B

2009

Revenue

~60%

EBITDA Growth

China

2010-2012

\$1.5B

\$2.7B

Revenue

~60%

EBITDA Growth

Asia Pacific

2012-2016

\$2.7B

\$6.1B

Revenue

~400%

EBITDA Growth

North America

2018-2020

-2.0%

2017

0.8%

2020

U.S. Revenue

Growing US topline and in 2020 led US industry \$ growth



Innovation

Successfully turned around Guaraná Antarctica brand, improving brand health and market share

Shaping and leading the premium segment in China through innovative brands and packaging, including Budweiser Supreme and Bud aluminum bottles

Implemented 'High End' division in China, an innovative and transformational route-to-market initiative

Leading US industry share of innovation in 2019 and 2020

- U.S.D.A. Organic Certified Michelob ULTRA Pure Gold
- Bud Light Seltzer
- Cutwater Ready to Drink Canned Cocktails

Brand Building



Positioned China as #1 Budweiser market outside the U.S. and #1 Corona market outside Mexico



Led Michelob ULTRA to be #1 share gainer in beer and #2 in dollar sales



Captured more than \$1B in revenue in the Beyond Beer category