



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**

We Dream Big

We are a Company of Owners

We Believe in Simplicity

CREATING A FUTURE WITH MORE CHEERS!

KEY PRIORITIES

**Leading, premiumizing
and accelerating
growth in the beer category**

Maintain leadership position through premiumization, organic growth and portfolio optimization



AB InBev's Premium offerings now comprise more than **30%** of our total portfolio



**Adding profitable growth
in Beyond Beer
globally**

Capture growth through consumer insights, operating model competitive advantages and scale



Beyond Beer segment expected to grow **45%** between 2019-2024 to a **\$58 billion** category*



*according to Euromonitor

**Unlocking value
from the AB InBev
platform**

Deliver consistent, strong and sustainable financial performance through simplicity, speed and innovation



World's leading portfolio of global and local iconic brands; **#1** or **#2** brewer in 7 of the ten top markets



**Creating new value from the
AB InBev ecosystem
using data and technology**

Empower our **6M+** customers and **2B+** consumers through innovations in B2B and B2C digital offerings



Gain share in the growing e-commerce sector

**Optimizing
capital allocation**

Prudent allocation of capital to fuel initiatives and create future growth



Continue to prioritize deleveraging: optimal leverage ratio remains around **2x** net debt to EBITDA

**Leading in ESG,
inspiring our colleagues
and stakeholders**

Advance Sustainability and Inclusion & Diversity programs



Invest in smart drinking campaigns, implement ground-breaking global voluntary labeling goals and expand portfolio of No- and Low-Alcohol Beers