

ANNUAL REPORT

MANAGEMENT REPORT ON THE STATUTORY NON-CONSOLIDATED ANNUAL ACCOUNTS OF ANHEUSER-BUSCH INBEV NV

The corporate purpose of Anheuser-Busch InBev SA/NV (AB InBev) is to manage and control the companies of the Anheuser-Busch InBev group.

AB InBev was incorporated on 3 March 2016 for an unlimited duration under the laws of Belgium under the original name of Newbelco SA/NV (Newbelco). The combination with SAB was implemented through a series of steps, including the acquisition of SAB by Newbelco, a newly incorporated Belgian company formed for the purposes of the combination with SAB, and completed on 10 October 2016. During the final step of the combination with SAB, former AB InBev merged into Newbelco and Newbelco became the holding company of the Combined Group. All assets and liabilities of former AB InBev were transferred to Newbelco, and Newbelco was automatically substituted for former AB InBev in all its rights and obligations by operation of Belgian law. Newbelco was renamed Anheuser-Busch InBev SA/NV, and former AB InBev was dissolved by operation of Belgian law. Upon the merger, AB InBev NV/SA retained 85.000.000 of its own shares as treasury shares.

In a transaction related to the combination with Grupo Modelo, selected Grupo Modelo shareholders committed, upon tender of their Grupo Modelo shares, to acquire 23 076 922 AB InBev shares to be delivered within 5 years for a consideration of approximately 1.5 billion US dollar. The consideration was paid on 5 June 2013. On 21 May 2018, AB InBev delivered the shares that were due under the deferred share instruments through the use of AB InBev treasury shares.

The company aligned the value of the remaining treasury shares in the books of AB InBev NV/SA with the stock market value per 31 December 2018. As a result, a write-down of 2,3 billion euro was reported in the results of the year.

COMMENTS ON THE STATUTORY ANNUAL ACCOUNTS

COMMENTS ON THE BALANCE SHEET AND INCOME STATEMENT

Million euro	2018	2017
ASSETS		
Non-current assets		
Formation expenses	216	170
Intangible and tangible assets	419	428
Financial fixed assets.....	115 156	104 008
	115 791	104 606
Current assets.....	38 067	67 977
Total assets.....	153 858	172 583
EQUITY AND LIABILITIES		
Equity.....	63 760	64 425
Provisions and deferred taxes.....	46	106
Non-current liabilities	63 758	85 587
Current liabilities	26 294	22 465
Total equity and liabilities.....	153 858	172 583
Million euro	2018	2017
Operating income.....	1 369	2 169
Operating expenses.....	(995)	(1 308)

Operating result.....	374	861
Financial result	2 482	(734)
Result for the year available for appropriation.....	2 856	127

FINANCIAL PERFORMANCE

By year end 2018, the financial fixed assets amounted to 115 billion euro. The increase compared to last year is mainly the result of a series of group reorganizations that took place in order to further simplify and rationalize the ABI Group financing structure.

Current assets amounted to 38,1 billion euro per year end 2018. The decrease in current assets with 29,8 billion euro compared to year end 2017 can mainly be explained by the following movements:

- Settlement of loans with UK Holding I company (-24,9 billion euro),
- Use of own shares for option exercises and the deferred share instruments settlement (-2,4 billion euro),
- Valuation of own shares at closing share price of 31/12/2018 (-2,3 billion euro).

The movements on equity relate to the distribution of the interim dividend paid in November 2018 (-1,6 billion euro), the proposed 2018 dividend to be approved at the General shareholders meeting of 24 April 2019 (-1,9 billion euro) and the allocation of the result of the year (2,9 billion euro).

Non-current liabilities amounted to 63,8 billion euro at year end 2018. The evolution compared to year end 2017 is mainly the result of:

- The issuance on 23 January 2018 of 4,25 billion euro aggregate principle amount of notes, consisting of 2 billion euro aggregate principle amount of fixed rate notes due 2027 bearing interest at an annual rate of 1,15%, 1,5 billion euro aggregate principle amount of floating rate notes due 2024 bearing interest at a rate of Euribor 3M +0,3% and 750 million euro aggregate principle amount of fixed notes due 2035 bearing interest at an annual rate of 2,0% (+4,25 billion euro),
- The revaluation of long term USD denominated loans (+1,9 billion euro)
- The early repayment of 25,6 billion USD to ABI Finance Inc (-22,8 billion euro),
- The transfer from LT loans to ST loans for 5,8 billion USD and 750 million euro (-5,2 billion euro).

Current liabilities amounted to 26,3 billion euro at year end 2018, an increase of 3,8 billion euro compared to year end 2017. The increase can mainly be explained by:

- The increase of our bank overdraft position (+4,6 billion euro),
- The movements on the intercompany current account (+4,4 billion euro),
- The decrease in dividends payable (-2 billion euro),
- The repayment of loans and bonds (-2,7 billion euro),
- The decrease in interest payables (-0,5 billion euro).

The 2018 result of the company amounts to 2,9 billion euro and is composed out of an operating result of 0,4 billion euro and a net financial result of 2,5 billion euro.

STOCK LENDING

In order to fulfil AB InBev's commitments under various outstanding stock option plans, AB InBev entered into stock lending arrangements for up to 20 million of its own ordinary shares. AB InBev shall pay any dividend equivalent, after tax in respect of the loaned securities.

As of 31 December 2018, 19,9 million loaned securities were used to fulfil stock option plan commitments and AB InBev recognized a liability of approximately 1,9 billion EUR in respect to such loaned securities

EVENTS AFTER YEAR END

Please refer to note 35 of the consolidated financial statements published on 28 February 2019 and available on www.ab-inbev.com website.

RISK & UNCERTAINTIES

Please refer to the risks and uncertainties section included in AB InBev Financial Report of the consolidated financial statements published on 28 February 2019 and available on www.ab-inbev.com website.

RESEARCH AND DEVELOPMENT

AB InBev invested 47 million euro in the area of market research and development. The investments are mainly related to new developments regarding products and packaging material in our GITEC research center in Leuven.

FINANCIAL INSTRUMENTS

The company incurs foreign exchange and interest rate risk (fixed and floating) on outstanding debt in euro and foreign currency. Forex and interest rate derivatives are used to mitigate these risks. The foreign exchange risk on investments in foreign currency is hedged to a limited extent with forex derivatives. The exposure related to changes in the company share price for the share based payments, stock lending arrangements and deferred share instruments are hedged through a fully owned subsidiary of the company.

DISCHARGE OF THE DIRECTORS AND THE AUDITOR

We recommend the approval of the financial statements as presented to you and, by separate vote, the discharge of the directors and the auditor in respect of the execution of their mandate during the past fiscal year.

APPROPRIATION OF RESULTS

On 25 October 2018, an interim dividend of 0,80 euro per share or approximately 1,6 billion euro was approved by the Board of Directors. This dividend was paid out on 29 November 2018. We propose to pay on 9 May 2019 against delivery of coupon 26, in addition to the interim dividend, a dividend of 1,00 euro per share or approximately 1,9 billion euro, reflecting a total dividend payment for 2018 fiscal year of 1,80 euro per share or approximately 3,5 billion euro. Such amount may fluctuate depending on the number of own shares held by the Company on the dividend approval date.

13 March 2019.

Report according to article 624 of the Belgian Companies Code - Purchase of own shares

During the reporting period in 2018, the company did not purchase any of its shares in a share buyback program.

During 2018, the company proceeded with the following sale transactions:

- 1,251,602 shares were granted to executives of the group according to the company's executive remuneration policy;
- 1,497,344 shares were sold, as a result of the exercise of options granted to employees of the group ;
- 23,076,922 shares were delivered under deferred share instruments.

At the end of the period, the group owned 62,527,163 own shares of which 61,923,078 were held directly by the Company.

The par value of the shares is 0,61 euro. As a consequence, the shares that the group still owned at the end of 2018 represent 38,141,569 euro of the subscribed capital.

Corporate Governance Statement

1. Introduction

1.1. The 2009 Belgian Code on Corporate Governance

The corporate governance practices of Anheuser-Busch InBev are reflected in its Corporate Governance Charter, which is available on <https://www.ab-inbev.com/investors/corporate-governance/corporate-governance-documents.html>. The Charter is regularly updated.

Anheuser-Busch InBev is a company incorporated under Belgian law with a primary listing on Euronext Brussels (Euronext: ABI) and with secondary listings on the Mexico Stock Exchange (MEXBOL: ANB) and the Johannesburg Stock Exchange (JSE: ANH) (ISIN: BE0974293251) and with American Depositary Shares ("ADS's") listed on the New York Stock Exchange. As a Belgian company with primary listing on Euronext Brussels, Anheuser-Busch InBev adheres to the principles and provisions of the Belgian Corporate Governance Code, published in March 2009 (www.corporategovernancecommittee.be), taking into account its specific status as a multinational group with secondary listings in Mexico and Johannesburg and with ADS's listed in New York.

In order to reflect AB InBev's specific shareholding structure and the global nature of its operations, the Board of Directors has adopted certain rules which depart from the Belgian Corporate Governance Code. In summary, these rules are the following:

Principle 5.3./1 (Appendix D) of the Code: "the Board should set up a nomination committee composed of a majority of independent non-executive directors": The Board of Directors appoints the chairman and members of the Nomination Committee from among the directors, including at least one member from among the independent directors. As the committee is composed exclusively of non-executive directors who are independent of management and free from any business relationship that could materially interfere with the exercise of their independent judgment, the Board considers that the composition of this committee achieves the Code's aim.

Principle 7.7. of the Code: "Non-executive directors should not be entitled to performance-related remuneration such as bonuses, stock-related, long-term incentive schemes, fringe benefits or pension benefits": The remuneration of the Board members in 2018 was composed of a fixed fee and a fixed number of stock-options, which makes it simple, transparent and easy for shareholders to understand.

The company's long-term incentive option plan deviates from the Belgian Code on Corporate Governance as it provides for share-based payments to non-executive directors. The successful strategy and sustainable development of the company for over a decade demonstrates that the compensation of directors, which included a fixed number of stock-options, does ensure that the independence of the Board members in their role of guidance and control of the company is preserved, and that the directors' interests remain fully aligned with the long-term interests of the shareholders. In particular, the vesting period of 5 years should foster a sustainable and long-term commitment to pursue the company's best interests.

It should also be noted that options may only be granted upon the recommendation of the Remuneration Committee. Any such recommendation must be subsequently approved by the Board and then by the shareholders in a general meeting.

In addition, the company deviated from the following principle in 2018:

Principle 7.13 of the Code: "Schemes under which executive managers are remunerated in shares, share options or any other right to acquire shares should be subject to prior shareholder approval by way of a resolution at the general shareholders' meeting. The approval should relate to the scheme itself and not to the grant of share-based benefits under the scheme to individuals": On 14 August 2018, a number of performance based restricted stock units were granted to a select group of senior managers of the company, including a number of members of our former¹ Executive Board of Management (EBM), under two new "Performance Restricted Stock Units Plans".

The Board of Directors believes that it was justified and in the best interests of the company and its shareholders to already implement the grant on 14 August 2018 before the upcoming Annual Shareholders' Meeting of 24 April 2019, since this grant relates to the company's announcement regarding the new Organization for Future Growth on 26 July 2018. It was considered key for the plan to be effective

¹ As from 1 January 2019, the Executive Board of Management (EBM) evolved into an Executive Committee ("ExCom"). See section 3 of this Corporate Governance Statement for further information.

as early as possible following such announcement, especially since it is subject to performance conditions consisting of growth rate targets which will be measured off the 2017 base.

It should also be noted that the new plan was implemented upon prior recommendation of the Remuneration Committee. Both the Board and the Remuneration Committee are exclusively composed of non-executive directors offering the necessary safeguards to ensure an independent decision-making process in relation to the grant.

Reference is made to section 8.2.3.d of this Corporate Governance Statement for a description of the key features of the new plan.

1.2. New York Stock Exchange Listing

Further to the New York Stock Exchange listing of American Depositary Shares ("ADS's") representing ordinary shares of AB InBev, the New York Stock Exchange Corporate Governance rules for Foreign Private Issuers are applicable to the company. AB InBev has also registered under the US Securities and Exchange Act of 1934, as amended. As a result, it is also subject to the US Sarbanes-Oxley Act of 2002 and to certain US Securities laws and regulations relating to corporate governance.

1.3. Specific Corporate Governance initiatives

1.3.1. Fostering ethical conduct

The Board of Directors of AB InBev encourages management to promote, adhere to and maintain the highest standards of ethical behavior and transparency. Therefore, ethical rules have been established and are reinforced by internal codes and policies. This fosters responsible business conduct by all employees. AB InBev's Code of Business Conduct sets out the ethical standards to which all employees are expected to adhere. It requires employees to comply with all laws, to disclose any relevant conflicts of interests, to act at all times in the best interests of the company and to conduct all their dealings in an honest and ethical manner. The Code of Business Conduct also covers the confidentiality of information, limits on the acceptance of gifts or entertainment, and the appropriate use of the company's property. The Code of Business Conduct is supplemented by several other policies, including the Global Anti-Corruption, Anti-Harassment, Human Rights and Conflict of Interest Policies which define employees' responsibilities, expected behavior, and provide governance for interactions with third parties. For example, the Global Anti-Corruption Policy states clearly that AB InBev's employees are strictly prohibited from, either directly or indirectly, offering, promising, authorizing or giving anything of value to any individual with the aim of improperly obtaining or retaining business or influencing business or governmental decision-making in connection with AB InBev's commercial activities.

In line with this commitment to integrity, AB InBev has implemented a whistle-blowing system by means of a Compliance Helpline that provides employees with simple and secure ways to confidentially and, if so desired, anonymously, report activities that violate the Code of Business Conduct based on a clear policy and applicable legislation.

1.3.2. Demonstrating commitment to shareholder communication

AB InBev is committed to creating value for its shareholders. The company encourages its shareholders to take an active interest in the company. In support of this objective, it provides quality information, in a timely fashion, through a variety of communication tools. These include annual reports, half-yearly reports, quarterly statements, financial results announcements, briefings, and a section that is dedicated to investors on the AB InBev website (www.ab-inbev.com/investors.html).

AB InBev recognizes that a commitment to disclosure builds trust and confidence with shareholders and the public in general. The company adopted a Disclosure Manual to demonstrate its commitment to best practices in transparency. This manual is designed to ensure that there is full, consistent and timely disclosure of company activities.

1.3.3. Upholding shareholder rights

Prior to the annual shareholders' meeting, shareholders are invited to submit any questions they have for the Chairman or the CEO for discussion during the meeting.

The agenda for the shareholders' meeting and all related documents are also posted on the AB InBev website at least 30 days in advance of any shareholders' meeting. Shareholders have the right to vote on various resolutions related to company matters. If they are unable to attend a meeting, they can submit their votes by mail or appoint a proxy. Minutes of the meetings and results of the votes are posted on the AB InBev website shortly after the meeting (www.ab-inbev.com/investors/corporate-governance/shareholder-meetings.html).

1.3.4. Preventing the abuse of inside information

The company's Code of Dealing is applicable to all members of the Board of Directors and to all employees. The Code of Dealing aims to prevent the abuse of inside information, especially in periods leading up to an announcement of financial results or leading up to price-sensitive events or decisions. The Code of Dealing prohibits dealing in the company's securities during a closed period, i.e., a period of 30 days preceding any results announcement of the company. In addition, before dealing in any securities of the company, the members of the Board of Directors and members of senior management must obtain clearance from a Clearance Committee.

Compliance with the Code of Dealing is reinforced and monitored through the company's Compliance Program.

In accordance with EU Regulation 596/2014 on market abuse (MAR), the company establishes lists of insiders when required. In addition, pursuant to the same regulation, (i) members of the former Executive Board of Management ("EBM") (until 31 December 2018) and members of the Executive Committee ("ExCom") (since 1 January 2019) and (ii) members of the Board of Directors notify their trades (above a 5,000 Euro yearly threshold) to the company and to the Belgian Financial Services and Markets Authority (FSMA), which publishes these notifications on its website.

1.3.5. Corporate Social Responsibility

AB InBev's Dream is *bringing people together for a better world*. Corporate Social Responsibility and sustainability are central to the company's culture and embedded in the way it does business. We are building a company to last, brewing beer and building brands that will continue to bring people together for the next 100 years and beyond.

In accordance with the Belgian law of 3 September 2017 implementing Directive 2014/95/EU of 22 October 2014 amending Directive 2013/34/EU as regards disclosure of non-financial and diversity information by certain large undertakings and groups, AB InBev has included in this Annual Report a non-financial statement reporting on corporate social responsibility matters.

1.3.6. Diversity

The company strives to make AB InBev a community where everyone is included and respected. It believes that a diverse team improves the quality of decision-making, and ultimately improves overall performance.

Diversity and inclusion is a global priority for AB InBev's Senior Leadership Team and are more than token words—they are important enablers of the success of the company and its people. The company believes that its greatest strength is its diverse team of people and that its people deserve to feel comfortable being their authentic selves at work every day. A diverse and inclusive workforce enables the company to better understand its equally diverse consumers and stakeholders. This has resulted in AB InBev's decision to launch a new Global Diversity & Inclusion policy in November 2018 as part of the company's Global Code of Business Conduct. The Global Diversity & Inclusion policy provides additional guidelines for cultivating and maintaining a diverse and inclusive culture.

While all of the company's geographic zones are covered under the global policy, in order to acknowledge that there is no one-size-fits-all approach to diversity and inclusion, each of the zones has the flexibility to adapt the policy locally to include more information relevant to their local markets. In line with its culture, AB InBev is committed to track progress on diversity and inclusion.

AB InBev is proud to have approximately 100 nationalities across the business, with 30 nationalities represented on the Senior Leadership Team (SLT) (and the EBM before 1 January 2019) and the senior management level immediate below. Currently, no women are represented on the SLT. AB InBev continues working on further improving all aspects of diversity of its senior management team, with a focus on building a diverse talent pipeline, considering the respective skills, education, experience and background. Reference is made to section 4 of this Corporate Governance Statement for a short biography of each of the members of the SLT, including their qualifications and background.

The process for nominating and selecting candidates for the Board of Directors is described in the Corporate Governance Charter of Anheuser-Busch InBev. The company aims to have a balanced and diverse Board primarily considering, among other things, the respective skills, education, experience and background. Currently, two out of 15 Board members are women. Reference is made to section 2.1 of this Corporate Governance Statement for a short biography of each of the members of the Board of Directors, including their qualifications and background, as well as for further information on the applicable Belgian legal gender diversity requirements.

2. The Board of Directors

2.1. Structure and composition

The Board of Directors currently consists of 15 members, all of whom are non-executives.

The roles and responsibilities of the Board, its composition, structure and organization are described in detail in Anheuser-Busch InBev's Corporate Governance Charter. This Corporate Governance Charter includes the criteria that directors must satisfy to qualify as independent directors.

Unless the shareholders' meeting decides on a shorter term, directors (other than the Restricted Share Directors) are appointed for a maximum term of four years, which is renewable. In accordance with article 19.4 (b) of our bylaws, Restricted Share Directors are appointed for renewable terms ending at the next ordinary shareholders' meeting following their appointment.

The appointment and renewal of directors (i) is based on a recommendation of the Nomination Committee, taking into account the rules regarding the composition of the Board that are set out in the Articles of Association (e.g., rules regarding number of independent directors and directors appointed upon proposal of the AB InBev Reference Shareholder and the Restricted Shareholders), and (ii) is subject to approval by the shareholders' meeting.

Pursuant to the Articles of Association, the Board is composed as follows:

- three directors shall be independent directors appointed by the shareholders' meeting upon proposal by the Board; and
- so long as the Stichting Anheuser-Busch InBev (the "Reference Shareholder") and/or any of its Affiliates, any of their respective Successors or Successors' Affiliates own, in aggregate, more than 30% of shares with voting rights in the share capital of the company, nine directors shall be appointed by the shareholders' meeting upon proposal by the Reference Shareholder and/or any of its Affiliates, any of their respective Successors or Successors' Affiliates; and
- so long as the holders of Restricted Shares (the "Restricted Shareholders") (together with their Affiliates, any of their respective Successors and/or Successors' Affiliates) own in aggregate:
 - more than 13.5% of the Shares with voting rights in the share capital of the company, three directors will be appointed by the shareholders' meeting upon proposal by the Restricted Shareholders (each such director a "Restricted Share Director");
 - more than 9% but not more than 13.5% of the Shares with voting rights in the share capital of the company, two Restricted Share Directors will be appointed;
 - more than 4.5% but not more than 9% of the Shares with voting rights in the share capital of the company, one Restricted Share Director will be appointed; and
 - 4.5% or less than 4.5% of the Shares with voting rights in the share capital of the company, they will no longer have the right to propose any candidate for appointment as a member of the Board and no Restricted Share Directors will be appointed.

The Articles of Association set out detailed rules regarding the calculation of the company's share capital owned by the Reference Shareholder and the Restricted Shareholders for the purpose of determining directors' nomination rights. Affiliates and Successors have the meaning set out in the Articles of Association.

The composition of the Board will be balanced primarily considering the respective skills, education, experience and background of each of the Board members.

According to the Belgian Companies Code, as amended by the Law of 28 July 2011 on gender diversity on the Board, at least one third of the directors will have to be women. As a newly listed company having securities admitted to trade on Euronext Brussels on 11 October 2016, AB InBev will need to comply with the gender diversity requirement as from 1 January 2022. Currently, two out of 15 of our Board members are women. AB InBev will continue its efforts towards fostering gender diversity on its Board in the coming years by identifying women candidates having the appropriate profile to become members of the Board. In this respect, the Board proposed to the annual shareholders' meeting of 25 April 2018 to renew the mandates of the directors whose term of office came to an end at such shareholders' meeting (other than the Restricted Share Directors) for a two-year term only, rather than the normal four year term. The annual shareholders' meeting approved this proposal. As a result, the terms of office of all members of the Board of Directors will come to an end at the annual shareholders' meeting in April 2020, offering additional flexibility to meet the gender diversity requirement ahead of the 1 January 2022 deadline. At the annual shareholders' meeting held on 25 April 2018, the mandates of all three Restricted Share Directors, i.e. Messrs. Martin J. Barrington, William F. Gifford and Alejandro Santo Domingo, ended. In accordance with article 19.4 (b) of our bylaws, their mandates were renewed for a one year term ending at the upcoming annual shareholders' meeting to be held on 24 April 2019.

The composition of Anheuser-Busch InBev's Board of Directors at the end of the reporting period is as follows:

Name	Date of birth Nationality	Function	Term started	Term expires
Independent Directors				
Olivier Goudet	°1964, French	Non-Executive Independent director	2016	2020

Michele Burns	°1958, American	Non-Executive Independent director	2016	2020
Elio Leoni Sceti	°1966, Italian	Non-Executive Independent director	2016	2020
Directors upon proposal of the AB InBev Reference Shareholder				
Maria Asuncion Aramburuzabala	°1963, Mexican	Non-Executive, Non-Independent director	2018	2020
Paul Cornet de Ways Ruart	°1968, Belgian	Non-Executive director, nominated by the holders of class A Stichting Anheuser-Busch InBev certificates	2018	2020
Stéfan Descheemaeker	°1960, Belgian	Non-Executive director, nominated by the holders of class A Stichting Anheuser-Busch InBev certificates	2018	2020
Grégoire de Spoelberch	°1966, Belgian	Non-Executive director, nominated by the holders of class A Stichting Anheuser-Busch InBev certificates	2018	2020
Alexandre Van Damme	°1962, Belgian	Non-Executive director, nominated by the holders of class A Stichting Anheuser-Busch InBev certificates	2018	2020
Alexandre Behring	°1967, Brazilian	Non-Executive director, nominated by the holders of class B Stichting Anheuser-Busch InBev certificates	2018	2020
Paulo Lemann	°1968, Brazilian	Non-Executive director, nominated by the holders of class B Stichting Anheuser-Busch InBev certificates	2018	2020
Carlos Alberto da Veiga Sicupira	°1948, Brazilian	Non-Executive director, nominated by the holders of class B Stichting Anheuser-Busch InBev certificates	2018	2020
Marcel Herrmann Telles	°1950, Brazilian	Non-Executive director, nominated by the holders of class B Stichting Anheuser-Busch InBev certificates	2018	2020
Directors upon proposal of the Restricted Shareholders (Restricted Share Directors)				
Martin J. Barrington	°1953, American	Non-Executive director, nominated by Altria	2018	2019
William F. Gifford	°1970, American	Non-Executive director, nominated by Altria	2018	2019
Alejandro Santo Domingo	°1977, Colombian	Non-Executive director, nominated by Bevco	2018	2019

Ms. Aramburuzabala is a non-executive member of the Board. Born in 1963, she is a citizen of Mexico and holds a degree in Accounting from ITAM (Instituto Tecnológico Autónomo de México). She has served as CEO of Tresalia Capital since 1996. She is currently chairman of the Boards of Directors of Tresalia Capital, KIO Networks, Abilia and Red Universal. She is also a member of the Advisory Board of Grupo Modelo and was formerly a member of the Grupo Modelo Board of Directors, and is currently on the Boards of Consejo Mexicano de Negocios and El Universal, Compañía Periodística Nacional and is an Advisory Board member of ITAM School of Business.

Mr. Barrington is a representative of the Restricted Shareholders. Born in 1953, he is an American citizen and graduated from The College of Saint Rose with a Bachelor's Degree in History, and from Albany Law School of Union University with a Juris Doctorate Degree. He is the retired Chairman, Chief Executive Officer and President of Altria Group. During his 25 years at Altria Group, he served in numerous legal and business roles for Altria and its companies. These include Vice Chairman of Altria Group; Executive Vice President and Chief Administrative Officer of Altria Group; Senior Vice President and General Counsel of Philip Morris International (a separate public company spun-off from Altria Group in 2008); and Senior Vice President and General Counsel of Philip Morris USA. Before joining Altria, Mr. Barrington practiced law in both the government and private sectors.

Mr. Behring is a representative of the AB InBev main shareholders (nominated by BRC S.à.R.L., the holder of the class B Stichting certificates). Born in 1967, he is a Brazilian citizen and received a BS in Electrical Engineering from Pontifícia Universidade Católica in Rio de Janeiro and an MBA from Harvard Business School, having graduated as a Baker Scholar and Loeb Scholar. He is a co-founder and the Managing Partner of 3G Capital, a global investment firm with offices in New York and Rio de Janeiro, since 2004. Mr. Behring has served as Chairman of Restaurant Brands International since 3G Capital's acquisition of Burger King in October 2010 and following Burger King's subsequent acquisition of Tim

Hortons in December 2014. Mr. Behring also serves as Chairman of the Kraft Heinz Company following the acquisition of H.J. Heinz Company by Berkshire Hathaway and 3G Capital in June 2013 and subsequent combination with Kraft Foods Group in July 2015. Additionally, Mr. Behring formerly served as a Director of CSX Corporation, a leading U.S. rail-based transportation company, from 2008 to 2011. Previously, Mr. Behring spent approximately ten years at GP Investments, one of Latin America's premier private-equity firms, including eight years as a partner and member of the firm's Investment Committee. He served for seven years, from 1998 through 2004, as a Director and CEO of one of Latin America's largest railroads, ALL (América Latina Logística).

Ms. Burns is an independent member of the Board. Born in 1958, she is an American citizen and graduated Summa Cum Laude from the University of Georgia with a Bachelor's Degree in Business Administration and a Master's Degree in Accountancy. Ms. Burns was the Chairman and Chief Executive Officer of Mercer LLC from 2006 until 2012. She currently serves on the Boards of Directors of The Goldman Sachs Group, where she chairs the Compensation Committee, Cisco Systems, Etsy and Circle Online Financial, a private company. From 2003 until 2013, she served as a director of Wal-Mart Stores, where she chaired the Compensation and Nominating Committee and the Strategic Planning and Finance Committee. From 2014 until 2018, she served on the Board of Alexion Pharmaceuticals. She also serves as the Center Fellow and Strategic Advisor to the Stanford Center on Longevity at Stanford University. Ms. Burns began her career in 1981 at Arthur Andersen, where she became a partner in 1991. In 1999, she joined Delta Air Lines, assuming the role of Chief Financial Officer from 2000 to 2004. From 2004 to 2006, Ms. Burns served as Chief Financial Officer and Chief Restructuring Officer of Mirant Corporation, an independent power producer. From March 2006 until September 2006, Ms. Burns served as the Chief Financial Officer of Marsh and McLennan Companies.

Mr. Cornet de Ways Ruart is a representative of the main shareholders (nominated by Eugénie Patri Sébastien S.A., the holder of the Class A Stichting certificates). Born in 1968, he is a Belgian citizen and holds a Master's Degree as a Commercial Engineer from the Catholic University of Louvain and an MBA from the University of Chicago. He has attended the Master Brewer program at the Catholic University of Louvain. From 2006 to 2011, he worked at Yahoo! and was in charge of Corporate Development for Europe before taking on additional responsibilities as Senior Financial Director for Audience and Chief of Staff. Prior to joining Yahoo!, Mr. Cornet was Director of Strategy for Orange UK and spent seven years with McKinsey & Company in London and Palo Alto, California. He is also a non-executive director of Bunge Limited, EPS, Rayvax, Adrien Invest, Floridienne S.A. and several privately held companies.

Mr. Descheemaeker is a representative of the main shareholders (nominated by Eugénie Patri Sébastien S.A., the holder of the Class A Stichting certificates). Born in 1960, he is a Belgian citizen and graduated from Solvay Business School. He is the CEO of Nomad Foods, the leader of the European frozen food sector whose brands include Birds Eye, Findus & Iglo. He joined Interbrew in 1996 as head of Strategy & External Growth, managing its M&A activities, culminating with the combination of Interbrew and Ambev. In 2004, he transitioned to operational management, first in charge of Interbrew's operations in the United States and Mexico, and then as InBev's Zone President Central and Eastern Europe and eventually, Western Europe. In 2008, Mr. Descheemaeker ended his operational responsibilities at AB InBev and joined the AB InBev Board as a non-executive Director. He was appointed Chief Financial Officer of Delhaize Group in late 2008 and served as Chief Executive Officer of Delhaize Europe from January 2012 until the end of 2013. He is a professor in Business Strategy at the Solvay Business School.

Mr. Goudet is an independent member of the Board. Born in 1964, he is a French citizen, holds a degree in Engineering from l'École Centrale de Paris and graduated from the ESSEC Business School in Paris with a major in Finance. Mr. Goudet is Partner and CEO of JAB Holding Company, a position he has held since June 2012. He started his professional career in 1990 at Mars, Inc., serving on the finance team of the French business. After six years, he left Mars to join the VALEO Group, where he held several senior executive positions, including Group Finance Director. In 1998 he returned to Mars, where he became Chief Financial Officer in 2004. In 2008, his role was broadened to become the Executive Vice President as well as CFO. Between June 2012 and November 2015 he served as an Advisor to the Board of Mars. Mr. Goudet is also a Board member of Jacobs Douwe Egberts, the world's leading pure play FMCG coffee and tea company; a Board member of Keurig Dr Pepper, a challenger and leader in the North American beverage market; Chairman of Peet's Coffee & Tea, a premier specialty coffee and tea company; a board member of Caribou Einstein, a premium coffee and bagel restaurant chain; Chairman of Krispy Kreme, an iconic branded retailer of premium quality sweet treats; Chairman of Pret A Manger, a leading company in the ready-to-eat food market; a Board member of Panera Bread Company, the leading fast casual restaurant company in the United States, and Espresso House, the largest branded coffee shop chain in Scandinavia; and a Board member of Coty Inc., a global leader in beauty.

Mr. Gifford is a representative of the Restricted Shareholders. Born in the United States in 1970, he is an American citizen and graduated from Virginia Commonwealth University with a Bachelor's Degree in Accountancy. He serves as Vice Chairman and Chief Financial Officer of Altria Group. In this role, he is responsible for overseeing Altria's core tobacco businesses and the Finance and Procurement Functions. He also oversees the financial services business of Philip Morris Capital Corporation. Prior to his current position, Mr. Gifford was Senior Vice President, Strategy & Business Development. Since joining Philip Morris USA in 1994, he has served in numerous leadership roles in Finance, Marketing Information & Consumer Research and as President and Chief Executive Officer of Philip Morris USA. Prior to that, he was Vice President and Treasurer for Altria where he led various functions including Risk Management,

Treasury Management, Benefits Investments, Corporate Finance and Corporate Financial Planning & Analysis. Prior to joining Philip Morris USA, Mr. Gifford worked at the public accounting firm of Coopers & Lybrand, which currently is known as PricewaterhouseCoopers.

Mr. Lemann is a representative of the main shareholders (nominated by BRC S.à.R.L., the holder of the class B Stichting certificates). Born in Brazil in 1968, he is a Brazilian citizen and graduated from Faculdade Candido Mendes in Rio de Janeiro, Brazil with a B.A. in Economics. Mr. Lemann interned at PriceWaterhouse in 1989 and was employed as an Analyst at Andersen Consulting from 1990 to 1991. Mr. Lemann also performed equity analysis while at Banco Marka and Dynamo Asset Management (both in Rio de Janeiro). From 1997 to 2004, he developed the hedge fund investment group at Tinicum Inc., a New York-based investment office that advised the Synergy Fund of Funds, where he served as Portfolio Manager. Mr. Lemann is a Founding Partner at Vectis Partners and is a board member of Lojas Americanas, Lemann Foundation and Lone Pine Capital.

Mr. Leoni Sceti is an independent member of the Board. Born in 1966, he is an Italian citizen who lives in the UK. He graduated Magna Cum Laude in Economics from LUISS in Rome, where he passed the Dottore Commercialista post-graduate bar exam. Mr. Leoni Sceti has over 30 years' experience in the fast-moving consumer goods and media sectors. He is Chief Crafter & Chairman of The Craftory, a global investment house for purpose-driven challenger brands in FMCG. Mr. Leoni Sceti is Chairman of London-based LSG holdings and an early stage investor in Media & Tech, with over 25 companies in his portfolio. He is also an independent member of the Board at cocoa and chocolate leader Barry Callebaut. Elio's roles in the non-profit space include being a Trustee and Counsellor at One Young World (young leaders from over 190 countries), and an advisor UK board member at Room to Read (promoting literacy and gender equality in education, globally). His previous roles included: CEO of Iglo Group - whose brands are Birds Eye, Findus & Iglo - until May 2015, when the company was sold to Nomad Foods; Global CEO of EMI Music from 2008 to 2010; and - prior to EMI - an international career in marketing and senior leadership roles at Procter & Gamble and Reckitt Benckiser, where he later was CMO, global head of Innovation and then head of the European operations.

Mr. Santo Domingo is a representative of the Restricted Shareholders. Born in 1977, he is a Colombian citizen and obtained a B.A. in History from Harvard College. He is a Senior Managing Director at Quadrant Capital Advisors, Inc. in New York City. He was a member of the Board of Directors of SABMiller Plc. He was also Vice-Chairman of SABMiller Plc for Latin America. Mr. Santo Domingo is Chairman of the Board of Bavaria S.A. in Colombia. He is Chairman of the Board of Valorem, a company which manages a diverse portfolio of industrial & media assets in Latin America. Mr. Santo Domingo is also a director of JDE (Jacobs Douwe Egberts), ContourGlobal plc, Florida Crystals, the world's largest sugar refiner, Caracol TV, Colombia's leading broadcaster, El Espectador, a leading Colombian Daily, and Cine Colombia, Colombia's leading film distribution and movie theatre company. In the non-profit sector, he is Chairman of the Wildlife Conservation Society, a Member of the Board of Trustees of The Metropolitan Museum of Art, and the Educational Broadcasting Corporation (WNET Channel Thirteen). Mr. Santo Domingo is a Member of the Board of DKMS Americas, a foundation dedicated to finding donors for leukemia patients.

Mr. Sicupira is a representative of the main shareholders (nominated by BRC S.à.R.L., the holder of the class B Stichting certificates). Born in 1948, he is a Brazilian citizen and received a Bachelor of Business Administration from Universidade Federal do Rio de Janeiro and attended the Owners/Presidents Management Program at Harvard Business School. He has been Chairman of Lojas Americanas since 1981, where he also served as Chief Executive Officer until 1992. He is a member of the Board of Directors of Restaurant Brands International Inc. and the Harvard Business School's Board of Dean's Advisors, and a co-founder and Board member of Fundação Estudar, a non-profit organization that provides scholarships for Brazilians.

Mr. de Spoelberch is a representative of the main shareholders (nominated by Eugénie Patri Sébastien S.A., the holder of the Class A Stichting certificates). Born in 1966, he is a Belgian citizen and holds an MBA from INSEAD. Mr. de Spoelberch is an active private equity shareholder and his recent activities include shared Chief Executive Officer responsibilities for Lunch Garden, the leading Belgian self-service restaurant chain. He is a member of the board of several family-owned companies, such as Eugénie Patri Sébastien S.A., Verlinvest and Cobehold (Cobepa). He is also an administrator of the Baillet-Latour Fund, a foundation that encourages social, cultural, artistic, technical, sporting, educational and philanthropic achievements.

Mr. Telles is a representative of the main shareholders (nominated by BRC S.à.R.L., the holder of the class B Stichting certificates). Born in 1950, he is a Brazilian citizen and holds a degree in Economics from Universidade Federal do Rio de Janeiro and attended the Owners/Presidents Management Program at Harvard Business School. He was Chief Executive Officer of Brahma and Ambev and was a member of the Board of Directors of Ambev. He served as member of the Board of Directors of H.J. Heinz Company and now serves as member of the Board of Directors of the Kraft Heinz Company and of the Board of associates of Insper. He is co-founder and Board member of Fundação Estudar, a non-profit organization that provides scholarships for Brazilians and a founder and Chairman of Ismart, a non-profit organization that provides scholarships to low-income students. He is also an ambassador for Endeavor, an international non-profit organization that supports entrepreneurs in developing markets.

Mr. Van Damme is a representative of the main shareholders (nominated by Eugénie Patri Sébastien S.A., the holder of the Class A Stichting certificates). Born in 1962, he is a Belgian citizen and graduated from Solvay Business School, Brussels. Mr. Van Damme joined the beer industry early in his career and

held various operational positions within Interbrew until 1991, including Head of Corporate Planning and Strategy. He has managed several private venture holding companies and is currently a director of Patri S.A. (Luxembourg), Restaurant Brands International (formerly Burger King Worldwide Holdings) and the Kraft Heinz Company. He is also an administrator of the charitable, non-profit organization DKMS, the largest bone marrow donor center in the world.

2.2. Functioning

In 2018, the Board of Anheuser-Busch InBev held ten regular meetings. Several of the meetings were held in the geographical Zones in which the company has operations. On these occasions, the Board was provided with a comprehensive briefing of the relevant geographical Zone and market. These briefings included an overview of performance, key challenges facing the market and the steps being taken to address the challenges. Several of these visits also provided the Board members with the opportunity to meet with employees, trainees, customers and other stakeholders.

Major Board agenda items included the long-range plan; achievement of targets; sales figures and brand health; reporting and budget; consolidated results; strategic direction; culture and people, including diversity & inclusion and management succession planning; new and ongoing investment; capital market transactions; external growth and acquisitions; corporate social responsibility and sustainability as well as discussions on governance and Board succession planning. The average attendance rate at Board meetings in 2018 was 98%.

In 2018, the Board has been assisted by four Committees: the Audit Committee, the Finance Committee, the Remuneration Committee and the Nomination Committee.

As per the date of this report, the composition of the Committees is as follows:

	Audit Committee	Nomination Committee	Finance Committee	Remuneration Committee
Maria Asuncion Aramburuzabala				
Martin J. Barrington	Member			
Alex Behring		Member		
Michele Burns	Chair		Member	
Paul Cornet de Ways Ruart				
Stéfan Descheemaeker			Member	
Grégoire de Spoelberch		Member		
William F. Gifford			Member	
Olivier Goudet	Member	Member		Member
Paulo Lemann			Member	
Alejandro Santo Domingo				
Elio Leoni Sceti	Member			Member
Carlos Alberto da Veiga Sicupira			Member	
Marcel Herrmann Telles		Chair		Chair
Alexandre Van Damme		Member	Chair	

Audit Committee

In accordance with the requirements of the Belgian Companies Code, the Audit Committee is composed exclusively of non-executive Board members and at least one of its members qualifies as an independent director within the meaning of article 526ter of the Belgian Companies Code. In addition, both Mr. Goudet and Ms. Burns have extensive experience in accounting and audit matters. Reference is made to section 2.1 for a short biography and an overview of their qualifications and experience.

A majority of the voting members of the Audit Committee are independent directors as defined in the Corporate Governance Charter and all of them are independent as defined in Rule 10A-3(b)(1)(ii) under the US Securities Exchange Act of 1934, as amended.

In 2018, the Audit Committee met nine times. During its meetings, the Committee reviewed the financial statements of the company, the annual report, half-yearly and quarterly statements, as well as related results announcements. The Committee also considered issues arising from internal audits conducted by the Internal Audit department and the implementation of the company's Compliance Program. Obligations under Sarbanes Oxley, the review of the independence and appointment of the external auditor and a quarterly status of significant litigation were some of the other important topics on the agenda of the Committee. The members of the Committee attended all meetings.

Finance Committee

The Finance Committee met four times in 2018. Committee discussions included treasury updates and overall risk management strategy including but not limited to risks related to commodities, interest rates, currencies and liquidity, hedging policies, the debt profile and capital structure of the group, pensions, dividends and the disclosure policy of the company. The members of the Committee attended all meetings except for Mr. Descheemaeker, who was absent at one meeting.

Nomination Committee

The Nomination Committee's principal role is to guide the Board succession process. The Committee identifies persons qualified to become Board members and recommends director candidates for nomination by the Board and appointment by the shareholders' meeting.

The Nomination Committee met four times in 2018. Discussions included the nomination of directors for appointment or renewal, management targets, the evaluation of the Board and its committees, the global management trainee program and succession planning for key executive functions. The members of the Committee attended all meetings except for Mr. Behring, who was absent at one meeting.

Remuneration Committee

In accordance with the requirements of the Belgian Companies Code, the Remuneration Committee is composed exclusively of non-executive Board members and a majority of its members, i.e. Mr Olivier Goudet and Mr Elio Leoni Sceti, qualify as independent directors within the meaning of article 526ter of the Belgian Companies Code.

The Remuneration Committee's principal role is to guide the Board on decisions relating to the remuneration policies for the Board, the CEO and the Executive Board of Management (EBM) and on individual remuneration packages of directors, the CEO and members of the EBM.

The Remuneration Committee met six times in 2018. Discussions included achievement of targets, Executive and Board compensation, Executive shares and options schemes, Long Term Incentive grants to directors, new compensation models and special incentives. The members of the Committee attended all meetings.

2.3. Evaluation of the Board and its committees

For each financial year, the Board performs an evaluation of its performance at the initiative of the Chairman. The evaluation constitutes a separate agenda item for a physical meeting of the Board. Discussions take place in executive session in the absence of management. A third party may act as facilitator.

During such meeting, each director is requested to comment on and evaluate the following topics:

- effectiveness of Board and committee operations (e.g. checking that important issues are suitably prepared and discussed, time available for discussion of important policy matters, checking availability and adequacy of pre-read, etc.);
- the qualifications and responsibilities of individual directors (e.g. actual contribution of each director, the director's presence at the meetings and his/her involvement in discussions, impact of changes to the director's other relevant commitments outside the company).
- effectiveness of oversight of management and interaction with management;
- composition and size of the Board and committees. Evaluation will at least take into account the following criteria:
 - director independence: an affirmative determination as to the independence will be made in accordance with the independence criteria published in the Corporate Governance Charter.
 - other commitments of directors: the outside Board commitments of each director enhance experience and perspective of directors, but will be reviewed on a case-by-case basis to ensure that each director can devote proper attention to the fulfillment of his oversight responsibilities.
 - disqualifying circumstances: certain circumstances may constitute a disqualification for membership on the Board (e.g. Board membership of a major supplier, customer or competitor of the company, membership of a federal or regional government). Circumstances will be evaluated on a case-by-case basis to ensure that directors are not conflicted.
 - skills and previous contributions: the company expects that all directors prepare for, attend and participate actively and constructively in all meetings; exercise their business judgment in good faith; focus their efforts on ensuring that the company's business is conducted so as to further the interests of the shareholders; and become and remain well informed about the company, relevant business and economic trends and about the principles and practices of sound Corporate Governance.

Following review and discussion of the responses, the Chairman of the Board may table proposals to enhance the performance or effectiveness of the functioning of the Board. Advice can be requested from a third-party expert.

The evaluation of the Audit Committee is a re-occurring agenda item for the Committee and is performed about once a year. This evaluation is discussed at a Committee meeting and includes assessment of its planning going forward, the appropriateness of the time allocated to its various areas of responsibility, its composition and any areas for improvement. Any major action points resulting therefrom are reported to the Board.

2.4. Certain transactions and other contractual relationships

There are no transactions or other contractual relationships to be reported between the company and its Board members that gave rise to conflicting interests as defined in the Belgian Companies code.

The company is prohibited from making loans to directors, whether for the purpose of exercising options or for any other purpose.

3. Chief Executive Officer and Executive Management

The Chief Executive Officer (CEO) is entrusted by the Board with responsibility for the day-to-day management of the company. The CEO has direct operational responsibility for the entire company. In 2018, the CEO led an Executive Board of Management (EBM) which comprised the global functional heads (or "Chiefs") and Zone presidents including the Chief Executive Officer of Ambev (Bernardo Pinto Paiva), who reports to the Board of Directors of Ambev.

As per 31 December 2018, our Executive Board of Management consisted of the following members:

Carlos Brito – CEO

Functional heads (Chiefs)		Zone presidents	
David Almeida	Chief People Officer; and Chief Sales Officer ad interim	Jan Craps	Asia Pacific South
John Blood	General Counsel & Company Secretary	Michel Doukeris	North America
Felipe Dutra	Chief Financial & Solutions Officer	Jean Jereissati	Asia Pacific North
Pedro Earp	Chief Disruptive Growth Officer	Carlos Lisboa	Latin America South
David Kamenetzky	Chief Strategy & External Affairs Officer	Stuart MacFarlane	Europe
Peter Kraemer	Chief Supply Officer	Ricardo Tadeu	Africa
Tony Milikin	Chief Sustainability & Procurement Officer	Ricardo Moreira	Latin America COPEC
Miguel Patricio	Chief Marketing Officer	Bernardo Pinto Paiva	Latin America North

(1) Claudio Braz Ferro was Chief Supply Integration Officer until 31 January 2018.

(2) Mauricio Leyva was Zone President for Middle Americas until 31 August 2018.

As from 1 January 2019, the EBM evolved into an Executive Committee ("**ExCom**"). The ExCom members are the Chief Executive Officer (Carlos Brito), the Chief Financial and Solutions Officer (Felipe Dutra), the Chief Strategy and the External Affairs Officer (David Kamenetzky) and the General Counsel and the Company Secretary (John Blood).

The ExCom reports to the CEO and works with the Board on matters such as corporate governance, general management of our company and the implementation of corporate strategy as defined by our Board. The ExCom shall perform such duties as may be assigned to it from time to time by the CEO or the Board.

4. Senior Leadership Team

The Senior Leadership Team (“**SLT**”) was established with effect as from 1 January 2019. The SLT consists of the members of the ExCom, all other functional Chiefs and Zone Presidents and reports to the Chief Executive Officer.

The SLT has an advisory role to the Board and the ExCom and drives the commercial and operational agenda, reflecting the strategy set out by the Board. In addition, the SLT shall perform such duties as may be assigned to it from time to time by the CEO, ExCom or the Board.

As per 1 January 2019, our Senior Leadership Team consisted of the following members:

Carlos Brito – CEO

Members of the ExCom (other than the CEO)		Zone presidents	
John Blood	General Counsel & Company Secretary	Jan Craps	Asia Pacific (APAC)
Felipe Dutra	Chief Financial & Solutions Officer	Michel Doukeris	North America
David Kamenetzky	Chief Strategy & External Affairs Officer	Carlos Lisboa	Middle Americas
Other Functional Chiefs		Ricardo Moreira	Africa
David Almeida	Chief People Officer	Bernardo Pinto Paiva	South America
Pedro Earp	Chief Marketing & ZX Ventures Officer	Jason Warner	Europe
Lucas Herscovici	Chief Non-Alcohol Beverages Officer		
Peter Kraemer	Chief Supply Officer		
Tony Milikin	Chief Sustainability & Procurement Officer		
Pablo Panizza	Chief Owned-Retail Officer		
Miguel Patricio	Chief Special Global Projects - Marketing		
Ricardo Tadeu	Chief Sales Officer		

Carlos Brito is AB InBev's CEO. Born in 1960, he is a Brazilian citizen and received a Degree in Mechanical Engineering from the Universidade Federal do Rio de Janeiro and an MBA from Stanford University Graduate School of Business. Mr. Brito joined Ambev in 1989 where he held roles in Finance, Operations, and Sales, before being appointed Chief Executive Officer in January 2004. He was appointed Zone President North America at InBev in January 2005 and Chief Executive Officer in December 2005. He is a member of the board of directors of Ambev and of the Advisory Board of Grupo Modelo. He is also an Advisory Council Member of the Stanford Graduate School of Business and serves on the Advisory Board of the Tsinghua University School of Economics and Management.

David Almeida is AB InBev's Chief People Officer. Born in 1976, Mr. Almeida is a dual citizen of the U.S. and Brazil and holds a Bachelor's Degree in Economics from the University of Pennsylvania. Most recently, he served as Chief Integration Officer and Chief Sales Officer ad interim having previously held the positions of Vice President, U.S. Sales and of Vice President, Finance for the North American organization. Prior to that, he served as InBev's head of mergers and acquisitions, where he led the combination with Anheuser-Busch in 2008 and subsequent integration activities in the U.S. Before joining the group in 1998, he worked at Salomon Brothers in New York as a financial analyst in the Investment Banking division.

John Blood is AB InBev's General Counsel and Company Secretary. Born in 1967, Mr. Blood is a U.S. citizen and holds a bachelor's degree from Amherst College and a JD degree from the University of Michigan Law School. Mr. Blood joined AB InBev in 2009 as Vice President Legal, Commercial and M&A where he focused on global Mergers & Acquisitions, Compliance and Corporate law. Most recently Mr. Blood was Zone Vice President Legal & Corporate Affairs in North America where he has led the legal and corporate affairs agenda for the United States and Canada. Prior to joining the company, Mr. Blood led the corporate and litigation teams in Diageo's North American business where he had been primary counsel to its U.S. hard liquor, wine and beer divisions over his tenure.

Jan Craps is AB InBev's Zone President Asia Pacific since 1 January 2019. Born in 1977, Mr. Craps is a Belgian citizen and obtained a Degree in Business Engineering from KU Brussels and a Master's Degree in Business Engineering from KU Leuven, Belgium. He has also completed post-graduate programs in Marketing and Strategy from INSEAD in France, and the Kellogg School of Management and Wharton Business School in the United States. Mr. Craps was an associate consultant with McKinsey & Company before joining Interbrew in 2002. He acquired a range of international experiences in a number of senior marketing, sales and logistics executive positions in France and Belgium. In 2011, he relocated to Canada where he was appointed Head of Sales for Canada followed by his appointment as President and CEO of Labatt Breweries of Canada in 2014. Until 31 December 2018, he held the position of Zone President Asia Pacific South.

Michel Doukeris is AB InBev's Zone President North America since 1 January 2018. Born in 1973, he is a Brazilian citizen and holds a Degree in Chemical Engineering from Federal University of Santa Catarina in Brazil and a Master's Degree in Marketing from Fundação Getulio Vargas, also in Brazil. He has also completed post-graduate programs in Marketing and Marketing Strategy from the Kellogg School of Management and Wharton Business School in the United States. Mr. Doukeris joined Ambev in 1996 and held sales positions of increasing responsibility before becoming Vice President, Soft Drinks for AB InBev's Latin America North Zone in 2008. He was appointed President, AB InBev China in January 2010 and Zone President, Asia Pacific in January 2013. In January 2017, Mr. Doukeris became Chief Sales Officer.

Felipe Dutra is AB InBev's Chief Financial and Solutions Officer. Born in 1965, Mr. Dutra is a Brazilian citizen and holds a Degree in Economics from Candido Mendes and an MBA in Controlling from Universidade de Sao Paulo. He joined Ambev in 1990 from Aracruz Celulose, a major Brazilian manufacturer of pulp and paper. At Ambev, he held various positions in Treasury and Finance before being appointed General Manager of one of AB InBev's subsidiaries. Mr. Dutra was appointed Ambev's Chief Financial Officer in 1999 and Chief Financial Officer in January 2005. In 2014, Mr. Dutra became AB InBev's Chief Financial and Technology Officer. He is also a member of the board of directors of Ambev and of the advisory board of Grupo Modelo and was formerly a member of the Grupo Modelo board of directors.

Pedro Earp is AB InBev's Chief Marketing & ZX Ventures Officer since 1 January 2019. Born in 1977, he is a Brazilian citizen and holds a Bachelor of Science degree in Financial Economics from the London School of Economics. Mr. Earp joined Ambev in 2000 as a Global Management Trainee in the Latin America North Zone. In 2002, he became responsible for the Zone's M&A team and in 2005 he moved to InBev's global headquarters in Leuven, Belgium to become Global Director, M&A. Later, he was appointed Vice President, Strategic Planning in Canada in 2006, Global Vice President, Insights and Innovation in 2007, Global Vice President, M&A in 2009 and Vice President, Marketing for the Latin America North Zone in 2013. He was appointed Chief Disruptive Growth Officer of AB InBev in February 2015 and held such role until 31 December 2018.

Lucas Herscovici is AB InBev's Chief Non-Alcohol Beverages Officer since 1 January 2019. Born in 1977, he is an Argentinean citizen and received a Degree in Industrial Engineering from Instituto Tecnológico de Buenos Aires. Lucas joined the group in 2002 as a Global Management Trainee in Latin America South Zone and has built his career in Marketing and Sales. After working in Argentina in several commercial roles, he became head of innovation for global brands and later Global Marketing Director of Stella Artois in 2008. In 2011 he was responsible for opening the "Beer Garage", AB InBev's Global digital innovation office, based out of Palo Alto, California. In 2012, he joined the North America Zone to become VP Digital Marketing and in 2014 he was appointed VP Consumer Connections for USA. In 2017, he was appointed Global Marketing VP of Insights, Innovation and Consumer Connections and held such role until 31 December 2018.

David Kamenetzky is AB InBev's Chief Strategy and External Affairs Officer. Born in 1969, he is a Swiss citizen and graduated from the University of St. Gallen, Switzerland, with a lic. oec. (diploma) in finance, accounting and controlling, and from Georgetown University, Washington DC, with a master of science in foreign service. Until 2016, Mr. Kamenetzky served on the management team of Mars, Incorporated. He left Mars after a ten-year tenure and successfully set up his own growth capital fund for disruptive food and beverage companies. Prior to joining Mars, Mr. Kamenetzky worked for Goldman Sachs & Co. in London and Frankfurt. He started his professional career by working for the Jewish community in Germany on the commemoration of the victims of the Holocaust, the restitution of stolen assets, and the promotion of civic community engagement. In 2000, the World Economic Forum recognized his contributions in these areas by naming him a Global Leader for Tomorrow.

Peter Kraemer is AB InBev's Chief Supply Officer. Born in 1965, he is a U.S. citizen. A fifth-generation Brewmaster and native of St. Louis, Mr. Kraemer holds a Bachelor's degree in Chemical Engineering from Purdue University and a Master's degree in Business Administration from St. Louis University. He joined Anheuser-Busch 30 years ago and has held various brewing positions over the years, including Group Director of Brewing and Resident Brewmaster of the St. Louis brewery. In 2008, Mr. Kraemer became Vice President, Supply, for AB InBev's North America Zone, leading all brewery operations, quality assurance, raw materials and product innovation responsibilities. He was appointed Chief Supply Officer of AB InBev in March 2016.

Carlos Lisboa is AB InBev's Zone President Middle Americas since 1 January 2019. Born in 1969, Mr. Lisboa is a Brazilian citizen and received a Degree in Business Administration from the Catholic University of Pernambuco and a Marketing specialization from FESP, both in Brazil. Mr. Lisboa joined Ambev in 1993

and has built his career in Marketing and Sales. He was responsible for building the Skol brand in Brazil in 2001 and after that became Marketing Vice President for AB InBev's Latin American North Zone. Mr. Lisboa then led the International Business Unit in AB InBev's Latin America South Zone for two years prior to becoming Business Unit President for Canada. In 2015, he was appointed Marketing Vice President for AB InBev's Global Brands. Most recently, Mr. Lisboa held the role of Zone President Latin America South until 31 December 2018.

Tony Milikin is AB InBev's Chief Sustainability & Procurement Officer. Mr. Milikin joined AB InBev in April 2009 and is responsible for all Procurement, Sustainability, Vertical Operations and Value Creation globally. AB InBev's vertical operations consists of 70+ facilities and 10,000 employees and a strategic partner to our Supply Organization. AB InBev's Value Creation uses circular economy opportunities to create value from our waste. Born in 1961, he is a U.S. citizen and holds an undergraduate Finance Degree from the University of Florida and an MBA in Marketing from Texas Christian University in Fort Worth, Texas. Tony joined AB InBev in May 2009 from MeadWestvaco, where he was Vice President, Supply Chain and Chief Purchasing Officer, based in Richmond, Virginia. Prior to joining MeadWestvaco, he held various purchasing, transportation and supply positions with increasing responsibilities at Monsanto and Alcon Laboratories.

Ricardo Moreira is AB InBev's Zone President Africa since 1 January 2019. Born in 1971, he is a Portuguese citizen and received a Degree in Mechanical Engineering from Rio de Janeiro Federal University in Brazil and a specialisation in Management from University of Chicago in the U.S. Mr. Moreira joined Ambev in 1995 and held various positions in the Sales and Finance organisations prior to becoming Regional Sales Director in 2001. He subsequently held positions as Vice President Logistics & Procurement for Latin America North, Business Unit President for Hispanic Latin America (HILA) and Vice President Soft Drinks Latin America North. In 2013, Mr. Moreira moved to Mexico to head AB InBev's Sales, Marketing and Distribution organisations and lead the commercial integration of Grupo Modelo. Most recently, Mr. Moreira held the role of Zone President Latin America COPEC until 31 December 2018.

Pablo Panizza is AB InBev's Chief Owned-Retail Officer since 1 January 2019. Born in 1975, he is an Argentinean citizen and holds a degree in Industrial Engineering from Universidad de Buenos Aires. Pablo manages our existing owned retail business, coordinating cross-market initiatives, sharing best practices and shaping its strategy. He joined our company in 2000 as a Global Management Trainee in Latin America South Zone and has spent almost two decades developing a career in the commercial area. After holding senior roles in Argentina and Global Headquarters, he led our business in Chile and Paraguay. He most recently served as Business Unit President for Argentina and Uruguay.

Miguel Patricio is AB InBev's Chief Special Global Projects. Born in 1966, he is a Portuguese citizen and holds a Degree in Business Administration from Fundação Getulio Vargas in São Paulo. Prior to joining Ambev in 1998, Mr. Patricio held several senior positions across the Americas at Philip Morris, The Coca-Cola Company and Johnson & Johnson. At Ambev, he was Vice President, Marketing before being appointed Vice President, Marketing of InBev's North America Zone based in Toronto in January 2005. In January 2006, he was promoted to Zone President, North America, and in January 2008 he moved to Shanghai to take on the role of Zone President, Asia Pacific. He became AB InBev's Chief Marketing Officer in July 2012 and held such position until 31 December 2018.

Bernardo Pinto Paiva is AB InBev's Zone President South America. Born in 1968, he is a Brazilian citizen and holds a Degree in Engineering from Universidade Federal do Rio de Janeiro and an Executive MBA from Pontifícia Universidade Católica do Rio de Janeiro. Mr. Pinto Paiva joined Ambev in 1991 as a management trainee and during his career at AB InBev has held leadership positions in Sales, Supply, Distribution and Finance. He was appointed Zone President, North America in January 2008 and Zone President, Latin America South in January 2009 before becoming Chief Sales Officer in January 2012. Effective 1 January 2015, he became Zone President, Latin America North and CEO of Ambev.

Ricardo Tadeu is AB InBev's Chief Sales Officer since 1 January 2019. Born in 1976, he is a Brazilian citizen, and received a law degree from the Universidade Cândido Mendes in Brazil and a Master of Laws from Harvard Law School in Cambridge, Massachusetts. He is also Six Sigma Black Belt certified. He joined Ambev in 1995 and has held various roles across the Commercial area. He was appointed Business Unit President for the operations in Hispanic Latin America in 2005, and served as Business Unit President, Brazil from 2008 to 2012. He served as Zone President, Mexico from 2013 until his appointment as Zone President Africa upon completion of the Combination in 2016. Mr. Tadeu held the role as Zone President Africa until 31 December 2018.

Jason Warner is AB InBev's Zone President Europe since 1 January 2019. Born in 1973, he is a dual British and U.S. citizen and received a BSc Eng Hons Industrial Business Studies degree from DeMontfort University in the United Kingdom. Prior to his current role, he was Business Unit President for North Europe between 2015 and 2018. He joined AB InBev in July 2009 as Global VP Budweiser, based in New York, before moving into a dual role of Global VP Budweiser and Marketing VP. He has also held Global VP roles for Corona as well as Innovation and Renovation. Prior to joining AB InBev, he held various positions at The Coca-Cola Company and Nestlé.

5. Internal Control and Risk Management Systems

The Board of Directors and the EBM were responsible for establishing and maintaining adequate internal controls and risk management systems during the reporting period. Internal control is the process

designed to provide reasonable assurance regarding achievement of objectives related to effectiveness and efficiency of operations, reliability of financial reporting and compliance with applicable laws and regulations. Risk management is the process designed to identify potential events that may affect the company and to manage risks to be within its risk appetite. Without prejudice to the responsibilities of the Board as a whole, the Audit Committee oversees financial and business risk management and discusses the process by which management assesses and manages the company's exposure to those risks and the steps taken to monitor and control such exposure. The company's major risk factors and uncertainties are described in the Risks and Uncertainties section of the Management report in AB InBev's annual report. The company has established and operates its internal control and risk management systems based on guidelines issued by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO"). The internal control system is based upon COSO's Internal Control- Integrated Framework of 2013 and its risk management system is based on COSO's Enterprise Risk Management Framework of 2004.

Financial reporting

The EBM was responsible for establishing and maintaining adequate internal controls over financial reporting during the reporting period. The company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with International Financial Reporting Standards (IFRS). Internal controls over financial reporting include those written policies and procedures that:

- pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of company assets;
- provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with IFRS;
- provide reasonable assurance that receipts and expenditures are being made only in accordance with authorization of management and directors of the company; and
- provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of assets that could have a material effect on the consolidated financial statements.

Internal control over financial reporting includes the assessment of the relevant risks, the identification and monitoring of key controls and actions taken to correct deficiencies as identified. Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Senior management assessed the effectiveness of the company's internal control over financial reporting as of 31 December 2018. As indicated above, management based this assessment on criteria for effective internal control over financial reporting described in "*Internal Control — Integrated Framework*" issued by COSO in May 2013. The assessment included an evaluation of the design of the company's internal control over financial reporting and testing of its operational effectiveness. Based on this assessment, it was determined that, as of 31 December 2018, the company maintained effective internal control over financial reporting.

The Board of Directors and the Audit Committee reviewed management's assessment. The review related among other things to ensuring that there are no significant deficiencies or material weaknesses in the design or operation of internal controls over financial reporting which are reasonably likely to adversely affect the company's ability to record, process, summarize and report financial information, and to the existence of any fraud, whether or not material, that involves management or other employees who have a significant role in the company's internal control over financial reporting.

In addition, as a result of the listing of Anheuser-Busch InBev on the New York Stock Exchange, the company must adhere to Section 404 of the US Sarbanes-Oxley Act of 2002. As a consequence, the company is required to provide on a yearly basis a management report on the effectiveness of the company's internal control over financial reporting, as described in the Section and the rules implementing such act. Management's report and the Statutory Auditor's related opinion regarding the relevant financial year, will be included in the company's Annual Report on Form 20-F for such year, which is required to be filed with the US Securities and Exchange Commission.

Internal Audit

The company has a professional and independent internal audit department. The appointment of the Head of internal audit is reviewed by the Audit Committee. The Audit Committee reviews internal audit's risk assessment and annual audit plan and regularly receives internal audit reports for review and discussion. Internal control deficiencies identified by internal audit are communicated in a timely manner to management and periodic follow-up is performed to ensure corrective action has been taken.

Effective 1 January 2018, the Internal Audit function has been renamed to Risk Management.

Compliance

AB InBev has a Compliance Program which fosters a culture of ethics, integrity and lawful behavior. This program includes a Code of Business Conduct and the Anti-Corruption Policy, which are available on the company's website and intranet. The Compliance Program further ensures compliance with applicable laws and regulations and the completion of a periodic certification by management of compliance with the Code of Business Conduct.

A set of internal controls and a data analytics tool have been implemented and are periodically assessed at the Global and Local Compliance Committees and the Audit Committee.

The Global Compliance Committee, chaired by the General Counsel, assesses regulatory and ethical compliance risks for the company from a global perspective and provides strategic direction for the activities of the compliance function. On a quarterly basis, the Global Compliance Committee reviews the operation of the Compliance Program and follows-up on the reports submitted through the company's Compliance Helpline (whistle-blowing platform). In addition to the Global Compliance Committee, each Zone has its own Local Compliance Committee, which addresses local compliance matters.

The Audit Committee reviews the operation of the Compliance Program and the results of any compliance reviews or reports submitted through the company's global Compliance Helpline. On a regular basis, the Audit Committee also reviews the significant legal, compliance and regulatory matters that may have a material effect on the financial statements or the company's business, including material notices to or inquiries received from governmental agencies.

6. Shareholders' structure

6.1. Shareholders' structure

The following table shows the shareholders' structure of Anheuser-Busch InBev as at 31 December 2018 based on (i) transparency declarations made by shareholders who are compelled to disclose their shareholdings pursuant to the Belgian law of 2 May 2007 on the notification of significant shareholdings and the Articles of Association of the company, (ii) notifications made by such shareholders to the company on a voluntary basis prior to 15 December 2018 for the purpose of updating the above information, and (iii) information included in public filings with the US Securities and Exchange Commission.

Major shareholders	Number of Shares	% of voting rights ⁽¹⁾
Holders of Ordinary Shares		
Stichting Anheuser-Busch InBev , a stichting incorporated under Dutch law (the "Reference Shareholder")	663,074,832	33.89%
EPS Participations Sàrl , a company incorporated under Luxembourg law, affiliated to EPS, its parent company	130,257,459	6.66%
EPS SA , a company incorporated under Luxembourg law, affiliated to the Reference Shareholder that it jointly controls with BRC	99,999	0.01%
BRC Sàrl , a company incorporated under Luxembourg law, affiliated to the Reference Shareholder that it jointly controls with EPS	39,962,901	2.04%
Rayvax Société d'Investissements SA , a company incorporated under Belgian law	484,794	0.02%
Sébastien Holding SA , a company incorporated under Belgian law, affiliated to Rayvax, its parent company	10	0.00%
Fonds Verhelst SPRL , a company with a social purpose incorporated under Belgian law	0	0.00%
Fonds Voorzitter Verhelst SPRL , a company with a social purpose incorporated under Belgian law, affiliated to Fonds Verhelst SPRL with social purpose, that controls it	6,997,665	0.36%
Stichting Fonds InBev-Baillet Latour , a stichting incorporated under Dutch law	0	0.00%
Fonds Baillet Latour SPRL , a company with a social purpose incorporated under Belgian law, affiliated to Stichting Fonds InBev-Baillet Latour under Dutch law, that controls it	5,485,415	0.28%

Major shareholders	Number of Shares	% of voting rights ⁽¹⁾
• MHT Benefit Holding Company Ltd , a company incorporated under the law of the Bahamas, acting in concert with Marcel Herrmann Telles within the meaning of Article 3, §2 of the Takeover Law	3,972,703	0.20%
• LTS Trading Company LLC , a company incorporated under Delaware law, acting in concert with Marcel Herrmann Telles, Jorge Paulo Lemann and Carlos Alberto Sicupira within the meaning of Article 3, §2 of the Takeover Law	4,468	0.00%
• Olia 2 AG , a company incorporated under Liechtenstein law, acting in concert with Jorge Paulo Lemann within the meaning of Article 3, §2 of the Takeover Law	259,000	0.01%
Holders of Restricted Shares		
Altria Group Inc. ⁽²⁾	185,115,417	9.46%
Bevco Lux Sàrl ⁽³⁾	96,862,718	4.95%

(1) Holding percentages are calculated on the basis of the total number of shares in issue, excluding treasury shares (1,956,739,500). As at 31 December 2018, there were 2,019,241,973 shares in issue including 62,502,473 ordinary shares held in treasury by AB InBev and certain of its subsidiaries.

(2) In addition to the Restricted Shares listed above, Altria Group Inc. announced in its Schedule 13D beneficial ownership report on 11 October 2016 that, following completion of the business combination with SAB, it purchased 11,941,937 Ordinary Shares in the company. Finally, Altria further increased its position of Ordinary Shares in the company to 12,341,937, as disclosed in the Schedule 13 D beneficial ownership report filed by Stichting dated 1 November 2016, implying an aggregate ownership of 10.09% based on the number of shares with voting rights as at 31 December 2018.

(3) In addition to the Restricted Shares listed above, Bevco Lux Sàrl announced in a notification made on 17 January 2017 in accordance with the Belgian law of 2 May 2007 on the notification of significant shareholdings, that it purchased 4,215,794 Ordinary Shares in the company. BEVCO Lux Sàrl disclosed to us that it increased its position of Ordinary Shares in the company to an aggregate of 6,000,000 Ordinary Shares, resulting in an aggregate ownership of 5.26% based on the number of shares with voting rights as at 31 December 2018.

The first thirteen entities mentioned in the table act in concert (it being understood that (i) the first ten entities act in concert within the meaning of article 3, §1, 13° of the Belgian law of 2 May 2007 on the disclosure of significant shareholdings in issuers whose securities are admitted to trading on a regulated market and containing various provisions, implementing into Belgian law Directive 2004/109/CE, and (ii) the eleventh, twelfth and thirteenth entities act in concert with the first ten entities within the meaning of article 3, §2 of the Belgian law of 1 April 2007 on public takeover bids) and hold, as per the most recent notifications received by AB InBev and the FSMA in accordance with article 6 of the Belgian law of 2 May 2007 on the notification of significant shareholdings, in aggregate, 850,599,246 Ordinary Shares, representing 43.47% of the voting rights attached to the shares outstanding as of 31 December 2018 excluding treasury shares.

6.2. Shareholders' arrangements

Stichting Anheuser-Busch InBev (the "Reference Shareholder") has entered into shareholders' agreements with (a) BRC, EPS, EPS Participations, Rayvax Société d'Investissements SA (Rayvax), (b) Fonds Baillet Latour SPRL with a social purpose and Fonds Voorzitter Verhelst SPRL with a social purpose, and (c) the largest holders of restricted shares in the company (the Restricted Shareholders).

a. Reference Shareholder's agreement

In connection with the combination of Interbrew with Ambev in 2004, BRC, EPS, Rayvax and the Reference Shareholder entered into a shareholders' agreement on 2 March 2004 which provided for BRC and EPS to hold their interests in the old Anheuser-Busch InBev through the Reference Shareholder (except for approximately 130 million shares held directly or indirectly by EPS and approximately 37 million shares held directly by BRC). The shareholders' agreement was amended and restated on 9 September 2009. On 18 December 2013, EPS contributed to EPS Participations its certificates in the Reference Shareholder and the shares it held in the old Anheuser-Busch InBev except for 100,000 shares. Immediately thereafter, EPS Participations joined the concert constituted by BRC, EPS, Rayvax and the Reference Shareholder and adhered to the shareholders' agreement. On 18 December 2014, the Reference Shareholder, EPS, EPS Participations, BRC and Rayvax entered into a new shareholders' agreement that replaced the previous shareholders' agreement of 2009. On 11 April 2016, the parties

thereto entered into an amended and restated new shareholders' agreement (the "2016 Shareholders' Agreement").

The 2016 Shareholders' Agreement addresses, among other things, certain matters relating to the governance and management of both AB InBev and the Reference Shareholder, as well as (i) the transfer of the Reference Shareholder certificates, and (ii) the de-certification and re-certification process for the company's shares (the "Shares") and the circumstances in which the Shares held by the Reference Shareholder may be de-certified and/or pledged at the request of BRC, EPS and EPS Participations.

The 2016 Shareholders' Agreement provides for restrictions on the ability of BRC and EPS/EPS Participations to transfer their Reference Shareholder certificates.

Pursuant to the terms of the 2016 Shareholders' Agreement, BRC and EPS/EPS Participations jointly and equally exercise control over the Reference Shareholder and the Shares held by the Reference Shareholder. The Reference Shareholder is managed by an eight-member board of directors and each of BRC and EPS/EPS Participations have the right to appoint four directors to the Reference Shareholder board of directors. Subject to certain exceptions, at least seven of the eight Reference Shareholder directors must be present or represented in order to constitute a quorum of the Reference Shareholder board, and any action to be taken by the Reference Shareholder board of directors will, subject to certain qualified majority conditions, require the approval of a majority of the directors present or represented, including at least two directors appointed by BRC and two directors appointed by EPS/EPS Participations. Subject to certain exceptions, all decisions of the Reference Shareholder with respect to the Shares it holds, including how such Shares will be voted at shareholders' meetings of AB InBev (Shareholders' Meetings), will be made by the Reference Shareholder board of directors.

The 2016 Shareholders' Agreement requires the Reference Shareholder board of directors to meet prior to each shareholders' meeting to determine how the Shares held by the Reference Shareholder are to be voted.

The 2016 Shareholders' Agreement requires EPS, EPS Participations, BRC and Rayvax, as well as any other holder of certificates issued by the Reference Shareholder, to vote their Shares in the same manner as the Shares held by the Reference Shareholder. The parties agree to effect any free transfers of their Shares in an orderly manner of disposal that does not disrupt the market for the Shares and in accordance with any conditions established by the company to ensure such orderly disposal. In addition, under the 2016 Shareholders' Agreement, EPS, EPS Participations and BRC agree not to acquire any shares of Ambev's capital stock, subject to limited exceptions.

Pursuant to the 2016 Shareholders' Agreement, the Reference Shareholder board of directors will propose to the shareholders' meeting nine candidates for appointment to the Board, among which each of BRC and EPS/EPS Participations will have the right to nominate four candidates, and one candidate will be nominated by the Reference Shareholder board of directors.

The 2016 Shareholders' Agreement will remain in effect for an initial term until 27 August 2034. It will be automatically renewed for successive terms of ten years each unless, not later than two years prior to the expiration of the initial or any successive ten-year term, either party to the 2016 Shareholders' Agreement notifies the other of its intention to terminate the 2016 Shareholders' Agreement.

b. Voting agreement between the Reference Shareholder and the foundations

In addition, the Reference Shareholder has entered into a voting agreement with Fonds Baillet Latour SPRL with a social purpose and Fonds Voorzitter Verhelst SPRL with a social purpose. This agreement provides for consultations between the three bodies before any shareholders' meetings to decide how they will exercise the voting rights attached to their Shares. Consensus is required for all items that are submitted to the approval of any shareholders' meetings. If the parties fail to reach a consensus, Fonds Baillet Latour SPRL with a social purpose and Fonds Voorzitter Verhelst SPRL with a social purpose will vote their Shares in the same manner as the Reference Shareholder. The voting agreement is valid until 1 November 2034.

c. Voting agreement between the Reference Shareholder and Restricted Shareholders

On 8 October 2016, the Reference Shareholder and each holder of restricted shares (such holders being the Restricted Shareholders) holding more than 1% of the company's total share capital, being Altria Group Inc. and Bevco LTD, have entered into a voting agreement, to which the company is also a party, under which notably:

- the Reference Shareholder is required to exercise the voting rights attached to its Ordinary Shares to give effect to the directors' appointment principles set out in articles 19 and 20 of the Articles of Association of the company;
- each Restricted Shareholder is required to exercise the voting rights attached to its Ordinary Shares and Restricted Shares, as applicable, to give effect to the directors' appointment principles set out in articles 19 and 20 of the Articles of Association; and
- each Restricted Shareholder is required not to exercise the voting rights attached to their Ordinary Shares and Restricted Shares, as applicable, in favor of any resolutions which would be proposed to modify the rights attached to Restricted Shares, unless such resolution has been approved by a

qualified majority of the holders of at least 75% of the Restricted Shareholder Voting Shares (as defined in the Articles of Association).

7. Items to be disclosed pursuant to Article 34 of the Belgian Royal Decree of 14 November 2007

According to article 34 of the Belgian Royal Decree of 14 November 2007, Anheuser-Busch InBev hereby discloses the following items:

7.1. Capital structure and authorizations granted to the Board

The company's share capital is divided in two categories of shares: all shares are ordinary shares (the "Ordinary Shares"), except for 325,999,817 restricted shares (the "Restricted Shares"). Ordinary shares and Restricted Shares have the same rights except as set out in the Articles of Association. Restricted Shares shall always be in registered form and shall not be listed or admitted to trading on any stock market.

Anheuser-Busch InBev may increase or decrease its share capital with the specific approval of a shareholders' meeting. The shareholders may also authorize the Board of Directors to increase the share capital. Such authorization must be limited in time and amount. In either case, the shareholders' approval or authorization must satisfy the quorum and majority requirements applicable to amendments to the Articles of Association. At the annual shareholders' meeting of 26 April 2017, the shareholders authorized the Board of Directors to increase the share capital of AB InBev to an amount not to exceed 3% of the total number of shares issued and outstanding on 26 April 2017 (i.e. 2,019,241,973). This authorization has been granted for five years. It can be used for several purposes, including when the sound management of the company's business or the need to react to appropriate business opportunities calls for a restructuring, an acquisition (whether private or public) of securities or assets in one or more companies or, generally, any other appropriate increase of the company's capital.

AB InBev's Board of Directors has been authorized by the shareholders' meeting to acquire, on or outside the stock exchange, AB InBev shares up to maximum 20% of the issued shares for a unitary price which will not be lower than 1 Euro and not higher than 20% above the highest closing price in the last 20 trading days preceding the transaction. This authorization is valid for 5 years from 28 September 2016.

7.2. Voting rights and transferability of shares and shareholders' arrangements

Voting rights, quorum and majority requirements

Each share entitles the holder to one vote.

Generally, there is no quorum requirement for a shareholders' meeting and decisions will be taken by a simple majority vote of shares present or represented. However, certain matters will require a larger majority and/or a quorum. These include the following:

- i. any amendment to the Articles of Association (except the amendments to the corporate purpose or the transformation of the legal form of the company), including inter alia, reductions or increases of the share capital of the company (except for capital increases decided by the Board pursuant to the authorised capital) or any resolution relating to a merger or demerger of the company require the presence in person or by proxy of shareholders holding an aggregate of at least 50% of the issued share capital, and the approval of a qualified majority of at least 75% of the votes cast at the meeting;
- ii. any modification of the purpose or corporate form of the company or authorisation to repurchase shares of the company requires a quorum of shareholders holding an aggregate of at least 50% of the share capital and approval by a qualified majority of at least 80% of the votes cast at the meeting;
- iii. resolutions relating to the modification of the rights attached to a particular class of shares will require the presence in person or by proxy of shareholders holding an aggregate of at least 50% of the issued share capital in each class of shares and the approval of a qualified majority of at least 75% of the votes cast at the meeting in each class of shares, (in each of the cases (i), (ii) and (iii), if a quorum is not present, a second meeting must be convened. At the second meeting, the quorum requirement does not apply. However, the qualified majority requirement of 75% or 80%, as the case may be, continues to apply); and
- iv. any acquisition or disposal of tangible assets by the company for an amount higher than the value of one third of the company's consolidated total assets as reported in its most recent audited consolidated financial statements requires the approval of a qualified majority of at least 75% of the votes cast at the meeting (but there is no minimum quorum requirement).

As an additional rule, in the event of (i) a contribution in kind to the company with assets owned by any person or entity which is required to file a transparency declaration pursuant to applicable Belgian law or a subsidiary (within the meaning of article 6 of the Companies Code) of such person or entity, or (ii) a merger of the company with such a person or entity or a subsidiary of such person or entity, then such

person or entity and its subsidiaries shall not be entitled to vote on the resolution submitted to the shareholders' meeting to approve such contribution in kind or merger.

Transferability of shares

Ordinary Shares are freely transferable.

As far as Restricted Shares are concerned, no Restricted Shareholder is able, in each case directly or indirectly, to transfer, sell, contribute, offer, grant any option on, otherwise dispose of, pledge, charge, assign, mortgage, grant any lien or any security interest on, enter into any certification or depository arrangement or enter into any form of hedging arrangement with respect to, any of its Restricted Shares or any interests therein or any rights relating thereto, or enter into any contract or other agreement to do any of the foregoing, for a period of five years from 10 October 2016, except in the specific instances set out in the Articles of Association in connection with transactions with Affiliates and Successors or in relation with Pledges. Each of the terms Affiliates, Successors and Pledge is defined in the Articles of Association.

Conversion

Voluntary conversion

Each Restricted Shareholder will have the right to convert all or part of its holding of Restricted Shares into Ordinary Shares at its election (i) at any time after 10 October 2021, and (ii) in some limited other instances, including immediately prior to, but then solely for the purpose of facilitating, or at any time after entering into an agreement or arrangement to effect any permitted transfer, as set out in article 7.3.b (ii) of the Articles of Association of the company.

Automatic conversion

The Restricted Shares shall automatically convert into Ordinary Shares in the situations set out in article 7.6. of the Articles of Association, i.e.:

- i.** upon any transfer, sale, contribution or other disposal, except as set out in article 7.6 (a) of the Articles of Association in connection with transactions with Affiliates and Successors or in relation with Pledges;
- ii.** immediately prior to the closing of a successful public takeover bid for all shares of the company or the completion of a merger of Anheuser-Busch InBev as acquiring or disappearing company, in circumstances where the shareholders directly or indirectly, controlling or exercising directly or indirectly joint control over AB InBev immediately prior to such takeover bid or merger will not directly or indirectly control, or exercise joint control over, AB InBev or the surviving entity following such takeover bid or merger; or
- iii.** upon the announcement of a squeeze-out bid for the outstanding shares of the company, in accordance with article 513 of the Companies Code.

Shareholders arrangements

Please refer to section 6 above.

7.3. Significant agreements or securities of Anheuser-Busch InBev that may be impacted by a change of control on the company

1. USD 9,000,000,000 (originally USD 13,000,000,000) Senior Facilities Agreement

In accordance with Article 556 of the Belgian Companies Code, the shareholders meeting of the old Anheuser-Busch InBev SA/NV (the "Company") approved on 27 April 2010, (i) Clause 17 (*Mandatory Prepayment*) of the USD 13,000,000,000 Senior Facilities Agreement dated 26 February 2010 entered into by, amongst others, the Company and Anheuser-Busch InBev Worldwide Inc. as original borrowers, the original guarantors and original lenders listed therein, Bank of America Securities Limited, Banco Santander, S.A., Barclays Capital, Deutsche Bank AG, London Branch, Fortis Bank SA/NV, ING Bank NV, Intesa Sanpaolo S.P.A., J.P. Morgan PLC, Mizuho Corporate Bank, Ltd, The Royal Bank of Scotland plc, Société Générale Corporate and Investment Banking, and The Bank of Tokyo-Mitsubishi UFJ, LTD. as mandated lead arrangers and bookrunners and Fortis Bank SA/NV as agent and issuing bank (as amended and/or amended and restated from time to time) (the "2010 Senior Facilities Agreement") and (ii) any other provision of the 2010 Senior Facilities Agreement granting rights to third parties which could affect the Company's assets or could impose an obligation on the Company where in each case the exercise of those rights is dependent on the launch of a public take-over bid over the shares of the Company or on a "Change of Control" (as defined in the 2010 Senior Facilities Agreement). Pursuant to the 2010 Senior Facilities Agreement (a) "*Change of*

Control” means “any person or group of persons acting in concert (in each case other than Stichting InBev or any existing direct or indirect certificate holder or certificate holders of Stichting InBev or any person or group of persons acting in concert with any such persons) gaining Control of the Company, (b) “acting in concert” means “a group of persons who, pursuant to an agreement or understanding (whether formal or informal), actively co-operate, through the acquisition directly or indirectly of shares in the Company by any of them, either directly or indirectly, to obtain Control of the Company” and (c) “Control” means, in respect of the Company, the “direct or indirect ownership of more than 50 per cent of the share capital or similar rights of ownership of the Company or the power to direct the management and the policies of the Company whether through the ownership of share capital, contract or otherwise”.

Clause 17 of the 2010 Senior Facilities Agreement grants, in essence, to any lender under the 2010 Senior Facilities Agreement, upon a Change of Control over the Company, the right (i) not to fund any loan or letter of credit (other than a rollover loan meeting certain conditions) and (ii) (by not less than 30 days written notice) to cancel its undrawn commitments and require repayment of its participations in the loans or letters of credit, together with accrued interest thereon, and all other amounts owed to such lender under the 2010 Senior Facilities Agreement (and certain related documents).

The 2010 Senior Facilities Agreement was amended on 25 July 2011 and extended on 20 August 2013. It has been amended and restated on 28 August 2015 (the 2010 Senior Facilities Agreement as amended and restated being the “**Amended and Restated 2010 Senior Facilities Agreement**”) so as to increase the total commitments from USD 8,000,000,000 to USD 9,000,000,000 and to extend its term with 5 years from the date of its restatement with the possibility to extend the term by a further two years at the option of the Company.

As a result of the amendment and restatement of the 2010 Senior Facilities Agreement, the shareholders’ meeting of the old Anheuser-Busch InBev of 27 April 2016 has approved, in accordance with Article 556 of the Belgian Companies Code, (i) Clause 17 (*Mandatory Prepayment*) of the Amended and Restated 2010 Senior Facilities Agreement and (ii) any other provision of the Amended and Restated 2010 Senior Facilities Agreement granting rights to third parties which could affect the company’s assets or could impose an obligation on the Company where in each case the exercise of those rights is dependent on the launch of a public take-over bid over the shares of the company or on a “Change of Control”. The definition of the terms “Change of Control”, “acting in concert” and “Control” remained unchanged in the Amended and Restated 2010 Senior Facilities Agreement.

The Amended and Restated 2010 Senior Facilities Agreement has been transferred to the company as a result of the merger between Anheuser-Busch InBev (formerly “Newbelco”) and the old AB InBev, that took place on 10 October 2016 in the framework of the combination with SAB. On 3 October 2017, the maturity date of the Amended and Restated 2010 Senior Facilities Agreement was extended to August 2022.

As of 31 December 2018, the company had not made any drawdowns under the Amended and Restated 2010 Senior Facilities Agreement.

2. EMTN Program

In accordance with article 556 of the Belgian Companies Code, the shareholders’ meeting of the old Anheuser-Busch InBev approved on 24 April 2013 (i) Condition 7.5. of the Terms & Conditions (Redemption at the Option of the Noteholders (Change of Control Put)) of the 15,000,000,000 Euro updated Euro Medium Term Note Program dated 16 May 2012 of Anheuser-Busch InBev SA/NV and Brandbrew SA (the “Issuers”) and Deutsche Bank AG, London Branch, acting as Arranger, which may be applicable in the case of Notes issued under the Program (the “EMTN Program”), (ii) any other provision in the EMTN Program granting rights to third parties which could affect the company’s assets or could impose an obligation on the company where in each case the exercise of those rights is dependent on the occurrence of a “Change of Control” (as defined in the Terms & Conditions of the EMTN Program). Pursuant to the EMTN Program, (a) “Change of Control” means “any person or group of persons acting in concert (in each case other than Stichting Anheuser-Busch InBev or any existing direct or indirect certificate holder or certificate holders of Stichting Anheuser-Busch InBev) gaining Control of the company provided that a change of control shall not be deemed to have occurred if all or substantially all of the shareholders of the relevant person or group of persons are, or immediately prior to the event which would otherwise have constituted a change of control were, the shareholders of the company with the same (or substantially the same) pro rata interests in the share capital of the relevant person or group of persons as such shareholders have, or as the case may be, had, in the share capital of the company”, (b) “acting in concert” means “a group of persons who, pursuant to an agreement or understanding (whether formal or informal), actively cooperate, through the acquisition directly or indirectly of shares in the company by any of them, either directly or indirectly, to obtain Control of the company”, and (c) “Control” means the “direct or indirect ownership of more than 50 per cent of the share capital or similar rights of ownership of the

company or the power to direct the management and the policies of the company whether through the ownership of share capital, contract or otherwise”.

If a Change of Control Put is specified in the applicable Final Terms of the concerned notes, Condition 7.5. of the Terms & Conditions of the EMTN Programme grants, to any holder of such notes, in essence, the right to request the redemption of his notes at the redemption amount specified in the Final Terms of the notes, together, if appropriate, with interest accrued, upon the occurrence of a Change of Control and a related downgrade of the notes to sub-investment grade.

The change of control provision above is included in the Final Terms of:

- the 750,000,000 Euro 7.375% Notes due 2013 (*Redeemed on 30 January 2013*), the 600,000,000 Euro 8.625% Notes due 2017 (*Redeemed on 9 December 2016*) and the 550,000,000 GBP 9.75% Notes due 2024, each issued by the company in January 2009;
- the 750,000,000 Euro 6.57% Notes due 2014, issued by the company in February 2009 (*Redeemed on 27 February 2014*);
- the 50,000,000 Euro FRN Notes that bear an interest at a floating rate of 3 month EURIBOR plus 3.90 %, issued by the company in April 2009 (*Redeemed on 9 April 2014*);
- the 600,000,000 CHF 4.50% Notes due 2014 (*Redeemed on 11 June 2014*), issued by Brandbrew SA in June 2009 (with a guarantee by the company);
- the 250,000,000 Euro 5.75% Notes due 2015 (*Redeemed on 22 June 2015*) and the 750,000,000 GBP 6.50% Notes due 2017 (*Redeemed in June 2017*), each issued by the company in June 2009; and
- the 750,000,000 Euro 4% Notes due 2018 (*Redeemed in April 2018*), issued by the company in April 2010.

The series of Notes referred to in the above paragraph were issued pursuant to the 10,000,000,000 Euro initial Euro Medium Term Note Programme dated 16 January 2009 or the 15,000,000,000 Euro updated Euro Medium Term Note Programme dated 24 February 2010 (as applicable). The relevant change of control provisions contained in the Final Terms of such series of Notes were submitted to, and approved by, the shareholders meetings of the old Anheuser-Busch InBev held on 28 April 2009 and 27 April 2010, respectively.

There is no change of control clause included in the Final Terms of any series of Notes issued pursuant to the EMTN Programme by the company and/or Brandbrew SA after April 2010.

As a result of the update of the EMTN Programme on 22 August 2013 the Terms & Conditions of the updated EMTN Programme no longer provide for a Redemption at the option of the Noteholders (Change of Control Put).

In May 2016, the old Anheuser-Busch InBev invited Noteholders of certain outstanding series of Notes issued under the EMTN Programme prior to 2016 (the "Notes") to consider certain amendments to the terms and conditions applicable to those Notes (the "Participation Solicitation"). The Participation Solicitation was undertaken to avoid any suggestion that the combination with SAB could be interpreted as a cessation of business (or a threat to do so), winding up or dissolution of the old Anheuser-Busch InBev.

Meetings of the Noteholders of each series of the Notes were held on 1 June 2016 at which Noteholders voted in favour of the Participation Solicitation for each of the relevant series of Notes. Amended and restated final terms for each series of the Notes reflecting the amended terms and conditions, were signed by the old Anheuser-Busch InBev and the subsidiary guarantors named therein on 1 June 2016.

The EMTN Program has been transferred to the company as a result of the merger between Anheuser-Busch InBev (formerly "Newbelco") and the old AB InBev, that took place on 10 October 2016 in the framework of the combination with SAB.

3. US Dollar Notes

In accordance with article 556 of the Belgian Companies Code, the shareholders meeting of the old Anheuser-Busch InBev approved on 26 April 2011 (i) the Change of Control Clause of the USD 3,250,000,000 Notes issued on 29 and 26 March 2010, consisting of USD 1,000,000,000 2.50 % Notes due 2013 (*Exchanged for Registered Notes in an exchange offer that closed on 2 September 2010 and redeemed on 26 March 2013*), USD 750,000,000 3.625 % Notes due 2015 (*Exchanged for Registered Notes in an exchange offer that closed on 2 September 2010 and redeemed on 15 April 2015*), USD 1,000,000,000 5.00 % Notes due 2020 (*Exchanged for Registered Notes in an exchange offer that closed on 2 September 2010*) and USD 500,000,000 Floating Rate Notes due 2013 (*Exchanged for Registered Notes in an exchange offer that closed on 2 September 2010 and redeemed on 26 March 2013*) (the "Unregistered Notes issued in March 2010"), (ii) the Change of Control Clause of the USD 3,250,000,000 Registered Notes issued in September 2010, consisting of USD 1,000,000,000 2.50 % Notes due 2013 (*Redeemed on 26 March 2013*), USD 750,000,000

3.625 % Notes due 2015 (*Redeemed on 15 April 2015*), USD 1,000,000,000 5.00 % Notes due 2020 (*Redeemed on 6 June 2018*) and USD 500,000,000 Floating Rate Notes due 2013 (*Redeemed on 26 March 2013*) and offered in exchange for corresponding amounts of the corresponding Unregistered Notes issued in March 2010, in accordance with a US Form F-4 Registration Statement pursuant to an exchange offer launched by Anheuser-Busch InBev Worldwide Inc. in the U.S. on 5 August 2010 and expired on 2 September 2010 (the "Registered Notes issued in September 2010"), (iii) the Change of Control Clause of the USD 8,000,000,000 Registered Notes issued in March 2011, consisting of USD 1,250,000,000 7.20% Notes due 2014 (*Redeemed on 20 June 2011*), USD 2,500,000,000 7.75% Notes due 2019 (*Redeemed on 19 March 2018*) and USD 1,250,000,000 8.20% Notes due 2039, USD 1,550,000,000 5.375 % Notes due 2014 (*Redeemed on 15 November 2014*), USD 1,000,000,000 6.875 % Notes due 2019 and USD 450,000,000 8.00 % Notes due 2039 and offered in exchange for corresponding amounts of the corresponding Unregistered Notes issued in January 2009 and of the corresponding Unregistered Notes issued in May 2009, in accordance with a US Form F-4 Registration Statement pursuant to an exchange offer launched by Anheuser-Busch InBev Worldwide Inc. in the U.S. on 11 February 2011 and expired on 14 March 2011 (the "Registered Notes issued in March 2011"), whereby each of the Unregistered Notes issued in March 2010, the Registered Notes issued in September 2010 and the Registered Notes issued in March 2011 were issued by Anheuser-Busch InBev Worldwide Inc. with an unconditional and irrevocable guarantee as to payment of principal and interest from the old Anheuser-Busch InBev, and (iv) any other provision applicable to the Unregistered Notes issued in March 2010, the Registered Notes issued in September 2010 and the Registered Notes issued in March 2011 granting rights to third parties which could affect the company's assets or could impose an obligation on the company where in each case the exercise of those rights is dependent on the launch of a public take-over bid over the shares of the company or on a "Change of Control" (as defined in the Offering Memorandum with respect to the Unregistered Notes, as the case may be, and in the Registration Statement with respect to the Registered Notes). Pursuant to the Offering Memorandum and Registration Statement (a) "Change of Control" means "any person or group of persons acting in concert (in each case other than Stichting Anheuser-Busch InBev or any existing direct or indirect certificate holder or certificate holders of Stichting Anheuser-Busch InBev) gaining Control of the company provided that a change of control shall not be deemed to have occurred if all or substantially all of the shareholders of the relevant person or group of persons are, or immediately prior to the event which would otherwise have constituted a change of control were, the shareholders of the company with the same (or substantially the same) pro rata interests in the share capital of the relevant person or group of persons as such shareholders have, or as the case may be, had, in the share capital of the company", (b) "Acting in concert" means "a group of persons who, pursuant to an agreement or understanding (whether formal or informal), actively cooperate, through the acquisition directly or indirectly of shares in the company by any of them, either directly or indirectly, to obtain Control of the company", and (c) "Control" means the "direct or indirect ownership of more than 50 per cent of the share capital or similar rights of ownership of the company or the power to direct the management and the policies of the company whether through the ownership of share capital, contract or otherwise".

The Change of Control clause grants to any Noteholder, in essence, the right to request the redemption of his Notes at a repurchase price in cash of 101% of their principal amount (plus interest accrued) upon the occurrence of a Change of Control and a related downgrade in the Notes to sub-investment grade.

A similar change of control provision was approved by the shareholders' meeting of the old Anheuser-Busch InBev on 28 April 2009 with respect to:

- the USD 5,000,000,000 Notes, consisting of USD 1,250,000,000 7.20% Notes due 2014 (*Exchanged for Registered Notes in an exchange offer that closed on 14 March 2011 and redeemed on 20 June 2011*), USD 2,500,000,000 7.75% Notes due 2019 (*Exchanged for Registered Notes in an exchange offer that closed on 14 March 2011*) and USD 1,250,000,000 8.20% Notes due 2039 (*Exchanged for Registered Notes in an exchange offer that closed on 14 March 2011*), each issued in January 2009 by Anheuser-Busch InBev Worldwide Inc. with an unconditional and irrevocable guarantee as to payment of principal and interest from Anheuser-Busch InBev SA/NV (the "Unregistered Notes issued in January 2009").

A similar change of control provision was approved by the shareholders' meeting of the old Anheuser-Busch InBev on 27 April 2010 with respect to:

- the USD 3,000,000,000 Notes issued in May 2009, consisting of USD 1,550,000,000 5.375 % Notes due 2014 (*Exchanged for Registered Notes in an exchange offer that closed on 14 March 2011 and redeemed on 15 November 2014*), USD 1,000,000,000 6.875 % Notes due 2019 and USD 450,000,000 8.00 % Notes due 2039 (the "Unregistered Notes issued in May 2009") each issued by Anheuser-Busch InBev Worldwide Inc. with an unconditional and irrevocable guarantee as to payment of principal and interest from the old Anheuser-Busch InBev.
- the USD 5,500,000,000 Notes issued in October 2009, consisting of USD 1,500,000,000 3.00 % Notes due 2012 (*Exchanged for Registered Notes in an exchange offer that closed on 05*

February 2010 and redeemed on 15 October 2012), USD 1,250,000,000 4.125 % Notes due 2015 (Exchanged for Registered Notes in an exchange offer that closed on 5 February 2010 and redeemed on 15 January 2015), USD 2,250,000,000 5.375 % Notes due 2020 (redeemed on 23 April 2018) and USD 500,000,000 6.375 % Notes due 2040 (the "[Unregistered Notes issued in October 2009](#)") each issued by Anheuser-Busch InBev Worldwide Inc. with an unconditional and irrevocable guarantee as to payment of principal and interest from the old Anheuser-Busch InBev.

- the USD 5,500,000,000 Registered Notes [issued in February 2010](#), consisting of USD 1,500,000,000 3 % Notes due 2012 (Redeemed on 15 October 2012), USD 1,250,000,000 4.125 % Notes due 2015 (Redeemed on 15 January 2015), USD 2,250,000,000 5.375 % Notes due 2020 and USD 500,000,000 6.375 % Notes due [2040 and offered](#) in exchange for corresponding amounts of the corresponding Unregistered Notes issued in October 2009, [in accordance with a US Form F-4 Registration Statement](#) pursuant to an exchange offer launched by Anheuser-Busch InBev Worldwide Inc. in the [US](#) on [8 January 2010](#) and expired on [5 February 2010 \(the "Registered Notes issued in February 2010"\)](#) each issued by Anheuser-Busch InBev Worldwide Inc. with an unconditional and irrevocable guarantee as to payment of principal and interest from the old Anheuser-Busch InBev.

The US Dollar Notes have been transferred to the company as a result of the merger between Anheuser-Busch InBev (formerly "Newbelco") and the old AB InBev, which took place on 10 October 2016 in the framework of the combination with SAB.

4. Notes issued under Anheuser-Busch InBev's Shelf Registration Statement filed on Form F-3.

For the sake of completeness, there is no Change of Control Clause applicable to outstanding Notes issued under Anheuser-Busch InBev's Shelf Registration Statement filed on Form F-3 (with an unconditional and irrevocable guarantee as to payment of principal and interest from Anheuser-Busch InBev SA/NV).

8. Remuneration report

This report was approved by the Remuneration Committee on 20 February 2019.

8.1. Remuneration of directors

8.1.1. Approval Procedure

The Remuneration Committee recommends the level of remuneration for directors, including the Chairman of the Board. These recommendations are subject to approval by the Board and, subsequently, by the shareholders at the annual general meeting.

The Remuneration Committee benchmarks directors' compensation against peer companies. In addition, the Board sets and revises, from time to time, the rules and level of compensation for directors carrying out a special mandate or sitting on one or more of the Board committees and the rules for reimbursement of directors' business-related out-of-pocket expenses.

The Remuneration Committee consists of three members appointed by the Board, all of whom are non-executive directors. Currently, the Chairman of the Committee is a representative of the controlling shareholders and the two other members meet the requirements of independence as established in our Corporate Governance Charter and by the Belgian Companies Code. The CEO and the Chief People Officer are invited to the meetings of the Committee.

The Remuneration Committee's principal role is to guide the Board with respect to all its decisions relating to the remuneration policies for the Board, the CEO, the Executive Board of Management (until 1 January 2019) and the ExCom and SLT (since 1 January 2019) and on their individual remuneration packages. The Committee ensures that the CEO and members of the ExCom and SLT are incentivized to achieve, and are compensated for, exceptional performance. The Committee also ensures the maintenance and continuous improvement of the company's compensation policy which is based on meritocracy and a sense of ownership with a view to aligning the interests of its employees with the interests of all shareholders.

The Committee meets four times a year and more often if required and is convoked by its Chairman or at the request of at least 2 of its members.

The composition, functioning and specific responsibilities of the Remuneration Committee are set forth in the terms of reference of the Committee, which are part of our Corporate Governance Charter.

8.1.2. Remuneration policy applied in 2018

a. Cash remuneration

Remuneration is linked to the time committed to the Board and its various committees. The base annual fee amounted to 75,000 Euro in 2018. The fee is supplemented with an amount of 1,500 Euro for each physical committee meeting and for each additional physical Board meeting after ten meetings. For 2018, the Chairman's fee was 2.5 times that of other directors. In practice, this means that the fixed annual cash fee of the Chairman equaled 187,500 Euro in 2018. For the Chairman of the Audit Committee, the fixed annual fee is 70% higher than the fixed annual fee of the other directors. In practice, this means that the fixed annual cash fee of the Chairman of the Audit Committee equals 127,500 Euro. At the request of the Remuneration Committee, a benchmarking exercise regarding directors' remuneration covering 24 global peer companies has been conducted by an independent consulting firm. Further to such exercise, it is contemplated to submit a proposal to the upcoming annual shareholders' meeting to be held on 24 April 2019 to increase the Chairman's fee to 255,000 euro.

In addition, a simplification of the structure of the cash component of the remuneration of Board members is contemplated, whereby the Committee attendance fees would be replaced by a retainer granted to Board committee members.

Share based remuneration

Before 2014, the Board members of the old Anheuser-Busch InBev (i.e. the company's predecessor prior to the closing of the business combination with SAB) were granted a limited, pre-determined number of warrants under the company's 1999 long-term incentive warrant plan ("LTI Warrant Plan"). The number of warrants granted annually amounted to 15,000 since 2009. Each LTI warrant gave its holder the right to subscribe for one newly issued share. Shares subscribed for upon the exercise of LTI warrants were ordinary shares of the old AB InBev. Holders of such shares had the same rights as any other shareholder. The exercise price of LTI warrants was equal to the average price of our shares on Euronext Brussels during the 30 days preceding their issue date. LTI warrants granted in the years prior to 2007 (except for 2003) had a duration of 10 years. From 2007 onwards (and in 2003) LTI warrants have a duration of 5 years. LTI warrants are subject to a vesting period ranging from one to three years. Forfeiture of a warrant occurs in certain circumstances when the mandate of the holder is terminated.

At the annual shareholders' meeting of the old AB InBev of 30 April 2014, all outstanding LTI warrants have been converted into LTI stock options, i.e. the right to purchase existing shares instead of the right to subscribe to newly issued shares. All other terms and conditions of the outstanding LTI warrants remain unchanged.

The shareholders' meeting of the old AB InBev of 30 April 2014 has also decided to replace the LTI Warrant Plan by a long-term incentive stock option plan for directors and confirmed that all LTI grants to directors will be in the form of stock options on existing shares with the following features:

- an exercise price that is set equal to the market price of the share at the time of granting;
- a maximum lifetime of 10 years and an exercise period that starts after 5 years; and
- the LTI stock options cliff vest after 5 years. Unvested options are subject to specific forfeiture provisions in the event that the directorship is not renewed upon the expiry of its term or is terminated in the course of its term, both due to a breach of duty by the director.

In line with this decision, the shareholders' meeting of AB InBev of 25 April 2018 granted each Board member 15,000 LTI stock options. The Chairman of the Board was granted 37,500 LTI stock options and the Chairman of the Audit Committee was granted 25,500 LTI stock options. The LTI stock options have an exercise price of 84.47 Euro per share which is the closing price of the Anheuser-Busch InBev share on the day preceding the grant date, i.e. on 24 April 2018. The LTI stock options have a lifetime of 10 years and cliff vest after 5 years, i.e. on 25 April 2023.

Following the completion of the merger between Anheuser-Busch InBev (formerly "Newbelco") and the old AB InBev, that took place on 10 October 2016 in the framework of the combination with SAB, all rights and obligations attached to the outstanding long-term incentive stock options of the old AB InBev, have been automatically transferred to the new AB InBev (the absorbing company), each outstanding stock option giving right to one share of the new AB InBev (the absorbing company) instead of one share of the old AB InBev (the absorbed company).

The company's long-term incentive plan deviates from the Belgian Code on Corporate Governance as it provides for share-based payments to non-executive directors. The Board believes that the successful strategy and sustainable development of the company for over a decade demonstrates that the compensation of directors, which includes a fixed number of stock options, does ensure that the independence of the Board members in their role of guidance and control of the company is preserved, and that the directors' interests remain fully aligned with the long-term interests of the shareholders. In particular, the vesting period of the options of 5 years should foster a sustainable and long-term commitment to shareholder value creation.

It is envisaged to submit to the upcoming annual shareholders' meeting to be held on 24 April 2019 a proposal to approve a change to the share based component of the remuneration package of Board members. The change would consist in paying out such share based component under the form of restricted stock units corresponding to a fixed value in euro rather than under the form of stock options.

Such restricted stock units would vest after 5 years and, upon vesting, entitle their holders to one AB InBev share per restricted stock unit.

The company is prohibited from making loans to directors and members of the ExCom or SLT, whether for the purpose of exercising options or for any other purpose (except for routine advances for business-related expenses in accordance with the company's rules for reimbursement of expenses).

The company does not provide pensions, medical benefits or other benefit programs to directors.

At the time of publication of the report, no changes to the remuneration policy of directors are planned other than as set out above.

8.1.3. Remuneration in 2018

Individual director remuneration is presented in the table below. All amounts presented are gross amounts expressed in Euro before deduction of withholding tax.

	Number of Board meetings attended	Annual fee for Board meetings	Fees for Committee meetings	Total fee	Number of LTI stock options granted ⁽¹⁾
Maria Asuncion	10	75,000	0	75,000	15,000
Martin J. Barrington ⁽²⁾	10	46,371	7,500	53,871	0
Alexandre Behring	8	75,000	4,500	79,500	15,000
Michele Burns	10	127,500	33,000	160,500	25,500
Paul Cornet de Ways Ruat	10	75,000	0	75,000	15,000
Stéfan Descheemaeker	9	75,000	4,500	79,500	15,000
Grégoire de Spoelberch	10	75,000	6,000	81,000	15,000
William F. Gifford ⁽³⁾	10	0	0	0	0
Olivier Goudet	10	187,500	28,500	216,000	37,500
Paulo Lemann	10	75,000	6,000	81,000	15,000
Alejandro Santo Domingo	10	75,000	0	75,000	15,000
Elio Leoni Sceti	10	75,000	22,500	97,500	15,000
Carlos Alberto da Veiga	10	75,000	6,000	81,000	15,000
Marcel Herrmann Telles	10	75,000	30,000	105,000	15,000
Alexandre Van Damme	10	75,000	18,000	93,000	15,000
All directors as a group		1,186,371	166,500	1,352,871	228,000

(1) LTI stock options were granted on 25 April 2018. They have an exercise price of 84.47 Euro per share, have a term of 10 years and cliff vest after 5 years.

(2) Mr Barrington has waived his entitlement to any type of remuneration, including long term incentive stock options, relating to the exercise of his mandate in 2018 up to the date of his retirement as CEO of Altria (i.e. 18 May 2018). Mr. Barrington's annual remuneration is prorated for the exercise of his mandate during the remainder of 2018. In addition, Mr Barrington is entitled to the remuneration linked to Board committee attendance as from 18 May 2018.

(3) Mr Gifford has waived his entitlement to any type of remuneration, including long term incentive stock options, relating to the exercise of his mandate in 2018.

8.1.4. Options owned by directors

The table below sets forth, for each of our current directors, the number of LTI stock options they owned as of 31 December 2018 ^{(1) (2)}:

	LTI 26 25 April 2018	LTI 25 26 April 2017	LTI 24 27 April 2016	LTI 23 29 April 2015	LTI 22 30 April 2014	LTI 21 24 April 2013	
Grant date	24 April 2028	25 April 2027	26 April 2026	28 April 2025	29 April 2024	23 April 2018	
Expiry date							
Maria Asuncion Aramburuzabala	15,000	15,000	15,000	15,000	0	0	60,000
Martin J. Barrington ⁽³⁾	0	0	0	0	0	0	0
Alex Behring	15,000	15,000	15,000	15,000	0	0	60,000
Michele Burns	25,500	25,500	25,500	0	0	0	76,500
Paul Cornet de Ways Ruat	15,000	15,000	15,000	15,000	15,000	0	75,000
Stéfan Descheemaeker	15,000	15,000	15,000	15,000	15,000	0	75,000
Grégoire de Spoelberch	15,000	15,000	15,000	15,000	15,000	0	75,000
William F. Gifford ⁽³⁾	0	0	0	0	0	0	0

Olivier Goudet	37,500	30,000	30,000	25,500	20,000	0	143,000
Paulo Lemann	15,000	15,000	15,000	15,000	0	0	60,000
Alejandro Santo Domingo	15,000	15,000	0	0	0	0	30,000
Elio Leoni Sceti	15,000	15,000	15,000	15,000	0	0	60,000
Carlos Sicupira	15,000	15,000	15,000	15,000	15,000	0	75,000
Marcel Telles	15,000	15,000	15,000	15,000	15,000	0	75,000
Alexandre Van Damme	15,000	15,000	15,000	15,000	15,000	0	75,000
Strike price (Euro)	84.47	104.50	113.25	113.10	80.83	76.20	

- (1) At the annual shareholders' meeting of 30 April 2014, all outstanding LTI warrants were converted into LTI stock options, i.e. the right to purchase existing ordinary shares instead of the right to subscribe to newly issued shares. All other terms and conditions of the outstanding LTI warrants remained unchanged.
- (2) In March 2018, Olivier Goudet exercised 20,000 options of the LTI 21 Series that expired in April 2018. In April 2018, Carlos Sicupira, Marcel Telles and Paul Cornet de Ways Ruart each exercised 15,000 options of the LTI 21 Series that expired in April 2018.
- (3) Mr Barrington has waived his entitlement to any type of remuneration, including long term incentive stock options, relating to the exercise of his mandate in 2018 up to the date of his retirement as CEO of Altria (i.e. 18 May 2018). Mr. Barrington's annual remuneration is prorated for the exercise of his mandate during the remainder of 2018. In addition, Mr Barrington is entitled to the remuneration linked to Board committee attendance as from 18 May 2018. Mr Gifford has waived his entitlement to any type of remuneration, including long term incentive stock options, relating to the exercise of his mandate in 2018.

8.2. Remuneration of Executive Board of Management

Except as provided otherwise, the information in this section relates to the Executive Board of Management (EBM) as at 31 December 2018.

8.2.1. Procedure for developing the remuneration policy and determining the individual remuneration

The compensation and reward programs for the EBM in 2018 were overseen by the Remuneration Committee which is exclusively composed of non-executive directors. It submits to the Board for approval recommendations on the compensation of the CEO and, upon recommendation of the CEO, of the EBM. The Nomination Committee approved the company and individual annual targets and the Remuneration Committee approved the target achievement and corresponding annual and long-term incentives of members of the EBM.

The remuneration policy and hence any schemes falling within its scope which grant shares or rights to acquire shares, are submitted to the shareholders' meeting for approval.

Going forward, the procedure for developing the remuneration policy and determining the individual remuneration of the members of the ExCom will be similar to the one set out above.

The composition, functioning and specific responsibilities of the Remuneration Committee and of the Nomination Committee are set forth in the terms of reference of the respective Committee, which are part of our Corporate Governance Charter.

8.2.2. Remuneration policy

Our compensation system is designed to support our high-performance culture and the creation of long-term sustainable value for our shareholders. The goal of the system is to reward executives with market-leading compensation, which is conditional upon both the overall success of the company and individual performance. It ensures alignment with shareholders' interests by strongly encouraging executive ownership of shares in the company and enables to attract and retain the best talent at global levels. Base salaries are aligned to mid-market levels. Additional short- and long-term incentives are linked to challenging short- and long-term performance targets and the investment of part or all of any variable compensation earned in company shares is encouraged.

The Board may revise the level of remuneration and approve a revised remuneration policy upon recommendation of the Remuneration Committee. At the time of publication of this report, no changes to the remuneration policies for senior management are planned.

8.2.3. Components of executive remuneration

Executive remuneration generally consists of (a) a fixed base salary, (b) variable performance-related compensation, (c) long-term incentive stock options, (d) long-term restricted stock units, (e) retirement

plan contributions and (f) other components. All amounts shown below are gross amounts before deduction of withholding taxes and social security.

a. Base Salary

In order to ensure alignment with market practice, executives' base salaries are reviewed overall against benchmarks. These benchmarks are collected by internationally recognized compensation consultants, in relevant industries and geographies. For benchmarking, a custom sample of Fast Moving Consumer Goods peer companies (Peer Group) is used when available. The Peer Group includes, amongst others, Apple, Coca-Cola Company, Procter & Gamble, PepsiCo and Unilever.

If Peer Group data are not available for a given role, Fortune 100 companies' data are used.

Executives' base salaries are intended to be aligned to mid-market levels for the appropriate market. Mid-market means that for a similar job in the market, 50% of companies in that market pay more and 50% of companies pay less. Executives' total compensation is intended to be 10% above the 3rd quartile.

In 2018, based on his employment contract, the CEO earned a fixed annual salary of 1.43 million Euro (USD 1.64 million), while the other members of the EBM earned an aggregate annual base salary of 10.12 million Euro (USD 11.59 million).

b. Variable performance-related compensation – Share-based compensation plan

Variable performance-related compensation is key to the company's compensation system and is aimed at rewarding executives' short- and long-term performance.

The target variable compensation is expressed as a percentage of the Market Reference Salary applicable to the executive. The on-target bonus percentage theoretically amounts to maximum 200% of the Market Reference Salary for members of the EBM and 340% for the CEO. An additional incentive of 20% on the bonus amount may be awarded by the Remuneration Committee in case of overachievement or other exceptional circumstances.

The effective pay-out of variable compensation is directly correlated with performance, i.e. linked to the achievement of total company, business unit and individual targets, all of which are based on performance metrics.

Company and business unit targets focus to achieve a balance of top line growth and cash flow generation.

Below a hurdle of achievement for total company and business unit targets, no variable compensation is earned irrespective of personal target achievement.

In addition, the final individual bonus pay-out percentage also depends on each executive's personal achievement of their individual performance targets. Individual performance targets of the CEO and the EBM may consist of financial and non-financial targets such as sustainability and other elements of corporate social responsibility as well as compliance/ethics related targets. Typical performance measures in this area can relate to employee engagement, talent pipeline, better world goals, compliance dashboards etc. that are also important for the sustainability of the financial performance.

Targets achievement is assessed by the Remuneration Committee on the basis of accounting and financial data.

For 2018, based on the company's target achievement during the year 2018 and the executives' individual target achievement, the total variable compensation for the EBM, including the CEO, effectively amounted to approximately 43% of their 2018 base salary.

Executives receive their variable compensation in cash but are encouraged to invest some or all of its value in company shares to be held for a 5-year period (the "Voluntary Shares"). Such voluntary investment leads to a 10% discount and a company shares match of 3 matching shares for each share voluntarily invested (the "Matching Shares") up to a limited total percentage of each executive's variable compensation. The percentage of the variable compensation that can be invested in voluntary shares is 60% for the CEO and for members of the EBM.

Voluntary Shares are:

- existing ordinary shares;
- entitled to dividends paid as from the date of grant;
- subject to a lock-up period of five years; and
- granted at market price. The discount is at discretion of the Board. Currently, the discount is 10% which is delivered as restricted stock units, subject to specific restrictions or forfeiture provisions in case of termination of service.

Both the Matching Shares and the discounted shares are delivered in the form of restricted stock units (RSU) and vest after five years. In case of termination of service before the vesting date, special forfeiture rules apply.

No performance conditions apply to the vesting of the restricted stock units. However, restricted stock units will only be granted under the double condition that the executive:

- has earned a variable compensation, which is subject to the successful achievement of total company, business unit and individual performance targets (performance condition); and

- has agreed to reinvest all or part of his/her variable compensation in company shares that are locked for a 5-year period (ownership condition).

The variable compensation is usually paid annually in arrears after the publication of the company's full year results. Exceptionally, the variable compensation may be paid out semi-annually at the discretion of the Board. In such case, the first half of the variable compensation is paid immediately after publication of the half year results and the second half of the variable compensation is paid after publication of the full year results. The variable compensation for 2018 will be paid in or around March 2019.

In accordance with the authorization granted in the company's bylaws, as amended by the shareholders' meeting of 26 April 2011, the variable compensation system partly deviates from article 520ter of the Belgian Companies Code, as it allows:

1. for the variable remuneration to be paid out based on the achievement of annual targets without staggering its grant or payment over a 3-year period. However, executives are encouraged to invest some or all of their variable compensation in company shares which are blocked for 5 years (the "Voluntary Shares"). Such voluntary investment also leads to a grant of Matching Shares in the form of restricted stock units which only vest after 5 years, ensuring sustainable long-term performance.
2. for the Voluntary Shares granted under the share based compensation plan to vest at their grant, instead of applying a vesting period of minimum 3 years. Nonetheless, as indicated above, the Voluntary Shares remain blocked for 5 years. On the other hand, any Matching Shares that are granted, will only vest after 5 years.

Variable compensation for performance in 2017 – Paid in March 2018

For the year 2018, the CEO earned variable compensation of 5.10 million Euro (USD 5.77 million). The other members of the EBM earned aggregate variable compensation of 19.24 million Euro (USD 21.74 million).

The amount of variable compensation is based on the company's performance during the year 2017 and the executives' individual target achievement. Any variable compensation was paid in March 2018.

The following table sets forth information regarding the number of our shares voluntarily acquired and Matching Shares granted in March 2018 (variable compensation awarded for performance in 2017) to our CEO and the other members of our EBM as at 1 January 2018 under the Share-based compensation plan. The Matching Shares were granted in the form of restricted stock units and vest after five years, on 2 March 2023.

Name	Voluntary Shares acquired	Matching Shares granted
Carlos Brito – CEO	27,342	115,553
David Almeida	6,795	29,810
Claudio Braz Ferro	8,871	38,920
John Blood	1,537	6,594
Jan Craps	4,632	31,878
Felipe Dutra	7,250	30,643
Michel Doukeris	4,430	32,964
Pedro Earp	2,740	12,024
Jean Jereissati	7,388	31,168
David Kamenetzky	4,790	20,550
Peter Kraemer	4,552	17,828
Mauricio Leyva	1,134	7,717
Carlos Lisboa ⁽¹⁾	0	0
Stuart MacFarlane	8,676	36,598
Tony Milikin	2,943	20,272
Ricardo Moreira	6,303	26,591
Miguel Patricio	3,296	22,730
Bernardo Pinto Paiva ⁽¹⁾	0	0
Ricardo Tadeu	4,389	30,209

(1) Bernardo Pinto Paiva, Zone President Latin America North, reported to the Board of Directors of Ambev. He and Carlos Lisboa, Zone President Latin America South, participated in 2017 in the incentive plans of Ambev S.A. that are disclosed separately by Ambev.

Variable compensation for performance in 2018

For the year 2018, the CEO earned variable compensation of 0.73 million Euro (USD 0.84 million). The other members of the EBM earned aggregate variable compensation of 4.20 million Euro (USD 4.81 million).

The amount of variable compensation is based on the company's performance during the year 2018 and the executives' individual target achievement. The variable compensation will be paid in or around March 2019.

c. Long-term incentive stock options

Annual long-term incentive stock options

Members of our senior management may be eligible for an annual long-term incentive paid out in stock options (or other share related instruments such as Restricted Stock Units), depending on management's assessment of the beneficiary's performance and future potential.

Long-term incentive stock options have the following features:

- an exercise price that is set equal to the market price of the share at the time of grant;
- a maximum lifetime of 10 years and an exercise period that starts after 5 years;
- upon exercise, each option entitles the option holder to purchase one share;
- the options cliff vest after 5 years. In the case of termination of service before the vesting date, special forfeiture rules will apply.

The following table sets forth information regarding the number of options granted to the CEO and other members of the EBM on 22 January 2018 (having an exercise price of 94.36 Euro).

Name	Long Term Incentive stock options granted on 22 January 2018
Carlos Brito – CEO	359,606
David Almeida	55,527
John Blood	21,153
Jan Craps	39,662
Michel Doukeris	69,806
Felipe Dutra	158,650
Pedro Earp ⁽¹⁾	0
Jean Jereissati	26,441
David Kamenetzky	52,883
Peter Kraemer	37,018
Mauricio Leyva	26,441
Carlos Lisboa ⁽²⁾	0
Stuart MacFarlane	38,076
Tony Milikin	55,527
Ricardo Moreira	31,730
Miguel Patricio	0
Bernardo Pinto Paiva ⁽²⁾	0
Ricardo Tadeu	79,325

(1) Pedro Earp, Chief Marketing and ZX Ventures Officer, participated in the Performance related incentive plan for Disruptive Growth Function (see section 8.2.3. g. below).

(2) Bernardo Pinto Paiva, as Zone President Latin America North, reported to the Board of Directors of Ambev. He participated in 2018 in the incentive plans of Ambev S.A. that are disclosed separately by Ambev. Likewise, Carlos Lisboa, as Zone President Latin America South, participated in 2018 in the incentive plans of Ambev S.A.

Exceptional long-term incentive stock options

- a. **2020 Incentive Plan:** on 22 December 2015, 4.7 million options were granted to a select group of approximately 65 members of the senior management of the company, who are considered to be instrumental to help the company to achieve its ambitious growth target.

Each option gives the grantee the right to purchase one existing share. The exercise price of the options is 113.00 Euro which corresponds to the closing share price on the day preceding the grant date. The options have a duration of 10 years as from granting and vest after 5 years. The options only become exercisable provided a performance test is met by AB InBev. This performance test is based on a net revenue amount which must be achieved by 2022 at the latest.

No stock options were granted to members of the EBM at the time of grant.

- b. **Integration Incentive Plan:** on 15 December 2016, 13.17 million options were granted to a select group of approximately 300 members of the senior management of the company considering the significant contribution that these employees can make to the success of the company and the achievement of integration benefits.

Each option gives the grantee the right to purchase one existing AB InBev share. The exercise price of the options granted on 15 December 2016 is 97.99 Euro which corresponds to the closing share price on the day preceding the grant date.

The options have a duration of 10 years from grant and vest on 1 January 2022 and only become exercisable provided a performance test is met by Anheuser-Busch InBev. This performance test is based on an EBITDA compounded annual growth rate target and may be complemented by additional country or Zone specific or function specific targets. 100% of the options will become exercisable if the performance test is achieved by 31 December 2019, 90% of the options will become exercisable if the performance test is achieved by 31 December 2020 and 80% of the options will become exercisable if the performance test is achieved by 31 December 2021. Specific forfeiture rules apply if the employee leaves the company before the performance test achievement or vesting date. No stock options were granted to members of the EBM at the time of the grant on 15 December 2016.

Throughout 2017, 6.47 million additional options were granted under the Integration Incentive Plan, having an exercise price corresponding to the closing share price on the day preceding the relevant grant date. Out of these 6.47 million options, 1,701,090 options were granted to members of the EBM.

In 2018, no options were granted under the Integration Incentive Plan.

- c. **Incentive Plan for SAB employees:** on 15 December 2016, 1.43 million options were granted to employees of former SAB. The grant results from the commitment that AB InBev has made under the terms of the combination with SAB, that it would, for at least one year, preserve the terms and conditions for employment of all employees that remain with the Group.

Each option gives the grantee the right to purchase one existing AB InBev share. The exercise price of the options is 97.99 Euro which corresponds to the closing share price on the day preceding the grant date.

The options have a duration of 10 years as from granting and vest after 3 years. Specific forfeiture rules apply if the employee leaves the company before the vesting date.

Throughout 2017, 0.77 million additional options were granted under the Incentive Plan for SAB employees, having an exercise price corresponding to the closing share price on the day preceding the relevant grant date.

No stock options were granted to members of the EBM under this plan. More generally, in 2018, no options were granted under the Incentive Plan for SAB employees.

- d. **Long Run Stock Options Incentive Plan:** on 1 December 2017, 18.02 million stock options were granted to a select group of approximately 50 members of our senior management, including a number of members of our EBM, under a new long term special incentive Plan to incentivize and retain senior leaders who are considered to be instrumental in achieving our ambitious long-term growth agenda over the next 10 years.

Each option gives the grantee the right to purchase one existing share. The exercise price of the options is 96.70 Euro which corresponds to the closing share price on the day preceding the grant date. The options have a duration of 15 years as from granting and, in principle, vest after 10 years (on 1 January 2028). The options only become exercisable provided a performance test is met by Anheuser-Busch InBev. This performance test is based on an organic EBITDA compounded annual growth rate target which must be achieved by 31 December 2024 at the latest. Specific forfeiture rules apply if the employee leaves the company before the performance test achievement or vesting date.

Throughout 2018, 2.94 million additional options were granted under the Long Run Stock Options Incentive Plan, having an exercise price corresponding to the closing share price on the day preceding the relevant grant date. Out of these 2.94 million additional options, 1,708,044 options were granted to Carlos Brito on 18 May 2018 (having an exercise price of 80.34 Euro and a 5 years

vesting period) and 618,164 options were granted to each of Ricardo Moreira and David Kamenetzky on 14 August 2018 (having an exercise price of 84.42 Euro and a 10 years vesting period).

d. Long-term restricted stock unit programs

Anheuser-Busch InBev has in place four specific long-term restricted stock unit programs:

- 1.** A program allowing for the offer of restricted stock units to certain members of our senior management in certain specific circumstances. Such grants are made at the discretion of the CEO, e.g. as a special retention incentive or to compensate for assignments of expatriates in certain limited countries.

The characteristics of the restricted stock units are identical to the characteristics of the Matching Shares that are granted as part of the Share-based compensation plan (see section 8.2.3.b). The restricted stock units vest after five years and in case of termination of service before the vesting date, special forfeiture rules apply.

During the reporting period in 2018, 2.35 million restricted stock units were granted under the program to our senior management. No restricted stock units were granted under the program to members of the EBM.

- 2.** A program allowing for the exceptional offer of restricted stock units to certain members of senior management at the discretion of the Remuneration Committee as a long-term retention incentive for key managers of the company.

Members of senior management eligible to receive a grant under the program receive 2 series of restricted stock units. The first half of the restricted stock units vest after five years. The second half of the restricted stock units vest after 10 years. As a variant under this program, the restricted stock units may be granted with a shorter vesting period of 2.5 to 3 years for the first half and 5 years for the second half of the restricted stock units. In case of termination of service before the vesting date, special forfeiture rules apply. As of 2017, instead of restricted stock units, stock options may be granted under the program with similar vesting and forfeiture rules.

During the reporting period in 2018, 0.44 million restricted stock units were granted under the program to our senior management. No restricted stock units were granted under the program to members of the EBM.

- 3.** A program allowing certain employees to purchase company shares at a discount aimed as a long-term retention incentive for (i) high-potential employees of the company, who are at a mid-manager level ("People bet share purchase program") or (ii) for newly hired employees. The voluntary investment in company shares leads to the grant of 3 matching shares for each share invested or, as the case may be, a number of matching shares corresponding to a fixed monetary value that depends on seniority level. The matching shares are granted in the form of restricted stock units which vest after 5 years. In case of termination before the vesting date, special forfeiture rules apply. Beginning in 2016, instead of restricted stock units, stock options may also be granted under this program with similar vesting and forfeiture rules.

During the reporting period in 2018, our employees purchased 0.01 million shares under the program. No shares were purchased under the program by members of the EBM.

- 4.** In 2018, a new program was implemented allowing for the offer of performance based restricted stock units ("Performance RSUs") to certain members of our senior management. Upon vesting, each RSU gives the executive the right to receive one existing AB InBev share. The Performance RSUs can have a vesting period of 5 years or of 10 years. The shares resulting from the RSU vesting will only be delivered provided a performance test is met by the company. Specific forfeiture rules apply if the employee leaves the company before the vesting date or if the performance test is not achieved by a certain date.

On 14 August 2018, 0.5 million Performance RSUs were granted to a select group of senior managers of the company. Out of these 0.5 million Performance RSUs, 207,760 Performance RSUs were granted to members of our EBM as follows: 51,940 Performance RSUs to each of John Blood and Jan Craps (having a 10 year vesting period) and 51,940 Performance RSUs to each of Peter Kraemer and Tony Milikin (having a 5 year vesting period). These Performance RSUs are subject to on an organic EBITDA compounded annual growth rate target which must be achieved by 31 December 2024 at the latest.

e. Exchange of share-ownership program

From time to time certain members of Ambev's senior management are transferred to Anheuser-Busch InBev and vice-versa. In order to encourage management mobility and ensure that the interests of these managers are fully aligned with AB InBev's interests, the Board has approved a program that aims at facilitating the exchange by these managers of their Ambev shares into ABInBev shares. Under the program, the Ambev shares can be exchanged into Anheuser-Busch InBev shares based on the average share price of both the Ambev and the AB InBev shares on the date the exchange is requested. A discount of 16.66 % is granted in exchange for a 5-year lock-up period for the shares and provided that the manager remains in service during this period. The discounted shares are forfeited in case of termination of service before the end of the 5-year lock-up period. Under the program, members of our senior management have exchanged 1.14 million Ambev shares for a total of 0.1 million AB InBev shares in 2018.

f. Programs for maintaining consistency of benefits granted and for encouraging global mobility of executives

Two programs which are aimed at maintaining consistency of benefits granted to executives and at encouraging the international mobility of executives while complying with all legal and tax obligations are in place:

- 1. The Exchange program:** under this program the vesting and transferability restrictions of the Series A options granted under the November 2008 Exceptional Option Grant and of the options granted under the April 2009 Exceptional Option Grant, could be released e.g. for executives who moved to the United States. These executives were then offered the possibility to exchange their options for ordinary Anheuser-Busch InBev shares that remain locked-up until 31 December 2018 (5 years longer than the original lock-up period).

Since the Series A options granted under the November 2008 Exceptional Option Grant and the options granted under the April 2009 Exceptional Option Grant have vested on 1 January 2014, the Exchange program is no longer relevant for these options. Instead, the Exchange program has now become applicable to the Series B options granted under the November 2008 Exceptional Option Grant. Under the extended program, executives who are relocated e.g. to the United States, can be offered the possibility to exchange their Series B options for ordinary Anheuser-Busch shares that, in principle, remain locked-up until 31 December 2023 (5 years longer than the original lock-up period). In 2018, no exchanges were executed under this program.

As a variant to this program, the Board also approved the recommendation of the Remuneration Committee to allow the early release of the vesting conditions of the Series B options granted under the November 2008 Exceptional Option Grant for executives who are relocated, e.g. to the United States. The shares that result from the exercise of the options must, in principle, remain blocked until 31 December 2023.

Under this variant to the program, the vesting of 0.2m stock options was accelerated under this program in 2018. Out of these 0.2m stock options, the vesting of 180,742 stock options was accelerated for Ricardo Tadeu, a member of the Executive Board of Management in 2018.

- 2. The Dividend waiver program:** where applicable, the dividend protection feature of the outstanding options owned by executives who move to the US is being cancelled. In order to compensate for the economic loss which results from this cancellation, a number of new options is granted to these executives with a value equal to this economic loss. The new options have a strike price equal to the share price on the day preceding the grant date of the options. All other terms and conditions, in particular with respect to vesting, exercise limitations and forfeiture rules of the new options are identical to the outstanding options for which the dividend protection feature is cancelled. As a consequence, the grant of these new options does not result in the grant of any additional economic benefit to the executives concerned.

In 2018, no options were granted under this program.

The Board has also approved the early release of vesting conditions of unvested stock options or restricted stock units which are vesting within 6 months of the executives' relocation. The shares that result from the early exercise of the options or the early vesting of the restricted stock units must remain blocked until the end of the initial vesting period. In 2018, the vesting of 0.2 million stock options and restricted stock units was accelerated under this program for other members of the senior management. Out of these, the vesting of 22,382 stock options and 44,660 restricted stock units was accelerated for Ricardo Tadeu and the vesting of 17,449 restricted stock units was accelerated for Jean Jereissati, both members of the Executive Board of Management in 2018.

g. Performance related incentive plan for Disruptive Growth Function

The company has implemented a performance related incentive plan which substitutes the long-term incentive stock option plan for executives of the Disruptive Growth Function, called ZX Ventures. This function was created to accelerate new business development opportunities, focusing on initiatives in e-

commerce, mobile, craft and branded experiences such as brew pubs and is headed by Pedro Earp, Chief Disruptive Growth Officer.

The incentive plan, which is inspired from compensation models in technology and start-up businesses, aims at specifically linking the compensation to the value creation and success of the disruptive growth business within the company.

Executives are granted performance units whose value will depend on the internal rate of return (IRR) of their business area. The units vest after 5 years provided a performance test is met, based on a minimal growth rate of the IRR. At vesting, the performance units may be settled in cash or in ordinary shares of the company. Specific forfeiture rules apply in case the executive leaves the company.

During the reporting period in 2018, 2.7 million performance units were granted to senior management under this program. Out of these, 132,828 performance units were granted to Pedro Earp, member of the EBM in 2018.

h. Pension schemes

Our executives participate in Anheuser-Busch InBev's pension schemes in either the US, Belgium or their home country. These schemes are in line with predominant market practices in the respective countries.

They may be defined benefit plans or defined contribution plans.

The CEO participates in a defined contribution plan. The annual contribution that is paid to his plan amounted to approximately USD 0.07 million in 2018. The contributions for the other members of the EBM amounted to approximately USD 0.57 million in 2018.

i. Other benefits

Executives are also entitled to life and medical insurance and perquisites and other benefits that are competitive with market practices.

8.2.4. Main contractual terms and conditions of employment of members of the Executive Board of Management (EBM) in 2018

The terms and conditions of employment of the members of the EBM (and going forward, the members of the ExCom) are included in individual employment agreements. Executives are also required to comply with the company's policies and codes such as the Code of Business Conduct and Code of Dealing and are subject to exclusivity, confidentiality and non-compete obligations.

The agreement typically provides that the executive's eligibility for payment of variable compensation is determined exclusively on the basis of the achievement of company and individual targets set by the company. The specific conditions and modalities of the variable compensation are fixed separately by the company and approved by the Remuneration Committee.

Termination arrangements are in line with legal requirements and/or jurisprudential practice. The termination arrangements for the EBM provide for a termination indemnity of 12 months of remuneration including variable compensation in case of termination without cause. The variable compensation for purposes of the termination indemnity shall be calculated as the average of the variable compensation paid to the executive for the last two years of employment prior to the year of termination. In addition, if the company decides to impose upon the executive a non-compete restriction of 12 months, the executive shall be entitled to receive an additional indemnity of six months.

In 2018, Claudio Braz Ferro (former Chief Supply Integration Officer) and Claudio Garcia (former Chief People Officer) left the company. They were granted a termination indemnity that corresponds to 12 months of their base salary and an amount corresponding to the average of the variable compensation paid for the last two years. Mauricio Leyva (former Zone President Middle Americas) resigned on 31 August 2018.

Carlos Brito was appointed to serve as the CEO starting as of 1 March 2006. In the event of termination of his employment other than on the grounds of serious cause, the CEO is entitled to a termination indemnity of 12 months of remuneration including variable compensation as described above.

There is no "claw-back" provision in case of misstated financial statements.

8.2.5. Options owned by members of the Executive Board of Management*

The tables below set forth the number of Matching options owned by the members of our EBM as of 31 December 2018 under the Share-based compensation plan that was applicable until 2010⁽¹⁾.

	Matching options 2010	Matching options 2009	Matching options 2009	Matching options 2008	Matching options 2007	Matching options 2006
Grant date	5 March 2010	14 August 2009	6 March 2009	3 March 2008	2 April 2007	27 April 2006
Expiry date	4 March 2020	13 August 2019	5 March 2019	2 March 2018	1 April 2017	26 April 2016
EBM ⁽³⁾	0	140,106	80,765	61,974	0	0
Strike price (Euro)	36.52	27.06	20.49	34.34	33.59	24.78

	Matching options 2009- Dividend Waiver 13 ⁽²⁾	Matching options 2009- Dividend Waiver 13 ⁽²⁾	Matching options 2008- Dividend Waiver 13 ⁽²⁾	Matching options 2008- Dividend Waiver 09 ⁽²⁾	Matching options 2007- Dividend Waiver 09 ⁽²⁾	Matching options 2006 - Dividend Waiver 09 ⁽²⁾
Grant date	15 May 2013	15 May 2013	15 May 2013	1 Dec 2009	1 Dec 2009	1 Dec 2009
Expiry date	13 August 2019	5 March 2019	2 March 2018	2 March 2018	1 April 2017	26 April 2016
EBM ⁽³⁾	74,869	37,131	0	0	0	0
Strike price (Euro)	75.82	75.82	75.82	33.24	33.24	33.24

(1) Matching options have the following features:

- an exercise price that is set equal to the market price of the share at the time of grant;
- a maximum life of 10 years and an exercise period that starts after five years, subject to financial performance conditions to be met at the end of the second, third or fourth year following the grant;
- upon exercise, each option entitles the option holder to subscribe one share;
- specific restrictions or forfeiture provisions apply in case of termination of service.

(2) Options granted under the Dividend waiver program (see section 8.2.3.f)

(3) The following options were exercised in 2018:

- In March 2018, Miguel Patricio exercised 61,974 Matching options of 3 March 2008 with a strike price of 34.34 Euro, 80,765 Matching options of 6 March 2009 with a strike price of 20.49 Euro and 49,468 Matching options 2008 - Dividend Waiver options of 31 May 2013 with a strike price of 75.82 Euro;

* Following the completion of the merger between Anheuser-Busch InBev (formerly "Newbelco") and the old AB InBev, that took place on 10 October 2016 in the framework of the combination with SAB, all rights and obligations attached to the outstanding stock options of the old AB InBev, have been automatically transferred to Anheuser-Busch InBev (the absorbing company), each outstanding stock option giving right to one share of the new Anheuser-Busch InBev (the absorbing company) instead of one share of the old AB InBev (the absorbed company).

The table below sets forth the number of LTI stock options owned by the members of our EBM as of 31 December 2018 under the 2009 Long term incentive stock option plan (see section 8.2.3.c).

	LTI options	LTI options	LTI options	LTI options	LTI options	LTI options	LTI options
Grant date	18 Dec	30 Nov	30 Nov	30 Nov	02 Dec	01 Dec	01 Dec
Expiry date	17 Dec	29 Nov	29 Nov	29 Nov	01 Dec	30 Nov	30 Nov
EBM⁽¹⁾	358,938	562,480	617,449	898,934	736,985	591,864	65,747
Strike Price (Euro)	35.90	42.41	44.00	66.56	75.15	94.46	121.95

	LTI options	LTI options	LTI options	LTI options	LTI options
Grant date	22 Dec	01 Dec	20 Jan	5 May	22 Jan
Expiry date	21 Dec	30 Nov	19 Jan	19 Jan	21 Jan
EBM⁽¹⁾	855,877	75,897		261,706	1,025,404
Strike Price (Euro)	113.00	98.04	98.85	109.10	94.36

	LTI options (ADR)	LTI options (ADR)	LTI options (ADR)	LTI options (ADR)	LTI options (ADR)	LTI options (ADR)
Grant date	30 Nov 2010	30 Nov 2011	30 Nov 2012	02 Dec 2013	01 Dec 2014	01 Dec 2015
Expiry date	29 Nov 2020	29 Nov 2021	29 Nov 2022	01 Dec 2023	30 Nov 2024	30 Nov
EBM	21,880	23,257	15,685	12,893	11,473	10,521
Strike price (USD)	56.02	58.44	86.43	102.11	116.99	128.46

- (1) The following options were exercised in 2018:
- a. In May 2018, Ricardo Tadeu exercised 22,382 LTI options of 2 December 2013 with a strike price of 75.15 Euro.

The table below sets forth the number of options granted under the November 2008 Exceptional Option Grant owned by the members of our EBM as of 31 December 2018⁽¹⁾.

	November 2008 Exceptional Grant options Series A	November 2008 Exceptional Grant options Series B	November 2008 Exceptional Grant options Series A – Dividend Waiver 09	November 2008 Exceptional Grant options Series B – Dividend Waiver 09	November 2008 Exceptional Grant options Series B – Dividend Waiver 11	November 2008 Exceptional Grant options Series B – Dividend Waiver 13
Grant date	25 Nov 2008	25 Nov 2008	1 Dec 2009	1 Dec 2009	11 July 2011	31 May 2013
Expiry	24 Nov 2018	24 Nov 2023	24 Nov 2018	24 Nov 2023	24 Nov 2023	24 Nov 2023
EBM⁽²⁾	0	3,614,841	0	1,833,736	243,901	286,977
Strike price (Euro)	10.32	10.32		33.24	40.35	75.82
EBM	0	542,226	0	0	0	0
Strike price (Euro)	10.50	10.50				

- (1) The Series A stock options have a duration of 10 years as from granting and have vested on 1 January 2014. The Series B stock options have a duration of 15 years as from granting and vest on 1 January 2019. The exercise of the stock options is subject, among other things, to the condition that the company meets a performance test. This performance test, which was met, required the net debt/EBITDA, as defined (adjusted for exceptional items) ratio to fall below 2.5 before 31 December 2013. Specific forfeiture rules apply in the case of termination of employment.
- (2) The following options were exercised in 2018:
- a. In May 2018, Ricardo Tadeu exercised 180,742 options of 25 November 2008 with a strike price of 10.32 Euro.

The table below sets forth the number of options granted under the *2020 Incentive Plan* owned by the members of our EBM as of 31 December 2018 (see section 8.2.3.c).

2020 Incentive Stock Options	
Grant date	22 December 2015
Expiry date	22 December 2025
EBM	334,765
Strike price (Euro)	113.00

The table below sets forth the number of options granted under the *Integration Incentive Plan* owned by the members of our EBM as of 31 December 2018 (see section 8.2.3.c).

Integration Incentive Stock Options	
Grant date	5 May 2017
Expiry date	31 December 2026
EBM	1,570,237
Strike price (Euro)	109.10

The table below sets forth the number of options granted under the *Long Run Stock Options Incentive Plan* owned by the members of our EBM as of 31 December 2018 (see section 8.2.3.c).

	Long Run Stock Options Incentive Plan	Long Run Stock Options Incentive Plan	Long Run Stock Options Incentive Plan
Grant date	1 December 2017	18 May 2018	14 August 2018
Expiry date	31 December 2032	31 December 2032	14 August 2033
EBM	7,008,764	1,708,044	1,236,328
Strike price (Euro)	96.70	80.34	84.42

The table below sets forth the number of options granted under other special Option Plans owned by the members of our EBM as of 31 December 2018 (see section 8.2.3.d).

	Stock Options Grant of 5 May 2017	Stock Options Grant of 5 May 2017
Grant date	5 May 2017	5 May 2017
Expiry date	27 November 2026	27 November 2031
EBM	393,320	358,086
Strike price (Euro)	109.10	109.10

2018 Annual Report – Non Financial Statement

Report Scope

The Sustainability section of the 2018 Annual Report provides information about the progress towards our 2025 Sustainability Goals launched in March of 2018. Together with our corporate website, they provide an update of Anheuser-Busch InBev's performance on key metrics during the 2018 calendar year. **The Sustainability section, along with Smart Drinking & Road Safety, and Dream-People-Culture, including D&I, have been established in accordance with the law of September 3, 2017 implementing Directive 2014/95/EU of October 22, 2014 amending Directive 2013/34/EU regarding disclosure of non-financial and diversity information by certain large undertakings and groups.** Together, they form the non-financial statement required under the referred law and include an overview of our environmental, social and human related matters, as well as human rights and anti-bribery matters. Some of the SDGs in relation to our goals refer to Improved Healthcare, Clean Water and Sanitation, Renewable Energy, Reducing Waste generation, Reduction of GHG Emissions and energy consumption, among others.

Alongside our environmental sustainability, information on Smart Drinking and Road Safety, Workplace Safety, and Business Ethics can be found on pages 46, 49 and 60 of this report. Additional information on volunteering and disaster response is also included in this report. These sections are intended to provide updates to stakeholders, including investors, employees, governments, NGOs, costumers, and consumers in countries where we operate in.

AB InBev prepared the 2018 report (these chapters and website) using the Global Reporting Initiative's (GRI) Standards as a guide. To help determine the content developed, a materiality assessment was conducted, which helped identify the key issues that are of most importance to our stakeholders and our company. For more information at our materiality assessment, including Boundary Analysis Table, and GRI Index for this year's report can be found at www.ab-inbev.com.

Our 2025 Sustainability Goals and overall sustainability agenda aligns with several of the UN Sustainable Development Goals (SDGs) established by the United Nations in 2015. Activities throughout our operations and supply chain are aligned to the metrics that are considered the most material to our business and critical to our stakeholders. We are focused on areas where we can make the most significant positive impact.

The data and stories presented on this report were gathered and verified with the assistance of content owners across all functions and geographic zones.

AB InBev has established processes to ensure accurate and consistent reporting of Smart Drinking and Safety, 2025 Sustainability Goals, and Safety performance data, as well as key performance indicators. In the Assurance Report of the Independent Auditor (page 62), and in key places along the report, we have identified which metrics have been externally assured by KPMG. Financial information included has also been audited by Deloitte.

Environmental data from newly acquired operations are excluded from the running cycle. These facilities will be included in future reporting. Safety data is immediately tracked and monitored for all sites and included unless otherwise stated in text or footnotes. For all environmental and safety data, divestitures and closures are removed from the scope for the reporting year, but prior years are not adjusted.

Global goals on water, energy purchased and greenhouse gas emissions presented in this section, as well as key performance indicators such as energy usage, include AB InBev's wholly-owned operations unless stated otherwise in text or footnotes. Energy usage and purchased excludes the energy exported to third parties and certain projects under construction. The excluded energy use and purchase does not reflect the amount of energy used in our beer brewing processes. For comparison purposes following the combination with SAB, selected Safety TRIs data represent 2017 AB InBev pre-combination, 2018 AB InBev pre-combination and 2018 AB InBev combined with SAB, as noted.

For our Circular Packaging goal, recycled content information for primary packaging regarding third party vendors is included under the scope of the numbers as well as our own operations. Recycled content refers to recycled material included in primary packaging including glass, cans, and PET, taking into account the totality of our purchases on that calendar year.

In the scope of our reported Sustainability goals, both our beverage and vertical operations are included in addition to our Scope 3 emissions regarding information beyond our operations and that impact our supply chain with exception of the KPIs on energy and water usage and the KPI on Scope 1+2 emissions per hectoliter of production (in kg CO₂/hl)", as the relative KPI regarding scope 1 and 2 emissions also excludes vertical operations. For our beverage and vertical operations, including malting and packaging facilities use our Voyager Plant Optimization (VPO) global management system. This data is reported annually to the Carbon Disclosure Project (CDP). Specific data tables contain footnotes for additional data.

This report contains forward-looking statements regarding estimations into the future. These generally include words and/or phrases such as "will likely result", "aims to", "will continue", "Is anticipated", "it is estimated", "anticipate", "estimate", "project", "result", "is predicted", "may", "might", "could", "believe", "expect", "plan", "potential", or other similar expressions. These statements are subject to uncertainties. Actual results may differ from those stated in this report due to, but not limited, impact to climate change, water stress, financial distress, negative publicity, our availability to hire and/or retain the best talent, emerging regulations, and reputation of our brands, the ability to make acquisitions and/or divest divisions, access to capital, volatility in the stock market, exposure to litigation, and other associated risks not mentioned as well as risks identified in our Form-20 filed with the US Securities and Exchange Commission. Additional information about AB InBev's climate and water risks, management and performance of such is available through CDP.

Dream-People-Culture

Dreaming big is in our DNA

We are a company of owners—empowered to lead real change, deliver results and grow at the pace of our talent. Dream-People-Culture is the platform on which we have and will continue to build our company. It is the foundation of our success, and it drives our performance.

Setting a foundation with our principles

Our ten principles form the essence of our culture, allow us to achieve a level of consistency in the way we do things while respecting local cultures and enable us to work together toward one shared Dream around the world.

Dream

1. Our shared Dream energizes everyone to work in the same direction: Bringing people together for a better world.

People

2. Our greatest strength is our people. Great people grow at the pace of their talent and are rewarded accordingly.
3. We recruit, develop and retain people who can be better than ourselves. We will be judged by the quality of our teams.

Culture

4. We are never completely satisfied with our results, which are the fuel of our company. Focus and zero-complacency guarantee lasting competitive advantage.
5. The consumer is the boss. We serve our consumers by offering brand experiences that play a meaningful role in their lives, and always in a responsible way.
6. We are a company of owners who take results personally. We lead by example and do what we say.
7. We believe common sense and simplicity are usually better guidelines than unnecessary sophistication and complexity.
8. We manage our costs tightly, to free up resources that will support sustainable and profitable top-line growth.
9. Leadership by personal example is at the core of our culture. We do what we say.
10. We never take shortcuts. Integrity, hard work, quality and responsibility are key to building our company.

Brewing big, dreaming bigger

Brewing the world's most loved beers, building iconic brands and creating meaningful experiences are what energize and inspire us. We empower our people by pushing the boundaries of what is possible because we believe that through the hard work and strength of our teams, we can achieve anything. This is evident in many of our initiatives launched in 2018, including our 100+ Accelerator, and how we use the reach of our global brands to play an important role in our sustainability agenda.

Our people are curious, bold and resilient. We see challenges as opportunities and are excited by the possibilities they offer. We are constantly learning and growing, to recruit, develop and retain people who have the potential to be even better than ourselves.

Building careers and empowering our people

A rewarding career is not about waiting your turn—it is about realizing your goals and having impact. That is why we encourage fast career growth and early leadership—whether that means cross-functional experiences, global opportunities or leadership development.

Our Global Management Trainee (GMT) Program fast-tracks the careers of the brightest, most driven university graduates through a 10-month rotation that offers in-depth exposure to our business operations and global projects. We also bring in a strong pipeline of high-potential MBA talent through our Global MBA (GMBA) program. The GMBA program is a one-year development program that offers “deep dives” into the operations of several regions, unique exposure to senior leaders globally and the opportunity to work on some of the most impactful projects in the business.

The class demographics of our GMT and GMBA programs exemplify our focus on bringing in diverse talent and improving gender parity. Our 2018 GMBA class was made up of 50% men and 50% women, including participants from 10 different nationalities. Our 2018 GMT class was made up of 53% men and 47% women, including participants from 27 different nationalities.

We look for long-term leadership potential when attracting talent. This is evidenced by the fact that 62% of our salaried colleagues (bands 0-VII), have been with the company for more than five years, 32% have been with us for over 11 years and 11% have been with us for more than 20 years. For our senior colleagues who are director level and above, 81% have been with us for more than five years.

Measuring employee engagement

In order to encourage continued motivation and a culture of ownership, as well as reduce turnover, improve productivity and create more overall employee satisfaction, we place a strong emphasis on employee engagement. This starts with measuring engagement to create a benchmark to identify gaps and then build initiatives to improve engagement moving forward. Our engagement survey results and participation rates continue to be well above industry averages.

Supporting communities around the world

Volunteering in communities

Volunteering is one of the best ways to bring people together for a better world. All around the world, our people are passionate about empowering communities. We encourage these efforts through volunteering initiatives that are often also open to our families, friends, partners and consumers.

One key program is Global Be(er) Responsible Day, which in 2018 engaged more than 62,000 colleagues worldwide to promote awareness about smart drinking. Together, we spread smart drinking messages to more than 3.6 million consumers in one day through direct interactions, generating over 215 million social media impressions. We also engaged with more than 1.1 million points of consumption, retailers and wholesalers throughout the month of September.

Our local teams also organized their own volunteering efforts. In Mexico, our volunteering program Voluntarios Modelo engaged more than 135,000 people in volunteering activities in their communities, including many of our colleagues. In Brazil, our skills-based volunteering program VOA provided management training to 185 non-governmental organizations (NGOs) leveraging the management expertise of 191 of our colleagues. In Colombia, Ecuador and Peru our volunteering program #MeUno engaged more than 67,000 volunteers in environmental and educational activities. In the US, South Africa and Colombia our Pro Bono Marathon leveraged the skills of 194 colleagues to help 13 nonprofit partners solve organizational challenges.

Supporting disaster relief efforts

In 2018, many communities around the world were affected by droughts, earthquakes, wildfires, floods and other natural disasters. We believe we can play a positive role in building communities more resilient to disasters by working alongside government, civil society and other private sector organizations.

In South Africa, we responded to a major drought in Cape Town by providing the community access to local spring water (the public can collect a maximum of 25 liters per person per day). Additionally, we supported the city in its pressure management project to save 4.5 million liters of water per day.

In the US in 2018, we sent over 1.4 million cans of emergency drinking water to disaster relief efforts across the country in partnership with the American Red Cross through our Anheuser-Busch Emergency Drinking Water Program. In September 2018, our Fort Collins, Colorado, brewery added the necessary equipment to produce canned drinking water, so that we now have two US breweries with this capability in strategic locations.

We also responded to a major urban fire in a vulnerable community in the Brazilian city of Manaus, which was caused by a pressure cooker explosion in a home kitchen and impacted 520 families. We provided financial support in less than 24 hours, helping to acquire 260 new, safer ovens for the affected families.

Supporting small enterprises and communities to thrive

Our small retailer development programs supported over 18,500 small retailers in eight markets across four regions. The initiatives aim to improve the incomes and livelihoods of small retail outlets in our distribution chain through access to tools such as business skills, financial services and infrastructure. In Colombia, Peru and Ecuador, the programs focused specifically on female-owned retailers, helping to support gender equality and women's economic empowerment.

In South Africa, we continued to empower small entrepreneurs and our suppliers with advanced business capabilities and access to new commercial opportunities, leading to the creation of over 2,400 jobs. This contributes to South African Breweries' goal to create jobs through enterprise and supplier development, helping drive inclusive economic growth and development.

We also work to drive positive impact that is tailored to the needs of the communities in which we work. Our foundations, such as the Anheuser Busch Foundation, Bavaria Foundation, Grupo Modelo Foundation and SAB Foundation, play a key role in achieving this.

Diversity and inclusion

We believe that our greatest strength is our diverse team of people. Diversity and inclusion in our organization helps us to achieve our Dream as it enables the diversity of thought needed to achieve exceptional results. Our focus is on attracting, hiring, engaging, developing and advancing the very best talent and creating a level playing field—regardless of gender, ethnicity, sexual orientation or any other characteristics that make our colleagues unique.

Our global footprint provides us with an unparalleled opportunity to attract talent from diverse backgrounds. Currently, over 100 different nationalities are represented across our company and 55 nationalities are represented in our Global Headquarters.

Beyond that, reflecting the diversity of our footprint enables us to better understand our consumers and

meet their needs. We believe that diversity of thought delivers better decision-making and more innovative ideas.

Our company was built by passionate people building a company to last. By creating opportunities for everyone, we will continue growing for the next 100+ years.

Driving diversity is a global priority for us

In 2018, we made progress in showing accountability for diversity and inclusion. For example, we launched our first global Diversity and Inclusion Policy as part of our Global Code of Conduct and appointed our first Global Director of Diversity and Inclusion in October.

Showcasing our commitment to diversity

In November, we signed the UN Women's Empowerment Principles & CEO Action for Diversity Pledge. The first action as part of our collective pledge was to celebrate 'A Day of Understanding' with a workshop for senior Global Headquarters colleagues moderated by PwC. Our CEO Carlos Brito opened the session by sharing personal insights on diversity, inclusion and unconscious bias. We also participated in the Bloomberg Gender Equality Index for the first time by releasing data on our workforce, benefits, products and gender related programs in our value chain, which resulted in us being listed on the 2019 Index. 2018 also marked the third straight year we achieved a 100% score on the Human Rights Campaign Corporate Equality Index in North America.

To further our progress towards our diversity and inclusion goals, we have joined organizations including Management Leaders for Tomorrow, OUTstanding, EMpower, Mercer's Global Diversity Forum and MAKERS@. We are also a Corporate Partner of the Stanford VMware Women's Leadership Innovation Lab.



Our CEO Carlos Brito joined Mike Bloomberg at a press conference to promote the 2019 Gender Equality Index at the Bloomberg Global Business Forum (September 2018, New York)

"Diversity and inclusion is a priority for my leadership team and me. Diverse teams bring better outcomes, and by working together with others to share best practices, we have an opportunity to drive positive impact through our colleagues, our brands, our consumers and our value chain."

- Carlos Brito, Chief Executive Officer, AB InBev

"At INvolve, we've been extremely impressed with AB InBev's commitment to progressing their diversity and inclusion journey. From working with INvolve to launch their first ever Global D&I Policy, to hosting our New York Role Model dinner, it is clear that their desire for positive change is strong, and we are looking forward to seeing more in 2019."

- Suki Sandhu, Founder & CEO, INvolve

Creating our goals and strategy

In 2018, we expanded our existing diversity and inclusion strategy beyond the workplace alone to encompass our broader value chain and communities. The strategy sets goals including attracting diverse talent, enabling our workforce to recognize bias and creating an inclusive work environment. Additionally, it defines priorities such as reviewing our policies and processes to be more inclusive, reflecting diversity and inclusion throughout our value chain and supporting relevant initiatives across the communities in which we operate.

Hiring and developing diverse talent

To ensure fairness across our processes to attract, hire, engage, develop and advance talent, we are establishing and tracking metrics in a global dashboard that will be reported to the executive team and board annually. Beyond that, in 2018 we trained close to 200 of our current Senior Leadership Team (SLT) and their direct reports through in-person workshops on unconscious bias and inclusion. Other managers

and leaders globally were also given unconscious bias training through online and in-person training, and we implemented trained bias breakers in our performance review meetings.

Committed to women in leadership

We are actively working to increase female representation, especially at the most senior level and have increased the percentage of women in our salaried workforce to 30%, which is up 2pp since 2016. We have also increased the percentage of female partners (bands 0-IV) to 20%, up 3pp since 2016. In 2018, we had 18% women in our overall workforce and 25% of our new hires were women.

Today, nearly half of our breweries in the US and a quarter of our breweries in Argentina, China and Europe are led by female head brewmasters, and they have played a crucial role in brewing some of our best-known beers.

Empowering caregivers

In May 2018, we launched our first Global Parental Leave Standard in all of the nearly 50 countries where we operate to provide caregivers with the leave they need to bond with their new children. All primary caregivers—irrespective of their gender—receive a minimum of 16 weeks of time off at 100% pay. Secondary caregivers receive a minimum of two weeks of time off at 100% pay. This new Standard now exceeds local regulatory requirements in over half of the countries where we operate.

As one of the world's leading companies, we believe we have not only a responsibility but an opportunity to support our colleagues through important life events. We are proud to set an example by setting a minimum parental leave standard globally that is available for all parents including same sex and domestic partners.

Supporting LGBTQ+ rights

We are committed to growing global pride in the LGBTQ+ community around the world. In 2018, we helped support LGBTQ+ rights with a variety of programs and some of our largest brands. We partnered with external organizations including Out for Undergrad, Reaching Out MBA and OUTstanding. Our Chief People Officer, David Almeida, advocated for LGBTQ+ rights at the Economist Pride and Prejudice LGBTQ+ Rights forum.



Our Chief People Officer David Almeida at the Economist Pride and Prejudice forum (May 2018, New York)

Driving impact through our brands

In addition, our brands play a powerful role in society, bringing people together through meaningful experiences. In 2018, some of our largest brands have championed our values of respect and inclusion in their campaigns and been forces for social change.

Carling Black Label tackles gender-based violence in South Africa

We leveraged the popular Carling Black Label to raise awareness amongst the brand's largely male consumer base and help make progress towards putting an end to a critical national issue: violence against women. The #NOEXCUSE campaign kicked off in 2017.

As of January 2018, 55% of the target audience reported that they were aware of the campaign; and of those who reported being aware, 74% reported being willing to spread the word that domestic violence is unacceptable.

Skol supports LGBTQ+ inclusion in Brazil

Skol started a movement to raise awareness of LGBTQ+ inclusion by “donating” the “L” from the brand name to the LGBTQ+ acronym. For the month of June, Skol’s product name appeared as “Sko” in social media. Skol invited other brands in Brazil to join them and each of the allied brands pledged to donate to organizations that support the LGBTQ+ community.

Grupo Modelo sponsors LGBT+ in Mexico

From February to July, our business in Mexico sponsored a temporary exhibition called “LGBT + Identity, Love and Sexuality” at the Museum for Memory and Tolerance in Mexico City. The objective of the exhibition was to raise awareness around the richness of diversity and the understanding of gender and sexual orientation, with the aim of promoting a harmonious coexistence and eradicating discrimination.

Castle Lager smashes labels in South Africa

In August, we removed labels from Castle Lager bottles to show our solidarity with all those who are unfairly and callously labelled on a daily basis. The goal of the campaign was to help raise awareness and eradicate the labels that divide us all.

Workplace Safety**Increasing safety in the workplace**

The safety of our employees is our top priority. In 2018, we continued to increase awareness and promote safe behaviors with our colleagues and communities. Through our campaigns, including World Safety Day and our Global Behavioral Safety Initiative, we continually demonstrate what safety means to us; leadership commitment and ownership of safety by everybody working in or for AB InBev.

In addition, we made further progress against our key safety metrics. Total number of Lost Time Injuries decreased further with 36% vs 2017. This decrease was made possible by a further roll-out of the Environment and Safety Pillar of our global management systems, namely Voyager Plant Optimization (VPO) and Distribution Process Optimization (DPO) across Africa, COPEC and APAC South Zones as well as investments in improving the safety conditions in the facilities, implementation of behavioral safety programs and our focus on road safety. Our ultimate goal is to minimize risk, build safety leaders throughout the organization and achieve zero injuries. Through dedication and commitment of our team members, many of our operations are well on the way to achieve this dream.

We regret to report 14 occupational fatalities, of which 4 occurred inside the plants and 10 occurred in the field. Our safety programs for 2019 and beyond will continue to focus on preventing serious injuries and fatalities. Personal targets tied to variable compensation have also been significantly adapted to champion these programs.

Infrastructure and road conditions as well as violent assaults are a concern when operating outside of our facilities. This accounts for a portion of fatalities and serious incidents, which is why road safety and violence prevention is a top priority. In 2018, we continued to invest in fleet improvements and in training programs that give our employees the guidance to avoid situations that can put them at risk.

VPO and DPO continue to be our flagship programs where we track and monitor safety performance in our organization.

	2018 AB InBev	2017 AB InBev
Lost Time Injuries (LTIs)		
Supply Employees	135 ^(A)	233 ^(A)
Second Tier/Sales Employees	318 ^(A)	360 ^(A)

Contractors (All)	510	890
Total Recordable Injuries (TRIs)		
Supply Employees (Own)		
- Combined	415 [Ⓐ]	*
- Pre-combination	246 [Ⓐ]	269 [Ⓐ]
Second Tier/Sales Employees		
- Combined	1,116	*
- Pre-combination	986	811
Fatalities**		
Supply Employees	1 [Ⓐ]	0 [Ⓐ]
Second Tier/Sales Employees	4 [Ⓐ]	4 [Ⓐ]
Contractors (All)	9 [Ⓐ]	6 [Ⓐ]

[Ⓐ] Assured metric (please refer to External Assurance Report on page 62)

* Due to the focus on more severe accidents during 2017, TRIs from former SAB plants were not be reported. Internal controls regarding the reporting of TRIs were not yet sufficiently implemented during 2017, resulting in lower data quality and robustness.

** Fatalities data do not include commuting and community related fatalities as per AB InBev's reporting definitions. The table also does not include road fatalities of contractors which are fully managed by the contracted firm/company.

Key

Lost Time Injuries (LTIs)

Occupational injury resulting in more than one-day absence from work.

Total Recordable Injuries

LTIs + modified duty injuries + medical treatment injuries.

Supply Employees

Brewery and manufacturing facility employees, including first-tier logistics.

Second Tier/Sales Employees

Second-tier logistics, sales, Zone and global corporate employees.

Commuting Fatality

An incident that occurs while coming to work or going home resulting in a fatality to our employee(s).

Community Fatalities

Fatalities that occur to people outside of our operation in the course of doing business.

Smart Drinking & Road Safety

Making a tangible contribution

We want every experience with beer to be a positive one. We believe the harmful use of alcohol is bad not only for our consumers, our colleagues, our families and our communities, but also for our business.

For these reasons and more, we support the World Health Organization (WHO) target of reducing the harmful use of alcohol by at least 10% in every country by 2025, and United Nations Sustainable Development Goal (UN SDG) target 3.5 to strengthen the prevention of harmful use of alcohol globally.

Our Global Smart Drinking Goals

We established our Global Smart Drinking Goals in December 2015 to contribute to WHO and UN SDG targets to reduce the harmful use of alcohol globally. The goals are intended to serve as a laboratory to identify and test replicable evidence-based programs, implement them in partnership with others and ensure they are independently and transparently evaluated. We are moving beyond awareness-raising campaigns to drive real change in the communities where we live and work. In 2017, we established the AB InBev Foundation to support achievement of our Global Smart Drinking Goals. In 2018, we published our Smart Drinking Beliefs, a set of principles and promises to guide our progress against our Smart Drinking commitments and make our vision a reality.

Changing Behaviors Through Social Norms



City Pilots

Reduce the harmful use of alcohol by at least 10% in six cities by the end of 2020.
Implement the best practices globally by the end of 2025.



Social Norms

Influence social norms and individual behaviors to reduce harmful use of alcohol by investing at least US \$1 billion across our markets in dedicated social marketing campaigns and related programs by the end of 2025.

Empowering Consumers Through Choice



No- and Low-Alcohol Beer

Ensure No- or Low-Alcohol beer products represent at least 20% of AB InBev's global beer volume by the end of 2025.



Alcohol Health Literacy

Place a Guidance Label on all of our beer products in all of our markets by the end of 2020.
Increase alcohol health literacy by the end of 2025.

Changing Behaviors Through Social Norms

City Pilots

Reduce the harmful use of alcohol by at least 10% in six cities by the end of 2020 and implement the best practices globally by the end of 2025.

Social Norms

Influence social norms and individual behaviors to reduce harmful use of alcohol by investing at least 1 billion USD across our markets in dedicated social marketing campaigns and related programs by the end of 2025.

Empowering Consumers Through Choice

No- and Low- Alcohol Beer

Ensure No- or Low- Alcohol beer products represent at least 20% of AB InBev's global beer volume by the end of 2025.

Label and Alcohol Health Literacy

Place a Guidance Label on all of our beer products in all of our markets by the end of 2020.* Increase alcohol health literacy by the end of 2025.

*The guidance label will be implemented in those markets where there is not already government mandated labeling in place, and where it is permissible by local regulation.

City Pilots

Our City Pilots are the cornerstone of our efforts to identify, test, and independently evaluate replicable evidence-based programs to reduce harmful use of alcohol. They are enabling us to identify which innovative initiatives are effective enough to scale. We will use the knowledge generated from this work to share best practices with others and improve our own efforts.

The six pilot cities are: Leuven, Belgium; Brasilia, Brazil; Jiangshan, China; Zacatecas, Mexico; Columbus, Ohio in the US and Johannesburg, South Africa. The initiatives within these pilots focus on addressing drinking and driving, underage drinking, binge drinking, or other issues of local relevance.

Engaging local stakeholders and providing resources for success

Local knowledge and leadership are critical components of the City Pilot approach. In each city, a local Steering Committee was formed with community members, including government, academia, and other organizations. The role of these committees is to set the direction of their City Pilot; select programs to implement; manage execution of those programs; and ensure coordination of all partners involved.

To equip the Steering Committees with knowledge and practical resources, the AB InBev Foundation supported experts from the University of Southern California, San Diego State University, and The Ohio State University to develop a Smart Drinking Toolkit, which compiles key principles from social marketing, behavior change, and implementation science to help Steering Committees maximize impact. It will also help Steering Committees identify key issues to address and prioritize the interventions to deploy.

Making progress in our Pilot Cities

In Brasilia, Brazil, a screening and brief intervention program has been piloted in two primary health care centers. In Leuven, Belgium, the City Pilot partnered with Health House – an innovative exhibition platform – to provide young people with information on the biological, psychological and social aspects of the use of alcohol, and highlight the benefits of responsible alcohol use. In Zacatecas, Mexico, the City Pilot has engaged government, academic, and other stakeholders to develop and undertake actions in three areas: underage drinking, road safety and binge drinking. In Columbus, Ohio in the US; Jiangshan, China; and Johannesburg, South Africa, the City Pilot teams established local Steering Committees, conducted baseline assessments, and identified areas of focus in preparation for implementation.

Social Norms & Social Marketing

We believe the way we market our beers matters and must be responsible. All of our marketing and communications are subject to both industry codes of conduct and our own Responsible Marketing and Communications Code.

Since launching our Global Smart Drinking Goals in December 2015, we have invested more than 135 million USD in social marketing programs and campaigns to positively influence social norms around drinking. We recognize that traditional marketing alone is not enough to reduce and prevent the harmful use of alcohol. This goal is not just about spending a specified amount, but rather spending with impact, supporting impactful campaigns and developing greater understanding of what works and why. Our aim is to move beyond awareness-building by using social norms and social marketing theory to help affect positive behavior change.

Social Marketing Toolkit

To help our marketing teams create real impact, we engaged McCann Global Health to produce a Social Marketing Toolkit in collaboration with public health experts. The toolkit contains practical information on behavior change theory, social norms and social marketing principles; plus a comprehensive library of our initiatives to reduce harmful use of alcohol. Upon completion, we facilitated a series of workshops to train our marketing teams to utilize the resources within the toolkit.

The “Smartest Smart Drinking Campaign”

In 2018, we challenged our teams around the world to promote smart drinking messaging through innovative consumer-facing campaigns as part of an internal social marketing campaign competition. Using the Social Marketing Toolkit and with coaching from social marketing experts, our marketing teams around the world developed 30 unique and promising smart drinking campaigns.

An external panel of judges selected nine winners to receive funding to implement their campaigns, including:

- The #ProtectAFriend campaign by our Colombian brand Poker, which uses imagery of a crumpled beer cap to give consumers the visual of a car crash as a cue to remember not to drink and drive.

- A campaign from our Skol Beats brand in Brazil that tackles binge drinking with a unique argument—that harmful use of alcohol gets in the way of relationships.
- “The Best Accident” campaign from the Bud Light team in Mexico that urges consumers to leave their car if they plan to drink. It depicts footage of partygoers’ cars getting crushed by a wrecking ball when they refused a taxi and decided to drive home after drinking.

“There’s potential for big impact, not just in terms of helping communities, but in terms of adding new knowledge to our understanding about how we can create more positive and healthy drinking environments.”

- Jeff French, Ph.D., Professor of Social Marketing at Brighton University Business School

No-Alcohol and Low-Alcohol Beer

We are offering more choice to our consumers with the highest quality no- and low-alcohol beer options, which can be an important way to help reduce harmful use of alcohol. We are moving closer to achieving our goal: at the end of 2018, no- and low-alcohol beers made up about 8% of our beer portfolio by volume. In addition, six of our markets—Australia, China, Colombia, Ecuador, Honduras and Panama—had no- and low-alcohol beer representing more than 20% of their beer volumes.

No-alcohol beer

Our no-alcohol beers offer existing drinkers an option to enjoy the flavor and satisfaction they expect from beer while reducing alcohol intake and for not consuming alcohol at all when they decide to do so (e.g. when they are driving). For those who are not driving and decide to drink, they can moderate their drinking by practicing pacing, which means substituting some of their alcohol consumption for alcohol-free beverages, thereby lowering their intake of alcohol.

Since 2015, we have launched no-alcohol beers in many of our key markets, including Brahma 0.0 in Brazil, Budweiser Prohibition Brew in Canada, Carlton Zero in Australia, Castle Free in South Africa, Corona Cero in Mexico, and Jupiler 0.0 in Belgium.

Low-alcohol beer

We have also introduced low-alcohol beers in Canada, South Africa, Australia, and multiple European markets. Our solid portfolio of low-alcohol beer includes Bud Light Radler in Canada, Flying Fish Chill in South Africa, Great Northern in Australia and Hoegaarden Radler varieties. We also made further strides through the reformulation of our existing beers, including Bud Light (3.5% ABV) in the UK and Corona Light (3.4% ABV) in Mexico.

Measurement and evaluation of the impact of our no- and low-alcohol beers will be critical. In May 2018, we attended a roundtable hosted by Imperial College Business School in London, which focused on how to measure the impact of introducing no- and low-alcohol beers on reducing harmful consumption of alcohol. We look forward to results of the study being conducted.

Labeling & Alcohol Health Literacy

We believe in transparency and consumer choice. We want to help our consumers understand why and how alcohol should be consumed within limits, and are working to increase alcohol literacy among them, sometimes beyond regulatory requirements.

Developing guidelines for labeling

The AB InBev Foundation is supporting public health researchers at Tufts University School of Medicine to develop a consumer guidance labeling strategy for beer. As part of this work, Tufts conducted a scientific review of labeling effects and held a consensus conference in January 2018 in Boston, Massachusetts to review the evidence. The next step in this work is to develop label prototypes for our brands and develop and execute an implementation strategy.

Road Safety

We believe when you drive you should never drink, and as a major user of roads around the world, we are committed to contributing to safer roads for all. This is a personal issue for us - our approximately 175,000 colleagues and their families travel the world’s roads every day. We share the UN SDG’s ambitious target of halving the global number of deaths and injuries from road traffic crashes by 2020. We

also recognize that as the world's largest brewer and a significant global operator of roadway fleets, we have a unique opportunity to take a leadership role improving road safety.

Tackling road safety together

We believe collective action is critical to achieving the UN SDG target, so we helped establish Together for Safer Roads (TSR), a coalition of private companies tackling road safety issues by sharing knowledge, data, technology and global networks. Since its founding in 2014, TSR has worked with local governments and NGOs to positively impact road safety around the world. In the state of Sao Paulo, Brazil, the Movimento Paulista de Segurança no Trânsito partnership reported a 13% reduction in fatalities between 2015 and 2017, accounting for over 496 lives saved due to but not only, on actions taken by the company on discouraging use of alcohol in transit. In Atlanta, Georgia, the government, after analyzing private sector and public data, suggests that critical road interventions reduced crashes by more than 26% from 2016 to 2017.

In January 2018, we announced a two-year partnership with UN Institute for Training and Research (UNITAR) to develop and spread insights and methodologies to help save lives beyond focus cities. Working with UNITAR, we are developing a road safety management toolkit that will be available to governments worldwide to improve their road safety efforts. We are testing it through local projects in the Dominican Republic, India, South Africa, China, Mexico and Brazil. We have also jointly organized a regional conference in South Africa and two high level dialogues in India and the Dominican Republic to help put road safety at the top of the public agenda; the next conference will take place in China.

As part of our partnership with UNITAR, we supported the development of a new road safety e-learning platform that aims to help countries design and implement results-oriented road safety learning. It includes knowledge sharing and management materials, training and country-specific projects.

Addressing drinking and driving

It is our goal to make impaired-driving culturally unacceptable. In 2018, we published for the first time a public position on drinking and driving. We know that communications can play a role in changing social norms related to drinking and driving, but we recognize that change also requires the implementation and strong enforcement of effective legislative measures. For this reason, we support targeted legislation and enforcement measures that have been proven to reduce impaired driving, such as:

- Legislation specifying the blood alcohol concentration limit that defines impaired driving in a jurisdiction
- Strong enforcement, including high visibility enforcement patrols
- Public education and awareness campaigns
- The use of technologies such as ignition interlocks and alcohol detection systems

Working with partners to create change

We know there is more work to do and that we do not have all the answers. So, we are open and eager to collaborate experts and other partners such as TSR, UNITAR and others to help accelerate progress towards our goals.

Sustainability

Main headline: Sustainability is our business

Brewing quality beer starts with the best ingredients. This requires a healthy, natural environment as well as thriving communities. That is why Sustainability is not just part of our business, it is our business.

In this section we report on our progress against our public commitments and other sustainability efforts – responding to the Directive 2014/95/EU for non-financial reporting, key indicators from the GRI Standards and relevant UN Sustainable Development Goals.

2025 Sustainability Goals

Following the achievement of our 2017 Environmental Goals, in March 2018 we launched our most ambitious set of goals yet. Our **2025 Sustainability Goals** aim to deliver a measurable, positive impact on the environment and our communities as aligned with the UN Sustainable Development Goals, directly contributing to goals such as Climate Action, Renewables, Water Access, Waste and Access to Finance.

Smart Agriculture: 100% of our direct farmers will be skilled, connected and financially empowered.

Water Stewardship: 100% of our communities in high stress areas will have measurably improved water availability and quality.

Circular Packaging: 100% of our products will be in packaging that is returnable or made from majority recycled content.

Climate Action: 100% of our purchased electricity will be from renewable sources and we will reduce our carbon emissions by 25% across our value chain.

Metric	2018	2017
Total water use (in billion hl)	1.632 ^(A)	1.775 ^(A)
Water use by hectoliter of production (hl/hl)	2.95 ^(A)	3.09 ^(A)
Total GJ of energy (in millions)	61.1	61.4 ^(A)
Total GJ of energy purchased (in millions)	59.2 ^(A)	*
Energy usage per hectoliter of production (in Mj/hl)	110.1 *	111.6 ^(A)
Energy purchased per hectoliter of production (in Mj/hl)	106.8 ^(A)	*
Total direct and indirect GHG emissions (Scopes 1 and 2 in million metric tons of CO ₂ e)	6.03 ^(A)	6.18 ^(A)
Total direct and indirect GHG emissions (Scopes 1,2, and 3 in million metric tons of CO ₂ e)	31.21	32.35
Scope 1 and 2 GHG emissions per hectoliter of production (in kg CO ₂ e/hl)	8.04 ^(A)	8.55 ^(A)
Scopes 1,2, and 3 GHG emissions per hectoliter of production (in kg CO ₂ e/hl)	57.0	59.9

% Renewable Electricity	16% [Ⓐ]	-
% Returnable Packaging	43.5% [Ⓐ]	46%
% Recycled Content in primary packaging	41.4% [Ⓐ] 64.7% [Ⓐ] Glass Cans PET 15.7% [Ⓐ]	37% 59% 21%
Direct farmers skilled, connected, and financially empowered**		
Skilled	5,000	
Connected	10,000	
Financially Empowered	2,000	

(Footnotes below)

[Ⓐ] Assured Metric (please refer to External Assurance Report on page 62)

- Our goals on water, GHG emissions per hectoliter of production and energy pertain to our beverage facilities only and do not encompass our vertical operations such as malt plants and packaging facilities.
- Total direct and indirect GHG emissions data encompass beverage facilities and most vertical operations, including malt plants and packaging facilities.
- Scope 1 accounts for 59% of our operational emissions and includes CO2 equivalent (CO2e) from fuel used in our manufacturing processes and in cogeneration plants that generate on-site electricity. Scope 2 accounts for about 41% and represents emissions from purchased electricity.
- Scope 3 emissions constitute estimates based on a mix of supplier-based numbers, global emission factors and assumptions. Data's main categories include, Purchased Goods and Services, Logistics, Product Cooling, and End of Life.

* In line with our new sustainability goals, energy reporting will shift to energy purchased versus energy usage. Energy purchased per hl aligns with our RE100 sustainability goal of offsetting 100% of our purchased electricity with electricity sourced from renewable resources. Energy purchased per hl was not reported for breweries acquired from SABM in 2017.

** Smart Agriculture data is based on up-to-date estimates.

Accelerating Agricultural Development

We have taken a farmer-centric approach in our public commitment to ensure 100% of our direct farmers will be skilled, connected and financially empowered by 2025. Today, we estimate that through our Agricultural Development Programs in 13 countries we work with over 35,000 farmers and are working diligently to ensure we have full transparency of farmers in our direct supply chain. In supporting farmers growing our six priority crops (barley, cassava, hops, maize, rice, sorghum), we are investing in key enablers and lasting programs that will help improve their yields, profitability and stewardship of natural resources.

Building our role as trusted advisors

From satellite and blockchain technology, to data analytics that identify crop management best practices and need for breeding drought tolerant and weather resistant crop varieties, our teams are helping farmers improve their productivity and securing our supply chain for the future.

Our flagship agricultural development program is SmartBarley which is led by our agronomists to help growers improve their productivity, profitability and natural resource efficiency. Launched in 2013, SmartBarley has collected field-level data from more than 7,000 farmers to help improve their farming practices. Through our partnership with the University of Illinois, our dedicated team at Bud Lab uses big data analytics to assess farming practices alongside weather, soil and market data and give insights to improve productivity and environmental performance. In 2018, we rolled out a new and improved SmartBarley app to provide better tools for our 100+ agronomists to advise farmers around the world.

Unlocking advances in crop breeding and management

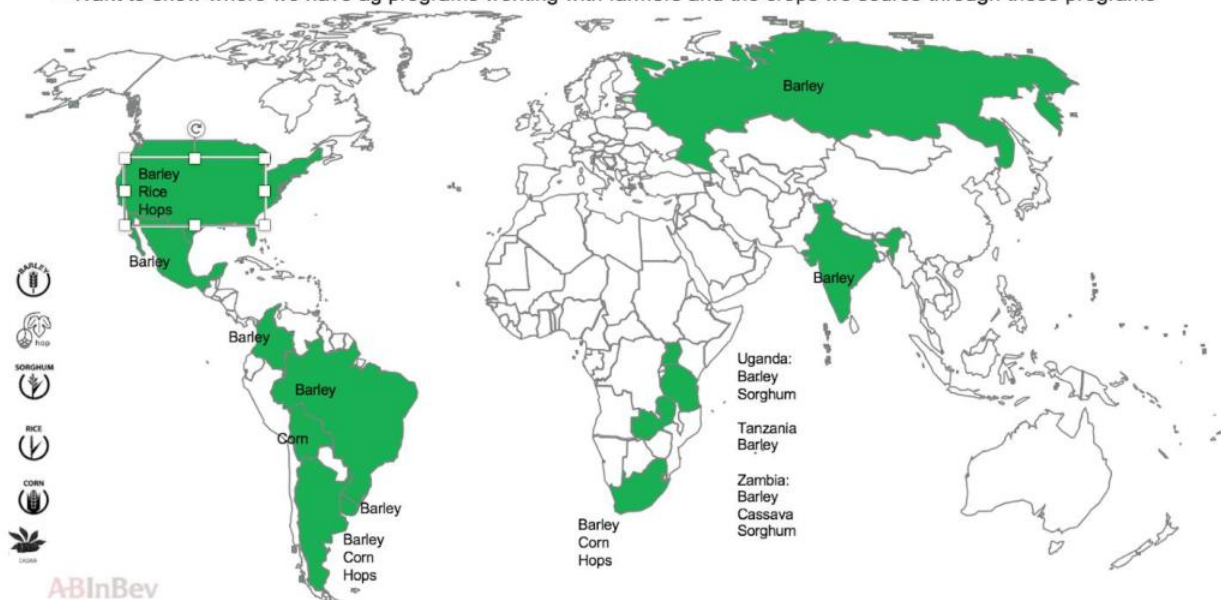
We continue to invest in the resiliency of our barley and crop varieties, and in management techniques that will secure our supply in the face of increasingly hostile and volatile climate changes. In 2018, our teams in the US, Mexico, Uruguay, Brazil and Argentina worked on establishing a field drone and imagery program to optimize nitrogen use and other management practices.

Developing better training resources

A key pillar of our programs is providing farmers with the crop management protocols and trainings they need to successfully grow crops while also growing their businesses and improving their livelihoods. In 2018, we developed training programs focusing on both technical and financial skills for farmers in multiple countries including India, Tanzania, Uganda and Mexico, working with key partners including TechnoServe and FIRA.

Smart Agriculture – Direct Agricultural Development Programs

****** Want to show where we have ag programs working with farmers and the crops we source through these programs



Agricultural Development programs cover six priority crops across 13 countries (United States, Mexico, Colombia, Uruguay, Brazil, Argentina, Bolivia, Russia, South Africa, Zambia, Uganda, Tanzania, India)

Priority Crops



Country	Crops
United States	Barley, hops, rice
Mexico	Barley
Colombia	Barley
Brazil	Barley
Uruguay	Barley
Bolivia	Corn
Argentina	Barley, corn, hops
Russia	Barley
Uganda	Barley, sorghum
Tanzania	Barley
Zambia	Barley, sorghum, cassava
South Africa	Barley, corn, hops
India	Barley

Investing in mechanization and supply chain infrastructure

We believe that investing in technology will develop our agricultural supply chains for the long term, unlocking significant increases in productivity and profitability. In 2018, we continued our work in Mexico to provide financing for seeders and more affordable harvesting services and established a collateral fund to provide financing for cleaning machines to reduce post-harvest loss and drip irrigation to improve water use efficiency in high water risk areas.

Fostering a foundation of transparency

Establishing a transparent supply chain will serve as a critical foundation to reaching 100% of our farmers. In 2018, we began piloting a program in Zambia with BanQu that connects us with 2,000+ farmers in our cassava supply chain through an SMS-based service that uses blockchain technology to record purchasing and sales data. The results have been extraordinary: more than 1,000,000 kilos of cassava have been sold on the platform to date, and we have been able to offer the farmers a digital financial identity. We have also expanded the program to Uganda barley farmers.

Advancing Water Stewardship

As water resource challenges become increasingly magnified by climate change, we continue to ramp up our water stewardship efforts, taking an outward-in approach and seeking knowledge from key experts and major water conservation organizations. Coupling their guidance with our scale and management systems allows us to ensure a reliable, clean supply of water for both our operations and our local communities.

Our 2025 Water Goal aims to ensure that 100% of our communities in high stress areas will have measurably improved water availability and quality. This ambition correlates directly with UN Sustainable Development Goal #6 and aims to tangibly improve watershed health and livelihoods.

A results-based approach to watershed protection

Striving for measurable improvement in water availability and quality in high risk communities is a bold commitment—one that is grounded in our core belief that water security is a priority challenge to global sustainable development. We plan to lead a corporate shift toward measurability and accountability, ensuring that our local investments and programs translate into lasting impacts on water quality and availability for our communities and operations around the world.

To establish baselines for measurement and tracking techniques, we piloted watershed protection benchmarking initiatives in Mendoza, Zacatecas, Lusaka and Cape Town. We will apply our findings to the rest of high-stress sites by 2020 and share the results with our NGO and local community partners as well as our peers.

Partnering to tackle challenges

In 2018, we announced global water partnerships with **The Nature Conservancy (TNC)** and the **World Wildlife Fund For Nature (WWF)**. Both of these organizations share our belief that measurable impact at scale is the next frontier in water stewardship.

The first phase of our TNC partnership is focused on Latin America and the US, with the development of four Water Funds in Colombia, El Salvador, Argentina and Mexico, and watershed protection projects in California and the Colorado River. The initiatives unite public, private and civil society stakeholders around the common goal of contributing to water security through nature-based solutions and sustainable watershed management.

Our partnership with WWF in Bolivia, South Africa and Zambia builds on previous collaborations that used water risk assessments to highlight the value of water to the economy. Together, we are working to develop blended finance approaches to encourage private sector investment at the scale required to improve water access and quality, enhance the health of river basins and ensure the needs of local communities are met.

Addressing global sustainability issues in a local context

While water is a global challenge, it always manifests within a specific local context. It is therefore essential to work with committed local stakeholders and develop a shared understanding of issues to design and implement effective response strategies. Approaches we have taken across high stress areas include environmental restoration, infrastructure improvements and communal water access projects.

For example, in Bucaramanga, Colombia, our operations and the local community are experiencing water quality deterioration as result of upstream contamination, deforestation and key ecosystems losses. To respond, our Bavaria unit is partnering with TNC on a new local water fund to promote sustainable mining and agriculture. Additionally, in October 2018, the German Ministry for the Environment awarded us a grant to scale up conservation efforts and protect the wetland, which serves as the source of water for the brewery and over two million people.

In Brazil, we launched AMA, a water brand whose sole purpose is to provide water access and improve life quality for those who do not have access to water in Brazil. 100% of profits go towards water access initiatives and we provide full transparency through our platform (www.aguaama.com.br) that discloses composition of profits, people impacted with the project, and verification by a third party.

Reducing operational water usage

As brewers, water will always be our number one resource. We continue our efforts to drive water efficiencies at 190+ breweries globally, as well as in our verticalized operations, including hops farms, malting, bottling and canning facilities.

Circular Packaging

As one of the world's largest purchasers of glass bottles and aluminum cans, we continue to champion a circular economy. Through our 2025 Packaging Goal, we aim to have 100% of our products be in packaging that is returnable or made from majority recycled content.

We aim to achieve our circular packaging vision through four key levers:

1. Recycle

- Increase recycled content in one-way packaging through supplier collaboration.
- Increase supply of recycled content through post-consumer waste recovery programs through local partnerships.
- Educate consumers to shift recycling attitudes.

2. Reuse

- Promote and protect returnable packaging.

3. Reduce

- Reduce the amount of material we put into the market.
- Reduce our carbon footprint.

4. Rethink

- Innovate and scale new materials and products designed for circular economy.
- Explore the use of alternative materials, technologies and designs for adverse materials.

Recycle

Packaging is our biggest contributor to our carbon emissions, representing more than one third of our carbon footprint across the value chain. To tackle this, we are collaborating with our packaging suppliers to spearhead partnerships to increase circularity across our key markets, explore ways to increase recycled content in our packaging, and co-innovate new solutions and technologies.

Additionally, we implemented reverse logistics pilots, taking advantage of the fleet we own to collect empty bottles and cans from our own franchises like Modelorama in Mexico. Through an incentive program, we encouraged both retailers and consumers to bring their empty containers back to the store where our trucks picked them weekly and brought them to our vertical glass plant near Mexico City.

Even though a very small portion of our packaging, we have also had several advancements on PET use. In 2018, we achieved 50% recycled content on one of our flagship brands, Pony Malta in Colombia.

Reuse

We made a notable contribution to circular economy through our two-way packaging (returnable bottles and kegs), and protecting and promoting returnable packaging continues to be our biggest opportunity. In 2018, 43.5% of our volume was in returnable packaging, down from 46%, and we plan to protect this operating model through consumer norm campaigns, innovations and new ways of working with our retailer partners. Recycled content showed improvements though. By working with our partners we are able to see an increase in cans from 59% in 2017 to 64.7% in 2018; 41% in glass from a 37% in 2017. PET decreased from 21% to 15.7%. We are working with our partners to increase recycled content in the coming years.

Reduce

In 2018, we worked with the Closed Loop Fund in the US and ECOCE in Mexico where we aim to increase recycled content in glass bottles.

Rethink

In November 2018, Corona launched 100% plastic-free fiber six pack rings made from plant-based biodegradable fibers, to be piloted in Mexico in early 2019. This initiative will replace close to 2.9 tons of hi-cone plastic currently used and reinforces our commitment to sustainable packaging.

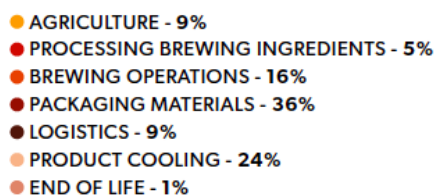
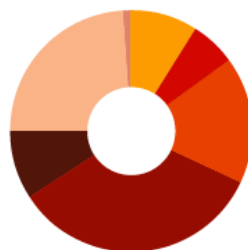
Climate Action

Climate change is the most pressing issue confronting our planet with far-reaching consequences on our supply chain, operations and communities. We believe businesses can play a critical role in a global transition to a low-carbon economy to combat climate change, and recognize that our responsibility lies beyond our walls, into our value chain.

Therefore, we have committed to having 100% of our purchased electricity come from renewable sources by 2025. We have also set a science-based target to reduce our greenhouse gas emissions by 25% per beverage across our supply chain by 2025, with a baseline of 2017.

OUR CARBON FOOTPRINT

OUR CARBON FOOTPRINT



Our commitment to RE100 is well under way, with 50% of our global volume under contract up to date and 16% already implemented/operational. Our work to reduce our carbon footprint transcends our brewery walls. In 2018, we increased the scope of our carbon footprint, including Scope 3 emissions which account an estimated of 25 million tons of CO₂e in 2018 which includes our main categories purchased goods and services, logistics, and product cooling. In 2018, we estimated a reduction of 4.5% kgCO₂/hl vs 2017 on the total scope 1,2 and 3 emissions. The numbers of the scope 3 emissions are based on calculations using a mix of supplier-based numbers, global emission factors and assumptions, and are getting more and more accurate taking into account new methodologies and industry best practice going forward.

Budweiser commits to renewable electricity

In January 2018, at the World Economic Forum in Davos, Switzerland, Budweiser revealed a renewable electricity symbol to champion its commitment to brew with 100% renewable electricity. The symbol was launched in the US and Chile, and will be rolled out in other markets around the world by 2025. Every day, 41 million Budweisers are sold globally. Transitioning to renewable translates into the equivalent of taking more than 50,000 cars off the road for the brand.

Mainstreaming electric trucks in our distribution

Logistics represents 9% of our total carbon footprint. Although we have been able to reduce emissions per hl by 4.4% since 2017 through routing efficiencies, use of alternative fuels and reverse logistics initiatives, we are continuously searching for ways to invest in new technology and drive the industry forward.

Following pre-orders of 40 Tesla trucks in 2017, we signed an intent to contract 800 hydrogen-powered, electric semi-trucks from Nikola Motor Company in 2018. Once delivered and scaled, the conversion of our entire long-haul dedicated fleet to renewable-powered trucks will account for a 19% decrease in logistics emissions in our US operations. We will begin testing in 2019, with a plan for full roll-out over the next five years across the whole country. This would replace approximately 30% of our total fleet, and nearly 100% of our dedicated Anheuser-Busch fleet.

In Europe, we have partnered with our fleet suppliers and plan to launch electric vehicles in the Netherlands starting in 2019. In Brazil, we partnered with Volkswagen to test the first electric delivery truck in Sao Paulo with the aim of replacing our fleet of 1,600 trucks by 2025. This accounts for an estimated 0.2% reduction in absolute GHG by 2025 - or equal to taking more than 14,000 passenger vehicles off the road per year.

Striving for more sustainable brewing

We continue to invest in innovation to make our brewing more sustainable. Since 2013, we have been able to reduce our energy usage 15% on more than 30 facilities throughout the world. In 2018 alone, we reduced energy usage from 111.6 to 110.1 MJ/hl.

Investing in renewable energy

We signed agreements for an equivalent of 1.1GWh in renewable electricity this year, representing more than 20% of our global consumption. Our partnership with Enel Green Power's Thunder Ranch in Oklahoma, US went live this year, providing 602,000 MWh of electricity – the equivalent of 11% of AB InBev's total global electricity consumption.

Engaging with our value chain to share best practices

We know that we cannot achieve these ambitious goals without the help of our suppliers and retailers. For this reason, in November 2018, we launched Eclipse, a dedicated platform where we invite supply chain partners to share our Sustainability vision. Eclipse will allow us to identify key opportunities for partnership on sustainable development with some of our biggest suppliers across our top markets. As of December 2018, more than 20 major suppliers signed up.

100+ Accelerator

In August, we launched the 100+ Sustainability Accelerator by issuing ten challenge statements across a range of issues, including water stewardship, farmer productivity, product upcycling, responsible sourcing, green logistics and more. Our goal was to solicit applications from startups that are solving key sustainability challenges with innovative solutions. Through the program, we want to empower driven and committed entrepreneurs and use our vast resources and expertise to nurture, support and grow these budding businesses.

In its first year, the accelerator had over 650 applications from startups all over the world. Collectively, the startups raised over 100 million USD in funding and 50 million USD in revenue. Of the applicants, 21

were selected to participate in the first cohort and receive mentorship, funding and access to new networks, so they can transform their ideas into reality.

We look forward to launching the second round of the accelerator in 2019, continuing our efforts to find breakthrough technologies to achieve our ambitious 2025 sustainability goals and contribute to the 2030 UN SDGs.

"I think that we may be standing on the precipice of world-wide change. I am excited to be a trigger for this and I am exhilarated to be partnering with such a dynamic and creative group of people from a truly committed powerhouse company." - Ari Kaufman, CEO of Microlyze, one of our accelerator companies

Ethics

Leading by example

We never take shortcuts. We have built our company with integrity, hard work, quality and responsibility.

Preventing corruption and bribery

In 2018, we continued our efforts to maintain a leading anti-corruption compliance program. This program is managed by a global team that oversees policy implementation, investigations, operational dashboards and organizational change across all regions.

Our compliance officers are available around the clock to advise our people on specific issues. Colleagues can ask questions or raise concerns in person, via a mobile app or website or anonymously through a global compliance hotline.

We created BrewRIGHT, an innovative and award-winning data analytics platform that has put us at the forefront in the use of technology in the compliance space. We have also challenged ourselves to think holistically about the direction of our compliance program, and have rebranded our Compliance function as Ethics & Compliance, which reflects an effort to drive employee focus on principles-based decision-making, such as using ethical values to guide everyday business decisions.

We have also embarked on an effort to review, revise and enhance our compliance policies through the formation of the Policy Review Steering Committee. The committee conducts comprehensive reviews to identify compliance and business risks and to refine compliance policies to make them more practical, understandable and administrable for employees. As the committee undertakes this review, we are augmenting the process with a data-driven approach to identify potential gaps, and are focused at the policy design stage on how policies will be implemented, communicated and audited going forward to ensure that they are functioning effectively.

Our efforts to create and maintain a leading ethics and compliance program were recognized by a variety of leading experts in 2018, including:

- Former DOJ Compliance Counsel Hui Chen recognized our program as a leader in the use of data analytics in a July 2018 Global Investigations Review article entitled "Anti-bribery compliance: We need more 'pioneers'."
- The Financial Times twice recognized our Global Ethics and Compliance VP as one of the most innovative in-house lawyers in North America and awarded our company the 2018 award for Intelligent Business.
- BrewRIGHT's risk scoring methodology was also featured in an article titled "You can't monitor what you can't measure," in the March/April 2018 edition of Fraud Magazine, and as part of a Harvard Business School Case Study on our company's compliance program authored by Professor Eugene Soltes from Harvard Business School.
- Finally, Corporate Counsel awarded us the 2018 award for Best Legal Department in the compliance category for its "unconventional and high-tech strategies."

Respecting human rights

Respect for human rights is a core tenet of our business ethos. We have been a signatory to the United Nations Global Compact since 2005 and are committed to the principles and guidance contained in the UN Guiding Principles on Business and Human Rights.

In 2018, we started a refresh of our Global Human Rights Policy, led by the Policy Review Steering Committee and with input from external stakeholders. The Policy sets out standards and expectations for respecting and promoting human rights, and its implementation is overseen by our Global and Regional Ethics and Compliance Committees.

We also updated and rolled out an Anti-Harassment and Discrimination policy throughout our entire organization. As part of the implementation strategy, we made reporting of violations a mandatory requirement for all supervisors under the Policy, and established Policy Ambassadors who will function as an early warning mechanism and means for colleagues to report or discuss grievances or concerns. Building on this, we also launched a new Global Diversity and Inclusion Policy.

To supplement this, in 2018 we developed Responsible Sourcing Principles for Farms to highlight the principles of the Responsible Sourcing Policy that are most relevant in the agricultural context and to clarify our expectations in our agricultural supply chain. We work with over 35,000 direct farmers, ranging from large commercial farmers to smallholders and have created these principles to apply across a broad range of agricultural contexts. In 2019, we will work to implement these principles in our agricultural supply chain and support farmers to drive continuous improvement in their operations.

We also take part in industry and NGO initiatives that seek to improve supply chain performance. We are a member of AIM-Progress, a global forum of consumer goods companies sponsored by the European Brands Association and the Grocery Manufacturers Association. As a member, we report audits of our suppliers to AIM-Progress. We are also a member of SEDEX, an effective management solution that helps us reduce risk and improve our supply chain practices.

Assurance Report of the Independent Auditor

To the readers of the Anheuser-Busch InBev 2018 Annual Report:

Introduction

We have reviewed the following information in the Anheuser-Busch InBev 2018 Annual Report (hereafter 'The Selected Information') of Anheuser-Busch InBev SA/NV (hereafter 'AB InBev') based in Leuven, Belgium:

- Water Use by Hectoliter of Production and Total Water Use (page 53)
- Total Energy purchased and Energy purchased per Hectoliter of Production (page 53)
- Percentage of purchased electricity from renewable sources (page 54)
- Total Direct and Indirect GHG Emissions and GHG Emissions per Hectoliter of Production (page 53)
- Percentage of returnable primary packaging (page 54)
- Percentage of recycled content in primary packaging (page 54)
- Lost Time Injuries (LTI) – Supply Employees (own), Second Tier and Sales Employees (page 46)
- Total Recordable Injuries (TRI) – Supply Employees (own) (page 47)
- Fatalities (page 47)

The information reviewed as part of our limited assurance engagement has been indicated throughout the Annual Report with the symbol 'A'. A review is aimed at obtaining a limited level of assurance.

Conclusion

Based on our procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that The Selected Information is not prepared, in all material respects, in accordance with the applied reporting criteria as disclosed in the section 'Report Scope' on page 40 in the Annual Report.

Basis for our conclusion

We have performed our review on The Selected Information in accordance with the International Standard on Assurance Engagements (ISAE) 3000: "Assurance Engagements other than Audits or Reviews of Historical Financial Information", issued by the International Auditing and Assurance Standards Board.

This review engagement is aimed at obtaining a limited level of assurance. Our responsibilities under this standard are further described in the section 'Our responsibilities for the review of The Selected Information' of our report.

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Scope of the group review

AB InBev is the parent company of a group of entities. The Selected Information incorporates the consolidated information of this group of entities as disclosed in the section 'Report Scope' on page 40 in the Annual Report.

Our group review procedures consisted of both review procedures at corporate (consolidated) level and at site level. Our selection of sites in scope of our review procedures is primarily based on the site's individual contribution to the consolidated information. Furthermore, our selection of sites considered relevant reporting risks and geographical spread.

By performing our procedures at site level, together with additional procedures at corporate level, we have been able to obtain sufficient and appropriate evidence about the group's reported information to provide a conclusion about The Selected Information.

Responsibilities of the Board of Directors for The Selected Information

The Board of Directors of AB InBev is responsible for the preparation of The Selected Information in accordance with the applied reporting criteria as described in the section 'Report Scope' on page 40 in the Annual Report, including the identification of stakeholders and the definition of material matters. The choices made by the Board of Directors of AB InBev regarding the scope of the information in the Annual Report and the reporting policy are summarized in the section 'Report Scope' on page 40 in the Annual Report.

The Board of Directors is also responsible for such internal control as the Board of Directors determines is necessary to enable the preparation of The Selected Information that is free from material misstatement, whether due to fraud or error.

Our responsibilities for the review of The Selected Information

Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board. That Standard requires that we plan and perform the engagement to obtain limited assurance about whether The Selected Information is free from material misstatement.

Procedures performed in an assurance engagement to obtain a limited level of assurance are aimed to determine the plausibility of information and are less extensive than a reasonable assurance engagement. The level of assurance obtained in limited assurance engagements is therefore substantially less than the level of assurance obtained in a reasonable assurance engagements.

Misstatements can arise from fraud or errors and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of The Selected Information. The materiality affects the nature, timing and extent of our review procedures and the evaluation of the effect of identified misstatements on our conclusion.

We apply the International Standard on Quality Control 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

We have exercised professional judgement and have maintained professional scepticism throughout the review, in accordance with the International Standard on Assurance Engagements (ISAE) 3000, ethical requirements and independence requirements.

Procedures performed

Our limited assurance engagement on The Selected Information consists of making inquiries, primarily of persons responsible for the preparation of the Selected Information, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included, among others:

- Identifying areas of The Selected Information where material misstatements, whether due to fraud or error, are likely to arise, designing and performing limited assurance procedures responsive to those areas, and obtaining assurance evidence that is sufficient and appropriate to provide a basis for our conclusion;
- Developing an understanding of internal control relevant to the limited assurance engagement in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing a conclusion on the effectiveness of the company's internal control;
- Evaluating the appropriateness of the reporting criteria used and their consistent application, including the reasonableness of estimates made by management and related disclosures to The Selected information;
- Interviewing relevant staff responsible for providing the information for, carrying out internal control procedures on The Selected Information and consolidating the data in the 2018 Annual Report;
- Visits to seven production sites in Mozambique, Brazil, Korea, Germany, the United States of America and Mexico (two sites) aimed at, on a local level, validating source data and evaluating the design and implementation of internal control and validation procedures;
- Reviewing relevant internal and external documentation, on a limited test basis, in order to determine the reliability of The Selected Information;
- Preliminary and final analytical review procedures to confirm our understanding of trends in the Selected Information at site and corporate level.

Antwerp, 28 February 2019

KPMG Bedrijfsrevisoren CVBA
Represented by

Mike Boonen
Partner

