

## Annual report

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

The corporate objective of Anheuser-Busch InBev NV is to manage and control the companies of the Anheuser-Busch InBev group.

#### COMMENTS ON THE STATUTORY ANNUAL ACCOUNTS

##### COMMENTS ON THE BALANCE SHEET AND INCOME STATEMENT

Million euro	2013	2012
<b>ASSETS</b>		
<b>Non-current assets</b>		
Formation expenses .....	85	133
Intangible and tangible assets .....	216	180
Financial fixed assets.....	50 268	51 346
	<b>50 569</b>	<b>51 659</b>
<b>Current assets.....</b>	<b>10 410</b>	<b>5 060</b>
<b>Total assets.....</b>	<b>60 979</b>	<b>56 719</b>
<b>EQUITY AND LIABILITIES</b>		
<b>Equity.....</b>	<b>39 143</b>	<b>40 655</b>
<b>Provisions and deferred taxes.....</b>	<b>166</b>	<b>136</b>
<b>Non-current liabilities .....</b>	<b>12 925</b>	<b>7 540</b>
<b>Current liabilities .....</b>	<b>8 745</b>	<b>8 388</b>
<b>Total equity and liabilities.....</b>	<b>60 979</b>	<b>56 719</b>
Million euro	2013	2012
Operating income.....	806	831
Operating expenses.....	(474)	(454)
<b>Operating result.....</b>	<b>332</b>	<b>377</b>
Financial result .....	1 417	5 602
Extraordinary result.....		
<b>Result for the year available for appropriation.....</b>	<b>1 749</b>	<b>5 979</b>

#### MATERIAL TRANSACTIONS

On 4 June 2013, AB InBev announced the completion of its combination with Grupo Modelo in a transaction valued at 20.1 billion US dollar. This combination was partially funded by Anheuser-Busch InBev NV through 16.5 billion US dollar external financing entered into in 2012 and 2013. 8.0 billion US dollar external funding was reimbursed on 17 June 2013. Anheuser-Busch InBev NV on-lend funds to other group companies, allowing the AB InBev group to own as of 31 December 2013 approximately 96% of Grupo Modelo's outstanding shares.

In a transaction related to the combination with Grupo Modelo, select Grupo Modelo shareholders committed, upon tender of their shares, to acquire the equivalent of approximately 23.1 million AB InBev shares, to be delivered by Anheuser-Busch InBev NV within five years via a deferred share instrument, for a consideration of approximately 1.5 billion US dollar. This investment occurred on 5 June 2013 through

the sale of the deferred share instrument by Anheuser-Busch InBev NV to Anheuser-Busch Mexico Holding against a promissory note, followed by a sale of the deferred share instrument by the latter to the select Grupo Modelo shareholders. By year-end Anheuser-Busch InBev NV recognized a liability of approximately 1.1 billion euro related to these deferred share instruments.

The current year net profit amounts to approximately 1.7 billion euro, mainly driven by 1.8 billion euro dividend income and 0.3 billion euro net interest expense. In 2012 the profit amounted to 6.0 billion euro mainly driven by 6.0 billion euro dividend income and 0.4 billion euro net interest expense.

The current year equity amounts approximately to 39,1 billion euro. The net decrease of equity in 2013 with 1.511 million euros is the result of :

- 6 capital increases totaling 1 million euros. This increased the number of shares to 1.607.844.590;
- An increase in share premium of 25 million euros because of the above movements;
- The decrease of the result of the year by 1.427,7 million euros after proposed dividend distribution;
- The decrease of unavailable reserves for an amount of 109 million euros because of the decrease in own shares.

In 2013 certain activities and related FTEs have been transferred to other group companies in view of administrative simplification and centralization.

#### **EVENTS AFTER YEAR END**

We refer to note 34 of the consolidated financial statements already published on the website [www.ab-inbev.com](http://www.ab-inbev.com).

#### **RISK & UNCERTAINTIES**

We refer to the Financial Report and to note 32 of the consolidated financial statements already published on the website [www.ab-inbev.com](http://www.ab-inbev.com).

#### **RESEARCH AND DEVELOPMENT**

In 2013, Anheuser-Busch InBev NV invested 24m euro in the area of market research and development compared to 20m euro in 2012, the increase is the result of the 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 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 special 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 30 October 2013, an interim dividend of 0.60 euro per share or approximately 963m euro was approved by the Board of Directors. This dividend was paid out on 18 November 2013. We propose to pay on 8 May 2014 against delivery of coupon 16, in addition to the interim dividend, a dividend of 1,45 euro per share or approximately 2.322m euro, reflecting a total dividend payment for 2013 fiscal year of 2,05 euro per share or approximately 3.286m euro. Such amount may fluctuate depending on the number of own shares held by the Company on the dividend approval date.

27 February 2014.

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

During the year 2013, AB InBev did not purchase any of its shares.

During 2013, the company proceeded with the following sale transactions:

- 132,311 shares were sold to members of the Ambev senior management who were transferred to AB InBev. The sale occurred according to a share exchange program at a price reduced with 16.66 % compared to the market price, in order to encourage management mobility;
- 222,350 shares were granted to executives of the group according to the company's executive remuneration policy;
- 528,037 shares were granted to executives of the company in exchange for unvested options, in order to maintain consistency of granted benefits and encourage management mobility, in particular for the benefit of executives moving to the United States. The shares are subject to a lock-up period until 31 December 2018;
- Finally, 2,464,273 shares were sold, as a result of the exercise of options granted to employees of the group.

At the end of the period, the group owned 1,618,802 own shares of which 1,093,369 were held directly by AB InBev.

The par value of the shares is 0.77 EUR. As a consequence, the shares that were sold during the year 2013 represent 2,577,167.67 EUR of the subscribed capital and the shares that the company still owned at the end of 2013 represent 1,246,477.54 EUR of the subscribed capital.

## **Annual Report 2013 - 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 [www.ab-inbev.com/go/Corporate\\_governance](http://www.ab-inbev.com/go/Corporate_governance). The Charter is regularly updated.

As a company incorporated under Belgian law and listed 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](http://www.corporategovernancecommittee.be)).

However, in order to reflect Anheuser-Busch 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 is composed of a fixed fee and a fixed number of warrants, 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 Board is of the opinion that the company's share-based incentive compensation is in line with compensation practices of directors at peer companies globally. The successful strategy and sustainable development of the company over the past 10 years demonstrates that the compensation of directors, which includes a fixed number of warrants, 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 3-year vesting period of the options 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.

### **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 Anheuser-Busch InBev, the New York Stock Exchange Corporate Governance rules for Foreign Private Issuers are applicable to the company. Anheuser-Busch InBev has also registered under the US Securities and Exchange Act of 1934, as amended. As a result, it is also subject to the U.S. 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 Anheuser-Busch 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 Anheuser-Busch InBev's internal codes and policies. This fosters responsible business conduct by all employees.

Anheuser-Busch 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 the Global Anti-Corruption Policy, which defines employee's responsibilities and expected behavior. It states clearly that Anheuser-Busch 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 obtaining or retaining business or influencing business or governmental decision-making in connection with Anheuser-Busch InBev's commercial activities.

In line with this commitment to integrity, Anheuser-Busch 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 in violation of the Code of Business Conduct based on a clear policy and applicable legislation.

#### ***1.3.2. Demonstrating Anheuser-Busch InBev's commitment to shareholder communication***

Anheuser-Busch 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, the Global Citizenship Report, financial results announcements, briefings, and a section that is dedicated to investors on the Anheuser-Busch InBev website.

Anheuser-Busch 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 Anheuser-Busch 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 Anheuser-Busch InBev website immediately after the meeting.

#### ***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 of the company 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 any shares during a closed period, i.e., a period of 15 days preceding any results announcement of the company. In addition, before dealing in any shares of the company, the members of the Board of directors of the company and the members of its Executive Board of Management must obtain clearance from a Clearance Committee and report back to the committee once the transaction has taken place.

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

In accordance with the Belgian regulation on the prevention of market abuse, the company establishes lists of insiders. In addition, pursuant to the same regulation, members of the Executive Board of Management and of the Board of directors notify all their trades to the Belgian Financial Services and Markets Authority, which publishes these notifications on its website.

### **1.3.5. Corporate Social Responsibility**

Anheuser-Busch InBev's ambition is to be the *Best Beer Company in a Better World*. In pursuing this dream, the company strives to strike a balance between generating great business results and managing its environmental and social responsibilities. Sustainability is central to the company's culture and embedded in the way the company does business.

Since 2005, Anheuser-Busch InBev has published its annual Global Citizenship Report that outlines its targets and progress made in the following areas:

- responsible drinking;
- environment; and
- community.

The Global Citizenship Report is available on the Anheuser-Busch InBev website, [www.ab-inbev.com/go/social\\_responsibility/global\\_citizenship\\_report](http://www.ab-inbev.com/go/social_responsibility/global_citizenship_report), which is a section of the website specifically dedicated to the company's initiatives and achievements related to corporate social responsibility.

## **2. THE BOARD OF DIRECTORS**

### **2.1. Structure and composition**

The Board of directors currently consists of 11 members, all of whom are non-executives. Further to the completion of the combination with Grupo Modelo S.A.B. de CV on 04 June 2013, it was announced that Mrs. Maria Asuncion Aramburuzabala and Mr. Valentin Diez Morodo will join the Board as non-executive, non-independent directors, subject to the approval of the shareholders at the annual shareholders meeting to be held on 30 April 2014.

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.

Directors are appointed for a maximum term of four years. The upper age limit for directors is 70, although exceptions can be made in special circumstances.

The Nomination Committee identifies persons qualified to become Board members and recommends director candidates for nomination by the Board and appointment by the shareholders' meeting. 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 of 1 January 2019. When recommending a candidate for appointment as member of the Board, the Nomination Committee will conduct the search and propose nominations based on merit against objective criteria with due regard for the benefits of diversity on the board, including background, experience, skill sets and gender. Anheuser-

Busch InBev will continue its efforts towards fostering gender diversity on its Board in the coming years.

At the annual shareholders' meeting held on 24 April 2013, the mandate of Mr. Kees Storm, Chairman of the Board, was renewed for a term of 1 year. The mandates of Mr. Alexandre Van Damme, Mr. Grégoire de Spoelberch, Mr. Jorge Paulo Lemann, Mr. Roberto Moses Thompson Motta, Mr. Marcel Herrmann Telles, Mr. Carlos Alberto Sicupira, Mr. Kees Storm and Mr. Mark Winkelman will come to an end immediately after the annual shareholders' meeting to be held on 30 April 2014. Their mandates are renewable. The proposal of the Board to the shareholders regarding the renewal of these directors, the appointment of any successor or any new additional director will be based on a recommendation of the Nomination Committee and disclosed in the convening notice for the annual shareholders' meeting to be held on 30 April 2014.

The composition of Anheuser-Busch InBev's Board is currently as follows:

<b>Name</b>	<b>Date of birth Nationality</b>	<b>Function</b>	<b>Term started</b>	<b>Term expires</b>
Carlos Alberto da Veiga Sicupira	°1948, Brazilian	Non-Executive director, nominated by the holders of class B Stichting InBev certificates	2004	2014
Olivier Goudet	°1964, French	Non-Executive Independent director	2011	2015
Paul Cornet de Ways Ruart	°1968, Belgian	Non-Executive director, nominated by the holders of class A Stichting InBev certificates	2011	2015
Stéfan Descheemaeker	°1960, Belgian	Non-Executive director, nominated by the holders of class A Stichting InBev certificates	2008	2015
Grégoire de Spoelberch	°1966, Belgian	Non-Executive director, nominated by the holders of class A Stichting InBev certificates	2007	2014
Jorge Paulo Lemann	°1939, Brazilian	Non-Executive director, nominated by the holders of class B Stichting InBev certificates	2004	2014
Roberto Moses Thompson Motta	°1957, Brazilian	Non-Executive director, nominated by the holders of class B Stichting InBev certificates	2004	2014
Kees Storm	°1942, Dutch	Non-Executive Independent director	2002	2014
Marcel Herrmann Telles	°1950, Brazilian	Non-Executive director, nominated by the holders of class B Stichting InBev certificates	2004	2014
Alexandre Van Damme	°1962, Belgian	Non-Executive director, nominated by the holders of class A Stichting InBev certificates	1992	2014
Mark Winkelman	°1946, Dutch	Non-Executive Independent director	2004	2014

## **2.2. Functioning**

In 2013, the Board held nine regular meetings and seven extraordinary telephonic meetings. Several of the regular 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 in 2013 included the long-range plan; achievement of targets; sales figures and brand health; reporting and budget; consolidated results; strategic direction; culture and people, including 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 2013 was 96%.

In 2013, the Board has been assisted by four Committees: the Audit Committee, the Finance Committee, the Remuneration Committee and the Nomination Committee.

The composition of the four Committees is currently as follows:

	<b>Audit Committee</b>	<b>Nomination Committee</b>	<b>Finance Committee</b>	<b>Remuneration Committee</b>
Carlos Alberto da Veiga Sicupira		Member		
Olivier Goudet	<b>Chairman</b>			Member
Paul Cornet de Ways Ruart				
Stéfan Descheemaeker			Member	
Grégoire de Spoelberch		Member		
Jorge Paulo Lemann			Member	
Roberto Moses Thompson Motta			Member	
Kees Storm	Member	Member		
Marcel Herrmann Telles		<b>Chairman</b>		<b>Chairman</b>
Alexandre Van Damme		Member	<b>Chairman</b>	
Mark Winkelman	Member		Member	Member

### 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, i.e. Mr. Olivier Goudet, qualifies as an independent director within the meaning of article 526ter of the Belgian Companies Code. Mr. Goudet holds a degree in engineering from l'Ecole Centrale de Paris and graduated from the ESSEC Business School in Paris with a major in finance. He



has extensive experience in accounting and audit which he has obtained, among others, as Executive Vice President and Chief Financial Officer of Mars, Incorporated.

Each member of the Audit Committee also qualifies as an independent director under Rule 10A of the US Securities Exchange Act of 1934, as amended.

In 2013, the Audit Committee met eight 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 group's Internal Audit department and the implementation of the company's Compliance Program. The group's obligations under Sarbanes Oxley, the review of the independence 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, except for Mr. Winkelman who was unable to attend two meetings.

#### Finance Committee

The Finance Committee met four times in 2013. 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 and Mr. Winkelman who were each unable to attend 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 Committee met four times in 2013 and discussions included the nomination of directors for appointment or renewal by the annual shareholders' meeting, management targets, the evaluation of the Board and its committees, the global trainee program and succession planning for key executive functions. The members of the Committee attended all meetings.

#### 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. Mark Winkelman, 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 with respect to all its decisions relating to the remuneration policies for the Board, the CEO and the Executive Board of Management and on individual remuneration packages of directors, the CEO and members of the Executive Board of Management.

The Committee met four times in 2013 and discussions included achievement of targets, Executive compensation, Executive shares and options schemes, Long Term Incentive grants to directors and special incentives. The members of the Committee attended all meetings, except for Mr. Winkelman who was unable to attend one meeting.

### **2.3. Evaluation of the Board and its committees**

Periodically the Board and its committees perform an evaluation of their performance, at the initiative of the Chairman of the Board with respect to the performance of the Board as a whole and at the initiative of the Chairman of each respective committee with respect to the performance of the Board committees.

The evaluation constitutes a separate agenda item for a physical meeting of the Board or its committee. Attendance of all directors is required during such meeting and 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 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:
  - o director independence: an affirmative determination as to the independence will be made in accordance with the independence criteria published in the Corporate Governance Charter.
  - o 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.
  - o 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.
  - o 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; and focus their efforts on ensuring that the company's business is conducted so as to further the interests of the shareholders; become and remain well informed about the company, business and economic trends that affect the company and about the principles and practices of sound Corporate Governance.

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

The evaluation of the Audit Committee is performed at least once a year and is achieved by means of a written process, each member of the committee being requested to comment and provide a numerical rating on a number of questions included in a written questionnaire. Questions in the questionnaire address the composition of the committee, the understanding of the business and its risks, the oversight of financial reporting processes, including internal controls and the oversight of the internal and external audit functions. For significant questions that have obtained a low score on the proposed efficiency scale, an action plan is discussed during a meeting of the committee. The analysis of the questionnaire and the agreed action plan are subsequently presented to the entire 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 BOARD OF 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. The CEO leads an Executive Board of Management (EBM) which comprises eight global functional heads and six Zone presidents including the Chief Executive Officer of Ambev (João Castro Neves), who reports to the Board of directors of Ambev.

Further to the completion of the combination with Grupo Modelo S.A.B. de CV on 04 June 2013, Mexico became a separate geographical Zone and Ricardo Tadeu was appointed Zone President Mexico. Ricardo Tadeu joined AB InBev in 1995 and has held various roles across the Commercial area. He was appointed Business Unit (BU) President for our operations in HILA (Hispanic Latin America) in 2005, and from 2008-2012, he served as BU President, Brazil. Ricardo Tadeu received a Law Degree from the Universidade Cândido Mendes in Brazil and a Master of Law from Harvard Law School in Cambridge, Massachusetts.

Effective 01 January 2014, the Western European Zone and the Central & Eastern European Zone were combined into one European Zone. As a result of this decision, Stuart MacFarlane, formerly Zone President Central & Eastern Europe, leads the Europe Zone. Jo Van Biesbroeck, formerly Zone President Western Europe & Chief Strategy Officer, continues to serve as Chief Strategy Officer and leader of AB InBev International.

Also, effective 01 January 2014, Felipe Dutra, Chief Financial and Technology Officer, is assuming leadership of the Global Information and Business Services area in addition to his Finance responsibilities. Following this change, Claudio Garcia, formerly Chief People & Technology Officer, will focus on the People area, leading the team as we continue to build the best people pipeline globally.

Finally, effective 01 January 2014, Francisco Sà, Zone President Latin America South, who left the company, was succeeded by Marcio Froes, formerly VP Supply for the Latin America North Zone. Marcio Froes holds a Degree in Chemical Engineering from the Universidade Federal do Rio de Janeiro in Brazil and a Brewmaster degree from the Universidad Politecnica de Madrid in Spain. He has been with the company for over 20 years and has held several roles within Supply, People and Sales.

Our Executive Board of Management currently consists of the following members:

<b>Name</b>	<b>Function</b>
Carlos Brito .....	Chief Executive Officer
Felipe Dutra .....	Chief Financial and Technology Officer
Claudio Braz Ferro .....	Chief Supply Officer
Miguel Patricio .....	Chief Marketing Officer
Sabine Chalmers .....	Chief Legal and Corporate Affairs Officer
Claudio Garcia.....	Chief People Officer
Tony Milikin .....	Chief Procurement Officer
Bernardo Pinto Paiva.....	Chief Sales Officer
Jo Van Biesbroeck .....	Chief Strategy Officer
Michel Doukeris.....	Zone President Asia Pacific
Stuart MacFarlane .....	Zone President Europe
Ricardo Tadeu	Zone President Mexico
Francisco Sá (until 31 December 2013)	Zone President Latin America South
Marcio Froes (as of 01 January 2014) .....	Zone President Latin America South
João Castro Neves .....	Zone President Latin America North
Luiz Fernando Edmond .....	Zone President North America

#### **4. INTERNAL CONTROL AND RISK MANAGEMENT SYSTEMS**

The Board of directors and the Executive Board of Management are responsible for establishing and maintaining adequate internal controls and risk management systems. 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 and its risk management system is based on COSO's Enterprise Risk Management Framework.

##### Financial reporting

The Executive Board of Management is responsible for establishing and maintaining adequate internal controls over financial reporting. 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. 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 the assets of the company;
- provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with International Financial Reporting Standards;
- provide reasonable assurance that receipts and expenditures of the company 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.

The Executive Board of Management assessed the effectiveness of the company's internal control over financial reporting as of 31 December 2013. 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. The assessment

included an evaluation of the design of the company's internal control over financial reporting and testing of the operational effectiveness of its internal control over financial reporting. Based on this assessment, the Executive Board of Management determined that, as of 31 December 2013, the company maintained effective internal control over financial reporting.

The Board of directors and the Audit Committee reviewed the Executive Board of 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 U.S. 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 company's 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 U.S. 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.

#### Compliance

Anheuser-Busch InBev has in place a Compliance Program which fosters a culture of ethics, integrity and lawful behavior in the company. This program is based upon the Code of Business Conduct, which is available on the company's website and intranet. The Compliance Program further ensures compliance with applicable laws and regulations and the obtaining of an annual certification by management of compliance with the Code of Business Conduct.

A set of internal controls has been implemented and is periodically assessed at the Global and Local Compliance Committees, the Audit Committee and within the framework of internal audit.

The Global Compliance Committee, chaired by the Chief Legal & Corporate Affairs Officer, assesses regulatory and ethical compliance risks for the company from a global perspective and provides strategic direction for the activities of the compliance function. The Committee approves global policies and guidelines to be developed or revised regarding ethical and compliance risks to the company from a global perspective. On a bi-monthly basis, the Global Compliance Committee reviews the operation of the Compliance Program and follows-up on the results of 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.

## 5. SHAREHOLDERS STRUCTURE

### 5.1. Shareholders' structure

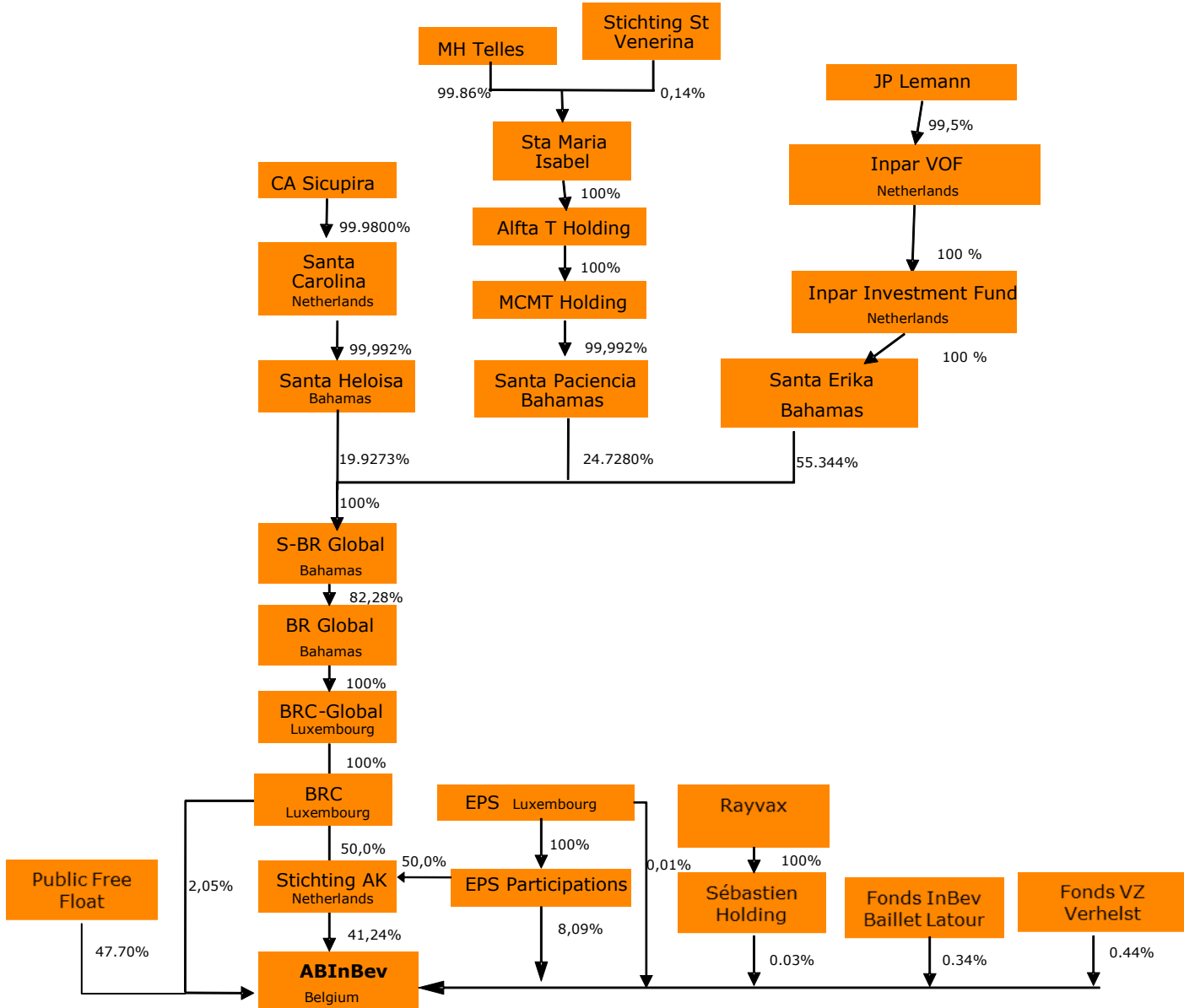
The following table shows the shareholders' structure as at 15 January 2014<sup>1</sup> based on the notifications made according to article 6 of the Belgian law of 2 May 2007 on the notification of significant shareholdings and according to article 74 of the Belgian law of 1 April 2007 on public take-over bids. The first ten entities mentioned in the table act in concert and hold 839,172,743 ordinary shares of the company, representing 52.20% of the voting rights as of 15 January 2014, the date of the most recent notification.

Shareholder	Number of shares	Percentage of voting rights	Date last notification
<b>1.</b> <i>Stichting Anheuser-Busch InBev, stichting administratiekantoor under Dutch law</i>	663,074,830	41.24%	15 January 2014
<b>2.</b> <i>Eugénie Patri Sébastien (EPS) SA under Luxembourg law, affiliated to Stichting Anheuser-Busch InBev that it jointly controls with BRC Sàrl under Luxembourg law</i>	100,000	0.01%	15 January 2014
<b>3.</b> <i>EPS Participations Sàrl under Luxembourg law, affiliated to EPS, its parent company</i>	130,063,567	8.09%	15 January 2014
<b>4.</b> <i>Rayvax Société d'Investissements SA under Belgian law</i>	10	< 0.01%	15 January 2014
<b>5.</b> <i>Sébastien Holding SA under Belgian law, affiliated to Rayvax Société d'Investissements, its parent company</i>	484,794	0.03%	15 January 2014
<b>6.</b> <i>BRC Sàrl under Luxembourg law, affiliated to Stichting Anheuser-Busch InBev that it jointly controls with EPS SA under Luxembourg law</i>	32,966,462	2.05%	15 January 2014
<b>7.</b> <i>Stichting Fonds InBev - Baillet Latour</i>	0	0,00%	15 January 2014
<b>8.</b> <i>Fonds InBev – Baillet Latour sprl with a social purpose under Belgian law affiliated to Stichting Fonds InBev-Baillet Latour under Dutch law, that controls it</i>	5,485,415	0.34%	15 January 2014
<b>9.</b> <i>Fonds Verhelst sprl with a social purpose</i>	0	0,00%	15 January 2014
<b>10.</b> <i>Fonds Voorzitter Verhelst sprl</i>	6,997,665	0.44%	15 January 2014

<sup>1</sup> Except for the last four entities (Capital Research & Management Cy, Janus Capital Management LLC, Fidelity Management & Research LLC and BlackRock, Inc.) for which the last notification date is respectively 3 February 2011, 23 March 2010, 16 September 2009 and 23 January 2014.

<i>with a social purpose under Belgian law affiliated to Fonds Verhelst sprl with a social purpose under Belgian law, that controls it</i>			
<b>11.</b> <i>Anheuser-Busch InBev SA/NV under Belgian law</i>	1,093,369	0.07%	15 January 2014
<b>12.</b> <i>Brandbrew SA under Luxembourg law, affiliated to Anheuser-Busch InBev SA/NV that controls it</i>	525,433	0.03%	15 January 2014
<b>13.</b> <i>Capital Research &amp; Management Cy, California, USA</i>	47,828,428	2.98%	3 February 2011
<b>14.</b> <i>Janus Capital Management LLC, Colorado, USA</i>	46,872,867	2.92%	23 March 2010
<b>15.</b> <i>Fidelity Management &amp; Research LLC, Massachusetts, USA</i>	48,561,873	3.03%	16 September 2009
<b>16.</b> <i>BlackRock, Inc., New York, USA</i>	48,264,561	3.00%	23 January 2014

The following chart shows the structure of the controlling shareholders of Anheuser-Busch InBev SA/NV acting in concert (situation as at 15 January 2014).



1. Shareholders' structure based on information provided to Anheuser-Busch InBev as at 15 January 2014 by those shareholders who are compelled to disclose their shareholdings pursuant to the Belgian law of 2 May 2007 on the notification of significant shareholdings, article 74 of the Belgian law of 1 April 2007 on public take-over bids and the Articles of Association of the Company.
2. A Shareholders Agreement between EPS, EPS Participations, BRC and Stichting Anheuser-Busch InBev provides for equal voting and control rights of BRC and EPS over Stichting Anheuser-Busch InBev and, indirectly, over Anheuser-Busch InBev shares held by it.



3. *The Stichting Anheuser-Busch InBev, BRC, EPS, EPS Participations, Rayvax, Sébastien Holding, Fonds InBev Baillet Latour and Fonds Voorzitter Verhelst act in concert.*
4. *Anheuser-Busch InBev and its subsidiary, Brandbrew, together hold 0.10% of the company's shares as at 15 January 2014.*

## **5.2. Shareholders' arrangements**

In connection with the combination of Interbrew with Ambev, BRC, EPS, Rayvax Société d'investissements SA ("Rayvax") and the Stichting Anheuser-Busch InBev ("Stichting") entered into a shareholders' agreement on 2 March 2004 which provides for BRC and EPS to hold their interests in Anheuser-Busch InBev through the Stichting (except for approximately 130 million shares that are held directly or indirectly by EPS and except for approximately 33 million shares that are held by BRC as of 15 January 2014). The shareholders agreement was amended and restated on 9 September 2009. On 18 December 2013, EPS contributed its shares in Anheuser-Busch InBev and its certificates in Stichting Anheuser-Busch InBev to EPS Participations Sàrl ("EPS Participations"), under Luxemburg law, with the exception of 100.000 Anheuser-Busch InBev shares. EPS Participations has joined the concert constituted by EPS, Rayvax, BRC and the Stichting and adhered to the shareholders' agreement.

The shareholders' agreement addresses, among other things, certain matters relating to the governance and management of the Stichting and Anheuser-Busch InBev as well as the transfer of the Stichting certificates. As of 15 January 2014, BRC held 331,537,415 class B Stichting certificates (indirectly representing 331,537,415 shares) and EPS Participations held 331,537,415 class A Stichting certificates (indirectly representing 331,537,415 shares).

Pursuant to the terms of the shareholders' agreement, BRC and EPS jointly and equally exercise control over the Stichting and the shares held by it. Among other things, BRC and EPS have agreed that the Stichting will be managed by an eight-member Board of directors and that each of BRC and EPS will have the right to appoint four directors to the Stichting Board. At least seven of the eight Stichting directors must be present in order to constitute a quorum, and any action to be taken by the Stichting Board will, subject to certain qualified majority conditions, require the approval of a majority of the directors present, including at least two directors appointed by BRC and two appointed by EPS. Subject to certain exceptions, all decisions of the Stichting with respect to the shares it holds, including how its shares will be voted at all shareholders' meetings of Anheuser-Busch InBev will be made by the Stichting Board.

The shareholders' agreement requires the Stichting Board to meet prior to each shareholders' meeting of Anheuser-Busch InBev to determine how the Stichting's shares will be voted.

The shareholders' agreement, as amended, provides for restrictions on the ability of BRC and EPS Participations to transfer their Stichting certificates (and consequently their shares held through the Stichting).

In addition, the shareholders' agreement requires EPS, EPS Participations and BRC and their permitted transferees under the shareholders' agreement, whose shares are not held through the Stichting, to vote their shares in the same manner as the shares held by the Stichting and to effect any 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 Anheuser-Busch InBev to ensure such orderly disposal. In addition, under the shareholders' agreement, EPS, EPS Participations and BRC agree not to acquire any shares of capital stock of Ambev, subject to limited exceptions.

Pursuant to the shareholders' agreement, the Stichting Board proposes the nomination of eight directors at the Anheuser-Busch InBev shareholders' meeting, among which each of BRC and EPS have the right to nominate four directors. In addition, the Stichting Board proposes the nomination of four to six independent directors.

The shareholders' agreement will remain in effect for an initial term of 20 years commencing on 27 August 2004. Thereafter, it will be automatically renewed for successive terms of 10 years each unless, not later than two years prior to the expiration of the initial or any successive 10-year term, either BRC or EPS notifies the other of its intention to terminate the shareholders' agreement.

In addition, the Stichting has entered into a voting agreement with Fonds InBev-Baillet Latour SPRL with social purpose and Fonds Voorzitter Verhelst BVBA with social purpose. This agreement provides for consultations between the three bodies before any shareholders' meeting to decide how they will exercise the voting rights attached to the shares. This agreement will expire on 16 October 2016, but is renewable.

## **6. 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:

### **6.1. Capital structure and authorizations granted to the Board**

The share capital of the company is represented by ordinary shares.

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. On 28 April 2009, the shareholders authorized the Board of directors to increase the share capital of Anheuser-Busch InBev to an amount not to exceed 3% of the total number of shares issued and outstanding on 28 April 2009 (i.e. 1,602,862,013). This authorization has been granted for a period of 5 years from 28 April 2009. It can be used for several purposes, including when sound management of the company's business would call for a restructuring, an acquisition of shares or assets in one or more companies, or generally, an increase in Anheuser-Busch InBev's equity. The renewal of the authorization will be submitted to the approval of the shareholders at the annual shareholders' meeting of 30 April 2014.

Anheuser-Busch InBev's Board of directors has been authorized by the shareholders' meeting to acquire, on or outside the stock exchange, Anheuser-Busch InBev shares for a price which will not be more than 10% below the lowest closing price in the last 20 days preceding the transaction and not more than 10% above the highest closing price in the last 20 days preceding the transaction. This authorization is valid for a 5 years period from 28 April 2009. The renewal of the authorization will be submitted to the approval of the shareholders at the annual shareholders' meeting of 30 April 2014.

### **6.2. Transfer of shares and shareholders' arrangements**

Each share entitles the holder to one vote. The articles of association of the company do not contain any restriction on the transfer of the shares. Please refer to the sections above on the Shareholders' structure and arrangements.

### **6.3. Significant agreements or securities that may be impacted by a change of control on the company**

1. **Warrants under the long-term incentive plan.** Since 1999, Anheuser-Busch InBev has issued, on a regular basis, warrants/subscription rights under its long-term incentive plan for the benefit of its Board members and, until 2007, for the benefit of the members of its Executive Board of Management and other senior employees (the "LTI"). Currently, in aggregate, there are 1.50 million warrants outstanding under the plan, entitling holders to

1.50 million ordinary shares of Anheuser-Busch InBev. Pursuant to the terms and conditions of the LTI, in the event of a modification, as a result of a public bid or otherwise, of the (direct or indirect) control (as defined under Belgian law) exercised over Anheuser-Busch InBev, the holders of warrants shall have the right to exercise them within one month of the date of change of control, irrespective of exercise periods/limitations provided by the plan. Subscription rights not exercised within such time period shall again be fully governed by the normal exercise periods/limitations provided by the plan.

Subject to the approval of the shareholders at the annual shareholders' meeting to be held on 30 April 2014, the outstanding LTI warrants will be converted into LTI stock options, i.e. the right to purchase existing shares instead of the right to subscribe to newly-issued shares.

2. **USD 13,000,000,000 Senior Facilities Agreement.** In accordance with Article 556 of the Belgian Companies Code, the shareholders meeting of Anheuser-Busch InBev 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 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).

As of 31 December 2013, out of the USD 13,000,000,000, USD 0 billion remains outstanding under the 2010 Senior Facilities Agreement.

3. **USD 14,000,000,000 Senior Facilities Agreement.** In accordance with Article 556 of the Belgian Companies Code, the shareholders' meeting of Anheuser-Busch InBev approved on 24 April 2013 the following provisions of the USD 14,000,000,000 Senior Facilities Agreement dated 20 June 2012 entered into by the company, Anheuser-Busch InBev Worldwide Inc. and Cobrew NV/SA as original borrowers, the original guarantors and original lenders listed therein, Bank of America Securities Limited, Banco Santander, S.A., Barclays Bank PLC, Deutsche Bank AG, London Branch, Fortis Bank SA/NV, ING

Belgium SA/NV, JPMorgan Chase Bank N.A., Mizuho Corporate Bank, Ltd, RBS Securities Inc., Société Générale, London Branch and The Bank of Tokyo-Mitsubishi UFJ, LTD. as mandated lead arrangers and bookrunners and Fortis Bank SA/NV as agent (as amended and/or amended and restated from time to time) (the "2012 Senior Facilities Agreement"): (i) Clause 8 (*Mandatory Prepayment*) and (ii) any other provision of the 2012 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 2012 Senior Facilities Agreement). Pursuant to the 2012 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 8 of the 2012 Senior Facilities Agreement grants, in essence, to any lender under the 2012 Senior Facilities Agreement, upon a Change of Control over the company, the right (i) not to fund any loan (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, together with accrued interest thereon, and all other amounts owed to such lender under the 2012 Senior Facilities Agreement (and certain related documents).

The 2012 Senior Facilities Agreement was terminated on 17 June 2013.

4. **EMTN Programme.** In accordance with article 556 of the Belgian Companies Code, the shareholders' meeting of 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 Programme 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 Programme (the "EMTN Programme"), (ii) any other provision in the EMTN Programme 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 Programme). Pursuant to the EMTN Programme, (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 and the GBP 550,000,000 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;
- the CHF 600,000,000 4.50% Notes due 2014, issued by Brandbrew SA in June 2009 (with a guarantee by the company);
- the 250,000,000 Euro 5.75% Notes due 2015 and the GBP 750,000,000 6.50% Notes due 2017, each issued by the company in June 2009; and
- the 750,000,000 Euro 4% Notes due 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 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).

5. **US Dollar Notes.** In accordance with article 556 of the Belgian Companies Code, the shareholders meeting of 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, USD 750,000,000 3.625 % Notes due 2015, USD 1,000,000,000 5.00 % Notes due 2020 and USD 500,000,000 Floating Rate Notes due 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, USD 1,000,000,000 5.00 % Notes due 2020 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 and USD 1,250,000,000 8.20% Notes due 2039, USD 1,550,000,000 5.375 % Notes due 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 Anheuser-Busch InBev SA/NV, 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 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 and USD 1,250,000,000 8.20% Notes due 2039, 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 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, 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 Anheuser-Busch InBev SA/NV.
- 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, USD 2,250,000,000 5.375 % Notes due 2020 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 Anheuser-Busch InBev SA/NV.
- 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, 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 Anheuser-Busch InBev SA/NV.

6. **Notes issued under Anheuser-Busch InBev's Shelf Registration Statement filed on Form F-3.** In accordance with article 556 of the Belgian Companies Code, the shareholders' meeting of Anheuser-Busch InBev has approved on 26 April 2011 (i) the Change of Control Clause of the Brazilian real ("BRL") 750,000,000 9.750% Registered Notes due 2015 issued on 17 November 2010 by Anheuser-Busch InBev Worldwide Inc. under Anheuser-Busch InBev's Shelf Registration Statement filed on Form F-3 on 21 September 2010 (with an unconditional and irrevocable guarantee as to payment of principal and interest from Anheuser-Busch InBev SA/NV) and (ii) any other provision applicable to the Registered Notes 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 Prospectus Supplement dated 9 November 2010 to the Prospectus dated 21 September 2010). Pursuant to the Prospectus Supplement (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.

For the sake of completeness, there is no Change of Control Clause applicable to 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) as from January 2011.

7. **CAD Dollar Notes issued via a Canadian Private Placement.** In accordance with Article 556 of the Belgian Companies Code, the shareholders' meeting of Anheuser-Busch InBev approved on 26 April 2011 (i) the Change of Control Clause of the CAD 600,000,000 3.65 % Notes due 2016 issued on 08 December 2010 via a Canadian Private Placement 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) and (ii) any other provision applicable to the Notes 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 dated 08 December 2010). Pursuant to the Offering Memorandum (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.

8. Anheuser-Busch InBev's soft drinks business consists of both own production and agreements with PepsiCo related to bottling and distribution arrangements between various Anheuser-Busch InBev subsidiaries and PepsiCo. Ambev, which is a subsidiary of Anheuser-Busch InBev, is one of PepsiCo's largest bottlers in the world. Major brands that are distributed under these agreements are Pepsi, 7UP and Gatorade. Ambev has long-term agreements with PepsiCo whereby Ambev was granted the exclusive right to bottle, sell and distribute certain brands of PepsiCo's portfolio of CSDs in Brazil. The agreements will expire on 31 December 2017 and are automatically extended for additional ten-year terms, unless terminated prior to the expiration date by written notice by either party at least two years prior to the expiration of their term or on account of other events, such as a change of control or insolvency of, or failure to comply with material terms or meet material commitments by, the relevant AB InBev subsidiary.



## **7. REMUNERATION REPORT**

This report was approved by the Remuneration Committee during its meeting of 24 February 2014.

### **7.1. Remuneration of directors**

#### ***7.1.1. 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 and the Executive Board of Management and on their individual remuneration packages. The Committee ensures that the CEO and members of the Executive Board of Management 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 will be 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 Committee holds the majority of its physical meetings in Belgium.

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.

#### ***7.1.2. Remuneration policy applied in 2013***

Remuneration is linked to the time committed to the Board and its various committees. The annual shareholders' meeting of 24 April 2013 approved the recommendation of the Remuneration Committee to increase the base annual fee for our directors, which remained unchanged since 2001, from 67,000 Euro to 75,000 Euro based on attendance at up to ten physical Board meetings. The increased base annual fee is applicable as from the date following the annual shareholders' meeting of 24 April 2013. The fee is supplemented with an amount of 1,500 Euro for each additional physical Board or committee meeting. The Chairman's fee is double that of other directors. The Chairman of the Audit Committee is entitled to a fee which is 30 % higher than the fee of the other directors.

In addition Board members are granted a limited, pre-determined number of warrants under the company's 1999 long-term incentive warrant plan ("LTI Warrant Plan"). Each LTI warrant gives its holder the right to subscribe for one newly issued share. Shares subscribed for upon the exercise of LTI warrants are ordinary Anheuser-Busch InBev SA/NV shares. Holders of such shares have the same rights as any other shareholder. The exercise price of LTI warrants is 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) have 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.

Subject to the approval of the shareholders at the annual shareholders' meeting to be held on 30 April 2014, the outstanding LTI warrants will be 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 will remain unchanged. The Remuneration Committee will also recommend for approval to the shareholders at the annual shareholders' meeting to be held on 30 April 2014, the following changes to future grants under the LTI Warrant Plan in order to align future grants for our directors with the features of the long-term incentive stock options granted to executives:

- as of 2014, grants will be offered in the form of stock options on existing shares, instead of warrants. Hence, upon exercise, each LTI stock option will entitle the holder to purchase one existing ordinary share;
- 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.

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 is of the opinion that the company's share-based incentive compensation is in line with compensation practices of directors at peer companies. The successful strategy and sustainable development of the company over the past 10 years demonstrates that the compensation of directors, which includes a fixed number of warrants, 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 3-year vesting period of the warrants should foster a sustainable and long-term commitment to pursue the company's interests.

In accordance with article 554 of the Belgian Companies Code, any grant made under the company's long-term incentive plan is submitted to the shareholders' meeting for prior approval.

The company is prohibited from making loans to directors and members of the Executive Board of Management, 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.

### 7.1.3. Remuneration in 2013

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 <sup>(1)</sup>	Fees for Committee meetings	Total fee	Number of LTI warrants granted <sup>(2)</sup>
Paul Cornet de Ways Ruart	15	72,333	4,500	76,833	15,000
Stéfan Descheemaeker	15	72,333	4,500	76,833	15,000
Grégoire de Spoelberch	14	72,333	6,000	78,333	15,000
Olivier Goudet	14	94,033	30,000	124,033	20,000
Jorge Paulo Lemann	14	72,333	6,000	78,333	15,000
Roberto Moses Thompson Motta	16	72,333	6,000	78,333	15,000
Carlos Alberto da Veiga Sicupira	14	72,333	6,000	78,333	15,000
Kees J. Storm	13	144,666	22,500	167,166	30,000
Marcel Herrmann Telles	15	72,333	28,500	100,833	15,000
Alexandre Van Damme	16	72,333	18,000	90,333	15,000
Mark Winkelman	13	72,333	18,000	90,333	15,000
<b>All directors as a group</b>		<b>889,696</b>	<b>150,000</b>	<b>1,039,696</b>	<b>185,000</b>

(1) According to the decision of the annual shareholders' meeting of 24 April 2013 the base annual fee was increased from 67,000 Euro to 75,000 Euro. As a consequence, in 2013, directors were granted an annual fee of  $(4/12 \times 67,000\text{€}) + (8/12 \times 75,000\text{€})$ . The Chairman's fee is double that of the other directors. The Chairman of the Audit Committee is entitled to a fee which is 30 % higher than the fee of the other directors.

(2) LTI warrants were granted on 24 April 2013 under the 1999 LTI plan. Warrants have an exercise price of 76.20 Euro per share, have a term of 5 years and vest over a 3 year period.

#### 7.1.4. Warrants owned by directors

The table below sets forth, for each of our current directors, the number of LTI warrants they owned as of 31 December 2013 (1):

	<u>LTI 21</u>	<u>LTI 20</u>	<u>LTI 19</u>	<u>LTI 18</u>	<u>LTI 17</u>	<u>LTI 17<sup>(2)</sup></u>	<u>LTI 16</u>	<u>LTI 14</u>	<u>LTI 13</u>	<u>LTI 12</u>
<u>Grant date</u>	<u>24 April 2013</u>	<u>26 April 2012</u>	<u>26 April 2011</u>	<u>27 April 2010</u>	<u>28 April 2009</u>	<u>28 April 2009</u>	<u>29 April 2008</u>	<u>25 April 2006</u>	<u>26 April 2005</u>	<u>27 April 2004</u>
<u>Expiry date</u>	<u>23 April 2018</u>	<u>25 April 2017</u>	<u>25 April 2016</u>	<u>26 April 2015</u>	<u>27 April 2014</u>	<u>27 April 2014</u>	<u>28 April 2013</u>	<u>24 April 2016</u>	<u>25 April 2015</u>	<u>26 April 2014</u>
P. Cornet de Ways Ruart	15,000	15,000	0	0	0	0	0	0	0	0
G. de Spoelberch .....	15,000	15,000	15,000	15,000	0	0	0	0	0	0
O. Goudet	20,000	15,000	0	0	0	0	0	0	0	0
J. Lemann.....	15,000	15,000	15,000	15,000	15,000	28,343	0	8,269	9,364	0
R. Thompson Motta .....	15,000	15,000	15,000	15,000	15,000	28,343	0	8,269	9,364	0
C. Sicupira .....	15,000	15,000	15,000	15,000	15,000	28,343	0	8,269	9,364	0
K. Storm .....	30,000	20,000	20,000	20,000	0	0	0	8,269	9,364	0
M. Telles.....	15,000	15,000	15,000	15,000	15,000	28,343	0	8,269	9,364	0
A. Van Damme ..	15,000	15,000	15,000	15,000	0	0	0	8,269	9,364	0
M. Winkelman ....	15,000	15,000	15,000	15,000	15,000	28,343	0	8,269	9,364	0
S. Descheemaeker	15,000	15,000	15,000	5,000	0	0	0	0	0	0
<b>Strike price (Euro)</b>	<b>76.20</b>	<b>54.71</b>	<b>40.92</b>	<b>37.51</b>	<b>21.72</b>	<b>21.72</b>	<b>58.31</b>	<b>38.70</b>	<b>27.08</b>	<b>23.02</b>

(1) In April 2013, all our directors exercised their warrants of the LTI 16 Series that expired on 28 April 2013. In June 2013, Gregoire de Spoelberch exercised 15,000 warrants of the LTI 17 Series and 5,395 warrants of the Rights-Offering Compensation. In August 2013, Stéfan Descheemaeker exercised 15,000 warrants of the LTI 17 Series and 10,000 warrants of the LTI 18 Series. In November 2013, Kees Storm exercised 11,016 warrants of the LTI 12 Series, 20,000 warrants of the LTI 17 Series and 60,660 warrants of the Rights-Offering Compensation. In December 2013, Alexandre Van Damme exercised 11,016 warrants of the LTI 12 Series, 15,000 warrants of the LTI 17 Series and 55,365 warrants of the Rights-Offering Compensation.

(2) These warrants were granted to compensate for LTI warrants that were granted before November 2008 and not adjusted to take into account the effects of Anheuser-Busch InBev's December 2008 Rights Offering. The LTI terms and conditions provide that, in the event that a corporate change which has been decided upon by the company and has an impact on its capital has an unfavourable effect on the exercise price of the LTI warrants, their exercise price and/or the number of shares to which they give right will be adjusted to protect the interests of their holders. Anheuser-Busch InBev's rights offering in December 2008 constituted such a corporate change and triggered an adjustment. Pursuant to the LTI terms and conditions, it was determined that the most appropriate manner to account for the impact of the Rights Offering on the unexercised warrants was to apply the "ratio method" as set out in the NYSE Euronext "Liffe's Harmonised Corporate Action Policy". However, this adjustment was not applied to warrants owned by persons that were directors at the time the warrants were granted. In order to compensate such persons, an additional 984,203 LTI warrants

were granted under the LTI warrants grant on 28 April 2009, as authorized by the 2009 annual shareholders' meeting. 263,130 LTI warrants out of these 984,203 LTI warrants were granted to the current directors of Anheuser-Busch InBev.

## **7.2. Remuneration of Executive Board of Management**

### ***7.2.1. Procedure for developing the remuneration policy and determining the individual remuneration***

The compensation and reward programs for the Executive Board of Management are 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 Executive Board of Management.

The Nomination Committee approves the company and individual annual targets and the Remuneration Committee approves the target achievement and corresponding annual and long term incentives of members of the Executive Board of Management.

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.

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.

### ***7.2.2. 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 company and individual performance, and ensures alignment with shareholders' interests by strongly encouraging executive ownership of shares in the company.

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.

With effect from 2010 and as a result of the combination with Anheuser-Busch Companies, Inc., some modifications have been made to the annual incentive scheme, in order to bring together the incentive plans of Anheuser-Busch and InBev.

No significant change has been made to the above remuneration policy since the end of the reported financial year. The Board may revise the level of remuneration and approve a revised remuneration policy upon recommendation of the Remuneration Committee.

### ***7.2.3. Components of executive remuneration***

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 on an annual basis. These benchmarks are collected by independent providers, in relevant industries and geographies. For benchmarking, a custom

sample of peer companies (Peer Group) is used when available. If Peer Group data are not available for a given level, 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 3<sup>rd</sup> quartile.

In 2013, based on his employment contract, the CEO earned a fixed salary of 1.24 million Euro (USD 1.64 million), while the other members of the Executive Board of Management earned an aggregate base salary of 7.51 million Euro (USD 9.94 million).

## **b. Variable compensation – Share-based compensation plan**

Variable compensation is key to the company's compensation system and is designed to encourage executives to drive short- and long-term performance of the organization.

The target variable compensation related to the share-based compensation plan, is expressed as a percentage of the Market Reference Salary applicable to the executive. The annual variable compensation in case targets are fully achieved theoretically amounts to maximum 240 % of the Market Reference Salary for members of the Executive Board of Management and 360 % for the CEO.

The percentage of variable compensation effectively paid is directly linked to the achievement of annual company, entity and individual targets which are based on performance metrics. For 2013 company and entity targets were related to EBITDA, cash flow, operating costs and market share. Below a hurdle no incentive is earned (as was the case for the majority of the members of the Executive Board of Management in 2008). Even if company or entity targets are achieved, individual payments are dependent on each executive's personal achievement of individual performance targets. Company and entity targets achievement is assessed by the Remuneration Committee on the basis of accounting and financial data. The Remuneration Committee also approves the individual targets achievement of the CEO and, upon recommendation of the CEO, of the Executive Board of Management.

For 2013, based on the company's target achievement during the year 2013 and the executives' individual target achievement, the total variable compensation for the Executive Board of Management, including the CEO, effectively amounted to approximately 168 % of their 2013 base salary.

Executives receive their variable compensation in cash<sup>2</sup> but are encouraged to invest some or all of the value of their variable compensation 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 Executive Board of Management.

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.

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<sup>2</sup> Depending on local regulations, the cash element in the variable compensation may be replaced by options which are linked to an index or a fund of listed European blue chip companies.

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

The variable compensation is usually paid annually in arrears after the publication of the full year results of Anheuser-Busch InBev. Exceptionally, the variable compensation may be paid out semi-annually at the discretion of the Board based on the achievement of semi-annual targets. 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 of Anheuser-Busch InBev. In 2009, in order to align the organization against the delivery of specific targets following the combination with Anheuser-Busch, the Board decided to apply semi-annual targets which resulted in a semi-annual payment of 50% of the annual incentive, respectively in August 2009 and in March 2010. Since 2010, variable compensation has been paid annually in arrears in or around March each year.

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 2012 – Paid in March 2013***

For the full year 2012, the CEO earned variable compensation of 2.48 million Euro (USD 3.20 million). The other members of the Executive Board of Management earned aggregate variable compensation of 9.33 million Euro (USD 12.02 million).

The amount of variable compensation is based on the company's performance during the year 2012 and the executives' individual target achievement.

The following table sets forth information regarding the number of our shares voluntarily acquired and Matching Shares granted in March 2013 (variable compensation awarded for performance in 2012) to our CEO and the other members of our Executive Board of Management under the Share-based compensation plan. The Matching Shares were granted in the form of restricted stock units and vest after five years, on 8 March 2018.

<b><u>Name</u></b>	<b><u>Voluntary Shares acquired</u></b>	<b><u>Matching Shares granted</u></b>
Carlos Brito – CEO	18,399	71,404
Sabine Chalmers	2,886	16,906
Felipe Dutra	7,500	29,106
Miguel Patricio	5,352	33,888
Claudio Braz Ferro	4,470	17,838
Tony Milikin	1,557	10,884
Claudio Garcia	2,201	14,335
Jo Van Biesbroeck	3,002	12,855
Stuart Mc Farlane	4,506	19,297

Francisco Sá (until 31 December 2013) (1)	0	0
João Castro Neves (1)	0	0
Luiz Fernando Edmond	7,490	28,337
Bernardo Pinto Paiva	4,572	17,269
Michel Doukeris	2,878	5,734
Ricardo Tadeu (as of June 2013)	0	0

(1) Joao Castro Neves, Zone President Latin America North, and Fransisco Sá, Zone President Latin America South, report to the Board of directors of Ambev and participate in the incentive plans of Companhia de Bebidas das Americas – Ambev that are disclosed separately by Ambev.

### **Variable compensation for performance in 2013 – To be paid in March 2014**

For the full year 2013, the CEO earned variable compensation of 3.29 million Euro (USD 4.36 million). The other members of the Executive Board of Management earned aggregate variable compensation of 11.44 million Euro (USD 15.15 million)<sup>3</sup>.

The amount of variable compensation is based on the company's performance during the year 2013 and the executives' individual target achievement. The variable compensation will be paid in or around March 2014.

### **c. Long-term incentive stock options**

Since 1 July 2009, members of our senior management may be eligible for an annual long-term incentive paid out in stock options (or similar share related instrument), 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 in 2013 to the CEO and the other members of the Executive Board of Management. The options were granted on 2 December 2013, have an exercise price of 75,15 Euro and become exercisable after five years.

<b>Name</b>	<b>Long Term Incentive stock options granted</b>
Carlos Brito – CEO	322,521
Sabine Chalmers	44,764
Felipe Dutra	85,947
Miguel Patricio	80,575
Claudio Braz Ferro	44,764
Tony Milikin	22,382
Claudio Garcia	44,764
Jo Van Biesbroeck	44,764
Francisco Sá (until 31 December 2013)(1)	0

<sup>3</sup> The individual target achievement and as a consequence, the bonus amount for the Executive Board of Management is still under review.



<b>Name</b>	<b>Long Term Incentive stock options granted</b>
João Castro Neves (1)	0
Luiz Fernando Edmond	80,575
Bernardo Pinto Paiva	53,717
Stuart Mc Farlane	22,382
Michel Doukeris	33,573
Ricardo Tadeu (as of June 2013)	22,382

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*(1) Joao Castro Neves, Zone President Latin America North, and Fransisco Sá, Zone President Latin America South, report to the Board of directors of Ambev and participate in the incentive plans of Companhia de Bebidas das Americas - Ambev that are disclosed separately by Ambev.*

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#### **d. Long term restricted stock unit programs**

Since 2010, Anheuser-Busch InBev has in place three 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 hardship grants are made at the discretion of the CEO, e.g. 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 7.2.3.b). The restricted stock units vest after five years and in case of termination of service before the vesting date, special forfeiture rules apply.

In 2013, 366,591 restricted stock units were granted under the program to our senior management. No restricted stock units were granted under the program to a member of the Executive Board of Management

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 of Anheuser-Busch InBev 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. In case of termination of service before the vesting date, special forfeiture rules apply.

In 2013, 350,230 restricted stock units were granted under the program to our management. No restricted stock units were granted under the program to a member of the Executive Board of Management.

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. The discount and 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.

In 2013, our employees purchased 4,769 shares under the program. No member of the Executive Board of Management participated in the program.

#### **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 Anheuser-Busch InBev's interests, the Board has approved a program that aims at facilitating the exchange by these managers of their Ambev shares into Anheuser-Busch InBev 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 Anheuser-Busch 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, Ricardo Tadeu, member of the Executive Board of Management, has exchanged 0.26 million Ambev shares for a total of 0.13 million Anheuser-Busch InBev shares in 2013. Other members of our senior management have exchanged 0.02 million Ambev shares for a total of 0.001 Anheuser-Busch InBev shares (0.11 million in 2012, 0.24 million in 2011, 0.25 million in 2010).

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

The Board has recommended to the shareholders for approval 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. The programs were approved by the shareholders' meeting of 27 April 2010:

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, can be released e.g. for executives who move to the United States. These executives are 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).

In 2013, Stuart MacFarlane, member of the Executive Board of Management, has exchanged 0.18 million Series A options granted under the November 2008 Exceptional Option Grant for approximately 0.17 million shares. In total, other members of our senior management have exchanged approximately 0.36 million Series A options granted under the November 2008 Exceptional Option Grant for approximately 0.32 million shares. In total, in 2013, our senior management also exchanged 0.06 million options granted under the April 2009 Exceptional Option Grant, for approximately 0.05 million of our shares. The exchanges were based on the fair market value of the share on the day of the exchange.

2. The Dividend waiver program: where applicable, the dividend protection feature of the outstanding options owned by executives who move to the United States 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 2013, under this program :

- On 25 January 2013, 0.16 million new options were granted to our senior management and have a strike price of 67.60 Euro, i.e. the closing share price on 24 January 2013.
- On 15 May 2013, 0.45 million new options were granted to Miguel Patricio, member of the Executive Board of Management, and 0.02 million new options were granted to our senior management and have a strike price of 75.82 Euro, i.e. the closing share price on 14 May 2013.

#### **g. 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 geographic environments. 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 0.23 million in 2013. The contributions for the other members of the Executive Board of Management amounted to approximately USD 0.43 million in 2013.

#### **h. Other benefits**

Executives are also entitled to life and medical insurance and perquisites and other benefits that are competitive with market practices. The CEO enjoys, for a limited period of time, the usual expatriate perquisites in accordance with local market practice. The perquisites consist of a housing allowance (which ended on 1 September 2012) and a schooling allowance.

#### ***7.2.4. Main contractual terms and conditions of employment of members of the Executive Board of Management***

The terms and conditions of employment of the members of the Executive Board of Management 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 corporate and individual targets to be 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 Executive Board of Management 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.

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.

### 7.2.5. 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 Executive Board of Management as of 31 December 2013 under the Share-based compensation plan that was applicable until 2010<sup>(1)</sup>.

	<b>Matching options 2010</b>	<b>Matching options 2009</b>	<b>Matching options 2009</b>	<b>Matching options 2008</b>	<b>Matching options 2007</b>	<b>Matching options 2006</b>
<b>Grant date</b>	<b>05 March 2010</b>	<b>14 August 2009</b>	<b>6 March 2009</b>	<b>3 March 2008</b>	<b>2 April 2007</b>	<b>27 April 2006</b>
<b>Expiry date</b>	<b>04 March 2020</b>	<b>13 August 2019</b>	<b>5 March 2019</b>	<b>2 March 2018</b>	<b>1 April 2017</b>	<b>26 April 2016</b>
<b>EBM <sup>(3)</sup></b>	<b>15,296</b>	<b>1,615,238</b>	<b>80,765</b>	<b>541,151</b>	<b>106,611</b>	<b>0</b>
<b>Strike price (Euro) .....</b>	<b>36.52</b>	<b>27.06</b>	<b>20.49</b>	<b>34.34</b>	<b>33.59</b>	<b>24.78</b>
	<b>Matching options 2009-Dividend Waiver 13 <sup>(2)</sup></b>	<b>Matching options 2009-Dividend Waiver 13 <sup>(2)</sup></b>	<b>Matching options 2008-Dividend Waiver 13 <sup>(2)</sup></b>	<b>Matching options 2008-Dividend Waiver 09 <sup>(2)</sup></b>	<b>Matching options 2007-Dividend Waiver 09 <sup>(2)</sup></b>	<b>Matching options 2006 - Dividend Waiver 09 <sup>(2)</sup></b>
<b>Grant date</b>	<b>15 Mai 2013</b>	<b>15 Mai 2013</b>	<b>15 Mai 2013</b>	<b>1 December 2009</b>	<b>1 December 2009</b>	<b>1 December 2009</b>
<b>Expiry date</b>	<b>13 August 2019</b>	<b>5 March 2019</b>	<b>2 March 2018</b>	<b>2 March 2018</b>	<b>1 April 2017</b>	<b>26 April 2016</b>
<b>EBM <sup>(3)</sup></b>	<b>37,131</b>	<b>74,869</b>	<b>49,468</b>	<b>265,393</b>	<b>65,994</b>	<b>0</b>
<b>Strike price (Euro) .....</b>	<b>75.82</b>	<b>75.82</b>	<b>75.82</b>	<b>33.24</b>	<b>33.24</b>	<b>33.24</b>

1. Matching options have the following features:
  - a. an exercise price that is set equal to the market price of the share at the time of grant;
  - b. 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;
  - c. upon exercise, each option entitles the option holder to subscribe one share;
  - d. specific restrictions or forfeiture provisions apply in case of termination of service.
2. Options granted under the Dividend waiver program (see 7.2.3.f)
3. The following options were exercised in 2013 :
  - a. In May 2013 :
    - i. Sabine Chalmers exercised 75,197 Matching options 2007, 13,414 Matching options 2006 Dividend Waiver 09 and 46,334 Matching options 2007 Dividend Waiver 09;
    - ii. Claudio Garcia exercised 73,792 Matching options 2006 and 50,755 Matching options 2006 Dividend Waiver 09.

- b. In August 2013 :
- i. Carlos Brito exercised 46,742 Matching options 2006 and 32,150 Matching options 2006 Dividend Waiver 09;
  - ii. Felipe Dutra exercised 118,452 Matching options 2006, 81,473 Matching options 2006 Dividend Waiver 09, 109,733 Matching options 2007 and 67,927 Matching options 2007 Dividend Waiver 09;
  - iii. Stuart MacFarlane exercised 12,228 Matching options 2008
- c. In September 2013 :
- i. Carlos Brito exercised 222,057 Matching options 2007 and 137,458 Matching options 2007 Dividend Waiver 09;
  - ii. Sabine Chalmers exercised 68,791 Matching options 2008 and 38,692 Matching options 2008 Dividend Waiver 09.

The table below sets forth the number of LTI stock options owned by the members of our Executive Board of Management as of 31 December 2013 under the 2009 Long term incentive stock option plan (see 7.2.3.c)

	<u>LTI options</u>	<u>LTI options</u>	<u>LTI options</u>	<u>LTI options</u>	<u>LTI options</u>
<b>Grant date</b>	<b>18 December 2009</b>	<b>30 November 2010</b>	<b>30 November 2011</b>	<b>30 November 2012</b>	<b>02 December 2013</b>
<b>Expiry date</b>	<b>17 December 2019</b>	<b>29 November 2020</b>	<b>29 November 2021</b>	<b>29 November 2022</b>	<b>01 December 2023</b>
<b>EBM Strike price (Euro).....</b>	<b>731,923 35.90</b>	<b>914,266 42.41</b>	<b>962,093 44.00</b>	<b>1,145,494 66.56</b>	<b>903,110 75.15</b>

The table below sets forth the number of options granted under the November 2008 Exceptional Option Grant owned by the members of our Executive Board of Management as of 31 December 2013<sup>(1)</sup>.

	<b>November 2008 Exceptional Grant options Series A</b>	<b>November 2008 Exceptional Grant options Series B</b>	<b>November 2008 Exceptional Grant options Series A – Dividend Waiver 09</b>	<b>November 2008 Exceptional Grant options Series B – Dividend Waiver 09</b>	<b>November 2008 Exceptional Grant options Series B – Dividend Waiver 11</b>	<b>November 2008 Exceptional Grant options Series B – Dividend Waiver 13</b>
<b>Grant date</b>	<b>25 November 2008</b>	<b>25 November 2008</b>	<b>1 December 2009</b>	<b>1 December 2009</b>	<b>11 July 2011</b>	<b>15 May 2013</b>
<b>Expiry date</b>	<b>24 November 2018</b>	<b>24 November 2023</b>	<b>24 November 2018</b>	<b>24 November 2023</b>	<b>24 November 2023</b>	<b>24 November 2023</b>
<b>EBM<sup>(2)</sup> Strike price (Euro)....</b>	<b>1,265,194 10.32</b>	<b>5,349,964 10.32</b>	<b>0 33.24</b>	<b>1,834,049 33.24</b>	<b>243,901 40.35</b>	<b>286,977 75.82</b>
<b>EBM Strike price (Euro)....</b>	<b>903,710 10.50</b>	<b>903,710 10.50</b>	<b>355,280 33.24</b>	<b>572,357 33.24</b>	<b>0</b>	<b>0</b>

- (1) *The Series A stock options have a duration of 10 years as from granting and vest 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) *Under the Exchange program (see 7.2.3.f) Stuart MacFarlane exchanged 180,742 Series A options in 2013.*