AB InBev

3Q 2020 results

29 October 2020
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Bringing people together for a better world
Agenda

3Q20 results & key takeaways

Innovation at AB InBev

Financials

Q&A
3Q20 results & key takeaways
Financial summary

Total volumes +1.9%
Own beer +2.6% and Non-beer -2.5%

Total revenue +4.0%  Revenue per hl +2.3%
Global brands +6.8%
Global brands +8.1% outside of their home markets

EBITDA -0.8%
EBITDA margin contracted by 188 bps to 38.2%
Normalized EPS decreased from $1.22 to $0.79
Underlying EPS decreased from $0.94 to $0.80
Key market takeaways

**US**
Strong top and bottom-line growth driven by the consistent implementation of our commercial strategy

**Mexico**
Strong top and bottom-line growth with broad-based gains across the portfolio

**Colombia**
Volume trends improved as restrictions began to ease

**Brazil**
Beer volume growth of more than 25%, enhanced by a successful commercial strategy

**Europe**
Healthy growth led by premiumization, though renewed restrictions give us caution into year-end

**South Africa**
Consumer demand remains strong, though results were impacted by one month ban on alcohol sales

**China**
Growth driven by premium and super premium portfolio and success in the in-home and e-commerce channels
Global brand portfolio

3Q20 revenue +6.8% and +8.1% outside of home markets

3Q20 revenue outside the US: +8.2%

3Q20 revenue outside Belgium: +12.1%

3Q20 revenue outside Mexico: +5.3%

Top-line growth led by China, Brazil and the UK

Strong performance as Stella Artois invited consumers to savor the in-home meal occasion

Growth delivered in the majority of our markets
3Q20 RESULTS & KEY TAKEAWAYS

Delivering strong results in a challenging environment

Successful commercial strategy backed by best-in-class brands

Operational excellence and agility, driving market share gains

A resilient category with consumers adjusting to the new normal
Scaling new capabilities to create value for customers & consumers

- Digitizing customer relationships
- Investments in direct-to-consumer e-commerce platforms paying off
- Finding new ways for our brands to connect with consumers
Innovation at AB InBev
Innovation at AB InBev is rooted in 4 key principles

1. Superiority
   Develop a superior value proposition

2. Sustainability
   Long-term trends going to where consumer are going

3. Scalability
   Address big consumer problems that can scale globally

4. Incrementality
   Engage new consumers, new occasions and new segments
INNOVATION AT AB INBEV

We have best-in-class innovation fundamentals

Innovation framework rooted in consumer-centricity and portfolio differentiation

Consumer-Centric

Addressing structural and **unstoppable trends** (such as premiumization, health & wellness and purpose-driven brands)

Category Expansion

Differentiate our portfolio with innovation

Seed & Learn

Rapid consumer testing via **in-market pilots**

Moving toward a **100-day** concept-to-product launch timeline across our markets

Prove & Move

Scaling winning innovations globally across AB InBev

Near Beer

Easy Drinking

Classic

Other Beer Styles

Premiumization

Smart Affordability

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**INNOVATION AT AB INBEV**

Creating differentiated solutions that address consumer problems

<table>
<thead>
<tr>
<th>Behavioral Megatrend</th>
<th>Consumer Opportunity</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Premium</strong></td>
<td></td>
<td></td>
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<tr>
<td>Everyday indulgences</td>
<td>upgrade the routine</td>
<td>Double Malt Territory</td>
</tr>
<tr>
<td>Treat themselves</td>
<td>fruity and sweet drink that is convenient</td>
<td>RTDs</td>
</tr>
<tr>
<td><strong>Health &amp; Wellness</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pleasure of drinking beer</td>
<td>without sacrificing their active lifestyle</td>
<td>Michelob Ultra</td>
</tr>
<tr>
<td>Socialize with a light, sweet &amp; refreshing beverage</td>
<td>that it is easy to drink</td>
<td>Seltzer Territory</td>
</tr>
<tr>
<td><strong>Purpose-Driven</strong></td>
<td>Purpose-driven brands that align with consumer values</td>
<td>Local Crop</td>
</tr>
</tbody>
</table>
Driving momentum with highly successful launches

#1 Innovation in USA YTD
>75% of volume is incremental to our portfolio

Leader of Brazil Core Plus segment in 5 months
First brand to deliver a pure malt product with 2 different kinds of malt

Developed with the government to support and develop local farmers in Ecuador
Driving incremental volume by making the category more accessible

Sources: IRI, internal estimates
Innovation is meaningfully driving growth

Our share of innovation in key markets is growing

### AB InBev share of innovation volume, accounting for all innovations launched in each market in last rolling 36 months (“R36”):

<table>
<thead>
<tr>
<th>Market</th>
<th>2019 R36</th>
<th>2020 R36</th>
</tr>
</thead>
<tbody>
<tr>
<td>US</td>
<td>25%</td>
<td>26%</td>
</tr>
<tr>
<td>Brazil</td>
<td>50%</td>
<td>74%</td>
</tr>
<tr>
<td>South Africa</td>
<td>83%</td>
<td>87%</td>
</tr>
<tr>
<td>Colombia</td>
<td>85%</td>
<td>90%</td>
</tr>
<tr>
<td>Argentina</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td>UK</td>
<td>36%</td>
<td>34%</td>
</tr>
<tr>
<td>Ecuador</td>
<td>87%</td>
<td>91%</td>
</tr>
<tr>
<td>Belgium</td>
<td>74%</td>
<td>78%</td>
</tr>
</tbody>
</table>

Innovation $ contribution to 2019 total net revenue

- 2017: 7.9%
- 2019: 9.6%

Innovation % contribution to total net revenue
Positioned for a strong recovery

- Diverse geographic footprint with access to high-growth regions
- Clear commercial strategy
- World’s most valuable portfolio of beer brands
- Industry-leading profitability
- Talented team of true owners
Financials
Leading the way on sustainable development: UNGA 2020

AB InBev moved the conversation forward on material issues like water, agriculture, climate action, packaging, human rights and innovation for sustainable development.

10 leaders from AB InBev engaged in the agenda-setting events surrounding the UN General Assembly.

Our CFO, Fernando Tennenbaum, joined the UN Global Compact CFO Task Force as a founding member.

Sustainability IS our business
Driving organic growth in a sustainable way starts with a healthy environment and thriving communities.

- Water Stewardship
- Smart Agriculture
- Climate Action
- Circular Packaging
Since 30 June 2020, we successfully redeemed ~11.4 billion USD of near-term debt in line with our deleveraging commitments.

*Note: Represents full bond portfolio, before hedging, valuing all bonds at par as of 30 September 2020, pro forma for announced bond redemptions which settled in October 2020.
Our bond portfolio is largely protected against interest rate volatility, with long-weighted average maturity and no financial covenants.

96% of our bond portfolio is fixed rate

Diverse currency mix reduces risk

Addressed upcoming maturities to eliminate near-term refinancing pressure

Very manageable pre-tax coupon

Note: Represents full bond portfolio, after hedging, valuing all bonds at par as of 30 September 2020, pro forma for announced bond redemptions which settled in October 2020.
Capital allocation priorities

Our optimal capital structure calls for a Net Debt/EBITDA ratio of approximately 2x

1. **Organic growth**
   Investing in the organic growth of our business

2. **Deleveraging**
   Deleveraging to around the 2x level remains our commitment

3. **Selective M&A**
   Non-organic, external growth is a core competency and we will continue to consider suitable opportunities when and if they arise, subject to our strict financial discipline and deleveraging commitments

4. **Return of cash to shareholders**
   Returning excess cash to our shareholders in the form of dividends and/or share buybacks
Q&A
Thank you