



ABInBev

3Q20 results

29 OCTOBER 2020

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Certain statements contained in this report that are not statements of historical fact constitute forward-looking statements, notwithstanding that such statements are not specifically identified. In addition, certain statements may be contained in the future filings of the Company with the competent securities regulators or other authorities, in press releases, and in oral and written statements made by or with the approval of the Company that are not statements of historical fact and constitute forward-looking statements.

Forward-looking statements are not guarantees of future performance. Rather, they are based on current views and assumptions and involve known and unknown risks, uncertainties and other factors, many of which are outside the Company's control and are difficult to predict, that may cause actual results or developments to differ materially from any future results or developments expressed or implied by the forward-looking statements. Factors that could cause actual results to differ materially from those contemplated by the forward-looking statements include, among others: (i) the effects of the COVID-19 pandemic and uncertainties about its impact and duration; (ii) local, regional, national and international economic conditions, including the risks of a global recession or a recession in one or more of the Company's key markets, and the impact they may have on the Company and its customers and its assessment of that impact; (iii) financial risks, such as interest rate risk, foreign exchange rate risk (in particular as against the U.S. dollar, the Company's reporting currency), commodity risk, asset price risk, equity market risk, counterparty risk, sovereign risk, liquidity risk, inflation or deflation, including inability to achieve the Company's optimal net debt level; (iv) continued geopolitical instability, which may result in, among other things, economic and political sanctions and currency exchange rate volatility, and which may have a substantial impact on the economies of one or more of the Company's key markets; (v) changes in government policies and currency controls; (vi) continued availability of financing and the Company's ability to achieve its targeted coverage and debt levels and terms, including the risk of constraints on financing in the event of a credit rating downgrade; (vii) the monetary and interest rate policies of central banks; (viii) changes in applicable laws, regulations and taxes in jurisdictions in which the Company operates; (ix) limitations on the Company's ability to contain costs and expenses; (x) the Company's expectations with respect to expansion plans, premium growth, accretion to reported earnings, working capital improvements and investment income or cash flow projections; (xi) the Company's ability to continue to introduce competitive new products and services on a timely, cost-effective basis; (xii) the effects of competition and consolidation in the markets in which the Company operates; (xiii) changes in consumer spending; (xiv) changes in pricing environments; (xv) volatility in the prices of raw materials, commodities and energy; (xvi) difficulties in maintaining relationships with employees; (xvii) regional or general changes in asset valuations; (xviii) greater than expected costs (including taxes) and expenses; (xvix) the risk of unexpected consequences resulting from acquisitions, joint ventures, strategic alliances, corporate reorganizations or divestiture plans, and the Company's ability to successfully and cost-effectively implement these transactions and integrate the operations of businesses or other assets it has acquired; (xx) the outcome of pending and future litigation, investigations and governmental proceedings; (xxi) natural or other disasters, including widespread health emergencies, cyberattacks, military conflicts and political instability; (xxii) any inability to economically hedge certain risks; (xxiii) an inability to complete any strategic options with respect to the Company's Asian Pacific businesses;

(xxiv) inadequate impairment provisions and loss reserves; (xxv) technological changes and threats to cybersecurity; and (xxvi) the Company's success in managing the risks involved in the foregoing. Many of these risks and uncertainties are, and will be, exacerbated by the COVID-19 pandemic and any worsening of the global business and economic environment as a result. All subsequent written and oral forward-looking statements attributable to the Company or any person acting on its behalf are expressly qualified in their entirety by the cautionary statements referenced above. Forward-looking statements speak only as of the date on which such statements are made.

The Company's statements regarding financial risks are subject to uncertainty. For example, certain market and financial risk disclosures are dependent on choices about key model characteristics and assumptions and are subject to various limitations. By their nature, certain of the market or financial risk disclosures are only estimates and, as a result, actual future gains and losses could differ materially from those that have been estimated. Subject to the Company's obligations under Belgian and U.S. law in relation to disclosure and ongoing information, the Company undertakes no obligation to update publicly or revise any forward-looking statements, whether as a result of new information, future events or otherwise. This document shall not constitute an offer to sell or the solicitation of an offer to buy any securities, nor shall there be any offer, solicitation or sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to the registration or qualification under the securities laws of such jurisdiction. By attending the meeting where this presentation is made, or by reading the presentation slides, you agree to be bound by the above limitations.



ABInBev

Bringing people **together**
for a better world

Backus
Unidos por un Perú mejor

Agenda



3Q20 results & key takeaways



Innovation at AB InBev

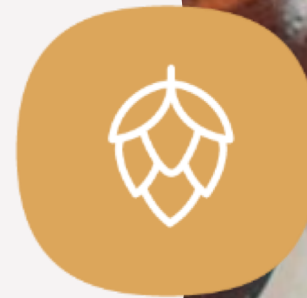


Financials



Q&A

3Q20 results & key takeaways

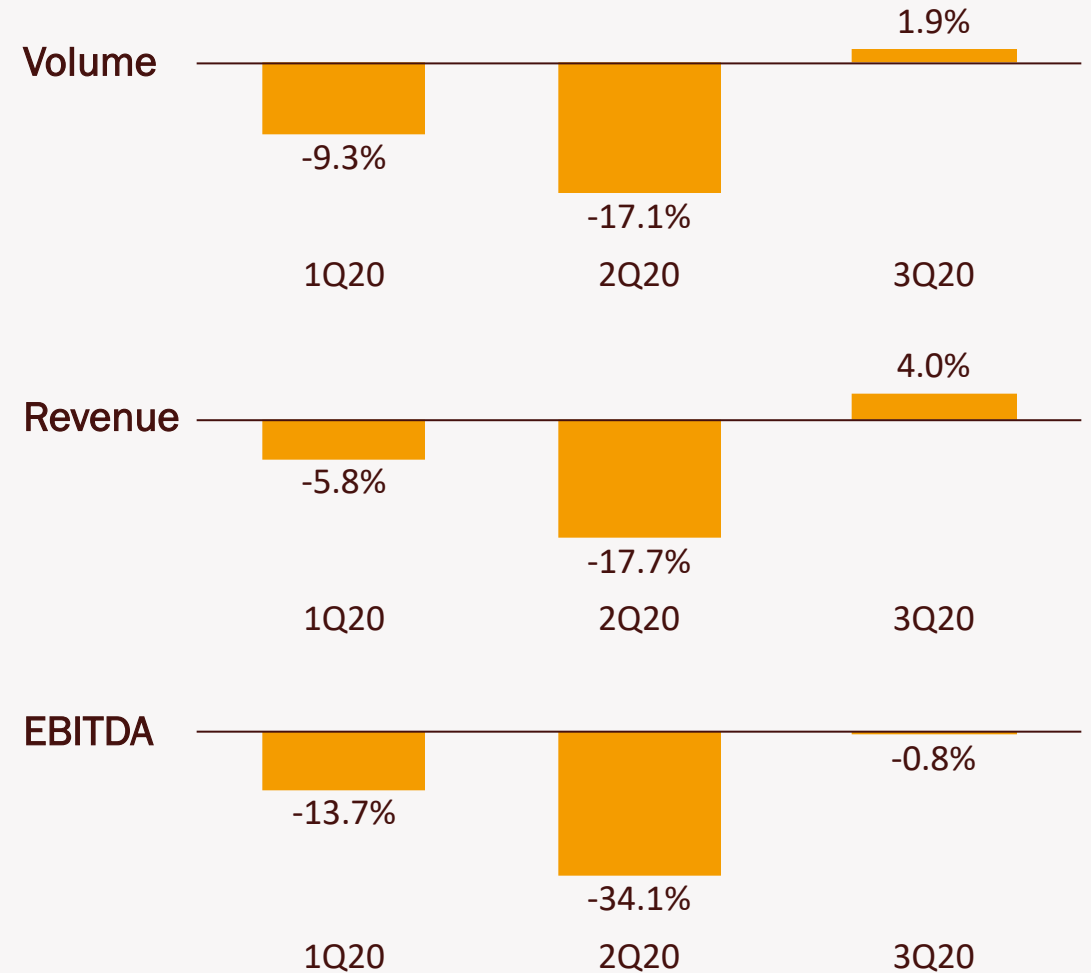


Financial summary

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



Delivering strong results in a challenging environment

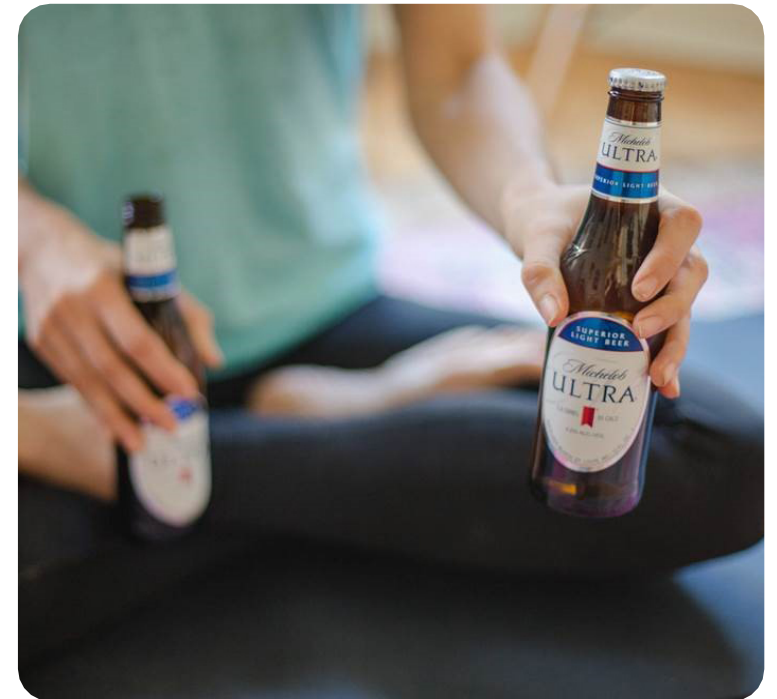
Successful commercial strategy
backed by best-in-class brands



Operational excellence and agility,
driving market share gains

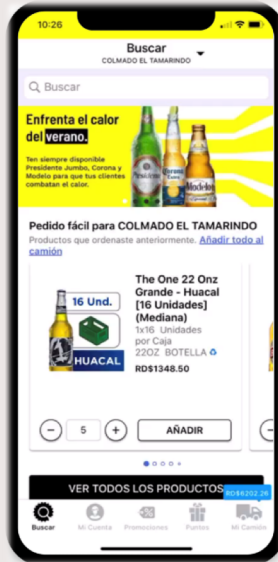
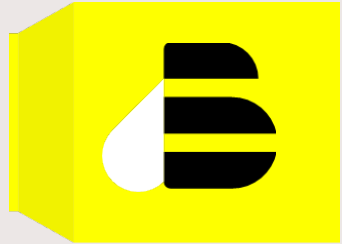


A resilient category with consumers
adjusting to the new normal



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

draftline[®]



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



We have best-in-class innovation fundamentals

Innovation framework rooted in consumer-centricity and portfolio differentiation

Innovation process based on eliminating uncertainty early and scaling big bets globally

Consumer-Centric

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

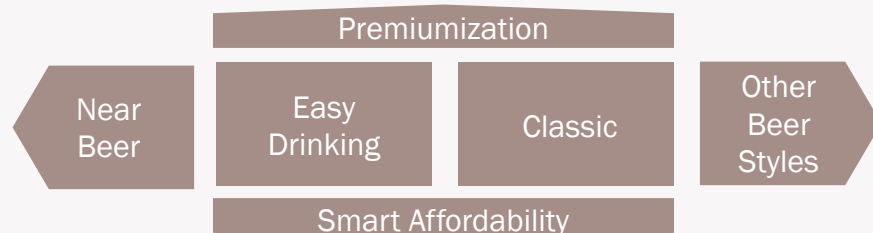
Seed & Learn

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

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

Category Expansion

Differentiate our portfolio with innovation








Prove & Move

Scaling winning innovations globally across AB InBev



Creating differentiated solutions that address consumer problems

Behavioral Megatrend	Consumer Opportunity	Innovation
Premium	✓ Everyday indulgences that upgrade the routine	Double Malt Territory 
	✓ Treat themselves to a fruity and sweet drink that is convenient	RTDs 
Health & Wellness	✓ Pleasure of drinking beer without sacrificing their active lifestyle	Michelob Ultra 
	✓ Socialize with a light, sweet & refreshing beverage that it is easy to drink	Seltzer Territory 
Purpose-Driven	✓ Purpose-driven brands that align with consumer values	Local Crop 

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

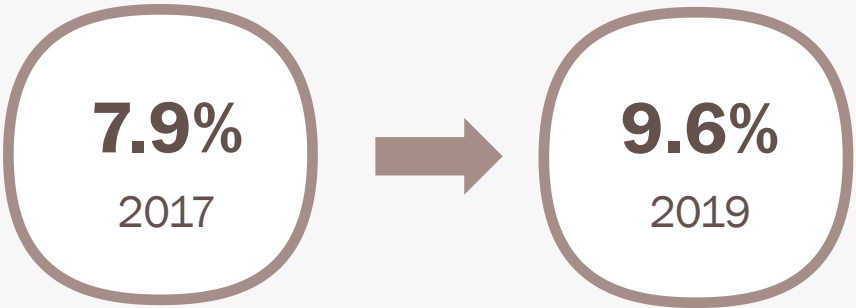
Sources: IRI, internal estimates

Innovation is meaningfully driving growth

Innovation contribution to our results is accelerating

~\$5B

















Innovation \$ contribution to 2019 total net revenue



Innovation % contribution to total net revenue

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”)

								
	US	Brazil	South Africa	Colombia	Argentina	UK	Ecuador	Belgium
2019 R36	25%	50%	83%	85%	70%	36%	87%	74%
2020 R36	26%	74%	87%	90%	70%	34%	91%	78%
								

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

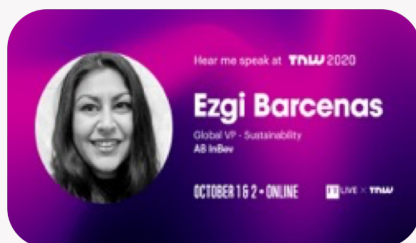
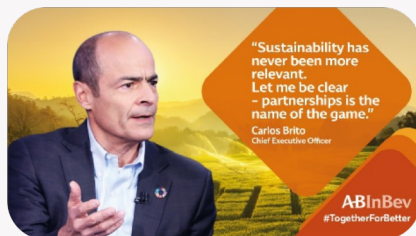


Financials



Leading the way on sustainable development: UNGA 2020

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



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

ABInBev

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



United Nations
Global Compact



Sustainability IS our business

Driving organic growth in a sustainable way starts with a healthy environment and thriving communities



Water
Stewardship

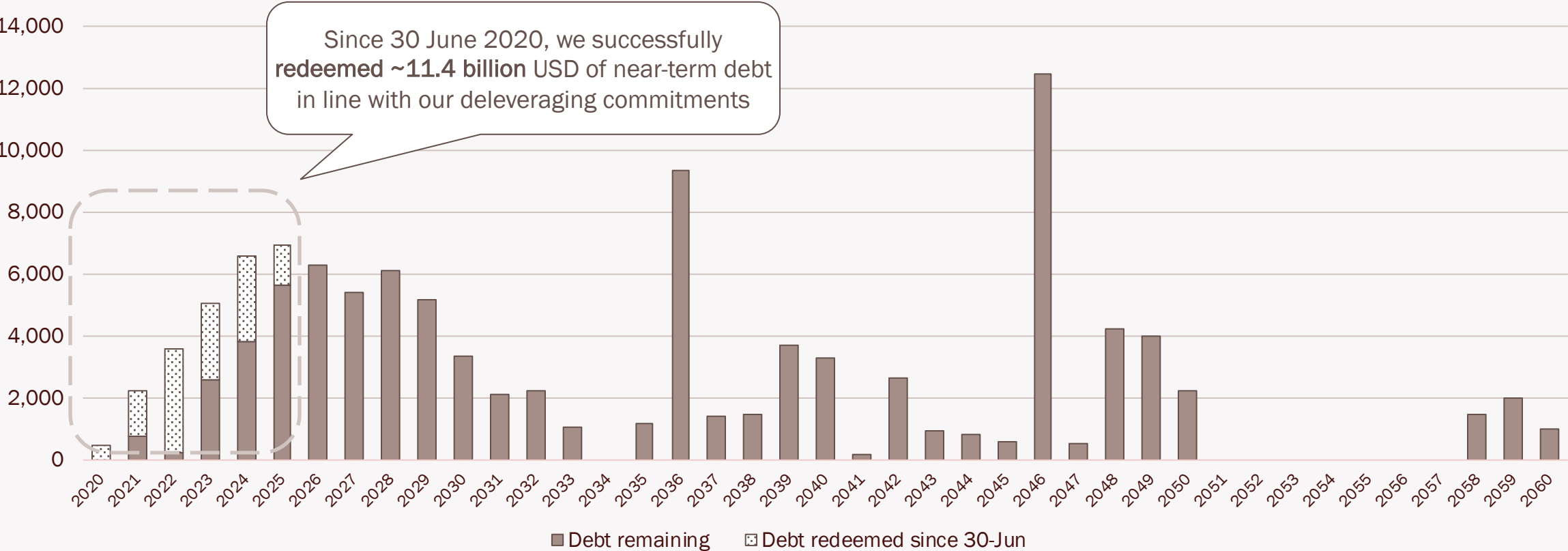
Smart
Agriculture

Climate
Action

Circular
Packaging

Bond maturity profile

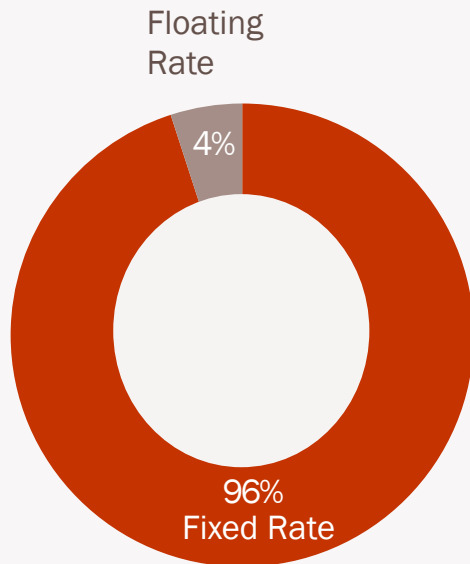
Well-distributed due to our proactive liability management



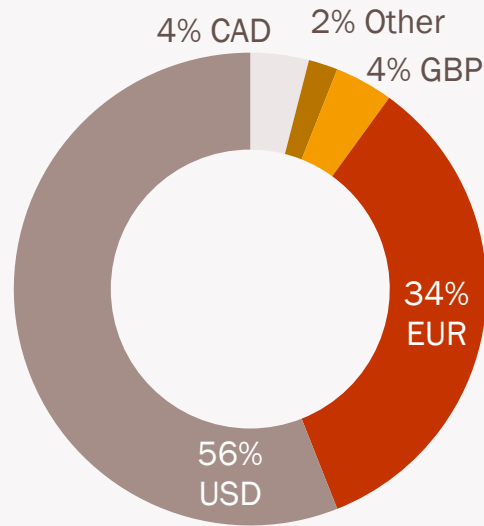
*Note: Represents full bond portfolio, before hedging, valuing all bonds at par as of 30 September 2020, pro forma for announced bond redemptions which settled in October 2020

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

~16 yrs
weighted average maturity

Very manageable pre-tax coupon

~4.0%
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

