Full year and fourth quarter 2020 results

25 FEBRUARY 2021
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Bringing people together for a better world

ABInBev
Successfully navigating a complex environment with a customer and consumer-centric approach, supported by our long-term fundamental strengths

- **Clear commercial strategy**
- **Best-in-class brand portfolio enhanced by innovation**
- **Digitizing customer and consumer relationships**
- **Diverse geographic footprint**
- **Industry-leading profitability**
- **Culture of ownership & long-term mindset**

**37%**

2020 EBITDA margin
Leading the way in supporting the fight against the COVID-19 pandemic and doing our part for the economic recovery

- Donating millions of units of hand sanitizer in >20 countries
- Donated emergency drinking water in >10 countries
- Mobilized fleets of trucks to deliver essential supplies in Colombia, Peru, Ecuador
- Helped build hospitals and a vaccine factory
- Fulfilled commitments to purchase crops to support local farmers
Agenda

- 4Q20 & FY20 results
- Commercial strategy: year in review
- Better World
- Financials
- Q&A
4Q20 & FY20 results
4Q20 & FY20 RESULTS

4Q20 financial summary

Total volumes +1.6%
Own beer +1.8% and Non-beer +1.7%

Total revenue +4.5%
Revenue per hl +2.7%

EBITDA -2.4%
EBITDA margin contracted by 261 bps to 39.7%
Normalized EPS increased from $0.48 to $1.08
Underlying EPS decreased from $0.87 to $0.81
FY20 financial summary

Total volumes -5.7%
Own beer -5.8% and non-beer -3.8%

Total revenue -3.7%
Revenue per hl +2.1%

EBITDA -12.9%
EBITDA margin contracted by 382 bps to 36.9%
Normalized EPS decreased from $4.08 to $1.91
Underlying EPS decreased from $3.63 to $2.51

Net debt to EBITDA ratio of 4.8x at 31 December 2020
Proposed FY20 dividend of €0.50 per share
FY20 key market takeaways

**US**
Top-line growth and consistent market share trend improvement driven by successful execution of commercial strategy.

**Mexico**
Industry outperformance enhanced by strong top and bottom-line growth in the second half of the year.

**Colombia**
Strong finish to the year with momentum across our portfolio, though FY20 results heavily impacted by restrictions.

**Brazil**
Strong top-line performance this year driven by a successful commercial strategy and operational excellence.

**Europe**
Market share gains across most markets, though performance impacted by ongoing COVID-19-related restrictions.

**South Africa**
Multiple alcohol bans impacted performance, though underlying consumer demand remains strong.

**China**
Continued success of our premiumization strategy enhanced by leadership in the growing e-commerce channel.
Global brand portfolio

Global brands returned to growth in 2H20 with total revenue +4.2% and revenue outside of home markets +4.7%

- **+5.8%**
  - 2H20 revenue outside the US

- **+6.4%**
  - 2H20 revenue outside Belgium

- **+1.2%**
  - 2H20 revenue outside Mexico

- Growth in 2H20 led by China, Brazil and the UK
- Double-digit growth in 2H20 in Brazil, the UK and Argentina
- Growth delivered in the majority of our markets in 2H20

**FY20 revenue**

- -7.5% outside the US
- +0.6% outside Belgium
- -5.1% outside Mexico
Commercial strategy: year in review
As markets mature, consumer needs & occasions evolve, leading to a fragmentation of choices and requiring a portfolio approach.

<table>
<thead>
<tr>
<th>Category Development Objectives:</th>
<th>Early Maturity</th>
<th>Mid Maturity</th>
<th>Late Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td># of brands to reach 80% beer volume¹</td>
<td>3</td>
<td>8</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>Early Maturity</td>
<td>Mid Maturity</td>
<td>Late Maturity</td>
</tr>
<tr>
<td># of brands in consumer consideration set²</td>
<td>9</td>
<td>16</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>Early Maturity</td>
<td>Mid Maturity</td>
<td>Late Maturity</td>
</tr>
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¹ Nielsen/IRI Retail Audit – FY2020
² Kantar Brand Guidance – Q4 2020
Building a superior portfolio with the category expansion framework

**Premiumization**
- We are the largest premium brewer in the world, gaining market share for 3 years in a row.

**Wheat & Flavored Beer**
- In the US, Michelob Ultra grew >20%.
- Hoegaarden leads growth of wheat beer in Asia, growing to >1mhl.

**Lager**
- Easy Drinking
- Classic Lager
- Brahma Duplo Malte is the clear leader of core plus in Brazil.

**Other beer Styles**
- Largest craft & specialty portfolio in the world.

**Adjacencies**
- Seltzer, RTD, Cider, Wine
- Mixed Spirits, Neat Spirits

**Adjacencies**
- Total adjacencies represent >$1B in revenue in FY20.

**Total adjacencies grew strong double-digits in FY20, led by seltzers.**

2 Plato Logic  
3 BrandZ  
4 IRI  
5 Internal estimates

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Scaling digital commerce 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
COMMERICAL STRATEGY: DIGITAL COMMERCE (B2B)

BEES combines our global reach and footprint with digital capabilities

- Algorithmic segmentation / selling
- Digital communications
- Digital logistics

Our global reach & footprint
Our digital capabilities & connectivity

Get it delivered, fast.
**The results are powerful**

<table>
<thead>
<tr>
<th><strong>Revenue rapidly accelerating throughout the year</strong></th>
<th><strong>Increase in user adoption and usage across our footprint</strong></th>
<th><strong>Elevating our customer relationships with strong positive feedback</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2020 GMV(^1) captured through BEES</strong></td>
<td><strong>Monthly active users</strong></td>
<td><strong>NPS score: digital vs non-digital customers</strong></td>
</tr>
<tr>
<td>&gt;$3B</td>
<td>~900 thousand</td>
<td>+18 points</td>
</tr>
<tr>
<td></td>
<td>9 countries</td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) Gross merchandise value
Leading the way in e-commerce beer sales

Our **20+ proprietary DTC e-commerce ventures** offer convenience and provide **valuable data**

**9.5x** growth in orders (vs FY19)

Our strategic **partnerships** with global e-retailers allow us to lead e-commerce growth

**>27M** total orders in 2020

**Zé Delivery** now present in all Brazilian states, and we launched the **courier model in 7 additional markets**

In Europe, our **owned beer e-stores** grew ahead of the market

**2.5x** # of PerfectDraft customers (vs FY19)

* #1 online supplier in China growing ahead of the overall category
Our “Lives” concert series in Brazil delivered over **350** concerts and **678** million views in only **12** weeks activated by **draftLine**®
Better World
We are committed to meaningfully reducing the harmful consumption of alcohol

Our global voluntary labeling initiative, the largest in the world, aims to place a Smart Drinking guidance label on beer products in all markets without substantive alcohol labeling legislation.

81% of our beer volume is already labeled, and we plan to reach 100% this year.

Among all beer, wine and spirits companies
Across the 28 markets in scope

We developed a methodology based on data management routines to improve road safety, now available to any local government worldwide.
100% of our direct farmers will be skilled, connected and financially empowered

100% of our communities in high stress areas will have measurably improved water availability & quality

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

100% of our electricity will come from renewable sources & 25% carbon emissions will be reduced across our value chain
We were included in *Fortune’s Change the World* list for the 2nd year for our work with farmers & development of agricultural technology.

We retained our place in CDP’s *Water A List* and achieved an industry-leading water use efficiency ratio of 2.7 hl of water per hl of beer.

We work with more than **20,000 farmers in 13 countries**. To date, **76%** of our direct farmers are skilled, **57%** are connected and **60%** are financially empowered.

78% of our sites located in high water stress areas have started implementing solutions to improve water availability and quality in local watersheds.
2025 Sustainability Goals

More than 74% of our volume is in majority recycled content or returnable packaging as we champion a circular economy.

We are working with startups, such as BanQu in Colombia, to promote returnable packaging and support collectors.

To date, we have decarbonized over 10% from 2017 baseline and have contracted 70% of our renewable electricity volume.

In 2020 we improved to CDP’s Climate A List and have continued to innovate through pilot initiatives, such as the low-carbon can.
Collaborating with innovators to achieve our sustainability goals

Our 100+ Accelerator has worked with 36 startups in 16 countries since launching in 2018

In 2020, we launched our second cohort and concluded the pilots with a virtual demo day that drew close to 400 participants across the globe
Successfully signed a new 10.1 billion USD sustainable-linked revolving credit facility

- Replaces our current 9 billion USD RCF, supported by 26 world-leading banks, with an initial 5-year term
- Pricing mechanism incentivizing four key performance metrics, aligned with our 2025 Sustainability Goals:
  - Further improving water efficiency in our breweries
  - Increasing PET recycled content in PET primary packaging
  - Sourcing purchased electricity from renewable sources
  - Reducing GHG emissions
Financials
Underlying EPS decreased from $3.63 in FY19 to $2.51 in FY20
We undertook a series of liability management initiatives to further de-risk our balance sheet

- Proactively managing our debt portfolio, further reducing risk
- Evaluating opportunities to drive long-term growth and value creation
- Enhancing our strong liquidity position as we navigate uncertainty

- **~18 billion USD** redemptions of near-term maturities
  - Extending weighted average maturity of bond portfolio from ~14 to >16 years

- **~3 billion USD** in proceeds from the sale of a minority stake in US metal container operations
  - Deployed to redeem debt and further reduce short-term maturities

- **>24 billion USD** of total liquidity as of FY20
  - Including ~15.3 billion USD cash and 9 billion USD RCF. Cash sufficient to cover bond maturities through 2026
Well-distributed due to our proactive liability management

Since 31 December 2020, we successfully redeemed ~3.3 billion USD of short-term debt.

Note: Represents full bond portfolio, after hedging, valuing all bonds at par as of 31 December 2020, pro forma for the January 2021 bond redemptions and the February 2021 bond maturity.
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

- 96% Fixed rate
- 4% Floating rate

Diverse currency mix reduces risk

- 56% USD
- 33% EUR
- 5% CAD
- 2% Other
- 4% GBP

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 31 December 2020, pro forma for the January 2021 bond redemptions and the February 2021 bond maturity.
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