Biggest to Best

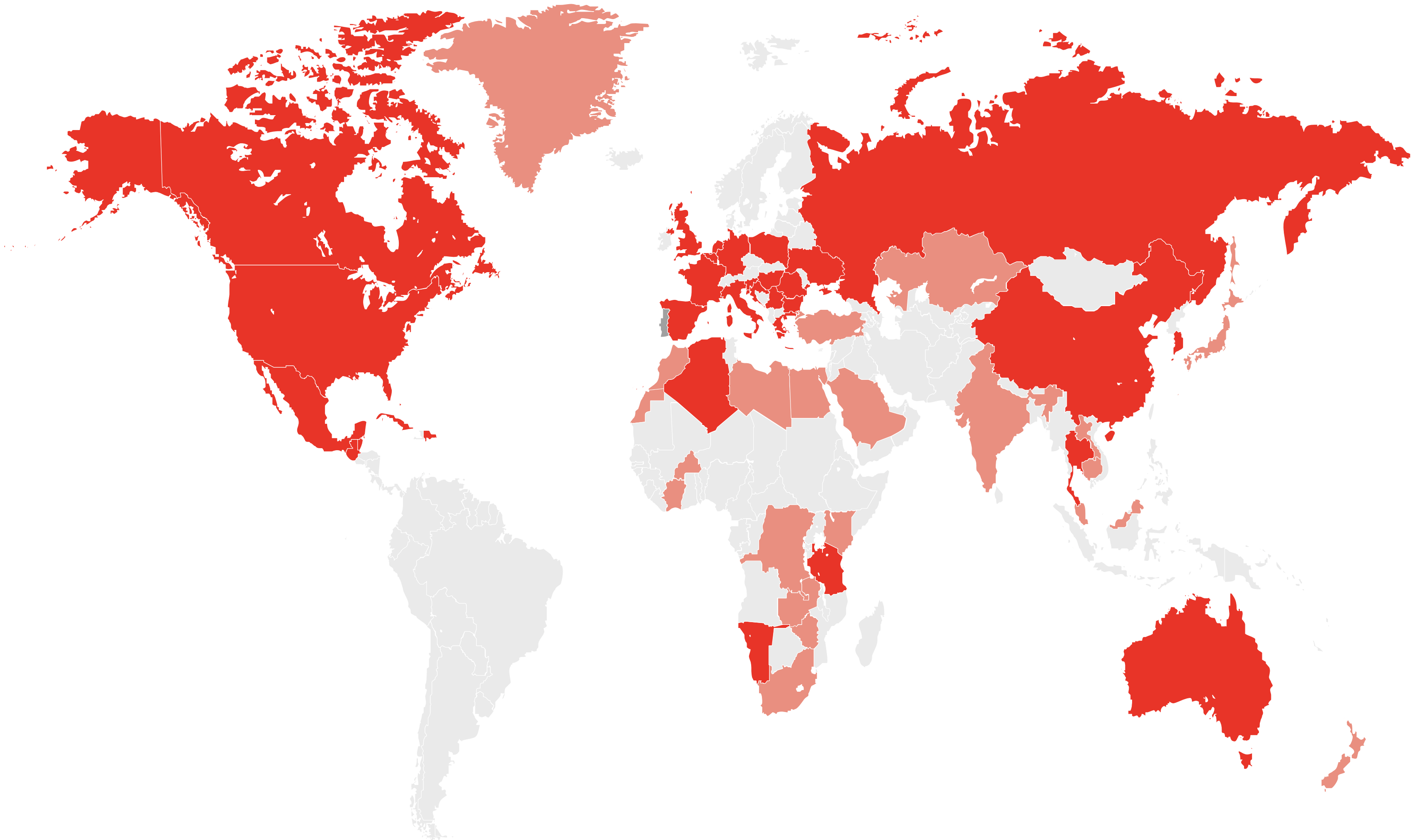
Consumer Analyst Group of New York

Brent Willis – February 24, 2005

InBev

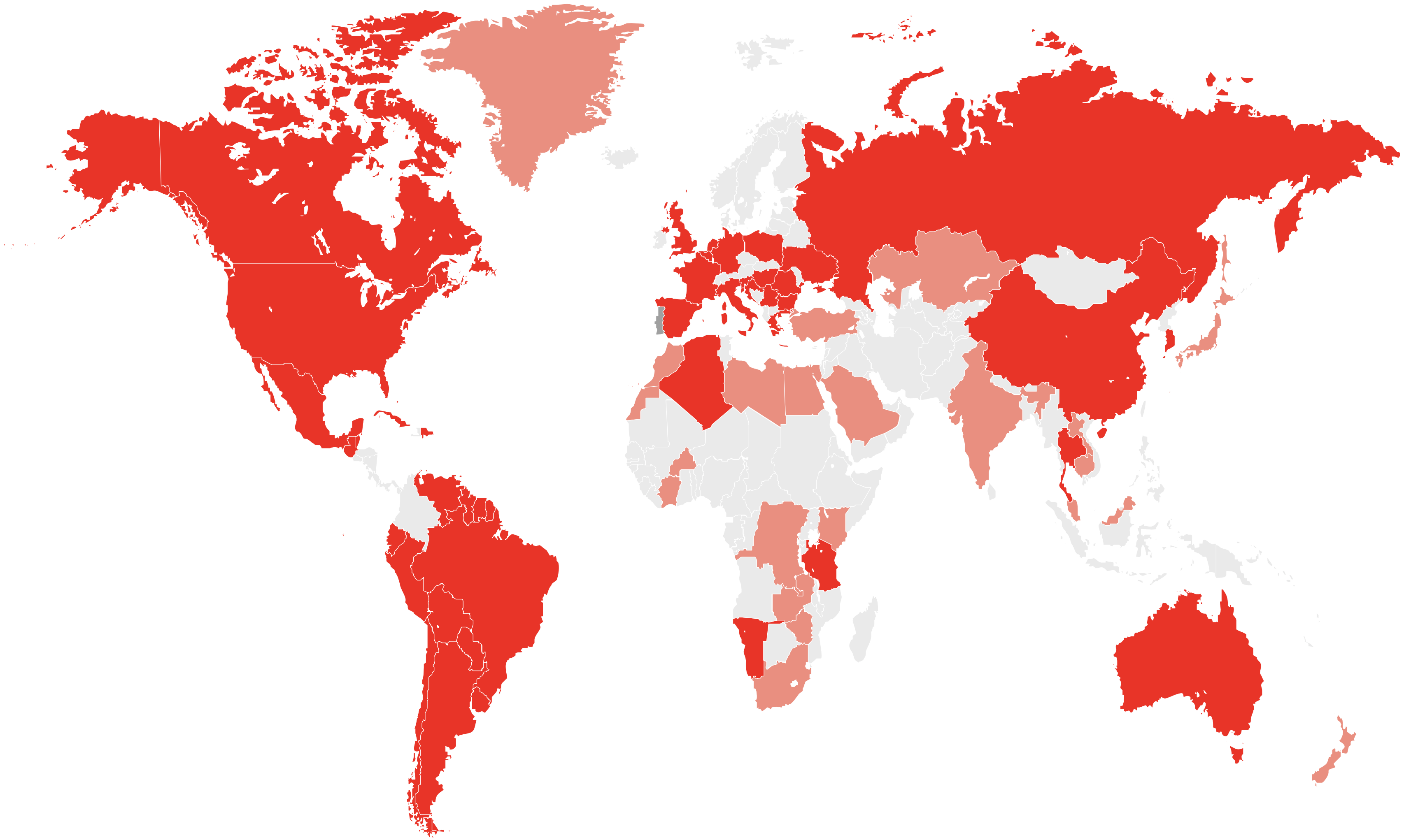
Interbrew was (1366 – 1993) . . .

Interbrew became (1993 – 2003) . . .



AmBev was (1998 – 2003) . . .

And now InBev is world's largest



InBev

Interbrew

+

AmBev

=

InBev

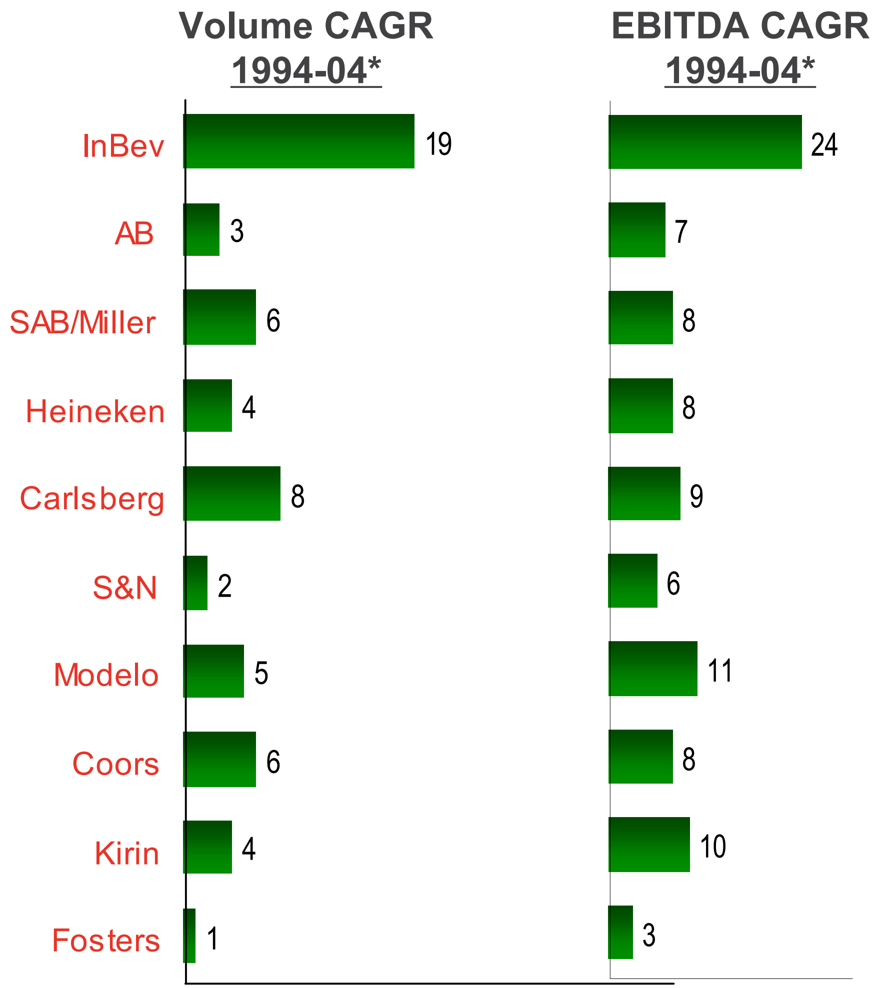
World’s Largest Brewer

InBev

InBev has outperformed Industry in past 10+ years

Top 10 brewers in 1994

Top 10 brewers in 2004



Source: Canadean, Company websites, Bloomberg, Global Vantage

*9 Months 2004

Agenda

- Who is InBev
- How was 2004 performance
- Where are we taking the company
- How will we measure success
- What will drive performance in 2005

InBev

InBev is well positioned for superior growth and profitability

- **Breadth of Senior leadership**
- **New performance, winning culture & enablers**
- **New tools for generating superior profitability**
  - *Zero Based Budgeting*
  - *Procurement & Productivity Programs*
  - *Commercial Spend Effectiveness*
  - *Margin Pool*
  - *Activity Based Costing*
- **Variable compensation system in support of targets**
- **New metrics for judging/managing performance**

InBev leadership team is more than the sum of the parts

Chief Executive Officer John Brock American	
Chief Commercial Officer Brent Willis American	Chief Financial Officer Felipe Dutra Brazilian
Zone President – Asia Pacific Patrice Thys Belgian	Chief Technical Officer Andre Weckx Belgian
Zone President – Cent/East Europe Stefan Descheemaker Belgian	Chief Strategy Officer Jo Van Biesbroeck Belgian
Zone President – Western Europe Stewart Gilliland English	Chief People Officer Peter Vrijsen Dutch
Zone President – North America Carlos Brito Brazilian	Chief Information & Services Officer Claudio Garcia Brazilian
Zone President – Asia Pacific Luiz Fernando Edmond Brazilian	Chief Legal Officer Sabine Chalmers German

- Diverse multinational team
- Diverse skill sets and backgrounds
- One – standard: Best
- EBM meetings once per month
- Business, governance & leadership
- Shared targets

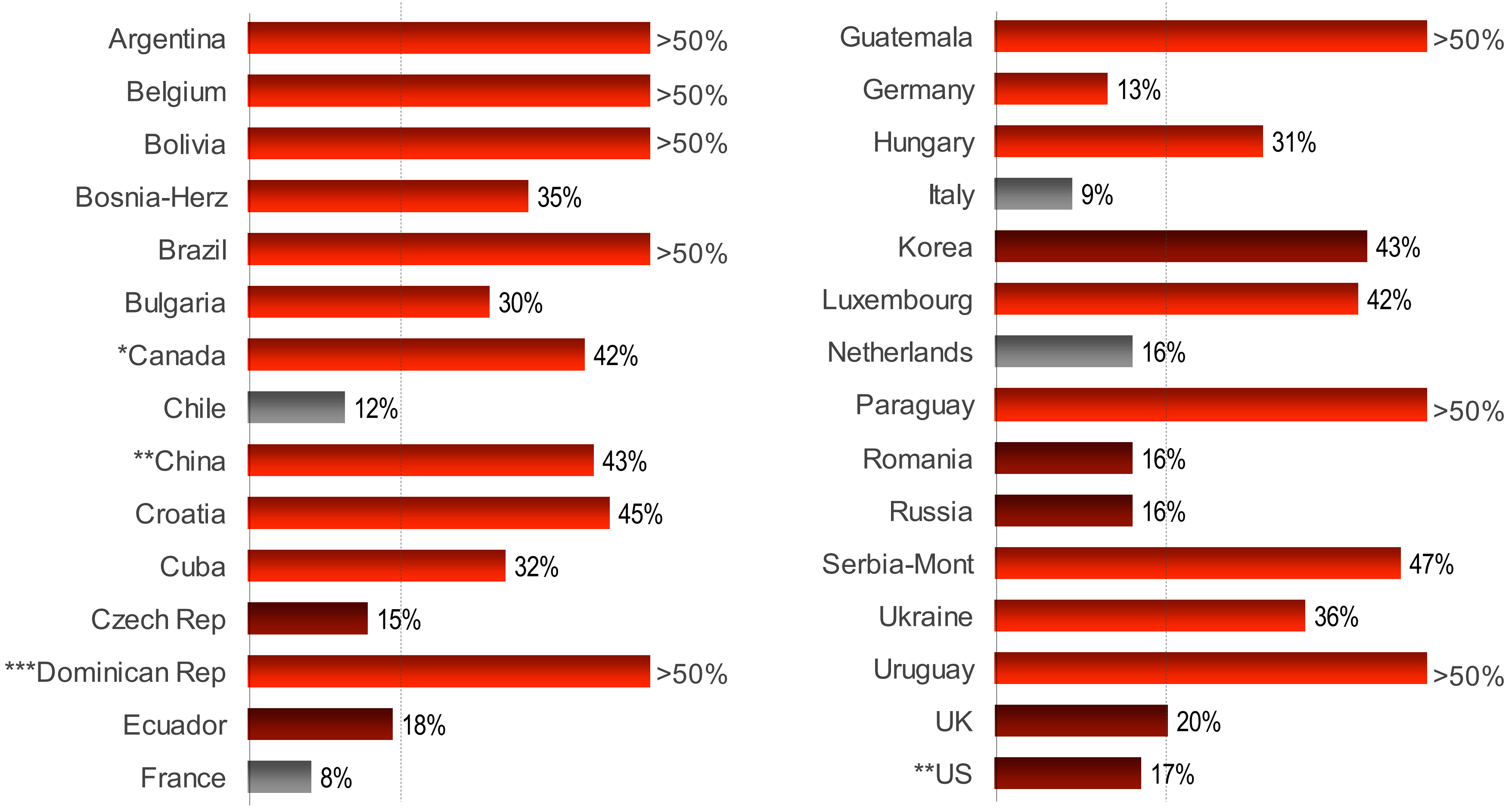
InBev is well positioned for superior growth and profitability

- # 1 or 2 positions in more than 20 major markets
- Greatest exposure to growth markets
- Excellent free cash flow, stability from developed markets
- Superior brand portfolio
- Pipeline of Innovation and “fast new news”
- A growing Sales and Distribution machine

InBev

InBev has more than 20 #1 or #2 positions around the world

InBev Top 30 Positions

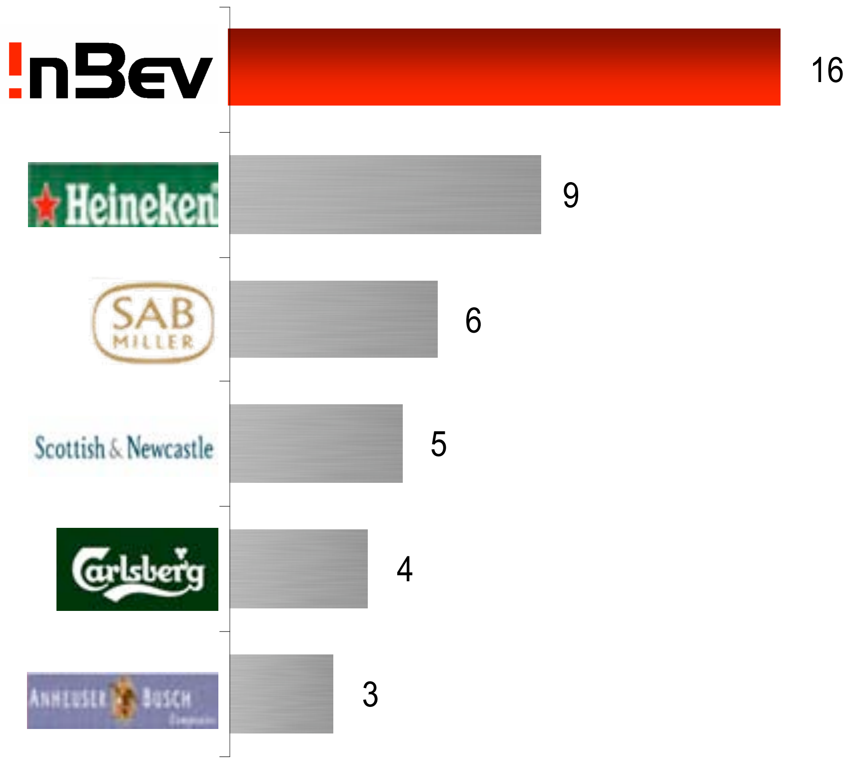


* Co-Number 1
** In Markets/Segments in which we compete
*** Soft Drinks

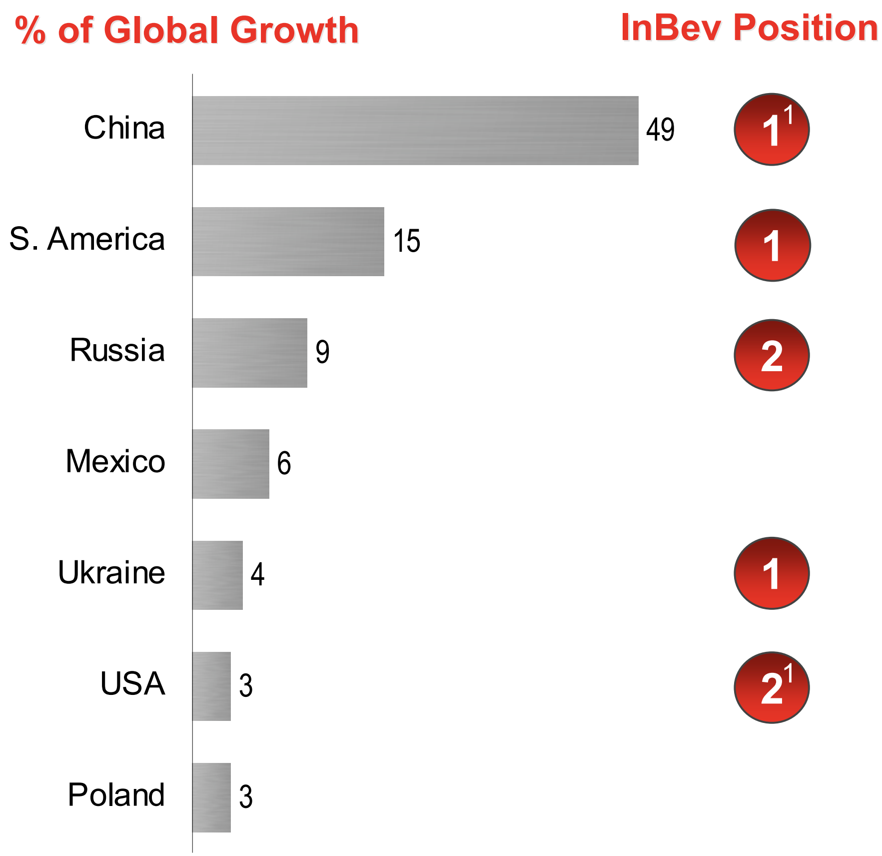
InBev

InBev has excellence balance, greatest exposure to growth

of Top Positions in Largest Beer Markets



Highest Growth Beer Markets



[1] of markets or segments in which we compete

InBev

InBev is more than the sum of the parts

- Taking the Best of Both – people & skills/competencies
- Integrating Cultures . . . catalyst for accelerated performance
- Transferring best practices . . . quickly . . . globally
- Capturing committed synergies
- Building new financial and executional discipline
- Delivering on planned targets

InBev

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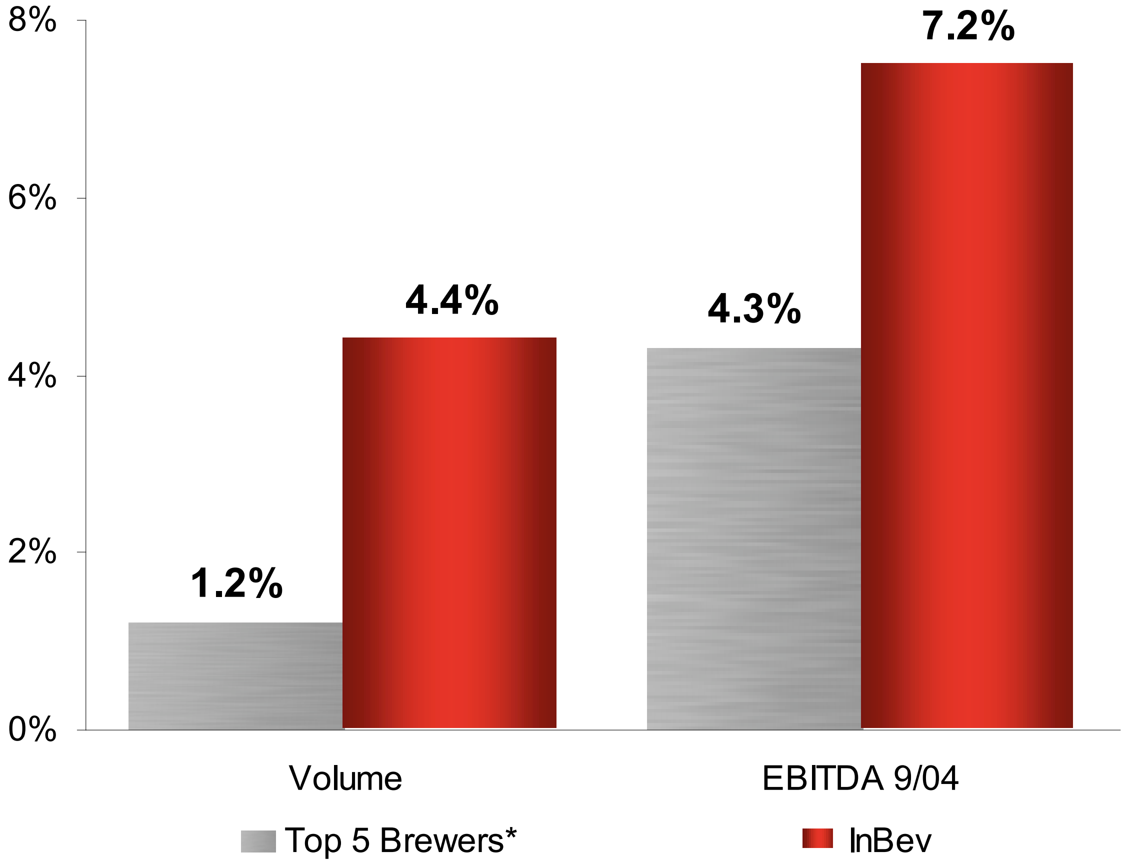
InBev

Superior financial results, driven by organic growth

	9/03 As reported	9/04 As reported	Δ%	Organic Growth
Volume (MM hl)	73.9	97.7	32.2%	4.4%
Revenue (MM €)	€5,237	€5,819	11.1%	6.3%
EBITDA (MM €)	€1,119	€1,702	52.2%	7.2%
EBIT (MM €)	€626	€1,045	66.9%	9.4%

Outpaced competition in volume and EBITDA



* AB, SAB Miller, Carlsberg, S&N, Heineken

InBev

Gained control of our destiny in the US & Russia

InBev
USA

FEMSA

InBev
RUSSIA
UKRAINE

SUN GROUP

GROUP ALFA-ECO

InBev

Premium brand growth in North America

InBev USA

Stella Artois	Beck's	Bass
>50%	>10%	>25%**

Labatt

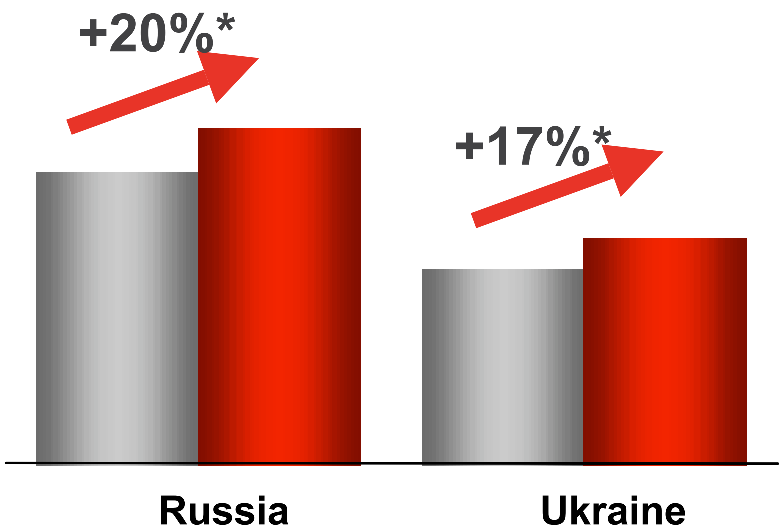
Alexander Keith's India Pale Ale	Bud Light
>9%	>25%

* Through 9/04
** Last six months

InBev

Accelerated performance in Russia and Ukraine

InBev
RUSSIA
UKRAINE



* Through 9/04

InBev

Accelerated performance in Russia and Ukraine

AmBev Brazil market share grew by 5.6 points

SOURCE:

AmBev proving efficiency can be key enabler for growth

A cerveja que desce redondo.

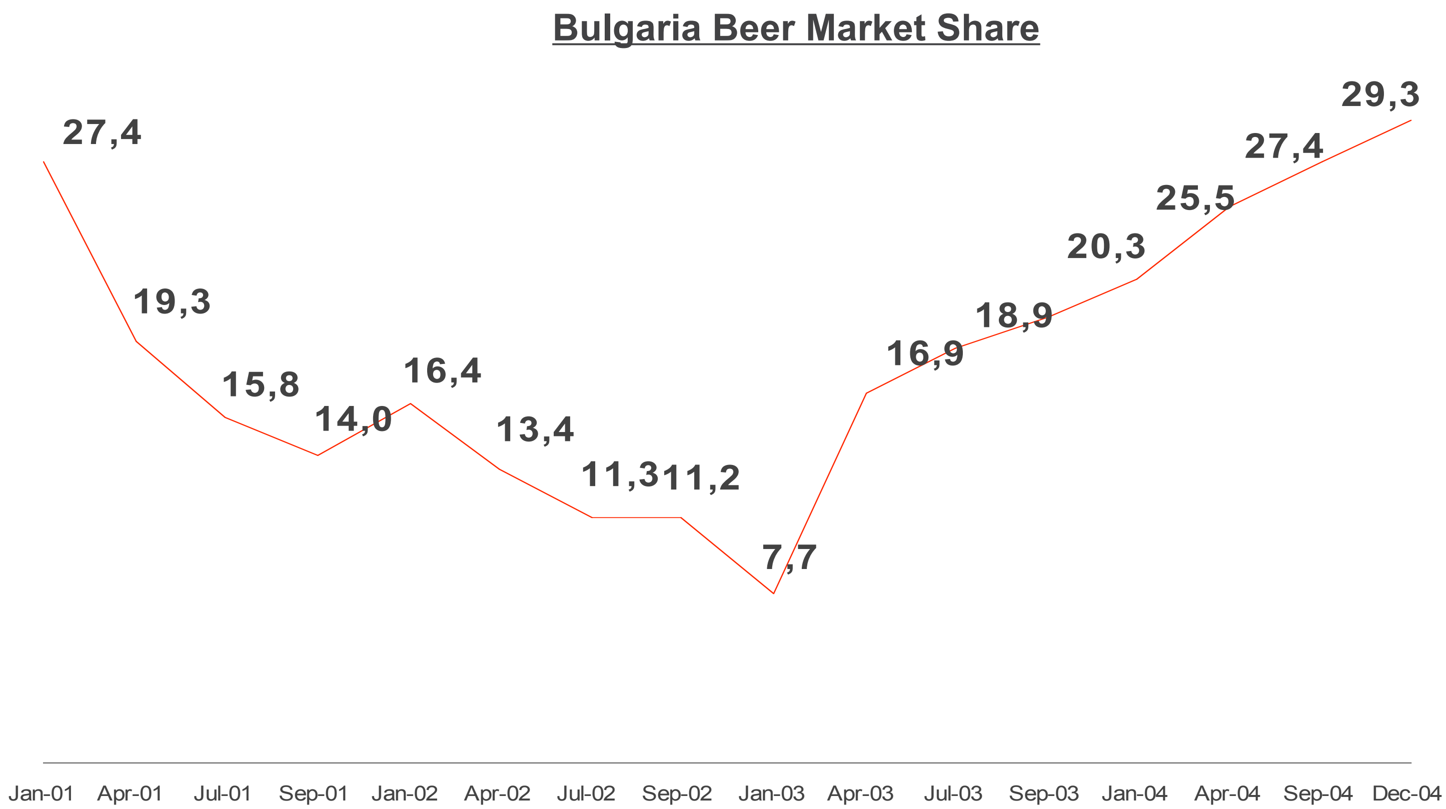
2003
EBITDA Margin

Incremental
Commercial
Spend

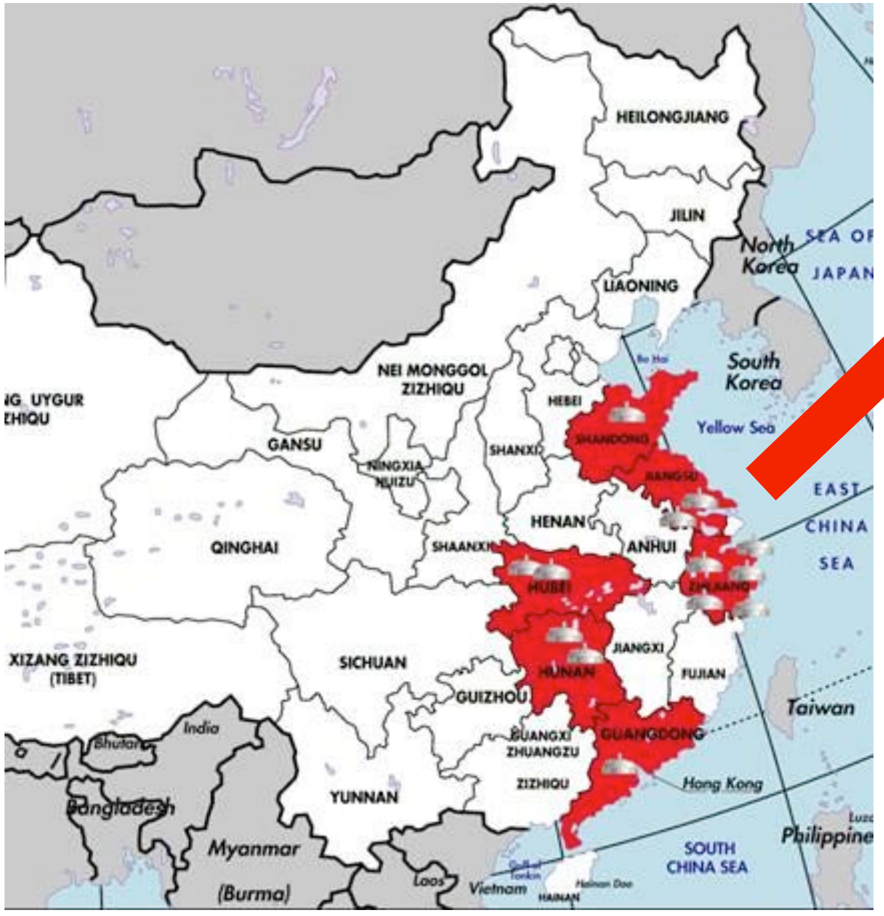
2004
EBITDA Margin

European Highlights – Beck’s grew > 11% despite German market being down >2%.

Central Europe continued growth, key markets rebounded



Asia Pacific Highlights



- Clear market leader in high growth, high income areas of China

Agenda

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- **Where are we taking the company**
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InBev

Biggest to Best™

30%

InBev

Our vision – more than just profit …

"Biggest to Best"

Highest profitability in the industry

- **Best partners for our customers**
- **Best and fastest growing brands in the industry**
- **Best & most committed people**
- **Strong unique culture**

… Ready to move to the <u>next 'impossible' dream</u>

InBev Operational Targets

Business Model	Target
Volume (M hl)	4-5%
Revenue Enhancement	1%
Cost	1-1.5%

InBev

InBev Mission

To create enduring bonds with consumers by providing the brands and experiences that bring people together.

InBev

Strategic Framework

Enduring Bonds with Consumers

WINNING BRAND PORTFOLIO	WINNING AT THE "POINT OF CONNECTION"	WORLD-CLASS EFFICIENCY	TARGETED EXTERNAL GROWTH
Develop sustainable core local brands	Secure and customize route to market	Optimize return on invested assets	Secure existing positions to gain leverage
Drive global premium brands	Customer relationships & occasion - based marketing	Develop world - class operating productivity	Increase exposure to growth markets
Broaden consumer appeal of portfolio	Merchandising capabilities to capture 'Share of Wallet'	Optimize - Procurement -Commercial - Info systems -Finance	

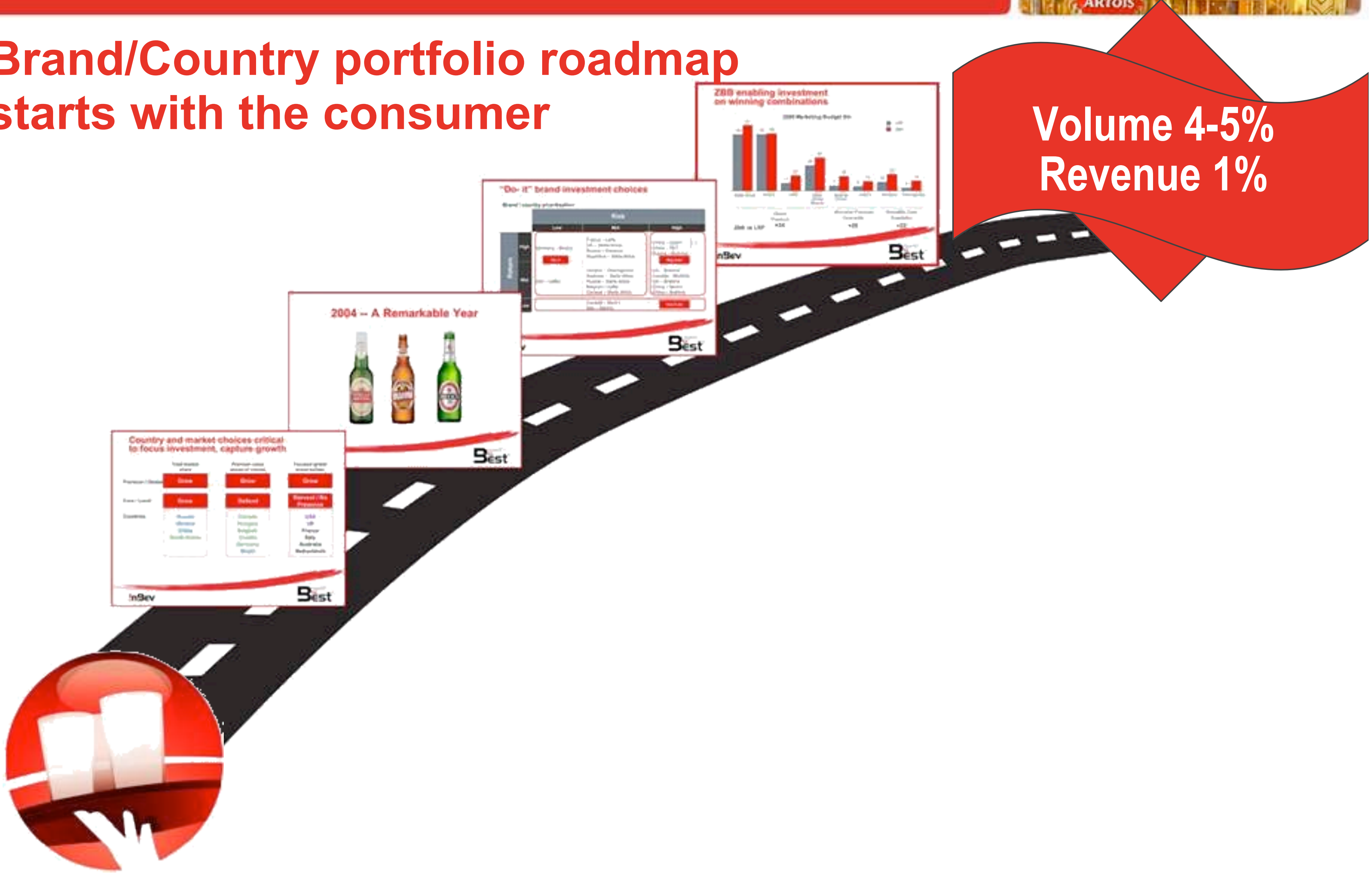
DIFFERENTIATION THROUGH INNOVATION

PEOPLE & CULTURE

FINANCIAL DISCIPLINE

InBev

Brand/Country portfolio roadmap starts with the consumer



Country and brand investment choices, and resource acceleration implemented

Brand / country prioritisation

Return \ Risk	Low	Mid	High
High	Germany – ***** Brazil – ******	France – ***** UK – ****** Russia – ********* Argentina – ******	China – **** China – *** Russia – ***** Croatia –******
Mid	UK – ***** Chile – ****** Venezuela – *****	Ukraine – ********** Australia – ****** Russia – ****** Belgium – ***** Canada – ******	US – ***** Canada – ***** UK – ***** China – ***** China – *****
Low		Canada – xxxx Italy – xxxx	

‘Do it’

‘Big bets’

‘Don’t do’

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InBev

Brand portfolio of >200 leading Local and Regional brands

Portfolio of Global Brands

Global Flagship Brands	Global Specialty Brands	Multi-Country Brands	Global Soft Drink Brands

Guaraná ANTARCTICA

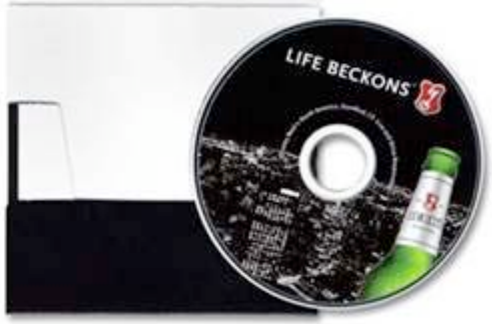
PEPSI

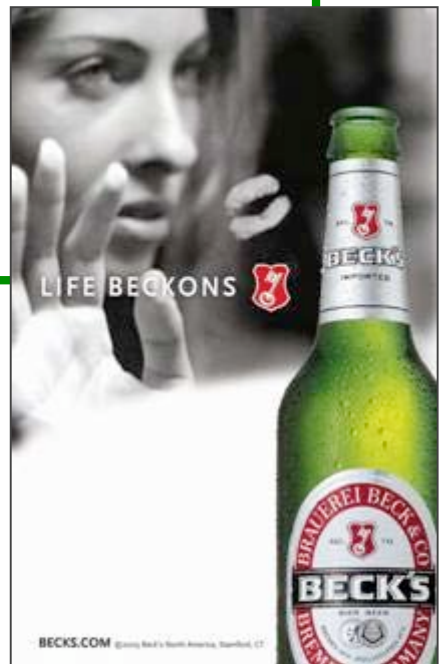
InBev

- 5th largest International brand, fastest growing CAGR '99-'04
- Growing >50% in North America, Asia Pacific, Eastern Europe
- Growing value share in UK, Western Europe
- Launched in Argentina November '04, more to come
- Full global tool kit with expanded suite of materials
    - *Range of new communication materials*
    - *Film platform expanding – Tie ins with Fox, Sony, Cannes*
    - *Global customer relationships expanding*
    - *Selected line extensions*

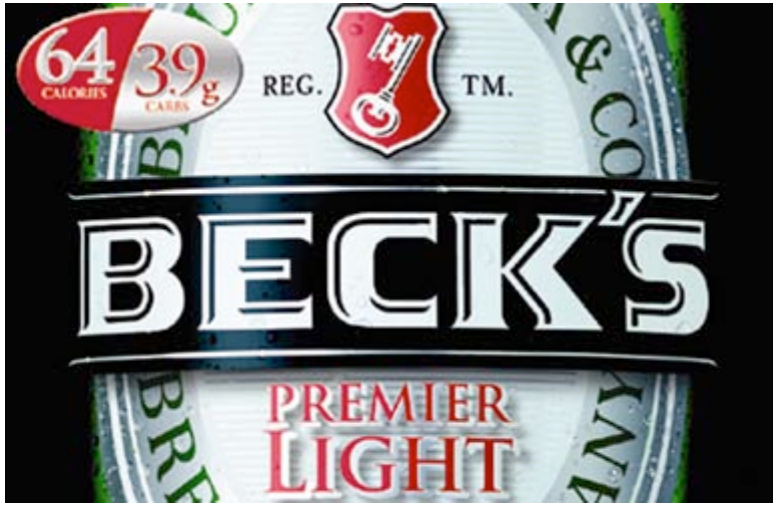
BECK'S

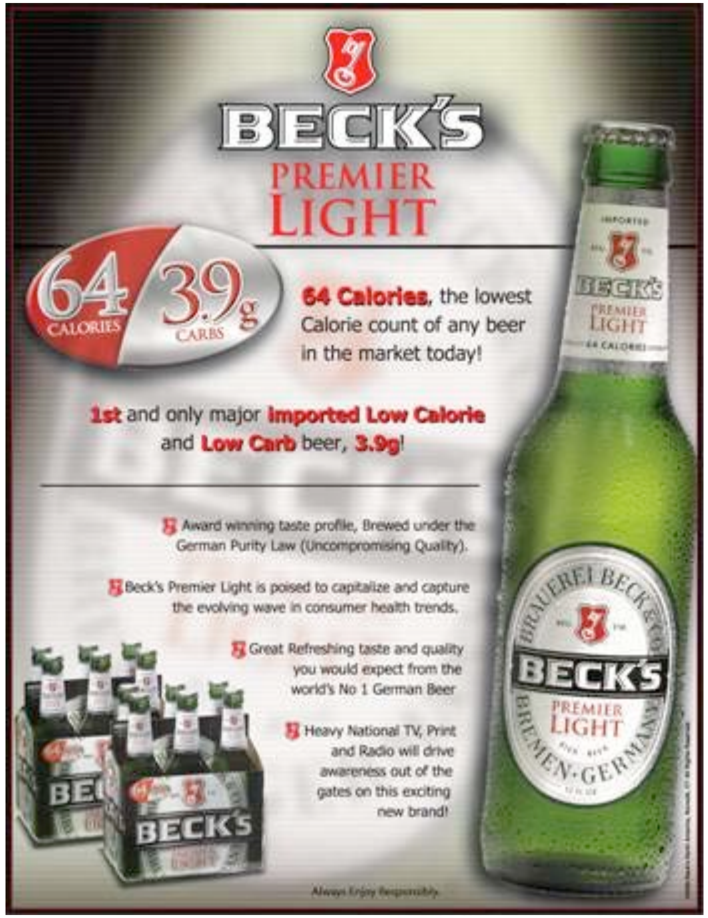
- **Globally grew >13% in 2004**
- **Expanded to 12 new markets**
  - ***China: Doubling every month, Asia Pacific expanding***
  - ***Romania: 250,000 hls, expanding in other Central Europe***
- **Turnaround in US with growth of >10%**
- **Full global tool kit with expanded suite of materials**
  - ***Range of new communication materials***
  - ***Fashion/Music platform expanding***
  - ***Global customer relationships expanding***
  - ***Selected major new products***





Authorizations in 7/11, Wal-Mart, Chili's, numerous others





CERVEJA DO BRASIL

BRAHMA

DESDE 1888

"The world may not be waiting for another beer, even one from Brazil, but it is waiting for connections to enduring values and satisfaction of unmet needs"

Strategic Framework

Enduring Bonds with Consumers

WINNING BRAND PORTFOLIO
- Develop sustainable core local brands
- Drive global premium brands
- Broaden consumer appeal of portfolio

WINNING AT THE "POINT OF CONNECTION"
- Secure and customize route to market
- Customer relationships & occasion-based marketing

WORLD-CLASS EFFICIENCY
- Optimize return on invested assets
- Develop world-class operating productivity
- Optimize
  - -Procurement -Commercial
  - -Info systems -Finance

TARGETED EXTERNAL GROWTH
- Secure existing positions to gain leverage
- Increase exposure to growth markets

DIFFERENTIATION THROUGH INNOVATION

PEOPLE & CULTURE

FINANCIAL DISCIPLINE

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Footprint Optimization

3 site closures: total capacity of 2.9 m hl

- UK: Belfast (0.7m hl)
- Manchester (1.2m hl)
- Canada: British Columbia (1.0m hl)

One-off cost:

- Cash cost € 40 million
- Write-offs € 60 million
- Total € 100 million

Net headcount reduction: >200

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Footprint Optimization (cont'd)

Expected full benefit

	2005	2006
EBITDA	€ 3 m	€ 15 m
EBIT	€ 5 m	€ 20 m
Total CAPEX for reorganization:		€ 28 m
Recurring CAPEX avoidance:		€ 8 m

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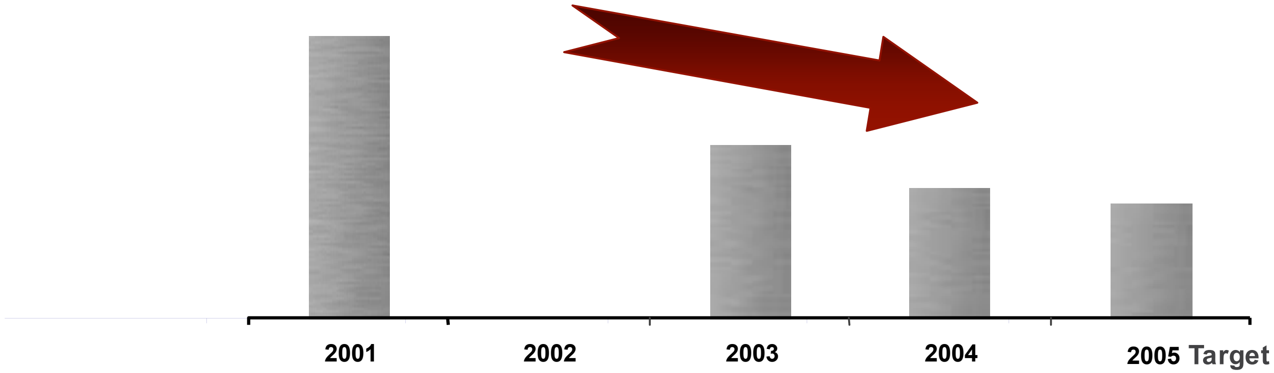
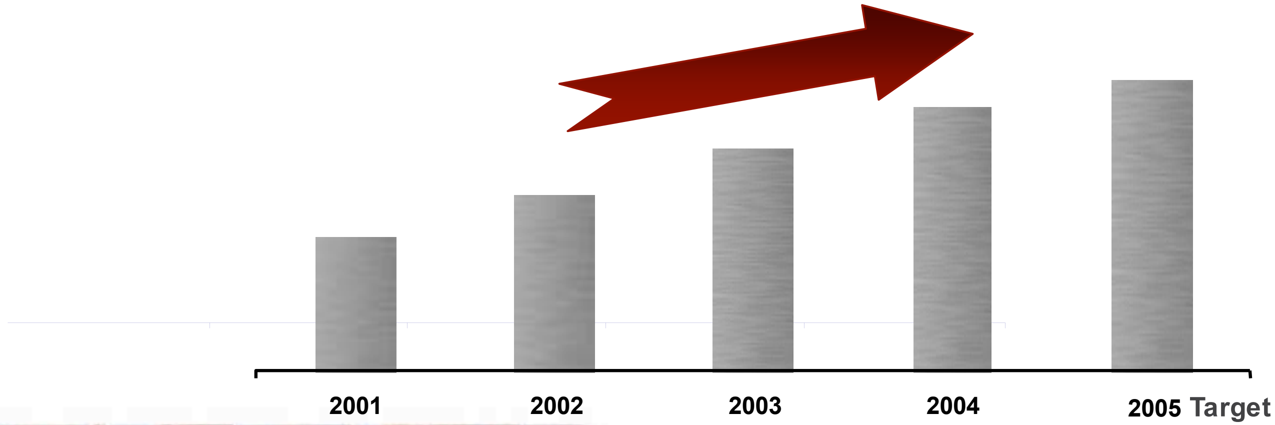
Voyager Plant Optimization being rolled out globally

Maintenance Costs: (Spare parts and services)

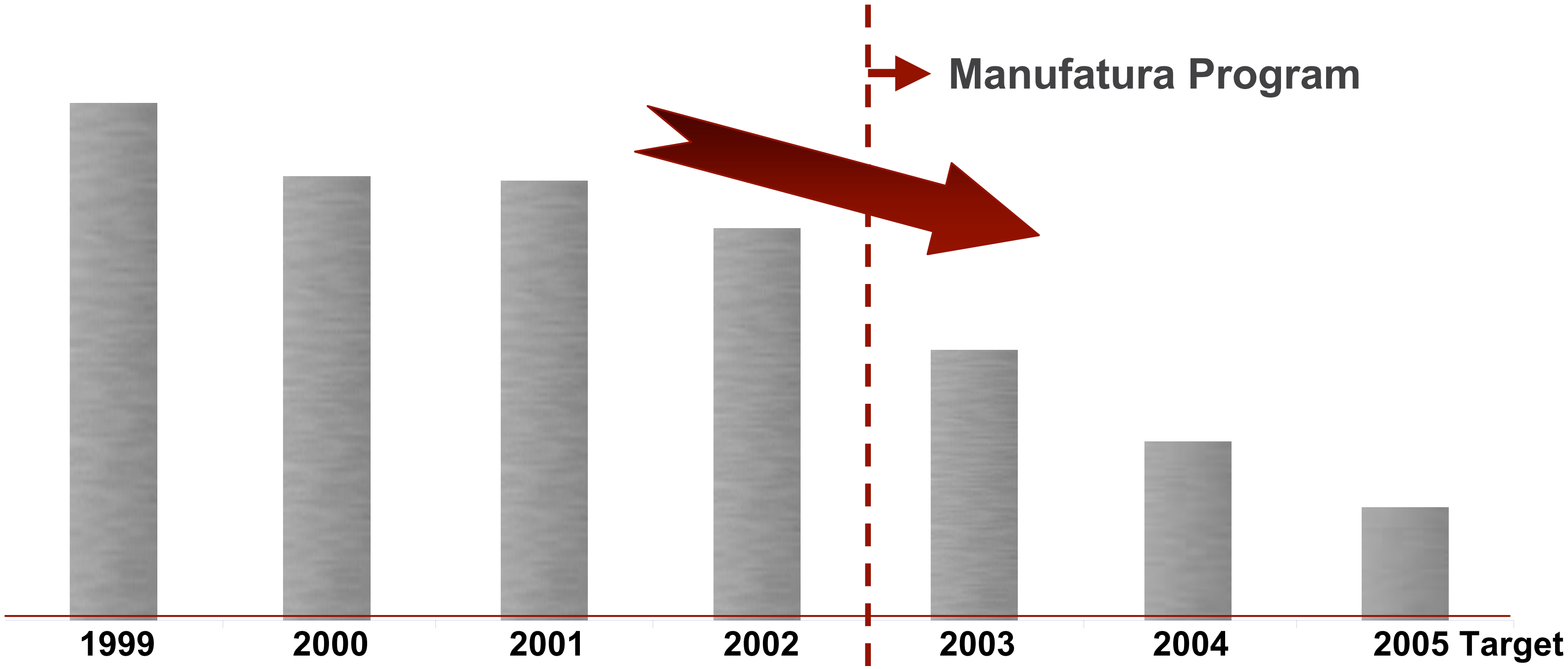


Packaging Efficiency



'Manufactura' being rolled out globally

Extract Loss (raw material / beer)



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InBev

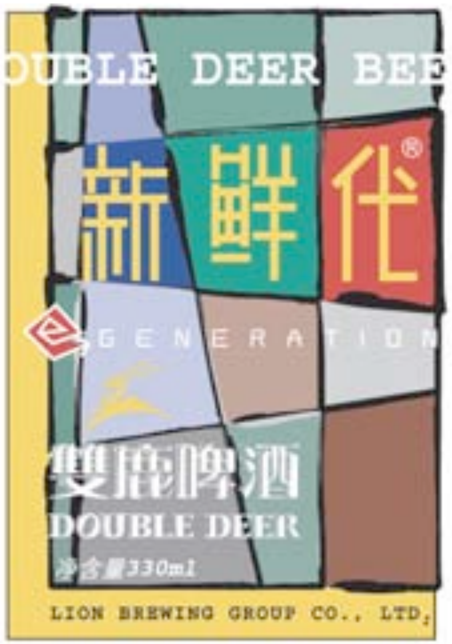
Innovation Platform – Health & Well Being

Fitness
Ukraine

Rock Green Light
US

Beck's Premier Light

. . . .



E Generation
China

InBev

Innovation Platform – Entry Drinks

Klinskoye Arriva
Russia

Brahma

. . . .

Absolut Cut
UK/Canada

Boomerang
Benefralux

InBev

Innovation Platform – Draft Experience

Ice Towers
Canada

Perfect Draft

. . . .

Illuminated Taps
Worldwide

Innovation Platform – Convenience

Cooler Packs
Worldwide

Comfort Crates
Germany/
Western Europe

Q-Pack
Central/Eastern Europe
Asia Pacific

InBev

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