

# InBev

Deutsche Bank conference

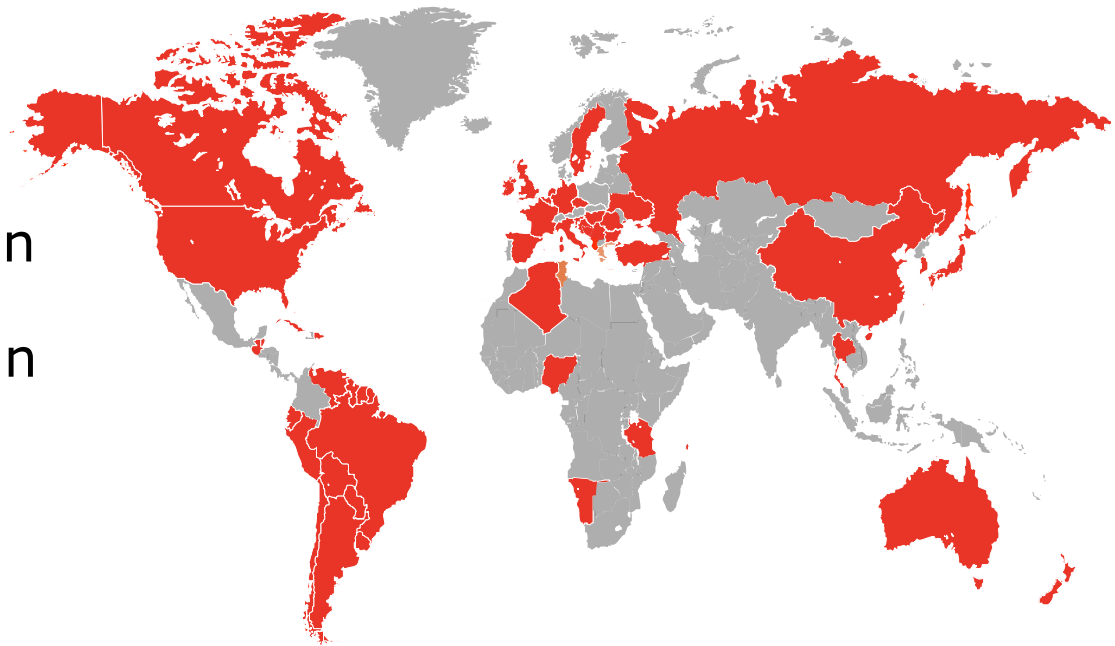
June 2007



**!nBev**

# InBev...

- The world's leading brewer
- No. 1 or 2 position in more than 20 key markets – more than any other brewer
- Leading presence in the fastest-growing markets worldwide
- Working within one powerful culture



■ Operation and licensing agreements

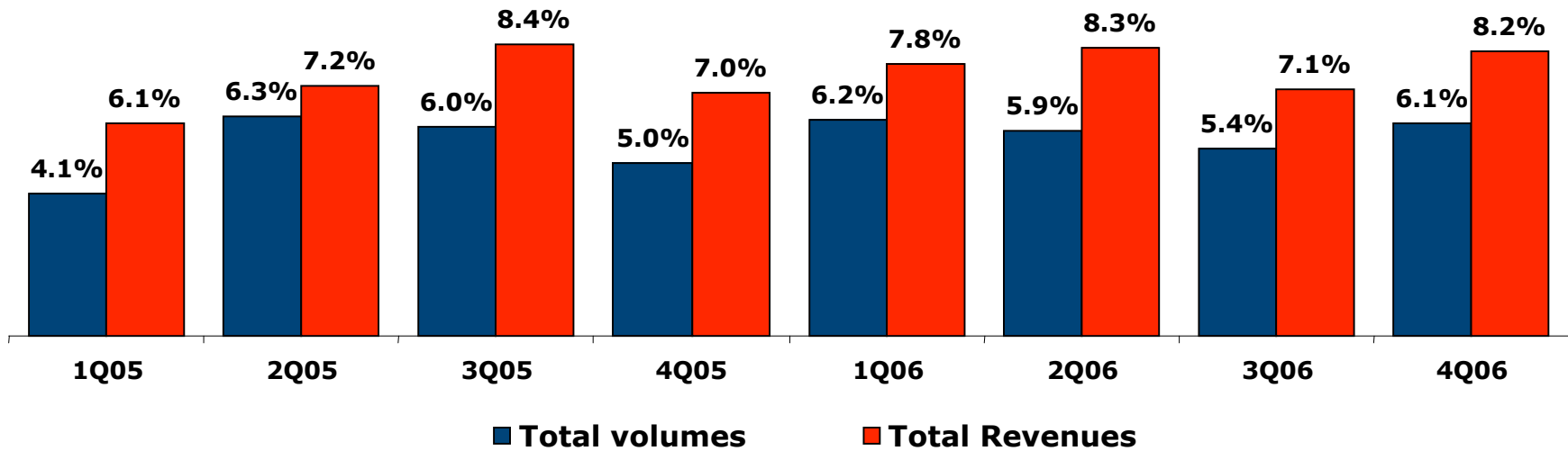
## ... delivered on its commitments in 2006

- Organic beer **volume growth of 5.5%**
- **Revenue per Hl increase of 1.8%** driving revenue growth of 7.9%, in line with objectives (3.5% at same geographic mix)
- Strict cost management to support top line growth and margin expansion
  - Cost of sales per hectoliter **declined 2.5%**
  - Operating expenses further optimized
- Significant **EBITDA growth** and **margin improvement**
- Developing a solid track record

# Growing volume and revenue ...

**2005**  
Total volume: +5.4%  
Net Revenue: +7.2%

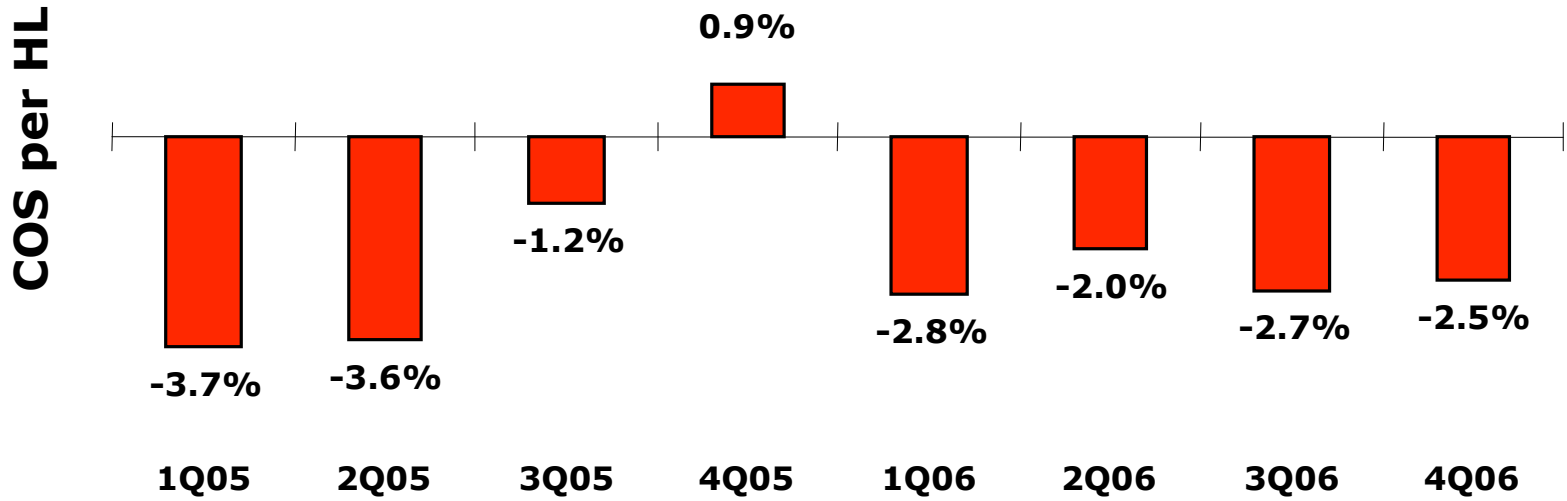
**2006**  
Total volume: +5.9%  
Net Revenue: +7.9%



# ...while strongly controlling cost of sales...

**2005**  
COS -1.9% Organic  
-0.1% adjusted by Geo Mix

**2006**  
COS -2.5% Organic  
-0.8% adjusted by Geo Mix

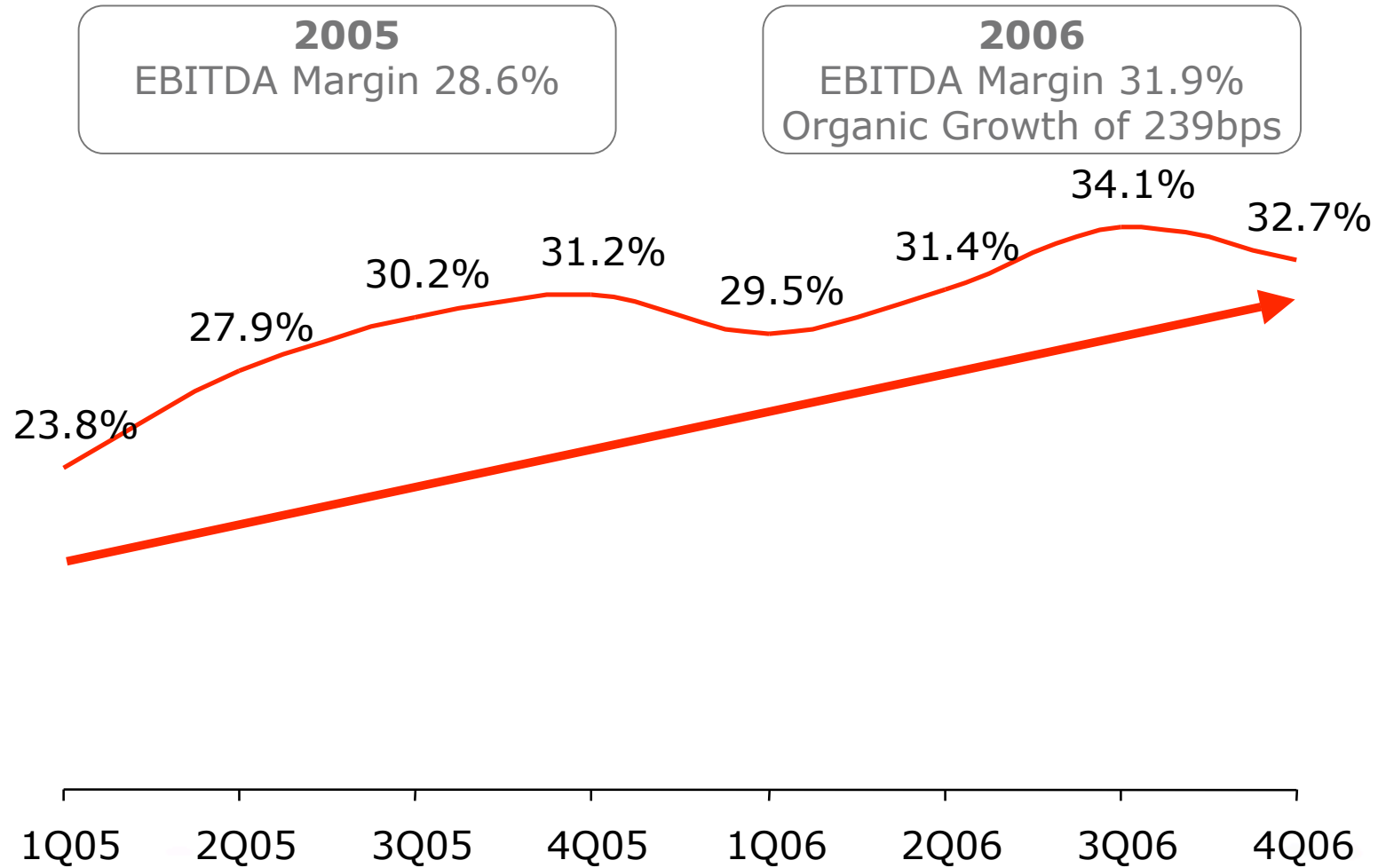


# ... and fixed costs, using Zero Based Budgeting

	<b>Year 1: Implementation</b>	<b>Year 2: Stability</b>	<b>Year 3: Sustainability</b>	<b>Year 4: World Class Vision</b>
<b>Process</b>	<ul style="list-style-type: none"> <li>• Visibility and standardization</li> <li>• Policies implementation</li> <li>• Budget Process</li> <li>• Basic Tracking &amp; Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• T&amp;M improvement:               <ul style="list-style-type: none"> <li>• Basic analysis</li> <li>• Data Quality improvement</li> </ul> </li> <li>• Processes &amp; System knowledge improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Disciplined and structured T&amp;M:               <ul style="list-style-type: none"> <li>• Consistent Analysis</li> <li>• Improvement of cost drivers understanding</li> </ul> </li> <li>• Best Practices sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Deep understanding of cost drivers</li> <li>• Innovative cost savings initiatives</li> </ul>
<b>Mindset</b>	<b>Knowledge</b>	<b>Understand Discipline</b>	<b>Understand Discipline Embrace</b>	<b>Live</b>



# Leading to significant margin expansion

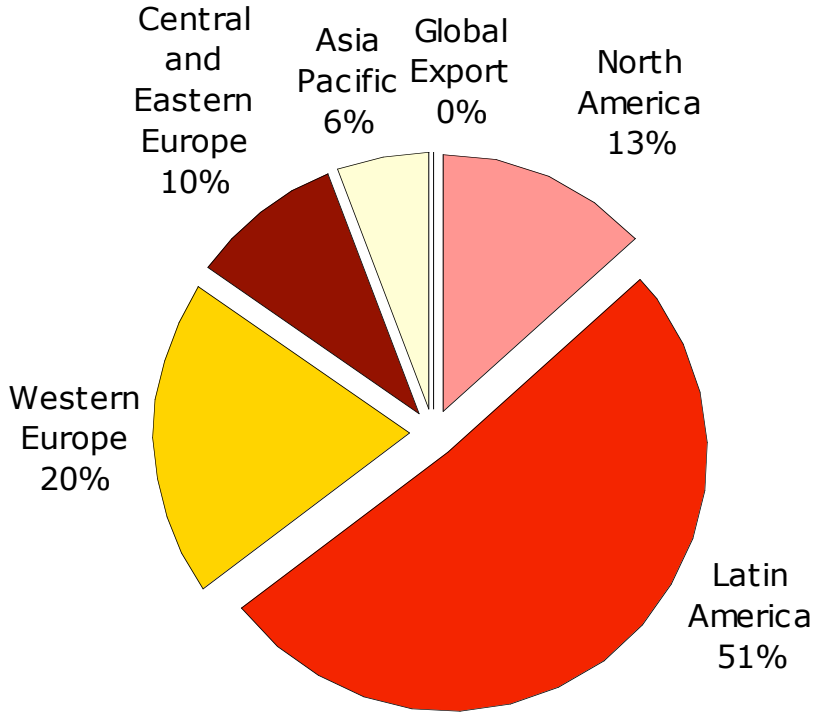
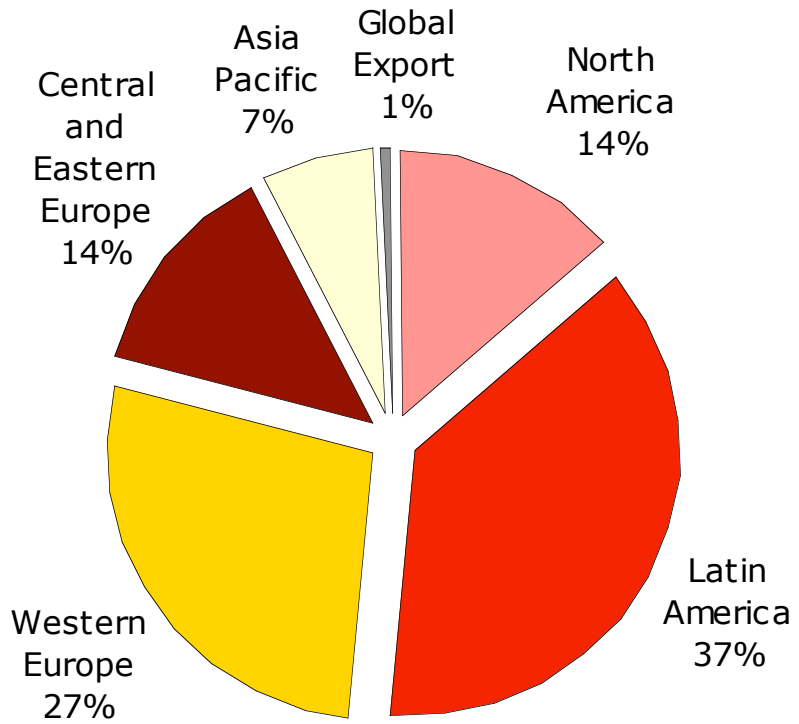


## **We manage our costs tightly, to free up resources that will support top-line growth ...**

- Costs are the most influential drivers fully within our control
- We should act fast on cost so we are always in a positive cycle
- Continuous top-line growth is key to building a great company



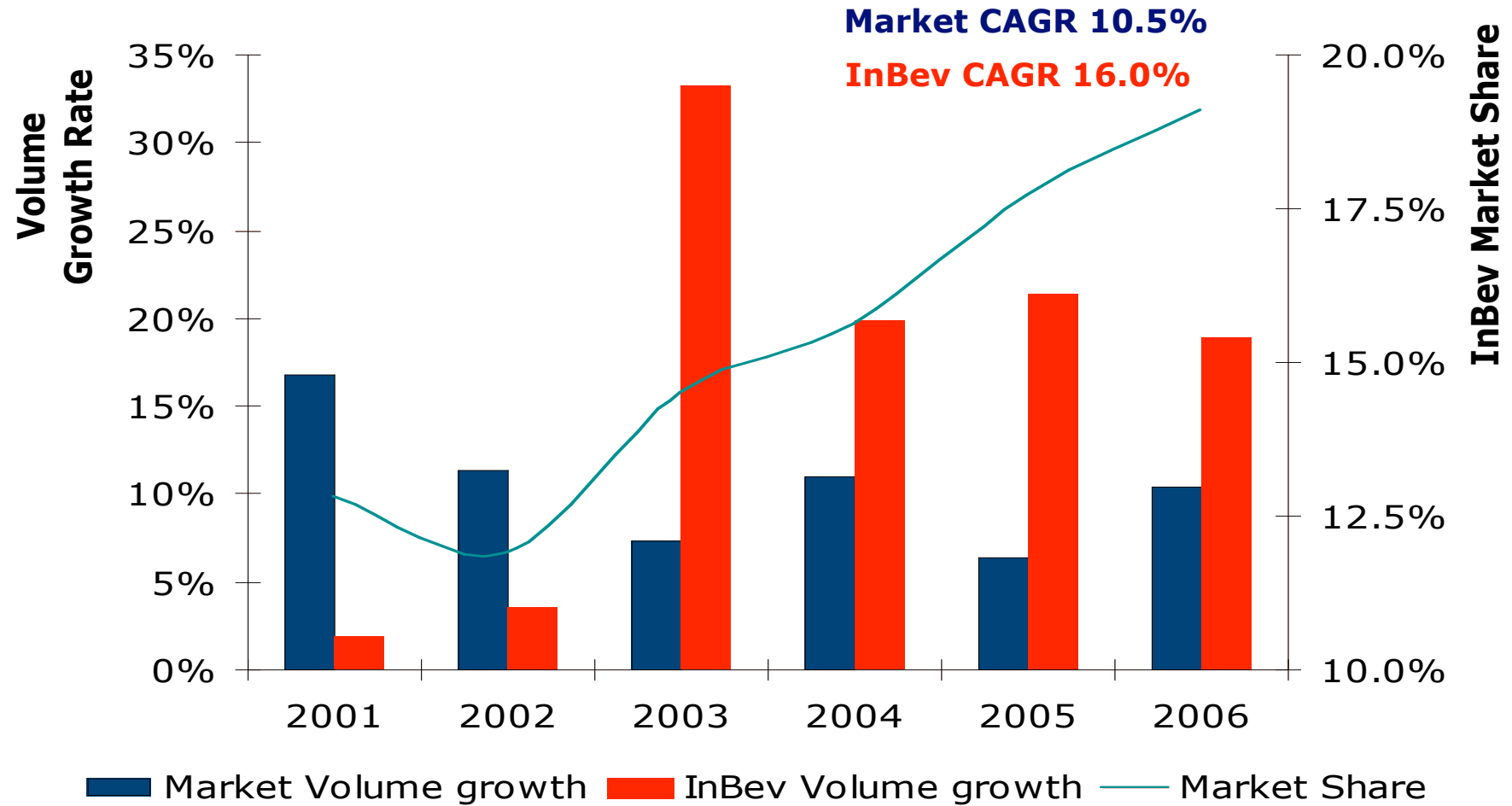
# Breakdown of 2006 Revenue and EBITDA



(1) Before non-recurring items of -16 million euro

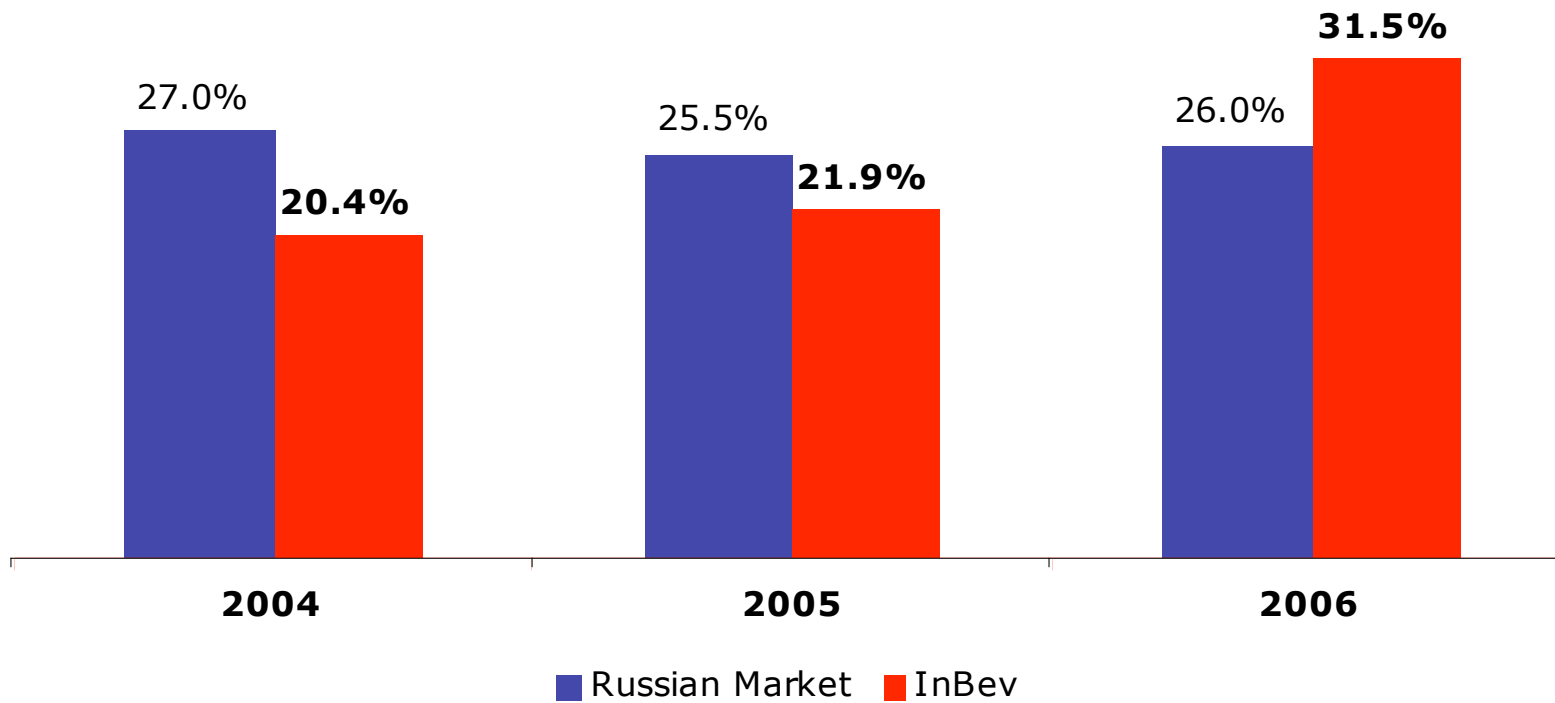
# Building strong positions in developing markets

Consistent share gains as from 2002 in Russia...



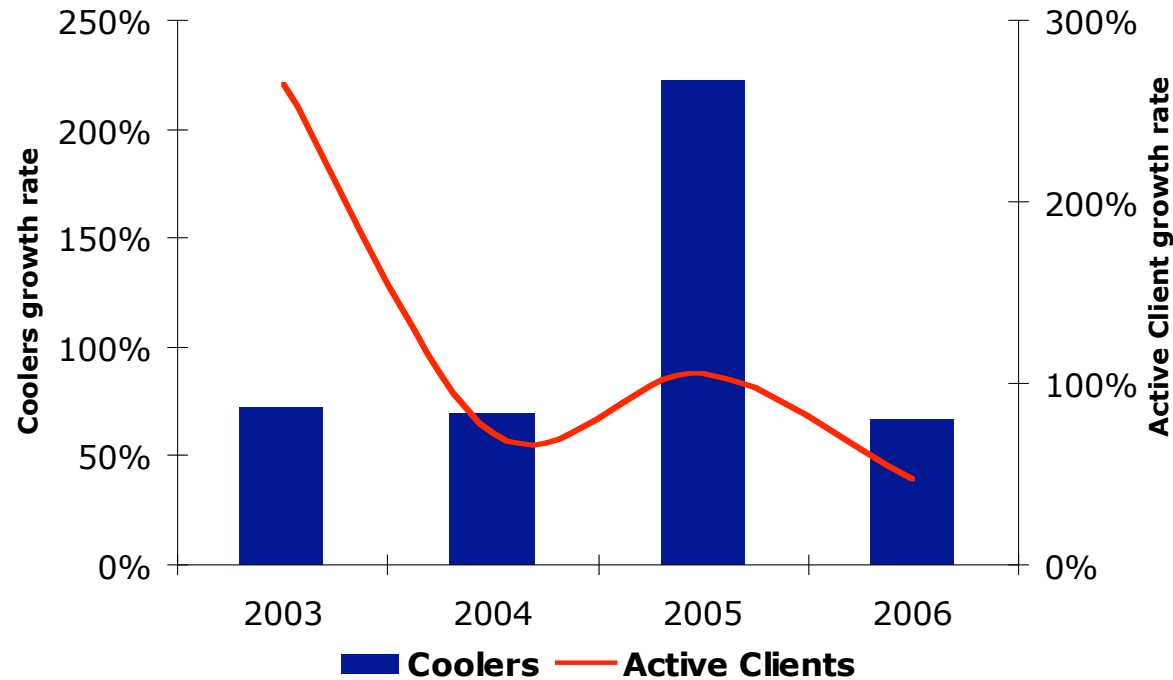
# Building strong positions in developing markets

...while increasing sales in profitable premium and super-premium segments



# Building strong positions in developing markets

...enabled by investments that drive the top line



**Availability**

**Visibility**

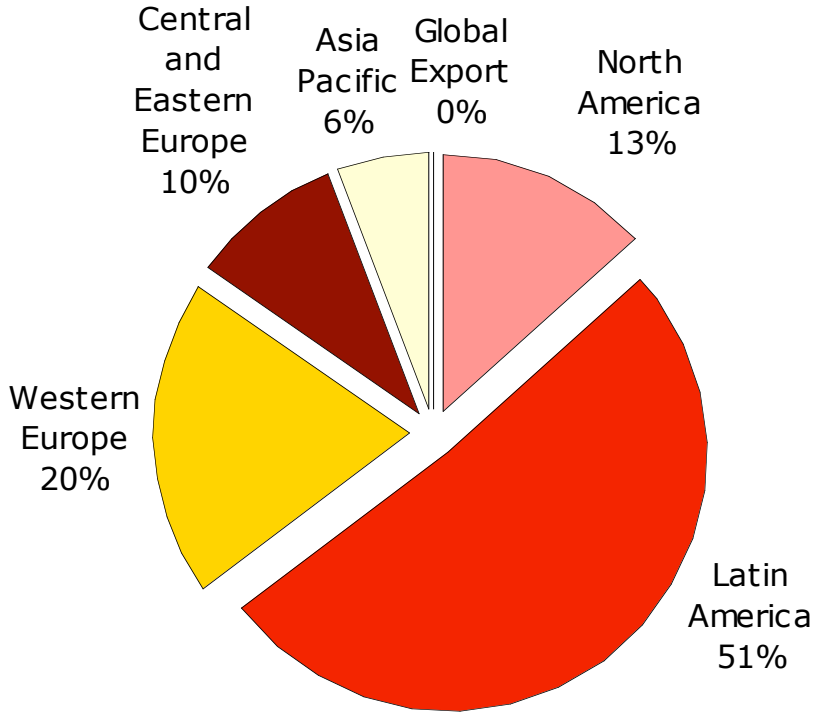
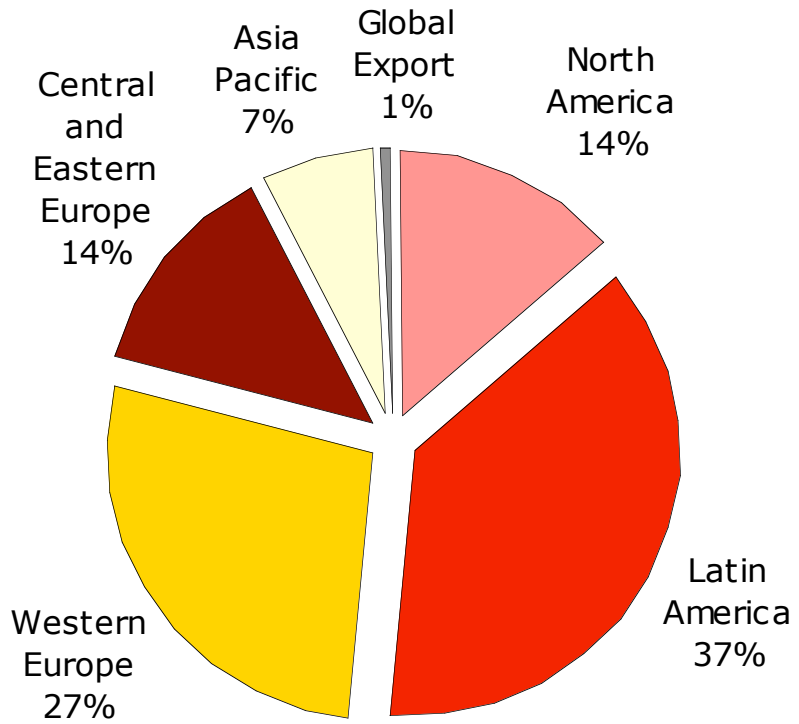
**Efficiency**

**Wholesale-oriented market**



**Retail-oriented market**

# Breakdown of 2006 Revenue and EBITDA



(1) Before non-recurring items of -16 million euro

# Delivering top line growth in developed markets

## Beck's Volumes in Germany

PerfectDraft  
December 2005



Beck's Level 7 and  
Chilled Orange  
0.33 l returnable bottle  
July 2006



2006



New crate  
June 2001

1998



Beck's Gold  
February 2003

Beck's Gold  
0.5 l returnable bottle  
May 2005

Beck's Green Lemon  
0.33 l returnable bottle  
May 2005

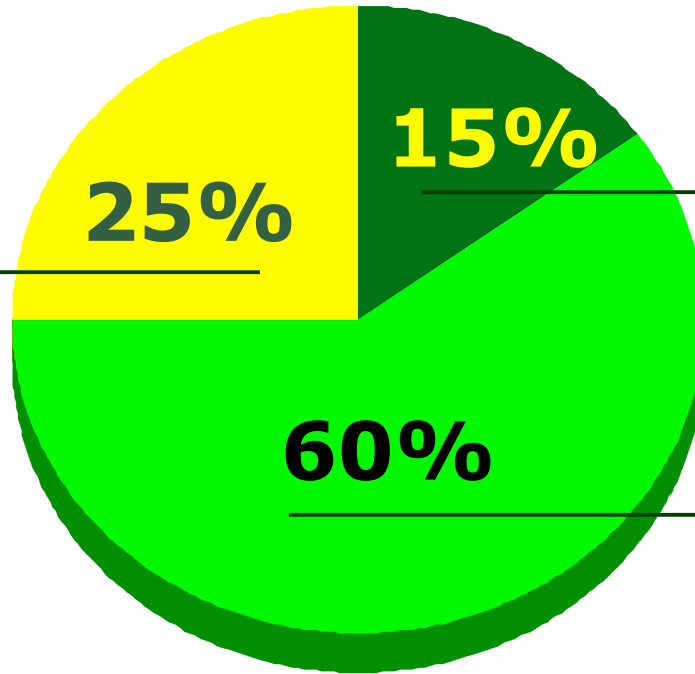


# Delivering top line growth in developed markets

Innovation can provide new opportunities

## Other alcoholic beverages

- ♣ Ready-to-drinks
- ♣ Wine
- ♣ Sparkling wine / Champagne
- ♣ Other



## Beer and beermix

- ♣ beermix
- ♣ beer

## Non-alcoholic beverage

- ♣ Water
- ♣ CSD 's
- ♣ New Segments



- ♣ Little cannibalizing effects
- ♣ Access to new non-beer drinking occasions
- ♣ Females and other new consumers

# Built on a platform of Dream, People, Culture

- We are energized by the dream to become the best and most profitable beer company in the world
- Great people are behind everything we do and they are our only sustainable advantage
- Culture of focus on results
- Discipline and Execution are key



# InBev

Deutsche Bank conference

June 2007

