



# **Morgan Stanley Consumer & Retail Conference**

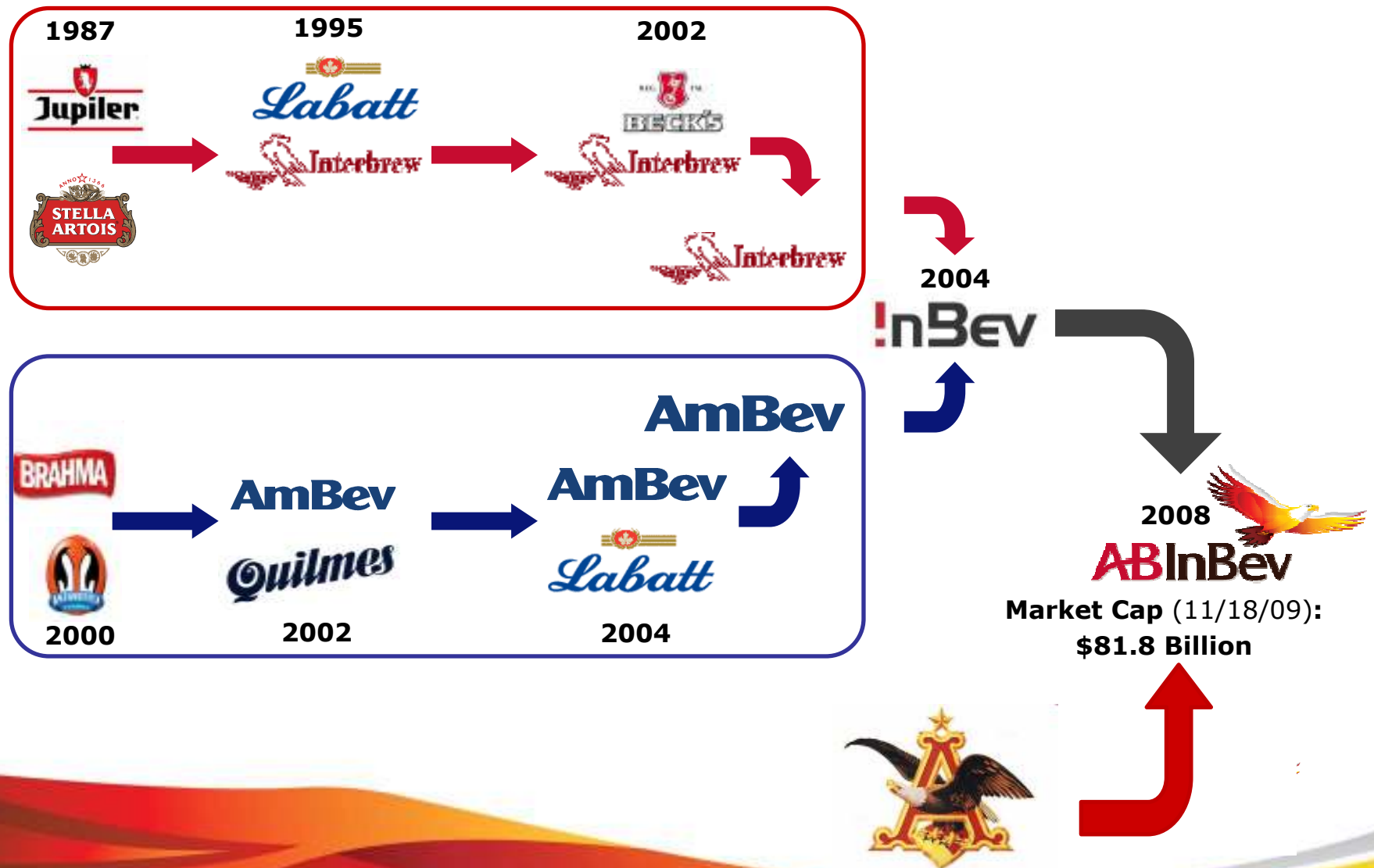
**New York, November 20, 2009**



Carlos Brito  
Chief Executive Officer

Introduction

# AB InBev brings together seven centuries of brewing history through value-creating consolidation



# Progress since the Anheuser-Busch combination closed

## Capital markets

- ▶ Raised over \$37 billion through:
  - \$9.8 billion rights offering
  - Over \$20 billion in bond issuances
  - Disposals: Overachieved on our \$7 billion target
- ▶ Brought the BUD ticker back to the NYSE

## 9M 2009 financial highlights

- ▶ Improved revenue/hl by 4.6% while reducing CoS/hl by 1.1%
- ▶ Achieved 1.6% volume growth in our Focus Brands
- ▶ Grew market share in countries representing approximately 65% of our volume
- ▶ Delivered \$875 million of synergies, nearing our \$1 billion 2009 commitment
- ▶ Increased organic EBITDA by 18%
- ▶ Reduced our Net Debt/EBITDA from 4.7x at the start of 2009 to 4.2x as of June 30, 2009

## Going forward

- **Focus on core business to drive growth**





# Dream – People – Culture

**Dream**      *To become the Best Beer Company in a Better World*

**People**

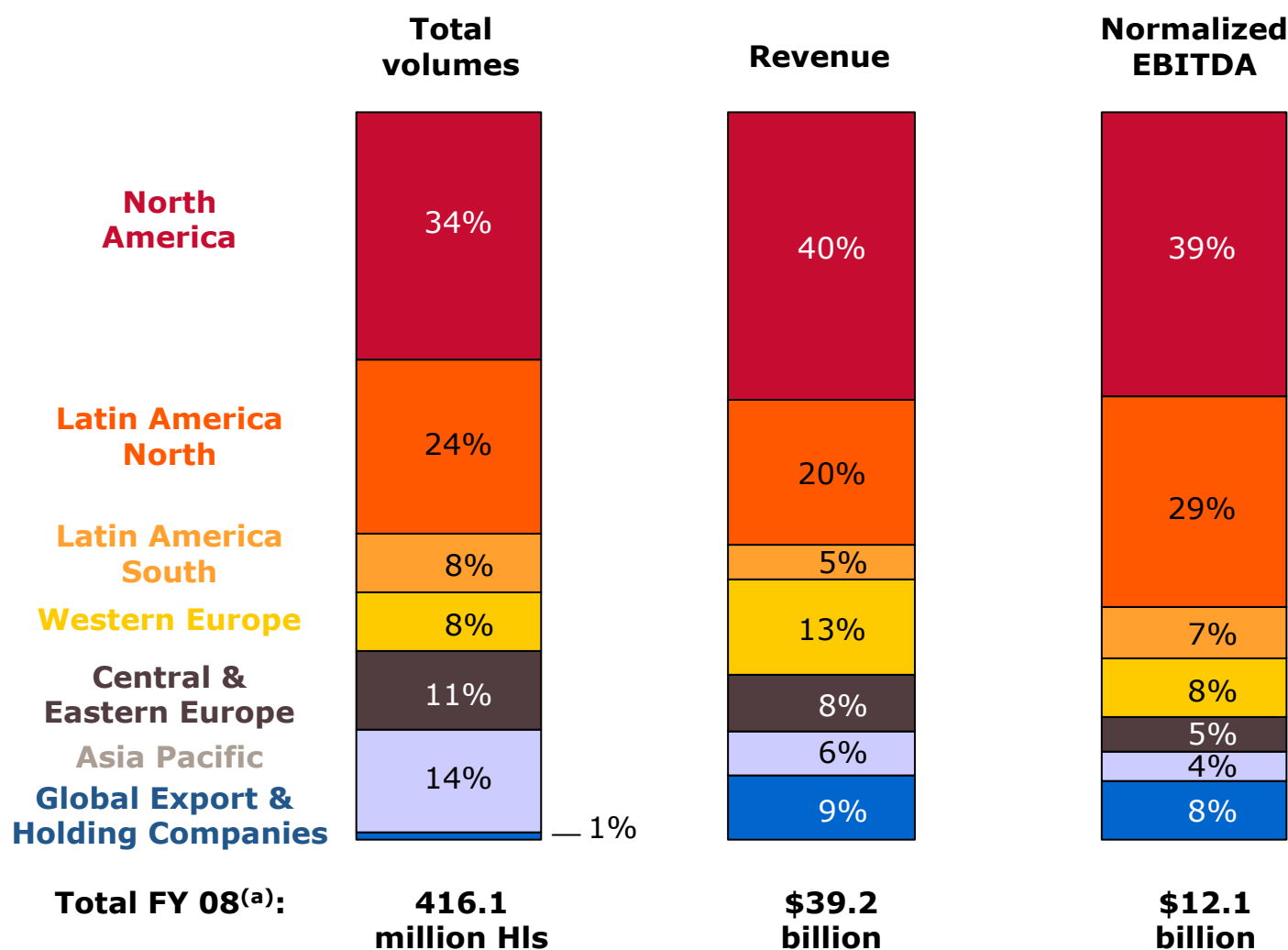
- ▶ *Great companies are formed by great people*
- ▶ *Our most important sustainable competitive advantage*
- ▶ *Meritocracy, informality, candor*

**Culture**

- ▶ *Consumer-centric*
- ▶ *Think and act like owners*
- ▶ *Disciplined execution*
- ▶ *Hard work and focus on results*
- ▶ *No short-cuts*



# Combined Anheuser-Busch InBev



(a) Pro forma for Anheuser-Busch combination in November 2008 assuming full fiscal 2008 consolidation



# Leading market share across key countries

Key countries	Market position and share		Selected brands
US	No. 1	49.9%	
Canada	No. 1	42.9%	
Brazil <sup>(a)</sup>	No. 1	67.5%	
Argentina <sup>(a)</sup>	No. 1	74.4%	
Belgium	No. 1	57.7%	
Ukraine	No. 1	37.5%	
Germany <sup>(a)</sup>	No. 2	9.6%	
Russia	No. 2	18.4%	
UK	No. 3	21.8%	
China <sup>(b)</sup>	No. 3	11.2%	

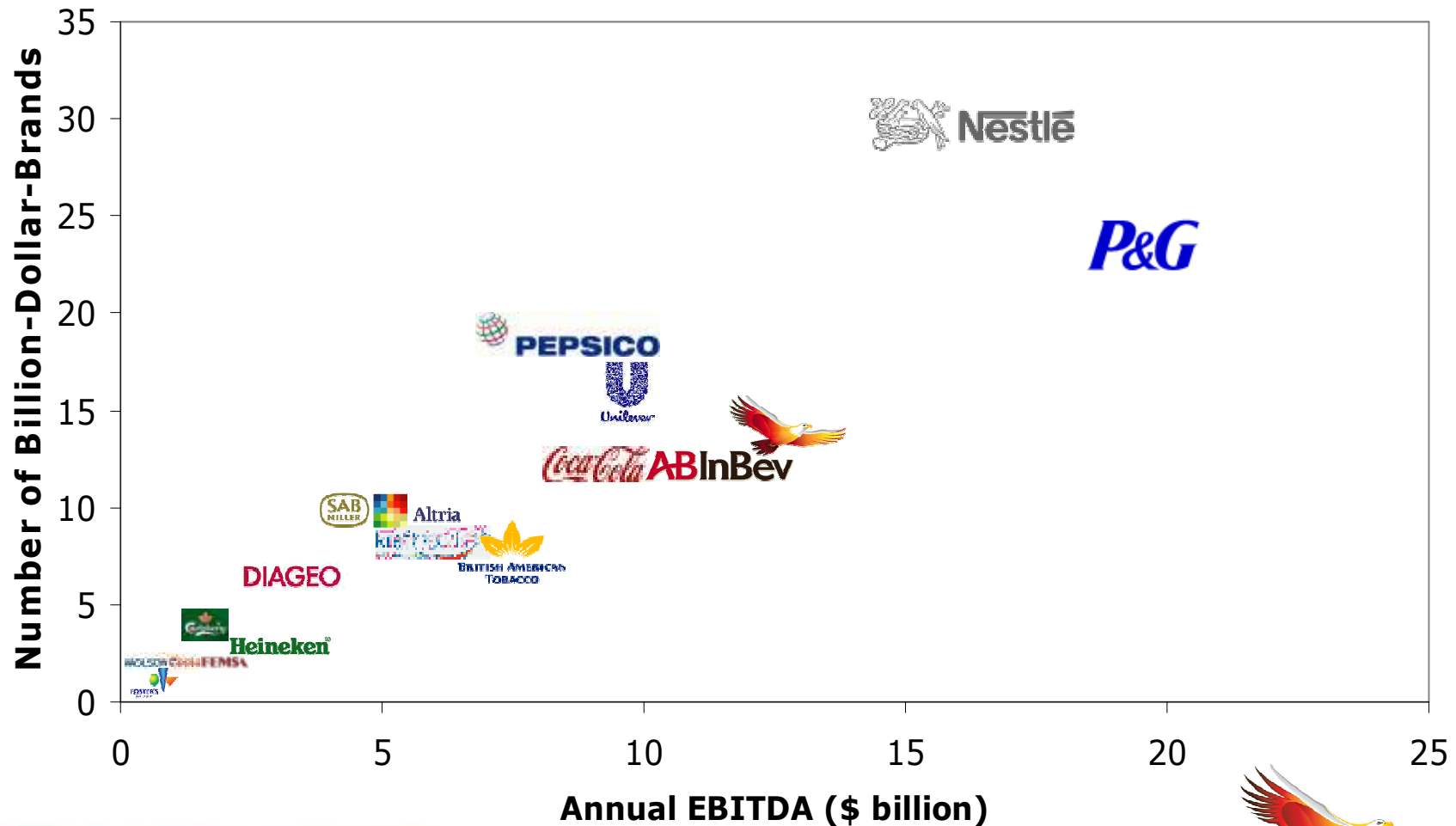
Source: Plato Logic, unless otherwise indicated in 2008 Annual Report

(a) Beer operations only

(b) YTD May 2009; excludes Tsingtao

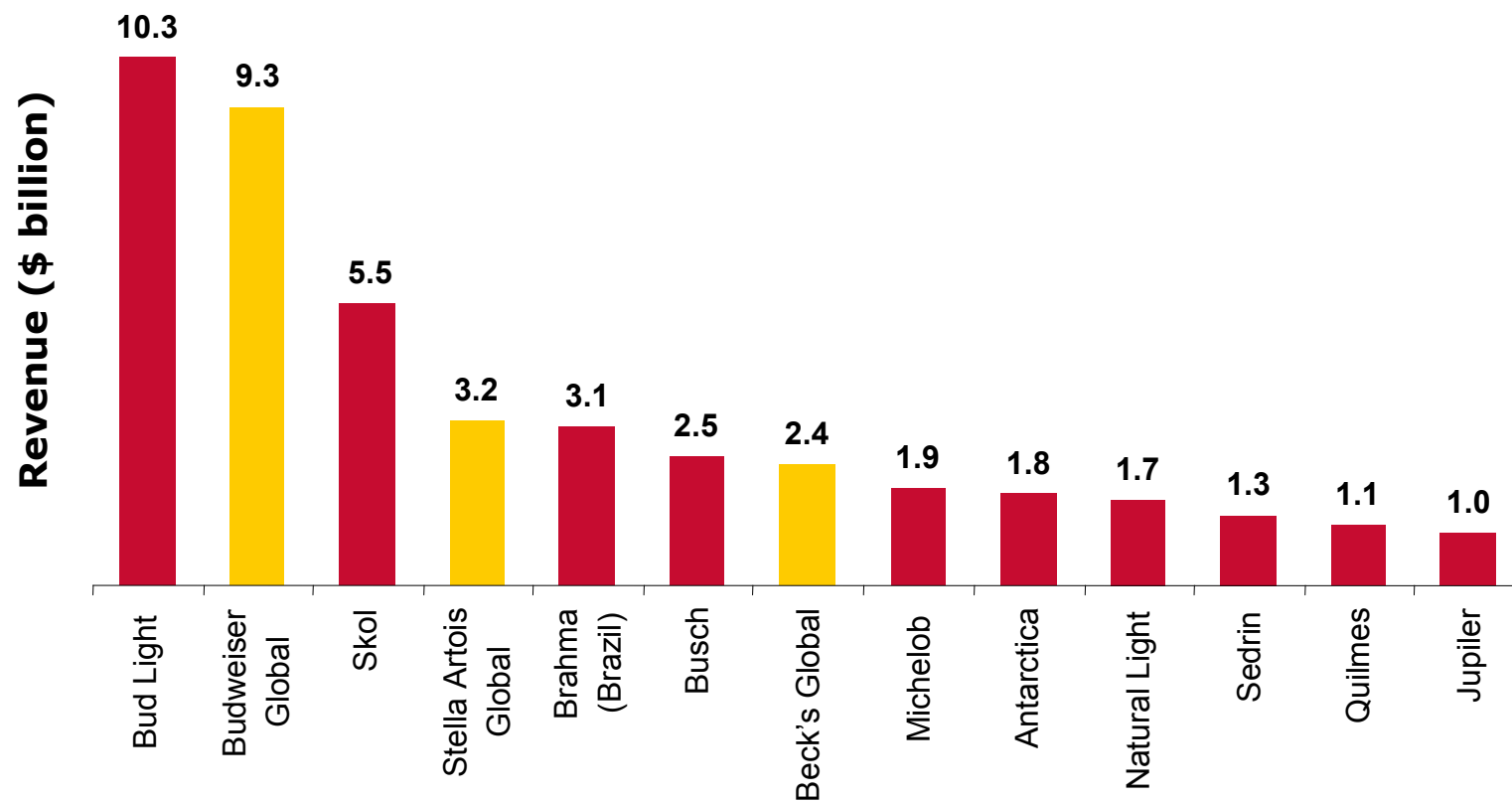
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# AB InBev is among the world's leading consumer products companies




























Source: Company filings,  
AB InBev estimates

## 13 “billion-dollar-brands”



Note: Figures represent total retail sales value  
Euro-USD exchange rate = 1.3

# Three AB InBev brands in BrandZ Global Top 5

	2007	2008	2009
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Source: BrandZ Report – Millward Brown Optimor  
 Note: Brand value calculated as the sum of all future earnings each brand is forecast to generate, discounted to a present day value

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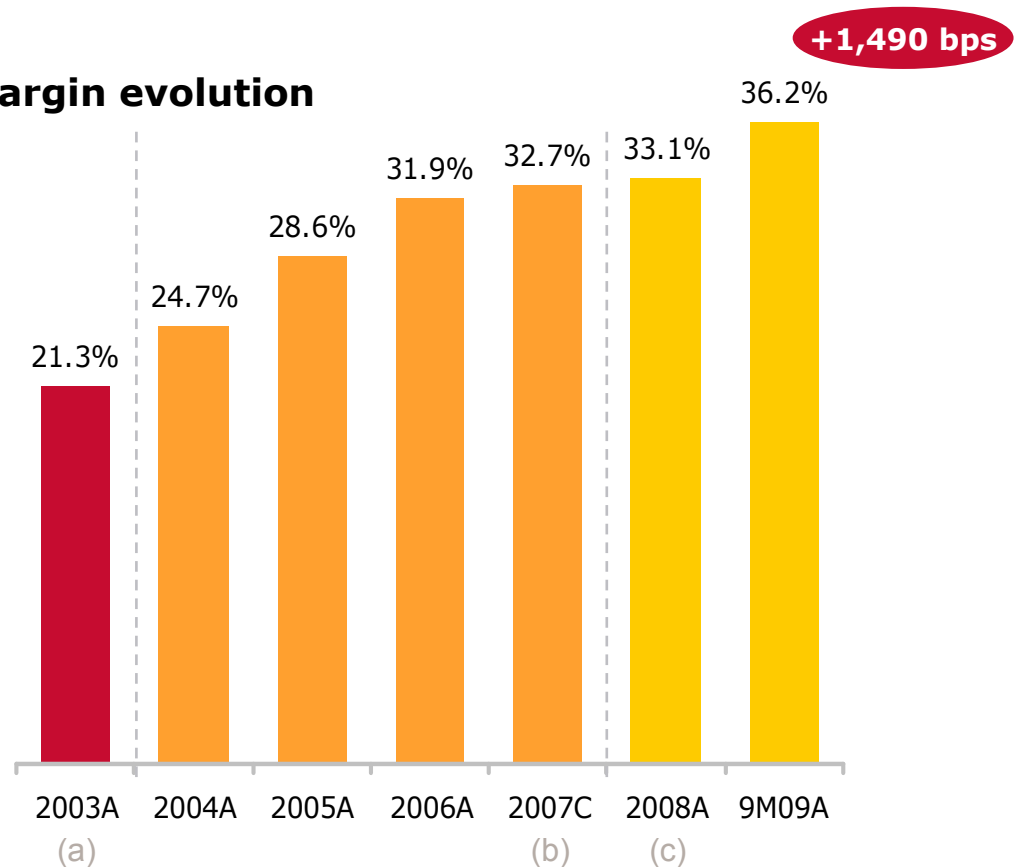


# Topline growth along with increased scale and efficiencies has driven steady margin expansion

## Margin drivers

- ▶ **Topline growth**
- ▶ **Mutual exchanging of best practices**
- ▶ **Increasing scale reinforced by financial discipline**
- ▶ **Global sales and marketing capabilities with regional impact**

## Margin evolution



(a) Interbrew standalone

(b) 2007 figures are presented on a combined basis which includes combined financials of Anheuser-Busch for the last six weeks of 2007 to facilitate like-for-like comparisons with the financials in FY 2008

(c) Combined EBITDA margin (including 12 months of AB) was 30.8%





# As the global market leader, AB InBev connects in new ways to drive growth

We win through growing our share of throat and the category by:

- ▶ Connecting with *new consumers*
- ▶ Connecting through *new innovations*
- ▶ Connecting with *new media*
- ▶ Connecting in *new markets*



# Case studies in connecting: Stella Artois and Premium Light segment



## New consumers



## New innovations



## New media



# Stella Artois – Brand building based on seven centuries of tradition

## The Chalice



## Perfect Pouring Ritual



## Innovation



## Super Premium Positioning

Perfection has its price



## Sophistication and Culture



## Rich Heritage



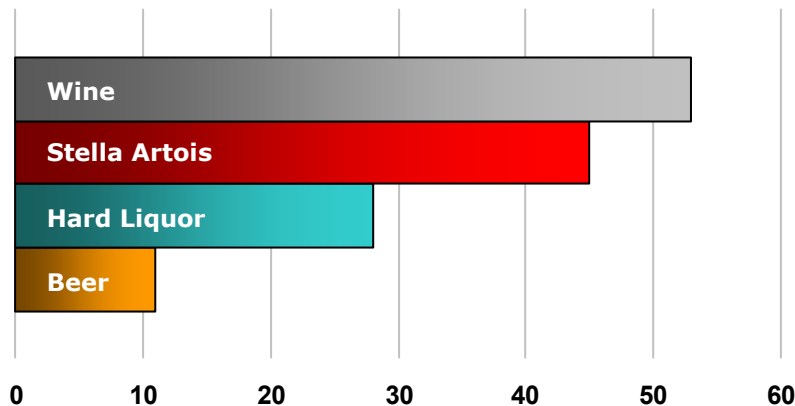
## Modern Applications



# Wine lovers increasingly love Stella Artois

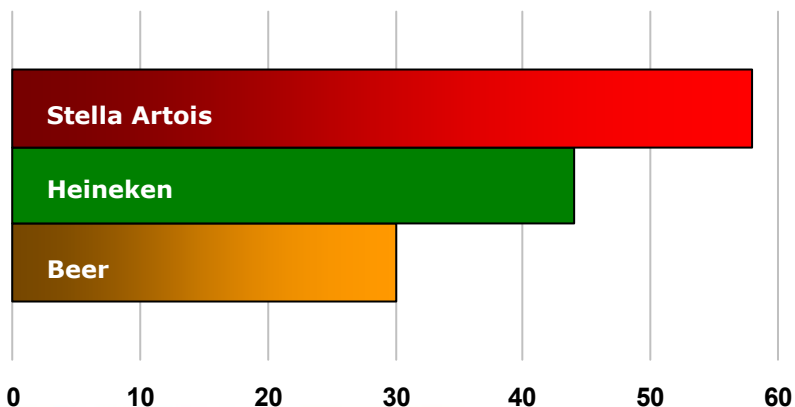


## Sophistication imagery



**In sophistication, Stella Artois is closer to wine than to beer**

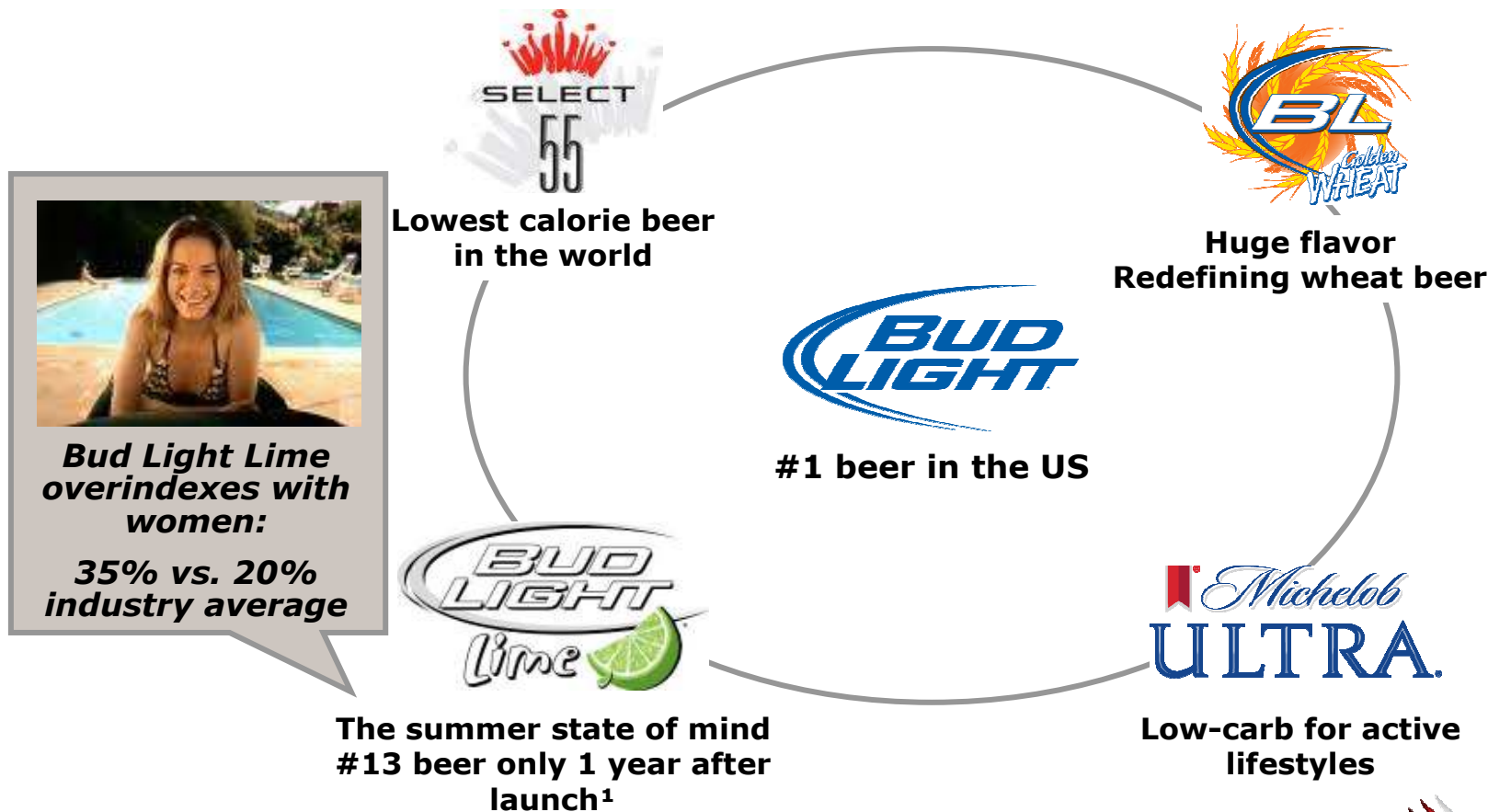
## Past week consumption



**Stella Artois drinkers consume wine twice as often as beer drinkers**

Source: MP&R BEVScape Poll

# Redefining the Premium Light category



<sup>1</sup> #13 in the beer category of over 1,200 brands distributed through convenience store and grocery outlets year to date



# Michelob ULTRA



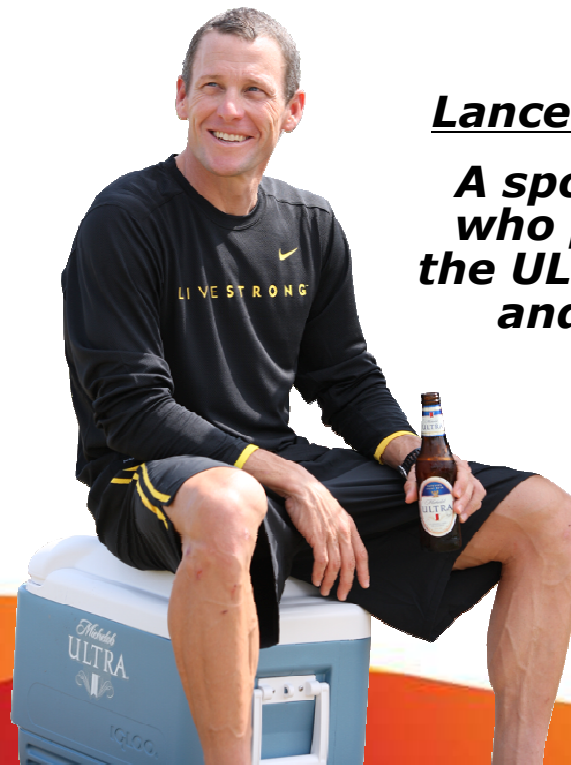
***Active lifestyle***



***Sophisticated image***



***Low carb message***



**Lance Armstrong:**

***A spokesperson  
who personifies  
the ULTRA attitude  
and lifestyle***



# Breaking new ground with Bud Light Golden Wheat

## The first Light Wheat beer, growing the category

- ▶ Brand role
  - Expand the consumer base and occasions of the Bud Light mega brand
    - Trendsetter (primary)
    - Loyalist (secondary)
  - Define the wheat beer category for target consumers ages 25-44
- ▶ Positioned as “more flavorful light beer”...not micro/craft
- ▶ Media support and sampling to drive awareness and trial
  - Launch plan with late night/entertainment/digital focus – Saturday Night Live
- ▶ National launch – October 5th





# Connecting through social media: Bud Light Lime in Canada launch strategy



LimeInvasion Phase 1:

Phase 2:

Phase 3:

**Harness early adopters**

**Earn social buzz**

**Drive mass social awareness**



**Bring Bud Light Lime to Canada. . . We did it!!!**  
Global

## Basic Info

Type:

Description:

Just for Fun - Fan Clubs

Have you ever tried Bud Light Lime? Once you go BL Lime, you never go back.

Bud Light Lime is a premium light beer with a splash of 100% natural lime flavor.

Bud Light Lime can only be purchased in the states, so let get together and bring this premium beer to Canada!!!!

**YouTube.com/  
LimeInvasion**

**YOU ASKED CANADA.  
NOW IT'S HERE!**

**3 days, 5 cities,  
50,000 limes**



Earning buzz  
by driving to

**You Tube**

**#1  
sponsored  
YouTube  
channel in  
May '09**



## 3Q 2009 highlights

\$ million, except per share data	3Q08 reported	3Q08 combined	3Q09	Organic growth <sup>(a)</sup>
Revenue	6,061	10,893	9,763	-0.4%
Gross profit	3,502	5,599	5,259	5.2%
Normalized EBITDA	2,138	3,553	3,549	11.9%
% Margin	35.3%	32.6%	36.4%	394 bp
Normalized EPS	0.87		0.72	
EPS	0.72		0.98	

### ► Broad market share gains driven by Focus Brand strategy execution

- Year to date, we gained market share in 5 of our key markets: Argentina, Belgium, Brazil, the UK and the US, and maintained market share in the Ukraine
- In Brazil, we ended October with a 70.6% market share, up from 67% at the beginning of 2009
- Market share gains achieved in countries representing approximately 65% of our volumes
- Focus Brand volumes increased 0.4%, with third quarter growth led by Antarctica, Brahma and Skol in Brazil, Harbin and Budweiser in China, and Stella Artois in the UK. In 9M09, Focus Brands grew 1.6%

(a) Excludes the impact of changes in currencies on translation of foreign operations, the impact of acquisitions and divestitures, the start up or termination of activities, and the transfer of activities between segments



## 4Q and 2009 outlook

### ▶ **Improved volume performance**

- Demand trends remain soft, but we see improved volume performance in 4Q09 compared with 3Q09 year-over-year results

### ▶ **Cost of Sales per hectoliter**

- Projected to decline slightly percentagewise for 2009 in total

### ▶ **Increased sales and marketing investment**

- Further step up at a rate above that of the third quarter, as we fund new product launches and drive Focus Brand growth

### ▶ **Higher administrative expenses**

- Reflects higher accruals for variable compensation compared to 2008, when most Zones reversed accruals as a result of business performance in that period

### ▶ **Tougher synergy comparison**

- \$875 million delivered in 9M09
- Tougher comparison in the fourth quarter as we lap \$250 million of synergies achieved in the second half of 2008

### ▶ **EBITDA margin expansion**

- Fourth quarter EBITDA growth in line with the third quarter



# On track to achieve our 2009 commitments

2009 commitments	Status
<ul style="list-style-type: none"> <li>• Capturing <b>\$1 billion of synergies</b></li> </ul>	<b>\$875 million</b> achieved in 9M09
<ul style="list-style-type: none"> <li>• Releasing <b>\$500 million of working capital</b> in the US</li> </ul>	<b>\$312 million positive cash flow impact</b> in HY09, excluding derivatives
<ul style="list-style-type: none"> <li>• Maintaining <b>pricing discipline</b> in relevant markets while continuing to <b>support our Focus Brands</b></li> </ul>	9M09 revenue/hl growth of <b>4.6%</b> Focus Brand volumes up <b>1.6%</b>
<ul style="list-style-type: none"> <li>• Execute at least <b>\$7 billion in divestitures</b></li> </ul>	<b>Achieved: Approximately \$9.4 billion</b> of divestitures announced of which approximately \$7.4 billion are cash proceeds at closing
<ul style="list-style-type: none"> <li>• <b>Reducing capex by at least \$1 billion</b></li> </ul>	<b>\$566 million positive impact</b> in HY09
<ul style="list-style-type: none"> <li>• <b>Enhancing the maturity and currency profile</b> of our debt</li> </ul>	<b>Significantly enhanced</b> with over \$20 billion of bond issues
<ul style="list-style-type: none"> <li>• <b>Optimizing the effective tax rate</b> towards the 25-27% range</li> </ul>	<b>Tax guidance maintained</b> for the full year; 27.2% tax rate in 9M09



# Summary

- **#1 Leading Global Beer Company** with leadership positions in the two largest profit pools, US and Brazil, and a strong position in the biggest and fastest growing volume pool: China
- **Track Record of Margin Enhancement** driven by topline growth, economies of scale, global business processes, and financial discipline
- **The Right Marketing Strategy: Focus Brand Driven, and Disciplined in Marketing and Innovation** across the globe to drive brand health today, and price premium tomorrow
- **High Performance Culture** emphasizing ownership, meritocracy, and individual accountability
- **Unique Opportunities to Replicate Commercial Best Practices** across the globe to drive sustainable topline growth
- **Rapid De-Leveraging and Balance Sheet Improvement** through strong free cash flow, refinancing, and asset disposals







# Q&A

