Saint Louis Investor Conference
United States - Supply
Peter Kraemer, VP Supply
United States Operations
June 2nd, 2010
Saint Louis, MO
Agenda

Best Supply Organization in the World

North American Footprint

St Louis Brewery and Today’s Tour
Supply House

- AB InBev Supply’s Mission: The best beers made from the finest ingredients, at the right quality, delivered on time at the right cost
VPO: AB InBev’s Supply Management Program

- VPO is AB InBev’s global supply management program
- Drives stability, consistency and superior performance across AB InBev breweries globally
- Lower costs and higher quality

### Implementation phase

- **Fundamentals**
- **Stability**
- **Sustainability**

### Sustainability phase

- **Safety & Environment**
- **Quality**
- **Innovation**
- **Maintenance**
- **Logistics**
- **Procurement**
- **People Management**

**Performance**

- Best-in-class benchmark

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**Implementation phase**

**Sustainability phase**
Given the quality, experience and commitment of our US teams, we had unprecedented success in rolling out VPO across our breweries:

- Average experience at plant manager level is 22.5 years
- Average experience at the supervisor level is 14.1 years
- Average experience at plant operator level is 15.3 years

Extensive training platform:

- Rollout of Packaging Efficiency Improvement Initiatives
- Early involvement of operators writing SOPs / Delivering training
- Skills Tracking / Gap Analysis for all operators

Strong background of project coordination and execution
VPO North America: Fastest, Best Implementation Yet
Champions is our Global Benchmarking Tool

- Standard KPI’s across the AB InBev system
- Clean brewery clusters for fair comparison, and true benchmarking
- 130 breweries participating with 640 Key Process Indicators (KPI’s)
- Provides annual and 3 year-plan targets to close gaps
- Monthly meetings to follow up on performance, share ideas, and review action plans
Champions is our Global Benchmarking Tool

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Total Extract Loss

- HTN 2009
- 2009 Houston Brewery Actual Extract Loss KPI
- HTN 2013
- 2013 Houston Brewery Extract Loss KPI Target

Top Quartile

[Diagram showing comparisons and benchmarks]
Champions in North America

- While our breweries are leaders in most performance categories, we do have many areas for improvement

<table>
<thead>
<tr>
<th>Zone Comparison</th>
<th>Electrical Usage KWH/Hl</th>
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<tbody>
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</table>

<table>
<thead>
<tr>
<th>NA Comparison</th>
<th>Air Usage CF/Hl</th>
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</thead>
<tbody>
<tr>
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</table>

<table>
<thead>
<tr>
<th>Zone Comparison</th>
<th>Internal Benchmarking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Global Benchmarking</td>
</tr>
</tbody>
</table>

- Management
- Quality
- Innovation
- Leadership
- Light & Power
- People
Superior Quality

- Best Product
- Right Quality
- Right Cost
- On Time

Management

- Safety & Environment
- Quality
- Innovation
- Maintenance
- Logistics
- Procurement

People
Superior Quality

Taste Panel

• The Ultimate Test of Quality is Taste
  • Panels at brewery & corporate levels
  • Formal with high expectations, consistent follow-up, generations of knowledge

• Tasting Process
  • Samples tasted throughout the entire process
  • Strict guidelines for procedure & environment
  • Methodology supported by proprietary tools/software, database, vocabulary
  • Panels staffed with experienced “Key Tasters” with extensive on-going training, sensitivities
  • Freshness testing
  • Ingredients & material testing
  • New brand innovations

• Tasting Follow-Up and Actions
  • System Benchmarking
  • Scored/ranked based on its match to the target brand profile
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Quality KPIs

• All operating sites have Quality KPI’s
• Measures all aspects of Quality from barley field to the retail account
**Superior Quality**

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**Consumer Complaints**
- High resolution through our call center
- Every complaint analyzed for root-cause
- Reduction targets for all breweries

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**KPI Table**

<table>
<thead>
<tr>
<th>KPI CODE</th>
<th>KPI DESCRIPTION</th>
<th>UNIT</th>
<th>2008</th>
<th>YTD August 2008</th>
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<tbody>
<tr>
<td>PGK1210</td>
<td>Plant PhysChem Index</td>
<td>%</td>
<td>88.00</td>
<td>90.04, 6.32%</td>
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<tr>
<td>PGK1220</td>
<td>Plant Micro Index</td>
<td>%</td>
<td>76.37</td>
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<tr>
<td>PGK1230</td>
<td>Plant Packaging Index</td>
<td>%</td>
<td>98.00, 95.57</td>
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<tr>
<td>PGK1240</td>
<td>Brewery Support Sensory Index</td>
<td>#</td>
<td>8.00, 6.11</td>
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<tr>
<td>PGK1250</td>
<td>Quality Efficiency</td>
<td>%</td>
<td>94.00, 98.22</td>
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<tr>
<td>PGK1260</td>
<td>Consumer complaints bottles and cans</td>
<td>%</td>
<td>988, 954</td>
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<tr>
<td>PGK1280</td>
<td>Packaging Appearance as In-House</td>
<td>%</td>
<td>99.00, 98.30</td>
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</tr>
</tbody>
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Superior Innovation

Management

People

Safety & Environment
Quality
Innovation
Maintenance
Logistics
Procurement

Best Product
Right Quality
Right Cost
On Time
Superior Innovation Capabilities

New Liquids

Bud Light Lime
SELECT 55
BL Golden Wheat
Shock Top
LandShark
Belgian White
Chelada

New Packaging

Bud Light Lime
BL Golden Wheat
LandShark
Belgian White
Agenda

Best Supply Organization in the World

North American Footprint

St Louis Brewery and Today’s Tour
7 Agricultural Operations

- 3 malt plants ~50% U.S. supply
  - 540,000 MT
- 2 Rice Mills ~90% Demand
  - 14 Million CWT
- Elk Mountain Hop Farm
  - 29% of U.S. Hop requirements
  - 690 Hectares
  - Largest continuous Hop Farm in the World
- Colorado Barley Research
  - Make 600 crosses/year
  - 7 new malting varieties developed since 2000
4 U.S. businesses, one mission – “Support the beer company”

- Metal Container Corp.
  - 5 can, 2 lid plants
  - 45% of A-B can requirements
- Longhorn Glass Corp. (LGC)
  - 60% of Houston brewery’s bottles
- A-B Recycling Corp. (ABRG)
  - One of the largest recyclers of used beverage cans
  - Key component of “Better World”
- Eagle Packaging Inc. (EPI)
  - Global Supply of crown liner material
  - Specialized in oxygen absorber
Agenda

Best Supply Organization in the World

North American Footprint

St Louis Brewery and Today’s Tour
St. Louis Brewery

- One of the largest breweries in the world at 19.2 million Hl
- It’s our oldest US brewery, maintains its historical aesthetics, and yet it’s also one of the most modernized and highly automated
  - 3 operators control a can line running at 2,000 cans per minute
  - 5 operators control a bottle line running at 1,300 bottles per minute
  - 3 brewers control our complete brewing process from a central control room, producing 60 brews per day, or 58,674 Hl finished per day
- This is our flag ship brewery, producing all of our major brands as well as some new beer & packaging innovations (i.e. Chelada and Bud Light Lime)
St. Louis Brewery History

- **1852** – Ranked 29th of 40 breweries in St. Louis
- **1876** – 1st Budweiser produced
- **1901** – 1.2 million Hl
- **1933** – Prohibition ends - Clydesdales introduced
- **1936** – Budweiser in cans
- **1941** – 3.5 million Hl
- **1976** – 9.4 million Hl completed 1st large vertical fermenting cellar
- **1998** – 16.4 million Hl completed a 12-year modernization including a Brew House expansion, new Lager Cellar, Bevo Packaging plant, BERS, and SH19 Finishing Cellar
- **2004** – 18.7 million Hl – Completed SH20 fermenting cellar
- **2007** – Completed packaging modernization
St. Louis Brewery Today

- Production now at 16.4 million Hl
- Package of 220 million cases per year
- Ship 122,000 truck loads per year
- 896 Full-Time Employees
  - 757 Hourly
  - 139 Salaried
- 330,000 visitors each year to St. Louis tour center
- Ranked “Top 10” tour site in St. Louis
- Tour store generates $1.4 million in annual net profit
Today’s Tour

- Transportation – board at the entrance of this building

Tour
- Tour Center
- Stables
- Taste Room
- Brewhouse
- Beechwood Ageing Cellars
- Control Center
- Packaging
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