US Commercial Strategy

- Market share
- Profitability

Brands
Affordability
Availability
Retail Execution
Cost to Serve

Process, Information, Technology & Innovation

People
US Sales Force

Brands  Affordability  Availability  Retail Execution  Cost to Serve

Process, Information, Technology & Innovation

People
US Sales Force

Win at Retail through Consistently Delivering Superior Execution ... Delivering Profitable Share Growth
US Market Complexity

50 Countries Within a Country ... Each with a unique regulatory Environment
US Market Complexity

500+ Wholesalers Distributing AB InBev US Products
US Market Complexity
Over 27,000 Sales and Service Reps
US Market Complexity

Diverse portfolio ... Competing in all segments
US Market Complexity

500,000 retail accounts across 10 trade channels
Each with its own set of challenges and opportunities
Each with its own unique shopper profile
Managing Complexity

Execute with Military Like Precision

Objective:

Brands | Affordability | Availability | Retail Execution | Cost to Serve

Process, Information, Technology & Innovation

People
Manage the Complexity – Key Enablers

- Performance Management Process … Align KPIs and compensation
- Standard business processes & routines … WCCP
- Wholesaler Excellence Program … AOE Program
- State of the art technology … Busch Satellite Network / Mobility / WEconnect Process
Manage the Complexity – Key Enablers

• Performance Management Process … Align KPIs and compensation

• Standard business processes & routines … WCCP

• Wholesaler Excellence Program … AOE Program

• State of the art technology … Busch Satellite Network / Mobility / WEconnect Process
Performance Management

**Target Setting and Cascading**
- Establish national performance targets
- Cascade targets down from VP of Sales to Wholesaler’s Sales Reps … fully aligned on results
- Tie compensation directly to achieving results
- Align the entire selling system

**Objective:**
Drive Consistency and Accountability
... Reward Performance
Performance Management

- **Monthly Performance Review Process**
  - District Manager meet with their Wholesaler monthly
  - Reviews performance gaps... Develop action plans
  - Region prioritizes issues and opportunities
  - Sales Leadership Team meet w/ Region VP each month to review results and plans
  - National action plans are developed to close the gaps

*Net:* This process promotes alignment and accountability at all levels...
Manage the Complexity – Key Enablers

- Performance Management Process ... Align KPIs and compensation

- Standard business processes & routines ... WCCP

- Wholesaler Excellence Program ... AOE Program

- State of the art technology ... Busch Satellite Network / Mobility / WEconnect Process
World Class Commercial Program

- We have
  - Defined Roles and Responsibilities
  - Established Routines Processes
  - Communicated Standards ... Expectations
  - Aligned the training with development plans

- 2011 We Will
  - Compete between Regions
  - Compete Globally ... Our goal is to be the best of the best!

Dashboard Results

Action Plans

Objective: Winning at retail depends on our ability to improve retail execution ... a key enabler in this is the implementation of our WCCP Program
World Class Commercial Program

- We Have
  - Established retail standards by Channel
  - Communicated our expectations
  - Standardized our approach to evaluating retail execution
  - Created value in the data being collected
    - Greater insight into account execution
    - Identify performance gaps

Net: We have minimize subjectivity and standardized expectations ...
Manage the Complexity – Key Enablers

- Performance Management Process ... Align KPIs and compensation
- Standard business processes & routines ... WCCP
- Wholesaler Excellence Program ... AOE Program
- State of the art technology ... Busch Satellite Network / Mobility / WEconnect Process
2010 Ambassadors Of Excellence Program

- This Program
  - Is a blueprint to wholesaler excellence ... Best practices
  - Continuous improvement that delivers business results
  - Challenges and rewards excellence

Objective:

Deliver long term sustainable growth
Manage the Complexity – Key Enablers

- Performance Management Process ... Align KPIs and compensation
- Standard business processes & routines ... WCCP
- Wholesaler Excellence Program ... AOE Program
- State of the art technology ... Busch Satellite Network / Mobility / WEconnect Process
Busch Satellite Network

- Is "Best in Class" Communications Tool
  - 24/7 broadcast satellite network
  - Links AB InBev US, Region Offices and 500 Wholesalers
  - Monthly National Sales Meetings
  - Brand Plans and News
  - Wholesaler Best Practice Sharing Shows
  - Chain Account Plan Review Meetings
  - Training Sessions with Wholesaler

Net:
Best in class communication system within all CPG marketers
Mobility Overview

- "Best in Class” Selling Tool
- Complexity in a Box
  - Fully integrated selling system ...
  - Proprietary AB InBev US wholesaler system
  - Utilized by 100% of our Wholesaler’s Sales force
  - Ensures consistency in execution in the trade
  - Seamlessly tracking and measuring AB InBev US and competitive execution

Net:

Mobility supports seamless selling via the WEconnect process...
WEconnect Process

5 Step Process Drives Our Sales Machine
WEconnect Process

Dashboard Results

Analyze:
Identify performance gaps and sales opportunities
Target:
Assign objective to the right accounts to maximize resources and return on investment
Execute:
Utilize the support material to sell in the objective at retail
Track:
Reports on execution rates and competitive activities
WEconnect Process

Validate:
Effectiveness of objective and evaluate next opportunity

Mobility is the engine and WEconnect is the process that drive our sales machine
Manage the Complexity – In Summary

▸ **Aligned sales force** ...
  - Single focus on execution and key performance indicators
  - Established a monthly performance review process

▸ **Establish Retail Execution Standards**... our activation bible

▸ **Implemented excellence programs**... both internally and externally

▸ **Invested in Technology** that enables results...
  BSN \ Mobility
Leveraging Our Scale and Strength

Objective:
Win at Retail through Superior Execution ...
Focused on Fewer and Bigger Programs

Process, Information, Technology & Innovation

People
Leveraging Our Scale and Strength – Key Enablers

- New Trade Marketing
- Consumer Demand Model
- Major Volume Player (MVP)
- Chain / Category Management
- New Independent Channel Organization
Leveraging Our Scale and Strength – Key Enablers

- New Trade Marketing
  - Consumer Demand Model
  - Major Volume Player (MVP)
  - Chain / Category Management
  - New Independent Channel Organization
Trade Marketing

- New Trade Marketing Department
  - ‘Center for Retail Excellence’
  - Bridge between Sales and Marketing to improve strike rate and effectiveness of retail programming
  - Planning and Alignment of all retail programs to optimize our Return-on-Investment
  - Improved shopper engagement at retail through enhanced awareness and connection with beer and AB InBev US brands
Leveraging Our Scale and Strength – Key Enablers

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Leveraging Our Scale and Strength — Key Enablers

- New Trade Marketing
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- New Independent Channel Organization
MVP Retail Initiative

- MVP is **unprecedented** in its scale and precision
- **Targeted** to the top volume accounts, both chain and independents ...
- **Delivers beer selling tools** and resources at the point of connection ...
- Provides our Wholesalers the resources to sell in a **full year retail promotional plan** to key volume accounts
- Objective of **driving share and profitability**
Accounts

Non MVP Accounts

MVP Accounts

Targeted

Independent C-Stores
Independent Liquor
Independent Grocery
Chain Grocery
Chain C-Store
Hardware:

- Racks
- Display Enhancer
- Cooler Wraps
- Bins
- Sampling Programs
- Shelf Resets
Leveraging Our Scale and Strength – Key Enablers

- New Trade Marketing
- Consumer Demand Model
- Major Volume Player (MVP)
- Chain / Category Management
- New Independent Channel Organization
Chains are Growing in Importance to AB InBev US

AB InBev US % of Chain Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>AB InBev US %</th>
</tr>
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<tbody>
<tr>
<td>1990</td>
<td>23%</td>
</tr>
<tr>
<td>2007</td>
<td>37%</td>
</tr>
<tr>
<td>2010e</td>
<td>40%</td>
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</table>

AB InBev US Chain vs. Independent Trend Difference

<table>
<thead>
<tr>
<th>Year</th>
<th>Chain Sales</th>
<th>Trend Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td></td>
<td>+1.5</td>
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<tr>
<td>2005</td>
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<td>+2.7</td>
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<tr>
<td>2008</td>
<td></td>
<td>+3.3</td>
</tr>
<tr>
<td>2009</td>
<td></td>
<td>+4.1</td>
</tr>
</tbody>
</table>

Chain volume has been growing ... Widening the gap to independents

Source: SMART/BudNET AB InBev US STRs/Chain Sales (excludes NE Wsr Shipments)
Chain Account Management

- We have expanded our commitment to Chain selling efforts
  - Dedicated Account Teams
  - Enhanced Category Management
  - Best in Class Space Management
Best in Class Category / Space Management

Key Enablers ...

- Unrivaled Scale
  - People
  - Information
  - Tools

- Superior Execution
  - Best Wholesaler System ...
    - Technology Alignment

- Global Footprint
  - Exchange of Best Practices

These Enablers Allow Us to Deliver Better Performance at Retail
Leveraging Our Scale and Strength – Key Enablers

- New Trade Marketing
- Consumer Demand Model
- Major Volume Player (MVP)
- Chain / Category Management
- New Independent Channel Organization
Independent Channel – Upside Potential

- Independent represents 60% US Volume
- AB InBev US Share of this segment is lower than the national average
- Our “Fair Share” of this channel represents significant upside potential

Have Increased Our Commitment to this critical area
Independent Channel Sales Execution

- Dedicated Account Team
  - Sell In Account Specific Annual Plans
  - Significant increase in our investment
  - Flexibility to adjust programs to meet independent channel needs
  - Leverages the tools, data and process developed for chain to drive execution
Leveraging Scale and Strength - In Summary

- New Trade Marketing
- Optimize retail execution based on shopper profile
- Doing fewer programs, better (MVP)
- Leveraging our purchasing power
- Expanded our commitment to Win in Chains
- Applying the Chain sophistication to the independent channel

Bottom Line:

We Deliver Superior Execution Which Can NOT be Matched by Competition
## Wrap-up

### Where We Were
- Focused Equity Agreement Compliance
- Wholesaler performance defined by means ... not results
- Regions ... autonomous Business Units
- Decentralized retail execution ...
- Fragmentation ... too many programs

### Where We Are
- Wholesalers focused on Excellence
- AOE ... means and results
- Centralization and Standardization
- Leverage size ... Fewer, bigger
- Chain Execution ... category management
- Simplify the complex through technology

### Where We Are Going
- Best in Class Sales Machine
- Managing the complexity ... Turning the complex into routine
- Leveraging our scale and strength ... Doing fewer things, bigger and better
- Executing with Military Like Precision ... Focused, aligned, working as one
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