US ROUTE TO MARKET

US SALESMACHINE

PEOPLE
US ROUTE TO MARKET

US SALES MACHINE

PEOPLE
We have the best RTM in the US

OVERVIEW

500+ wholesalers
44,500 total whlrs personnel
27,000 total sales people ...
17,500 sales reps
70 share of case on displays
11,000 total trucks on the street every day

EXAMPLES

Bud Light Platinum 95% distribution in 4 weeks

Cran-Brrr-Rita … 0 to 80% distribution in our largest retailer in just 4 days!

Source: Wholesaler Business Systems / Internal
Source: BudNET
The US Market is Very Complex

- 50 ‘Countries’ within a Country
- 500+ Wholesalers
- 500,000 Retail Accounts
- ... across 10 Channels
- Diverse Brand & SKU Portfolio
- Competing in all Segments
- Diverse Shopper Profiles
- Diverse Retail Environments

The Competitive Environment is Changing

- MillerCoors JV formed in 2008
- Accelerated consolidation in MC whlsr system
- Places ABI at a local disadvantage

Relative size of ABI wholesaler to local market competitive wholesaler:
- >2.0x
- >1.0x <2.0x
- <1.0x

ABI  Miller Coors

500 Whlsrs  400 Whlsrs
Our change principles …

**STRONGER WHOLESALERS**
- 500 equity wholesalers
- Voluntary consolidation
- Alignment program
- Anchor wholesalers
- Re-investment in the market
- 25 transactions since 2012

**BEST IN CLASS WODs**
- 17 operations
- 8% of volume
- Operations cost < independents
- +0.5% volume growth vs. peers
- 6/8 RVPs have WOD experience
- All trade programs piloted in WODs
- Pipeline for people talent

**RAISING THE BAR**
What we found

FROM:
• Set drawing
• Transactional
• Price to wholesalers
• Volume objectives
• Regional Autonomy
• Broad targeting
• Brand menus
• Poll data

What we are building

TO:
• Thought leadership
• Strategic work with retailers
• PTC/PROMO Excellence
• Top Line Objectives
• Steering from the center
• POC Level Planning
• Trade Programs
• Shopper Insights

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CATEGORY LEADERSHIP

REVENUE MANAGEMENT

SALES EXECUTION

TRADE MARKETING