



# **Best Beer Company Bringing People Together For a Better World**

**Ezgi Barcenás, Global Director, Corporate Sustainability**

**Heiko Vulsieck, Global Director, Investor Relations**

May 2016

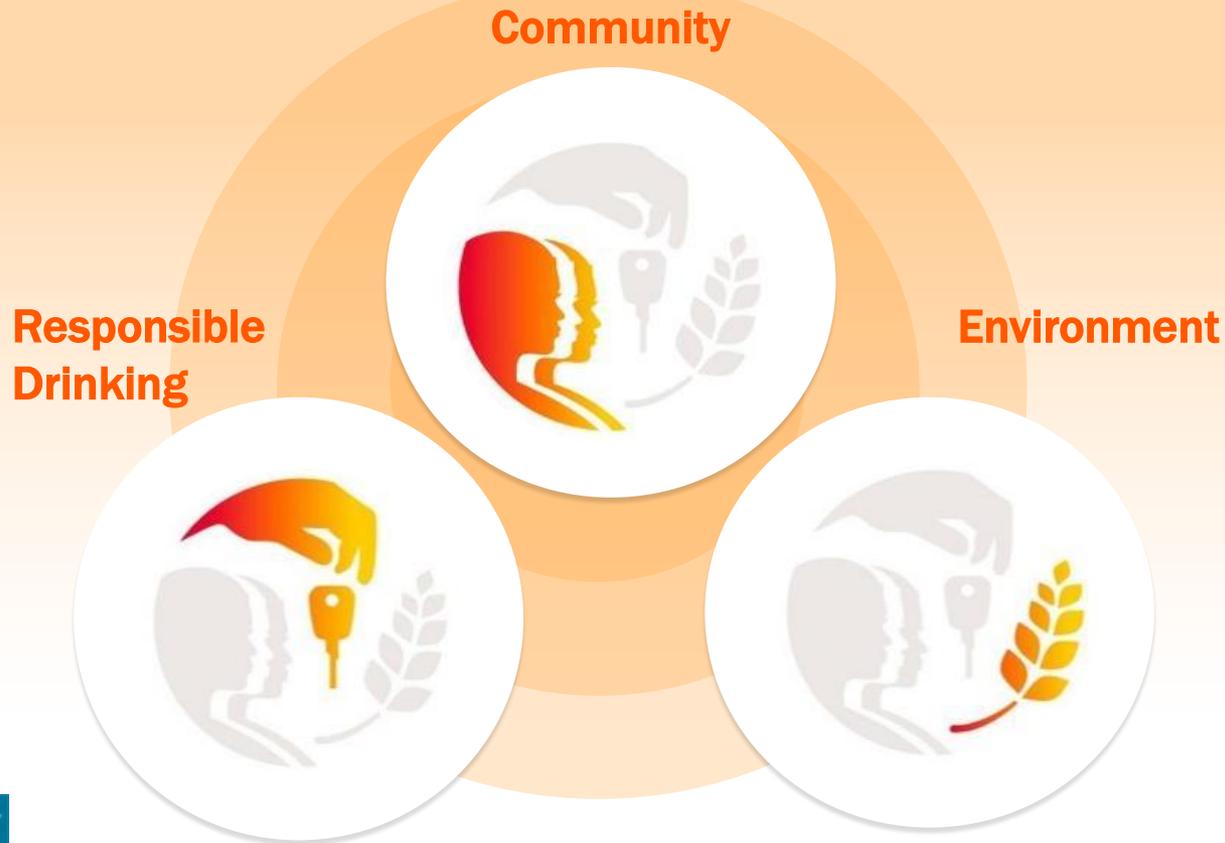
# AB InBev at a glance

- \* **Leading global brewer**
- \* **Global HQ: Leuven, Belgium**
- \* **Top-five consumer products company**
- \* **Operations in 26 countries**
- \* **EBITDA of 16.8 billion USD in 2015**
- \* **Sales in 100+ countries**
- \* **Revenue of 43.6 billion USD in 2015**
- \* **Over 150,000 employees worldwide**

- \* **Ticker**  
**Euronext: ABI**  
**NYSE: BUD**  
**MEXBOL: ABI**  
**JSE: ANB**



# Better World Strategy



*AB InBev ranked #1 in  
the Beverage industry  
in 2016*



**AB InBev**

# **Environmental Sustainability**

# A results-oriented culture

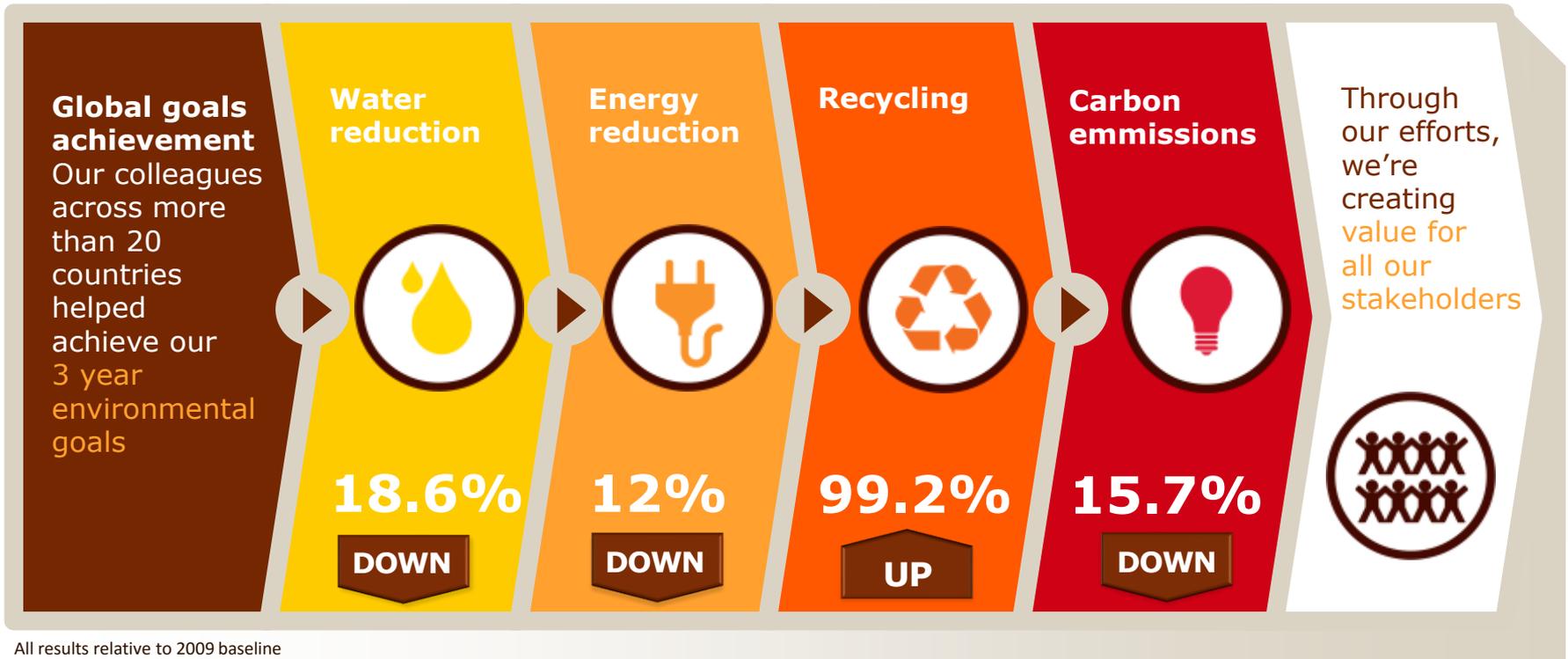


- Global environmental goals:
  - Owned by the functions who can impact them the most
  - Cascaded across company
  - Linked to variable compensation
- Practical, simple, informal, quick actions
- Learn, improve, scale through sharing best practices
- Never satisfied - continually thinking about what's next



# Environmental Goals Achieved

2009-2012



# Environmental Goals

## 2013-2017

Reduce water risks and improve water management in 100% of our key barley-growing regions, in partnership with local stakeholders\*



Engage in watershed protection measures at 100% of our facilities located in key areas in Argentina, Bolivia, Brazil, China, Mexico, Peru and the United States, in partnership with local stakeholders



Reduce global water usage to a leading-edge 3.2 hectoliters of water per hectoliter of production



Reduce global greenhouse gas emissions per hectoliter of production by 10%, including a 15% reduction per hectoliter in China\*\*



Reduce global energy usage per hectoliter of production\*\* by 10%



Reduce packaging materials by 100 000 tons\*\*\*



Reach a 70% global average of eco-friendly cooler purchases annually



Reduce greenhouse gas emissions in logistics operations by 15% per hectoliter sold from our 2013 baseline\*\*\*\*



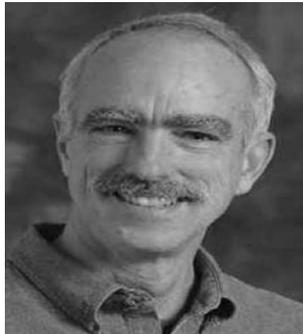
# Environmental Advisors

Engaging external advisors on strategy and execution of barley and watershed goals to invest in long-term partnerships and obtain fast and reliable insights.



**Stuart Orr**

Head of Water Stewardship  
World Wildlife Fund for  
Nature (WWF International)



**Hal Hamilton**

Founder and Co-Director  
Sustainable Food Lab



**Howard Neibling**

Associate Professor  
Dept of Biological and  
Agricultural Engineering  
University of Idaho



## Other Global Engagement



The CEO Water Mandate



# Our Water Strategy

*Focus on collective action and stakeholder engagement*



**Rigorous water risk assessment**



**In-plant water conservation**



**Agricultural Development**



**Community Watershed Protection**



# Water Efficiency

After achieving 3.2hl/hl in June 2015, we became the most efficient global brewer based on publicly available data. We further reduced our water use rate to 3.14hl/hl by EOY 2015.



## AB InBev Reportedly Most Water-Efficient Brewer in the World

by Mike Flower



June 5, 2015

## AB InBev 'Most Water Efficient Brewer'

By: Jessica Lyons

Hardcastle



Anheuser-Busch InBev says it is the world's most water efficient brewer after achieving a water use ratio of 3.2 hectoliters per hectoliter of production. From 2013 to 2014, this resulted in saving the equivalent of the amount of water it takes to make more than 4 billion cans of our beers.



[AB InBev](#) says this water use ratio makes it to the most efficient

## CSR News

[in](#) [twitter](#) [f](#) [g+](#) [mail](#) Print Alerts

### Anheuser-Busch InBev is Most Efficient in Terms of Water Use Among Global Brewers

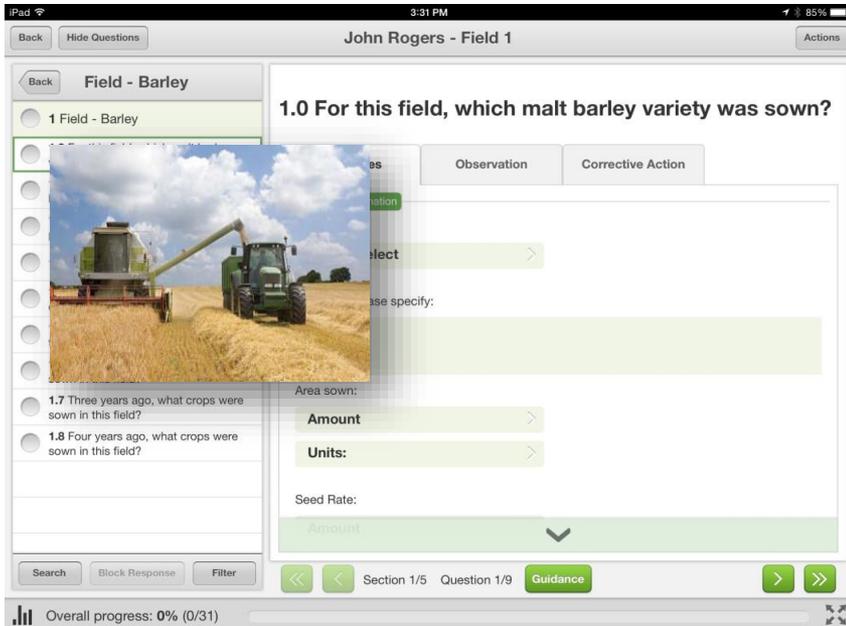
Achieves two global environmental goals ahead of schedule; Launches company's first-ever Global Walk for Water as part of World Environment Day



# Agricultural Development



**Investing** in Growers,  
**Innovating** our Supply Chain,  
**Transforming** Global Agriculture



**Field Level – Production Practices to 40+ KPIs**

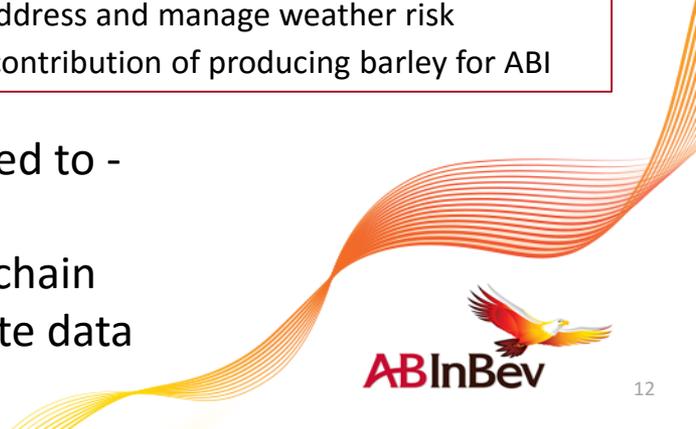
- Review of individual grower fields with barley
- Specific varieties, rotations and field performance
- Capture inputs and management practices

**Farm Level – Better World Indicators**

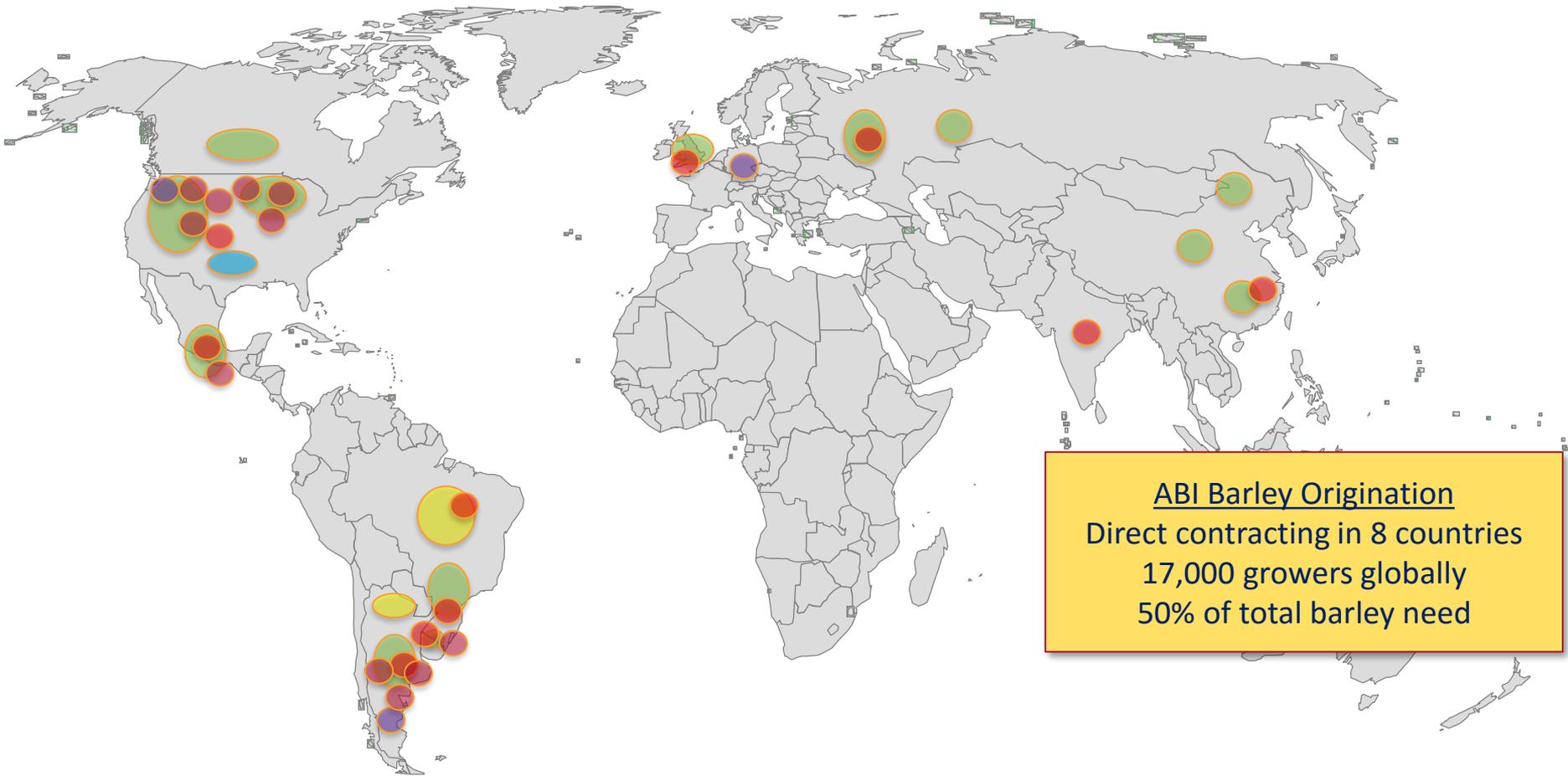
- Assess concern regarding water and soil risks
- Ability to address and manage weather risk
- Economic contribution of producing barley for ABI

This confidential and anonymous benchmarking data is used to -

- launch local programs to address regional gaps
- improve environmental stewardship within our supply chain
- develop big data predictive models incorporating climate data
- strengthen our global barley breeding activities



# Crop Origination and Research



- Barley Origination
- Barley Research
- Corn Origination
- Barley Storage
- Rice Origination
- Hops origination

# Watershed Protection

*Collaborating with governments, communities and NGOs in Argentina, Bolivia, Brazil, China, Mexico, Peru and the United States to collectively engage in watershed protection measures*



# Watershed Protection

## COCHABAMBA, BOLIVIA

In partnership with the local government, working with two local communities, competing for water access and administrative rights over Taquiña River, to improve the local water supply, donate treated water from our operations for agricultural purposes, and repair local infrastructure – all while continuing to reduce brewery water consumption.



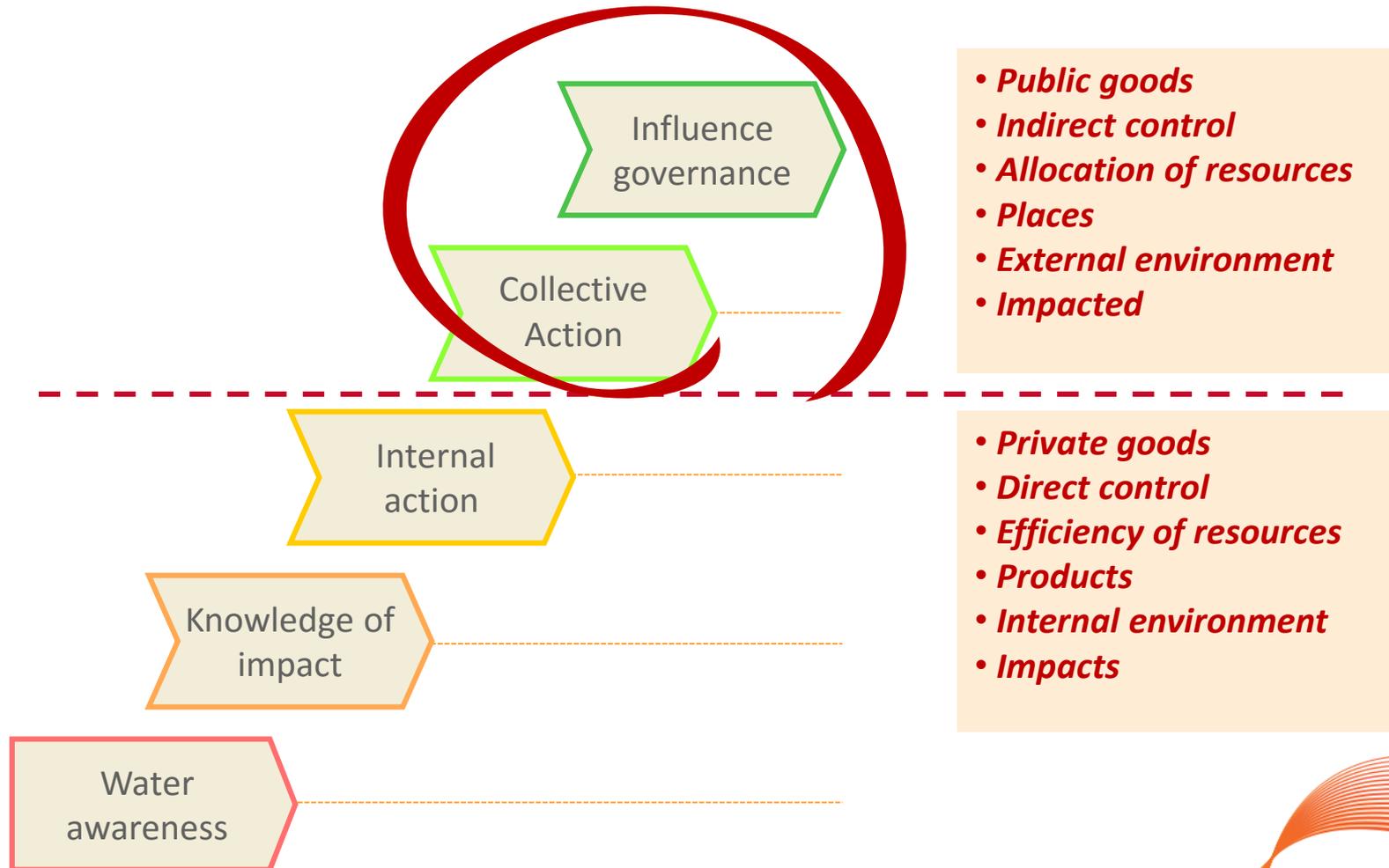
## JAGUARIÚNA, BRAZIL

Building on the CYAN project, a broad-based initiative we launched in 2010 to create awareness and promote social mobilization for water conservation, we are partnering with the Jaguariúna Municipality, The Nature Conservancy (TNC) and The Brazilian Agricultural Research Corporation to recover and conserve the water basin that supplies water to the greater São Paulo.



# Water Stewardship

Our water strategy not only includes internal action and efficiency but also engages in collective action and local governance.





# Responsibility and Governance

# Global Advisory Council

In 2014, we formed a Global Advisory Council comprised of acknowledged and accomplished public and private sector leaders who provide insight and guidance to our management.



**Jean Chrétien**  
*Former Prime  
Minister, Canada*



**Cherie Blair**  
*Founder, Cherie  
Blair Foundation  
for Women*



**Gilberto Dimenstein**  
*Brazilian Journalist,  
Folha de S. Paulo  
and CBN Radio*



**David Jones**  
*Co-founder, One  
Young World*



**Nancy Snyderman**  
*Former Chief  
Medical Editor,  
NBC News*

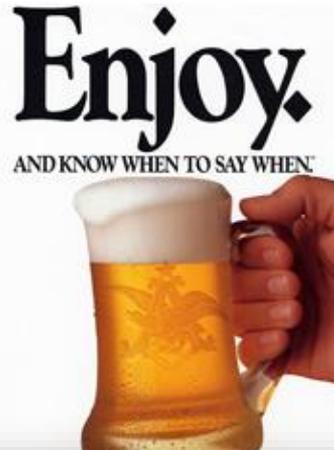


**Derek Yach**  
*Executive Director,  
Vitality Institute*

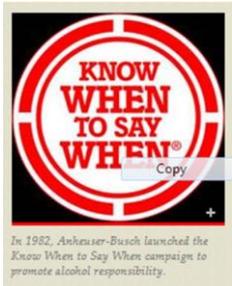
Visionary experts in policy, health and corporate responsibility, the advisors focus on:

- The role of business in society
- Public/private partnerships that foster well-being and leverage our expertise and reach
- Shared Value initiatives in responsible drinking, environment, and community-building
- Emerging health and societal trends

# A Legacy of Responsibility



# Evolved Responsibility Journey



In 1982, Anheuser-Busch launched the Know When to Say When campaign to promote alcohol responsibility.

First Ad. to promote drink responsibly

1982



Sponsor research on social norm to reduce harmful drinking and related behavior

1990

1999

2009



1<sup>st</sup> Set of Global RD Goals Announced

3% RD marketing investment implemented

2010



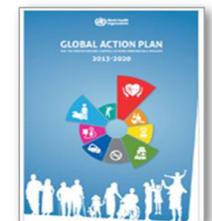
Partner with supermarkets to implement ID checking

2013



China DD mini-movie hit 200 million VV online

2014



City Project to address harmful reduction in Brazil & Mexico

2015

Initiate "Family Talk About the Drink" program to address underage drinking



Roll out RMCC



1<sup>st</sup> Annual Global Be(er) Responsible Day



CEO Commitment by joining with brewers, wine and spirits



Consumer Information Policy

Achieved 1<sup>st</sup> Set of RD Goals

Convene a group of private sectors to create "Together for Safer Roads"



Launched new set of Smart Drinking Goals (2015-2025)



# Responsible Drinking Goals

2011-2014

## Responsible Drinking

Reach at least 100 million adults with programs developed by subject matter experts that help parents talk with their children about underage drinking

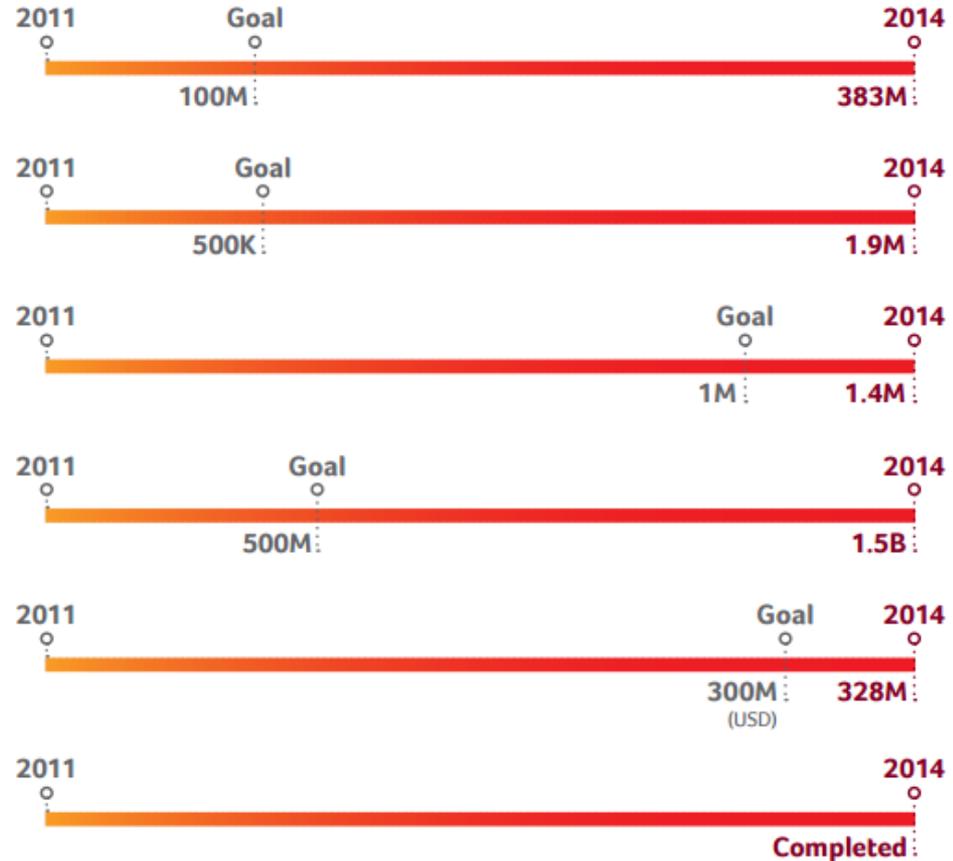
Provide ID-checking materials and other educational information to at least half-a-million bars, clubs, restaurants and grocery stores to help them prevent sales to minors

Provide training on responsible alcohol beverage sales to at least 1 million bartenders, waiters, grocery store clerks, and others who serve and sell alcohol

Reach at least half-a-billion legal-age consumers to increase awareness of the importance of using a designated driver or safe-ride home

Invest at least 300 million USD in advertising and programs to help remind and educate consumers about the importance of responsible drinking

Celebrate Global Be(er) Responsible Day annually to promote the importance of responsible drinking among our employees, retail customers and consumers



The data points in the table above are self-reported. Externally assured data, accounting to reach the goals' target, can be found on pages 10 – 15 and are noted with the symbol (A).

[http://www.ab-inbev.com/content/dam/universaltemplate/ab-inbev/pa/31/global-citizenship-report/AB-InBev\\_GCR\\_2014.pdf](http://www.ab-inbev.com/content/dam/universaltemplate/ab-inbev/pa/31/global-citizenship-report/AB-InBev_GCR_2014.pdf)

# Global Smart Drinking Goals

2015-2025

Our vision is to foster a culture of smart drinking globally to reduce the harmful use of alcohol.

## CHANGING BEHAVIORS THROUGH SOCIAL NORMS

### MULTI-YEAR PILOTS

10%



Reduce the harmful use of alcohol by at least 10% in six cities by end 2020

Implement the best practices globally by end 2025

### SOCIAL NORMS



Influence social norms and individual behaviors to reduce harmful alcohol use by investing at least **1 billion USD** across our markets in dedicated social marketing campaigns and related programs by end 2025

## EMPOWERING CONSUMERS THROUGH CHOICE

### PRODUCT PORTFOLIO



Ensure **No- or Lower-Alcohol beer products** represent at least 20% of AB InBev's global beer volume by the end of 2025

### ALCOHOL HEALTH LITERACY



Place a **Guidance Label** on all of our beer products in all of our markets by the end of 2020

Increase **alcohol health literacy** by the end of 2025

# Responsible Drinking

*By the Numbers*

In China, the Budweiser mini-movie “True Love Needs a Designated Driver”, featuring basketball legend Yao Ming, was **viewed over 50 million times** in its first month on-air.

OVER 66,000 COLLEAGUES AND 600,000 RETAILERS **participated in Global Be(er) Responsible Day in 2015**

In September 2014, in partnership with the National Restaurant Association **more than 15,000 servers were trained in the U.S.** on the principles of responsible retailing.

BOB designated driver campaign begun in Belgium  
**IN PRACTICE IN 16 EU MARKETS**

Family Talk About Drinking Program  
**AVAILABLE IN ALL TOP 10 MARKETS**

In recognition of Global Be(er) Responsible Day, our Mexico team recruited over **16,200 Modelo volunteers with more than 15,700 additional industry volunteers** to combat underage drinking and sales of alcohol to minors.

**Guinness World Records Achievement for “Most Pledges Received for a Campaign”**  
with more than 747,000 pledges between  
Sept 1 – Dec 31, 2014



# Global Be(er) Responsible Day

On September 18, 2015, AB InBev employees around the world participated in our sixth annual Global Be(er) Responsible Day to promote responsible drinking among wholesalers, retailers and consumers. Highlights:

- GBRD activation in 22 countries, which combined represent well over 90% of AB InBev's global beer volume
- 66,379 AB InBev employees participated
- Following a very successful 2014 pilot in MEX, an additional 7 markets celebrated their first-ever GBRD as an Industry collaboration (BRA, CHI, CAN, ARG, PAR, RUS, UKR)
- 623,379 retailers engaged
- More than 8MM consumers reached directly / nearly 300MM indirectly

*AB InBev Stand-Alone Logo*

**Global Beer  
Responsible Day**



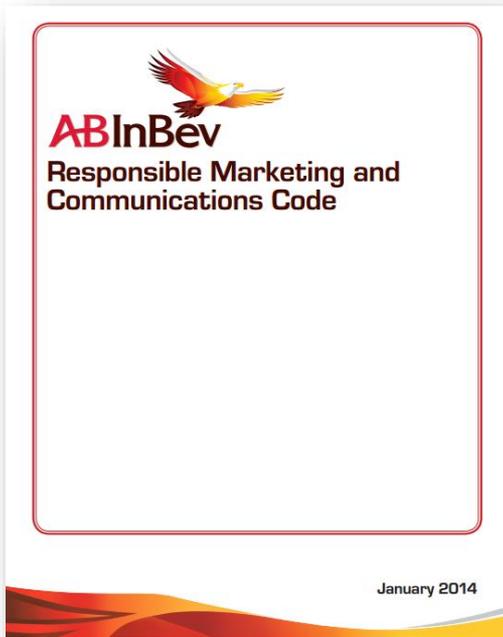
*Brazil*



*USA*



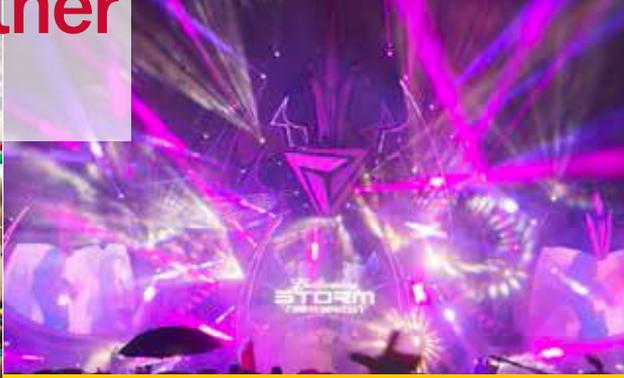
# Responsible Marketing



- Applies to all forms of brand marketing or commercial communications for all AB InBev products that carry a beer/alcohol trade name and/or taste profile
  - **Mandatory compliance** with the Code for all of our marketing, sales, promotion and communications efforts, including both traditional and digital media
  - Six chapters on: Responsible Drinking, Legal Drinking Age, Hazardous Activities, Health or Functional Attributes, Performance or Success and Digital Media
- 
- **Annual Training Requirement** for AB InBev employees in Marketing, Sales, Legal and Corporate Affairs as well as Agency Partners



**Best Beer Company**  
**Bringing People Together**  
**For a Better World**



# GROWING TOGETHER

## Best Beer Company

- Global brands
- Top-line growth
- Marketing investments
- Innovation
- Profitability

## Bringing People Together

- Consumers
- Colleagues
- Business partners
- Stakeholders
- Shareholders

## For a Better World

- Smart drinking
- Community
- Environment



**AB InBev**

# **Appendix**



**AB InBev**

# **Together For Safer Roads Cross-Sector Coalition**

# Mission & Vision

**TOGETHER FOR SAFER ROADS** (TSR) is an innovative coalition that brings together global private sector companies to focus on improving road safety and reducing deaths and injuries by road traffic collisions. TSR uses the knowledge, data and technology, and global networks of members to promote:

- ✓ Safer roads, vehicles and systems
- ✓ Safer road users
- ✓ Advocacy and thought leadership

TSR was formally launched at the United Nations on November 13th, 2014 to an audience including UN Permanent Representatives, key stakeholders such as the UN Global Compact and World Health Organization, and the global media.

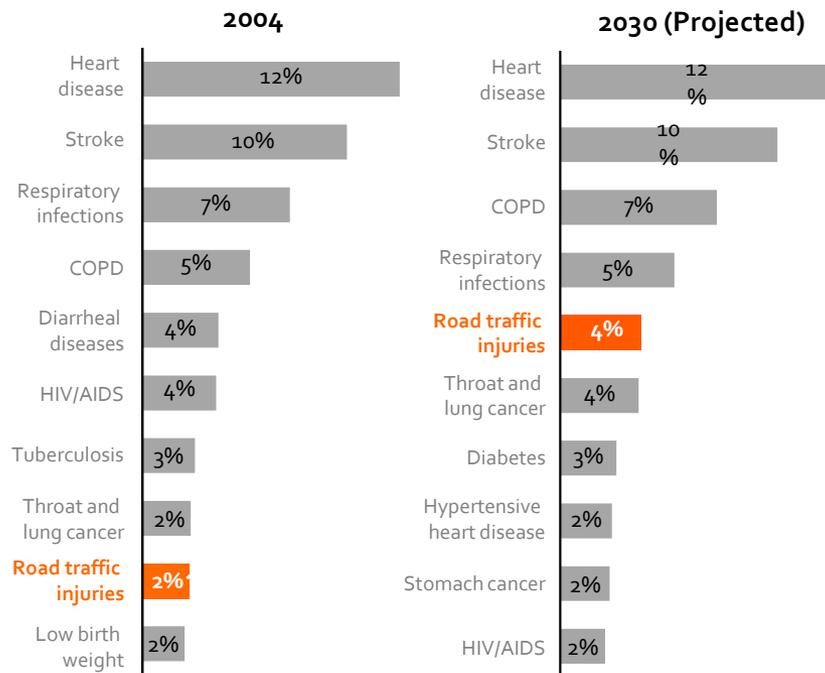


# Road Safety

Road traffic injuries are already the 8th leading cause of death worldwide, and on the rise...

...with a disproportionate impact on certain groups

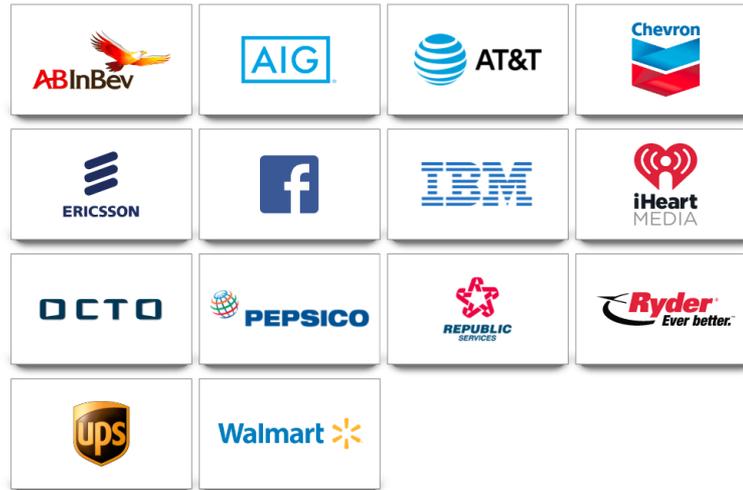
## Global Causes of Morbidity



- Globally, traffic accidents are the #1 cause of death among **people aged 10-29**
- 3 out of 4 victims are **men**
- **Motorcyclists, pedestrians and bicyclists** make up 50% of road fatalities globally
- Every year, **80,000 children** aged 5-14 are killed in road accidents on their way to school
- 90% of fatalities occur in **low- and middle-income countries** despite those being the least motorized regions in the world

AB InBev was one of the founding members of **Together for Safer Roads**, an innovative coalition that brings together global companies to focus on improving road safety, and reducing deaths and injuries by road traffic collisions.

# Cross-Sector Coalition



## Working Groups

Safer Roads,  
Vehicles & Systems

Safer Road Users

Advocacy &  
Thought Leadership

# World Safety Day 2015

TSR member companies, including **AB InBev, AIG, PepsiCo, Walmart, AT&T,** and **Ryder**, worked together to build awareness about the importance of road safety among their millions of employees.

The activities below were launched successfully on World Safety Day on April 28, 2015. Activities took place globally in Brazil, Canada, China, Mexico, Russia, Singapore, the United Kingdom, and the United States.

## Activities & Deliverables

- Internal communications, via digital and social media, to company staff
- Stickers, banners and other materials with key road safety messages for placement on company fleet
- Company pledges to make roads safer in our communities
- Presentations with local leaders at community events
- CEO videos and apps on the importance of safe driving practices

## Outcomes achieved

- Greater visibility of road safety risk factors, such as not texting & driving, not speeding, not drink-driving, wearing seatbelts, and conducting 360 degree reviews
- Increased engagement on safety issues within member companies, in employees' communities and on social media
- Development of success metrics through internal tracking mechanism to serve as a baseline for future engagements

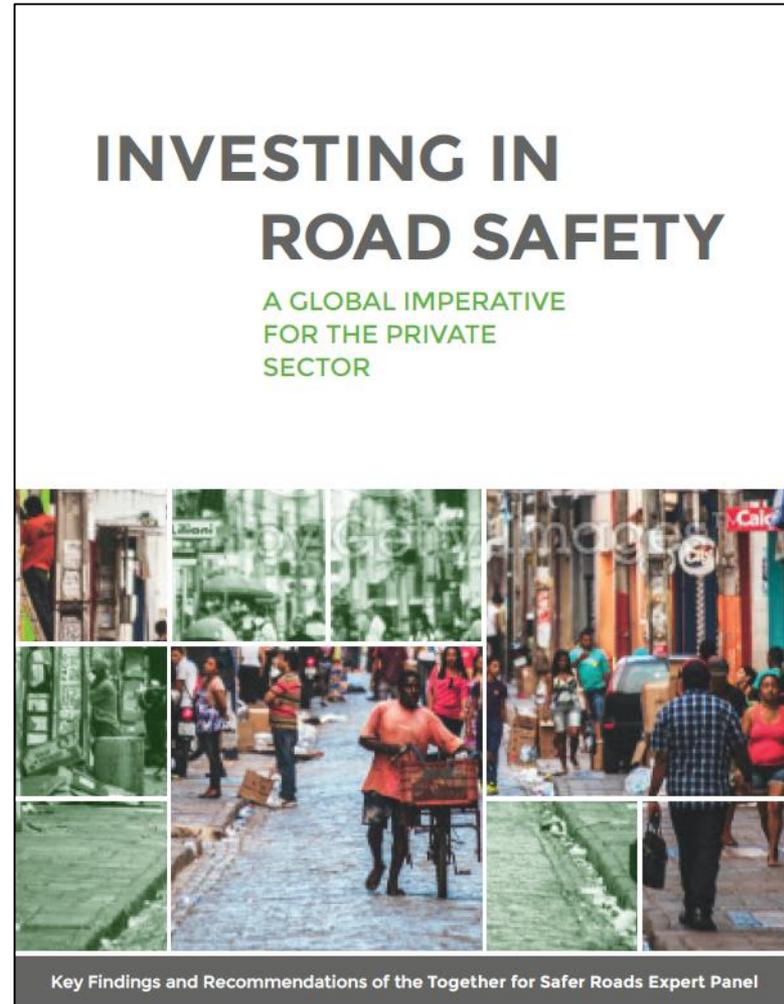
**NEARLY  
500,000  
EMPLOYEES  
ENGAGED!**

# Expert Panel White Paper on Road Safety

TSR Expert Panel has drafted a white paper that seeks to outline the role of the private sector in advancing road safety in alliance with the global community.

Panel members collaborated to develop recommendations that lay out actionable, concrete and scalable ways for business to help contribute to achieving the goal of the Decade of Action on Road Safety.

Presented at a high-level WHO Road Safety Conference in Brazil in November 2015



# Together for Safer Road

## 3 City Pilots

Meet TSR's ambitious goal to "bend the curve" on road traffic fatalities and injuries by engaging in multi-faceted efforts with tangible impact in cities.

Cities are home to more than half the world's population, and boast more economic power, greater political influence and more advanced technological capabilities than ever before. Simultaneously, cities are struggling with a wide range of social challenges, including **road safety**.

### Milestones (2015)

#### Road Safety Diagnostic

### Deliverables

- Deploy team of 6-8 TSR executives to engage with Mayor, top city officials, and other key stakeholders (supported by IBM Smarter Cities Challenge Grants)

### Expected outcomes

- Establish TSR as trusted advisor to cities on road safety
- Demonstration of importance of public-private sector collaboration
- Develop 3-5 Year Strategic Roadmap and actionable recommendations in partnership with City

#### Initial Implementation

- Work with city to establish implementation framework for recommendations
- Phase I implementation of recommendations, which may include a combination of capacity building in road safety management, targeted education programs, data and technological solutions, etc.





# **Human Rights & Responsible Sourcing**

# Human Rights

<b>COMMITMENT</b>	Signatory to UN Global Compact	Code of Business Conduct	Global Human Rights Policy	Supplier Principles Responsible Sourcing Policy
<b>FOCUS AREAS</b>	<p><u>Governance:</u> Cross-Functional Human Rights Working Group (Legal, People, Corp. Affairs, Comms, Supply, Procurement, Sales, ABII)</p>			
	Child Labor	Forced Labor and Freedom of Movement	Freedom of Association	Discrimination and Harassment
	Workplace Safety and Health	Working Hours and Compensation, Adequate Standard of Living		Security
	<p><u>Implementation:</u> 15,000 employees to be trained in 2014, Human Rights helpline category created within existing compliance helpline.</p>			
	<p><u>Partnerships:</u> Business for Social Responsibility (BSR), AIM-PROGRESS, SEDEX</p>			
<b>INDUSTRY COOPERATION</b>	Policy Development	Impact Assessment	Implementation and Grievance Mechanisms	Best Practice Sharing

# Responsible Sourcing

*Working to limit environmental impact, improve social governance and foster economic stability*

Sought Guidance from the non-profit research and consulting organization, BSR, and reviewed international standards such as SA8000:2008 (a standard developed by Social Accountability International).

*Member of SEDEX and Aim-Progress, AB InBev implemented a Global Responsible Sourcing Policy in 2009*

2012: We conducted pilot risk assessments of 35 suppliers in China.

2013: All high priority non-compliances where closed

2014: Continue to close other non-compliances

2015: Incorporated our responsible sourcing program into a larger supplier qualification program, taking into account legal, financial and social compliance.

2013: we enhanced our global responsible sourcing program by re-communicating our policy to our supply chain and implementing self-assessments with 1,250 suppliers for social compliance risk.

2014: Reviewed over 220 onsite audits of suppliers and second tier merchandizing suppliers

Incorporated Grupo Modelo operations into the responsible sourcing program.

# Compliance Programs

## SCOPE

- Anti-Bribery
- Antitrust
- Code of Business Conduct
- Ethics
- Conflicts of Interest
- Data Privacy

## FEATURES

- Compliance function reports directly to CLO and dotted to the Board Audit Committee
- Global team: ~35 FTEs
- Back office in Brazil

## SYSTEMS

HELPLINE: where anybody can anonymously report activities in violation of the Code of Conduct

COMPLIANCE CHANNEL: the system to register all requests for gifts, hospitality and donations approvals

DUE DILIGENCE TOOL: to register all Touch Point Vendors and their DDs

## COMPLIANCE COMMITTEES

- Global + 6 Zone Committees
- Minimum Quarterly meetings
- Composition
  - Global: CLO, CFO, People VP, Internal Audit VP, Internal Control VP, Head of Compliance.
  - Zones: Zone GC, Zone CFO, Zone Audit, Zone People VP.
  - Minimum agenda: follow up and decision on ongoing cases and reports, supervise the compliance program, decide on specific requests.



**AB InBev**



**Community**

# Our Community

- \* Over 150,000 employees
- \* Operations in 26 countries
- \* 3.7 billion USD in wages and salaries
- \* 4.3 billion USD in capital expenditures
- \* 13.7 billion USD paid in excise and income taxes
- \* More than 71,000 employees volunteered



# Making a Difference



✿ **United States**  
Disaster Relief  
Habitat for Humanity

✿ **Canada**  
Disaster Relief

✿ **Belgium**  
Disaster Relief

✿ **Uruguay & Paraguay**  
Un Techo para mi Pais  
(A Roof for My Country)

✿ **Russia & Ukraine**  
“Spring cleaning”  
in the streets of our  
brewery cities

✿ **Brasil**  
“Nosso Bar”  
Responsible Youth  
21 communities NGOs

✿ **Mexico**  
Escuela Modelo  
training teachers in  
Mexico

✿ **Argentina**  
Futuro Posible





# **Talent Acquisition, Development and Employee Engagement**

# Talent Acquisition



## Global MBA Program

- MBA graduates from top Business Schools worldwide
- 12-month program
- Fast-track career with immediate responsibility and impact

## Global Management Trainee Program

- Graduates from top Universities Worldwide
- 10-month paid training program exposing participants to a wide range of company operations
- Highly competitive program – we admitted 163 trainees in 2015 from a global pool of more than 94,000 applicants

# Talent Development

## Excellence Programs

- Functional programs created to drive execution and sustainable results.
  - Help employees acquire and hone the skills to achieve excellence in areas such as Brewery Operations, Marketing, Sales, People, Finance, Corporate Affairs, and Information & Business Services
- 

## ABI University

- Learning and development website with a curriculum focused on leadership, method and functional learning. Method track awards white, green and black belts.
- 

## Rewarding Performance

- Processes in place to measure and assess performance.
  - Compensation structure includes bonuses for stretched but achievable targets.
  - Help attract and retain people who relish a merit-based environment.
- 

## Employee Engagement

- The latest opinion survey from December 2015 shows an employee engagement index of 85% based on responses from more than 108,000 colleagues.



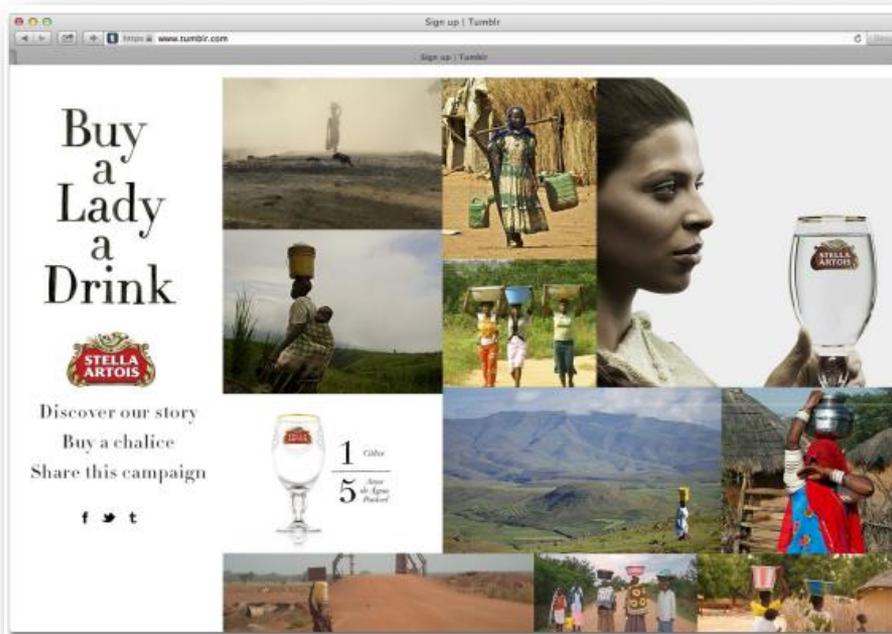
**AB InBev**

# **Brand Engagement**

# Brand BW Initiatives: Stella

780 million people lack access to clean drinking water. Women are at the heart of water poverty. BUY A LADY A DRINK is a Stella Artois initiative in partnership with **water.org** to raise awareness and help provide women in need with access to clean drinking water.

- Launched at Sundance Film Festival
- Videos highlight the difficulties women in water-stressed areas
- Limited edition chalices to raise funds with artwork inspired by traditional handcrafted objects from India, Honduras and Ethiopia.
- Digital/Social media engagement



# Brand BW Initiatives: Budweiser

- Commercial to raise awareness for drunk-driving prevention
- The “Friends are Waiting” video opens with the deep bond between two best friends: Luke and his dog Cooper, and culminates with Cooper’s reaction when Luke doesn’t come home after a night out.
- Video launched on Global Be(er) Responsible Day on September 19, 2014.





**Find out more at  
[www.ab-inbev.com](http://www.ab-inbev.com)**