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• Born in Bulawayo, Zimbabwe
• 23 Years in our company
• I’m most proud of the legacy of excellence and job creation I have been part of, as a result of the breweries we have built across Africa
Integrating SAB and AB InBev in Africa
We have a clearly defined supply dream

1. Safety First!
2. Quality Always
3. Vertical Operations
4. People
5. Better Environment
6. Cost Reduction
7. Efficiency & Reliability
8. Capacity & Other Investments
9. Innovation & Technology
10. Vertical Operations

SUPPLY 2020
Sustainable Operations in Africa
We aligned our structures to the operating model

**SAB Country Model**
- Two Zones
- Decentralized
- Country P&L
- Country-led support functions
- Inconsistent standards
- Duplication of capabilities

**AB InBev Zone / BU Model**
- One Zone
- Centralized
- Zone and BU P&L
- Zone-led support functions
- Standardization & best practices
- Lean structures
We implemented voyager plant optimization

Strong shopfloor practices
- Autonomous operations
- Operator problem solving
- Self-supporting shift teams

Strong management practices
- Plant management routines
- Organizational support structure
- Linking of means and results

Best of Both
GEM – Global Evaluation of Manufacturing

VPO – Voyager Plant Optimization
VPO Forever

VPO
VOYAGER PLANT OPTIMIZATION
Executing VPO for better results

Significant reduction in injuries

Lost Time Injuries:
- 2016
- 2017: -38%
- 2018 YTD: -46% YTD

VPO Safety Score vs Lost Time Injuries
Living VPO and bringing our dreams alive
Strong shop floor practices

Accra Brewery, Ghana

Prospecton Brewery, RSA
Strong management routines
We are proud of our brewing principles
We brew quality

QUALITY
WE NEVER COMPROMISE ON QUALITY

We leverage the best brewing and packaging expertise in the world, adhere to a benchmark against global food safety standards, and we demand breweries capable of adhering to those standards.

Newlands Brewery, South Africa
Continuously innovating for our future
Global & Zones working together to deliver winning innovations
Continuously innovating for our future
Global & Zones working together to deliver winning innovations

Pipeline 3-5yrs
Commercial Innovation
Technical Innovation
Global

Delivery & Roll-Out
New Products & Packaging
Quality Efficiency Better World
Zone
Exciting commercial innovations

- Premium
- Core
- Affordable
- No Alcohol
- In Home
Winning technical innovations

- Better World
- Quality
- Capacity
- Cost Optimization

2018 2019 2020
Innovating for a better world

- Freshest Beer
- 10% energy reduction
- 100 million liters water
- 9 million kg CO₂
Innovating for cost optimization
Driving affordable beer growth using new technology and local raw materials
Continuously investing in our future

**Approach**
- Plan
- Avoid
- Optimize

**Implementation**
- Project Structure
- Best Practices

**Outputs**
- Growth
- Efficiency
- Workplace
- Better World
Continuously investing in our future
Delivering great financial results

Technical work programs
Capital & technical innovation
Procurement rigor

Productivity Synergies Africa Zone

Champions

2015 SAB
2016 SAB
2017 AB InBev
It’s just the beginning

Alrode Brewery, South Africa
WE'RE HERE FOR THE BEER