

**AB INBEV'S INVESTOR SEMINAR 2018**

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**CHIEF STRATEGY & EXTERNAL AFFAIRS OFFICER – DAVID KAMENETZKY**

**CHIEF PROCUREMENT & SUSTAINABILITY OFFICER**

**SLIDE 2 (David's Profile)**

Good afternoon everyone! I am honored to be part of this event and thankful for the opportunity to address this group. My name is David Kamenetzky and I am the Chief Strategy & External Affairs Officer at AB InBev.

I joined this dynamic company two years ago and, I can tell you, it has been an exciting journey. I came right after the combination with SAB, so I've witnessed how we've captured great intellectual synergies and created a company that is bigger and better than the sum of its parts... and I truly believe our best days are ahead of us.

**SLIDE 3**

As I'm sure you've noticed already, we are a company of passionate brewers who live by one dream: bringing people together for a better world.

We believe in celebrating life through beer, sports, music and culture and, more simply, friendships built over a beer.

Beer has been a social catalyst for centuries. And we want to continue being part of the best moments in the lives of our consumers. That is why we are committed to building a company to last for the next 100 years and beyond.

#### **SLIDE 4**

And if we want to be here for the next 100 years, we need to have a clear understanding of the environment in which we operate. Of course, we must understand the competitive landscape to lead the industry, but we must also read and anticipate wider trends, as well as the expectations of a broad set of stakeholders: investors, suppliers, vendors, business partners, NGOs, regulators and, most importantly, our boss - the consumer.

Today, our stakeholders and communities at large, expect more from companies. They want us to play a role in addressing the issues that matter most to them. And that is particularly true for companies with large footprints and significant scale, such as ours.

Among these expectations are that companies contribute to: economic growth, innovation, protection of the environment and to the well-being of their communities, to name a few.

#### **SLIDE 5**

When facing this new reality, companies can play two roles: a passive one, where they stay the course and hope that their existing work is enough in an uncertain future... or... take the driver's seat and play an active role in shaping the future, transforming uncertainty into opportunities... in other words, lead the way.

We are convinced that our incredible talent, our passion to identify and close gaps, our incessant desire to be better than we were yesterday, and our global reach and influence allow us to find opportunities where others see uncertainty and risk.

## **SLIDE 6**

And we have great foundations for transforming uncertainty into opportunities.

It all stems from our unique and distinctive culture that permeates everything we do: we are owners who take results personally and are never completely satisfied. We are convinced that our greatest strength is our people and we want to continue attracting and developing the best of the best. And we never take shortcuts; integrity, hard work and quality are key to building our company. There is no business opportunity, no matter how big it is, that allows an exception from our ethical standards.

A second element is our Passion for Beer. We are the stewards of a beverage of moderation that is brewed with natural ingredients. It is; is tremendously versatile in styles and, taste profiles; it can play in multiple occasions and, therefore, it has an advantage over other categories. My colleague and our chief brew master, Pete Kraemer, will talk more about these unique features of beer later.

A third component is our work in Sustainability. As Brito states, “sustainability is not just part of our business, it is our business”, since our ability to brew the highest quality beers depends on a healthy environment and on thriving communities. Tony Milikin, our Chief Sustainability & Procurement Officer, will talk more about this subject.

A fourth element is our Smart Drinking platform. We want all of our consumers’ experiences with beer to be positive. Harmful consumption of alcohol is bad for our consumers, our families, our communities and, consequently, our business. So, we take our responsibility to help reduce harmful consumption of alcohol very seriously. We believe that promoting smart drinking and positively impacting drinking behavior benefits the communities where we operate and positions us to lead the category for the long term.

A fifth component is our work on Road Safety. Road crashes are expected to rise to the seventh leading cause of death by the year 2030. Collisions on the world's roads involving drivers, passengers, pedestrians, and cyclists are rapidly becoming one of this generations' most pressing global health and development crisis, with significant consequences for life and for economies. And our industry is connected to road safety in two clear ways: first, alcohol- related accidents remain a top 10 cause of road accidents; and, second, we are among the largest roadway fleet operators in the world.

Let me take a few minutes to talk about each of these elements.

### **SLIDE 7**

Our people are our greatest strength and our single most important competitive advantage. The only way we can keep this advantage and continue to win is to recruit, develop and retain people who can be better than ourselves.

We know that a company's culture and its reputation are key when new recruits are exploring career opportunities. We also know that a strong reputation contributes to high engagement and low turnover.

Therefore, we are developing initiatives across the board to bolster our employer value proposition. We want to make sure we continue to attract and develop the best talent in the market.

### **SLIDE 8**

Smart drinking is good for our business and we have made it a part of our commercial strategy.

Our vision is to foster a culture of smart drinking globally and contribute to the reduction of harmful use of alcohol. For that purpose, in December 2015 we set our Global Smart Drinking Goals and in 2017, we established the AB InBev Foundation with an initial commitment of 150 million US dollars over ten years.

Our first goal, is to reduce harmful consumption by 10% in six pilot cities, by the end of 2020. These are laboratories for implementing evidenced-based programs, policies and new commercial practices that effectively reduce the harmful use of alcohol through collaborative partnerships and independent evaluation. Our intent is to use the knowledge generated by these pilots, not only to improve our own efforts and business practices in other cities and countries, but also to share it with others so that best practices can be spread and scaled. The six pilot cities are: Leuven in Belgium; Brasilia in Brazil; Jiangshan in China; Zacatecas in Mexico; Columbus, Ohio in the U.S. and Johannesburg here in South Africa.

A second goal is influencing positive behavior in our consumers. Over the years, our marketing teams have created some of the most iconic brand campaigns of all time, but now we are taking this to the next level, aligning our smart drinking initiatives with our industry-leading marketing capabilities.

This year, we ran an internal competition, challenging our teams around the world to embed smart drinking messaging into new, consumer-facing campaigns. The results were creative, edgy and truly amazing. In the upcoming months, you will see the best and most impactful smart drinking campaigns ever launched!

By combining our superb marketing capabilities with scientific principles of behavioral change, we believe we can play a role in shifting harmful drinking habits. And we are determined to lead the industry in this effort.

As a third goal, we will help to increase alcohol health literacy through evidence-based, innovative means. We believe that our consumers should be informed and empowered. Aligned to this, the AB InBev Foundation supports public health researchers at Tufts University that convened a diverse group of experts to independently develop recommendations for a labeling strategy. The resulting label will provide consumers with information and messaging to increase their ability to make smart drinking decisions.

Fourth and most importantly, we are advancing smart drinking through increased variety within our beer portfolio. To encourage moderation, we are providing consumers with high quality no- and low-alcohol beers, which can play an important role in reducing harmful consumption. Our target is that 20% of our beer volume comes from no- and low-alcohol beer by 2025.

### **SLIDE 11**

We are making great progress towards this fourth objective. Since we launched our Goals in December 2015, we have increased the share of no- and low alcohol beer from nearly 5% to approximately 8% of our total beer volume.

And 5 of our markets have already met and exceeded the 20% target for 2025.

### **SLIDE 12**

Since the launch of our Goals, we have developed a solid portfolio of no-alcohol beer, available in our biggest markets throughout the world. We've made no alcohol beer more interesting and enhanced the taste profile making them much more appealing than before. Moreover, no-alcohol beer can play a role in occasions where beer is not always present -such as lunchtime- and has a tremendous space for growth.

In addition to no-alcohol beer, we proudly offer the highest-quality beers at 3.5% ABV and lower in many markets around the world, such as Corona Light in Mexico, Bud Light in the UK and Great Northern in Australia.

We are convinced that beer is uniquely positioned to play a role in the no- and low-alcohol space, when compared to other alcohol beverages. Beer alcohol levels can be formulated down and maintain a great taste. According to the Global SOLA Wine Report 2018, lower alcohol wines are losing out to beer due to the perceived quality and taste of these wines.

And finally, our no- and low-alcohol beers tend to generate higher revenue and margins, as consumers are often willing to pay a premium for products with different attributes and the excise tax tends to be lower, as it is usually based on alcohol by volume.

That means that no- and low-alcohol beer is a win-win play: it helps us meet our commitments and stakeholders' expectations on the industry and, at the same time, represents a valuable business opportunity.

### **SLIDE 13**

To stimulate the growth of no and low alcohol beer, we are working with governments to set what we believe is the appropriate tax policy.

A significant number of governments around the world rightfully separate beer from wine and spirits with higher alcohol percentages, from a tax and regulatory standpoint. We believe there is an opportunity to seek greater differentiation to further incentivise the no and low alcohol segment.

Therefore, we have collected evidence that we think should be considered when developing an appropriate tax policy on beer and we have shared it with policy makers in various countries. Those arguments include: the fact that beer is much lower in alcohol percentage than wine and spirits; that beer has a greater economic impact in the communities, as compared to other alcohol beverages, because of the breadth of its value chain; and, that brewing beer incurs significantly higher costs of production per unit of net alcohol.

### **SLIDE 14**

We also recognise that there is a high percent of informal alcohol in many markets where we operate, which can be very dangerous for consumers. While there are many factors that contribute to the development of an informal alcohol market, taxes on alcohol can impact the affordability of the formal alcohol market, excluding many consumers.

## **SLIDE 15**

Hence, part of our strategy to promote lower excise rates and to lift consumers out of the illicit alcohol market is the introduction of beers made with locally sourced raw materials, such as sorghum and cassava, which support the local economy.

We think this a quadruple-win: local producers benefit from a new economic activity; our company finds an incremental revenue stream; governments have a new opportunity to collect taxes; and, most importantly, consumers get to drink a high-quality beer and avoid the dangers of the illicit market.

## **SLIDE 16**

In summary, through our Global Smart Drinking Goals:

- We lead the way in partnering for solutions to reduce the harmful use of alcohol, the way we do it with governments, experts and NGOs in our City Pilots; and
- We believe we can contribute to the goal of reducing the harmful use of alcohol by positively influencing behaviour, providing information and creating high-quality choices for our consumers around the world.

This is not only the right choice, but one that opens opportunities and enables our future growth.

## **SLIDE 17**

Moving to our work on road safety, I'll start by saying that we fully support the United Nations' Goal aimed at reducing the number of global deaths and injuries from road traffic accidents by half by 2020.

Our efforts start from supporting governments in the enactment and enforcement of drink driving laws. We have done this for more than 20 years in different countries and, even though there is much left to do, we have seen positive changes of habits and promising results.



Moreover, we are one of the largest operators of roadway fleets around the world. Our products travel tens of millions of miles every year to reach our customers and consumers. We have a unique opportunity to take a leadership role in bringing people together to improve road safety and make a positive impact on our communities.

We have amassed important knowledge on road safety throughout the years. We want to capitalize this knowledge and join forces with other players in the private sector. That is why we led the creation of a coalition called “Together for Safer Roads” (TSR) in 2014.

Since its creation, TSR has worked with local governments and NGOs to deliver promising results. For example, in the state of Sao Paulo, Brazil, our efforts contributed to a 13% reduction in fatalities between 2015 and 2017, accounting for almost 500 lives saved, and in Shanghai, our interventions helped to reduce fatalities on specific roads by 90%. Additionally, in January 2018, we announced a two-year partnership with United Nations Institute for Training and Research (UNITAR) to amplify AB InBev and TSR’s insights and methodologies to scale impact in more cities and countries.

We are convinced that by contributing to the safety and well-being of our colleagues, consumers and society at large, through evidence-based solutions for improving road safety, we will help communities where we live and work to thrive.

### **SLIDE 18**

We are proud to say that our efforts in Smart Drinking and Road Safety are completely aligned with the United Nations Sustainable Development Goals 2030, especially goals “Good Health and Well-Being” and “Partnerships for Advancing the Goals”. In a minute, you will learn how we are also supporting “Clean Water and Sanitation”, “Affordable and Clean Energy” and “Climate Action”.

We firmly believe that fostering the integral development of the communities where we live and work is a safe bet for the future growth of our business.

## **SUSTAINABILITY (TONY MILIKIN)**

### **SLIDE 19**

- Introduces himself and talks about first accomplishment as CSO and shares personal story re: his son & RE100 announcement – highlighting how proud he is of our sustainability journey.

### **SLIDE 20**

- Sustainability makes operational and commercial business sense.
  - For us Sustainability is not only about securing our license to operate but also ensuring a license to grow as well develop a resilient supply chain.
  - It helps us not only manage risk but also creates value through new products and purpose campaigns. Consumers are increasingly looking for this and engaged in sustainability. It is also about innovation, and our ability to stay competitive and relevant.
  - Commercially, Millennials have shown their willingness to pay a premium of green products, they have shown willingness to choose between brands based upon sustainability and willingness to invest in sustainable companies.

### **SLIDE 21**

- We have always managed our operational risk, and through our first two sets of public commitments, we have improved internal efficiencies and extended our efforts beyond our walls to create more resilient supply chains.
  - We have a strong track record in Sustainability – our emphasis on measurement and accountability stands out.
  - As you can see, we have 100% achievement over the past eight years confirmed by outside auditors.

## **SLIDE 22**

- Sustainability allows us to turn emerging challenges into opportunities – for ourselves and our partners and the communities we operate in. We’ve entered new markets where sustainability fuels growth. Mitigating water risk means improving water security for our communities; investing in ag development and innovation means we are improving productivity and livelihoods for our farming communities – who could ultimately become our consumers.

## **SLIDE 23**

- Consumers are increasingly rewarding sustainable companies and brands – one of our own examples is Stella Artois’ Buy a Lady a Drink program, which you will learn more about during the best practice presentations on Thursday. Now we’re seeing our Corona and Budweiser teams taking on new cause initiatives on ocean plastics/circular economy and renewables/carbon footprint respectively.

## **SLIDE 24**

- Sustainability allows us to innovate and stay relevant, competitive and differentiated – to build a company for the next 100+ years.
  - Since we combined Sustainability and Procurement under one umbrella, we’ve been able to further integrate Sustainability across the company and make sustainability “our business”. Our Procurement, Supply, and Marketing teams have been able to dream bigger and foster bolder partnerships. Let me provide you a few examples:
    - We ordered 40 Tesla trucks last December, and earlier this year, we ordered up to 800 Nikola Hydrogen Fuel cell trucks. Furthermore, we’re looking to create an entirely closed loop approach to fuel these hydrogen trucks through solar installations recycling wastewater through electrolysis into hydrogen. Pretty cool, right?
    - Our RE100 efforts continue to transform energy grids and bring additional capacity to our local markets. We have made significant progress towards 100% in Mexico, US, India, China and Australia

with many promising opportunities in Argentina, Brazil and Ghana. This image shows the rooftop solar panels at our Putian Brewery in China - the largest brewery installation in the world. One of our global brands, Budweiser, is championing this effort through a consumer-facing campaign.

- We are also thinking about ways to innovate consumer's first point of contact with our products - investing in research focused on packaging of the future so it can play a more effective and differentiated role in a consumer's purchase journey. While primary beer packaging hasn't really evolved over the last 5 plus decades, the broader beverage packaging landscape is evolving to respond to the changing consumer demands (minimalist designs, bold packaging, environmentally friendly options, personalization, etc.). We are investing in design-to-value initiatives, and co-innovating our packaging with our suppliers and marketing teams to help with premiumization and topline growth and to take cost out to unlock value for certain consumer segments.
- Another example of how we're innovating our supply chains... we've kicked off a block chain project with a startup called BanQu in Zambia to formalize and improve payment transparency which will also provide the foundation of economic identity for our smallholder cassava farmers.
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## **SLIDE 25**

- 2025 Sustainability Goals
  - We have validated these goals with 20+ NGO partners. We have also shared them with our peers at industry association meetings. We have received very positive responses and recognition that they're differentiated and agenda-setting because they are targeted; they not only require partnerships and collaboration with suppliers (influencing way beyond our own operations) but also extend accountability to our partners for measurable improvement. They also outline a clear vision of our long-term strategy – positioning us as an innovative, resilient company with an eye on the next 100+ years.
  - What makes these commitments so special is how we'll communicate them. We will communicate through our brands. For example, each of our global brands is championing its own cause - Corona = Circular Packaging; Budweiser = Climate Action and Stella Artois= Water Stewardship.

## **SLIDE 26**

- The UN estimated earlier this year, the world will need to invest \$5 to \$7 trillion to achieve the Sustainable Development Goals. With this amount of global investment, we believe innovations will come at a rapid rate. So to take a leadership position during this unprecedented time, we launched our Sustainability accelerator last week. We could have written our goals conservatively. IF we had, we would not have needed our suppliers, NGOs, investors, or partners— instead we could have checked the box and most would have been happy with that.
  - But we didn't do that. We wrote them in a way where we'd need to work with others – with new, innovative partners – to change ways of working and challenge old ways of thinking. With the accelerator, we acknowledge status quo isn't going to work. We need to be creative, inclusive and inspirational in our partnerships.
  - And what's more, we want the world to benefit from these amazing entrepreneurs and innovators. These are the people who are tackling climate change, and water scarcity, and the world's biggest challenges head on.

## **SLIDE 27**

- As I said, we launched our accelerator only a few days ago, and the response has been excellent. The press has been great, but more importantly, we've received applications from different 9 countries already from entrepreneurs, researchers and scientists.
  - Those who know our business know how seriously we take sustainability—and delivering results. I cannot wait to meet these new partners, to welcome them into our business, to coach and to mentor them, and more importantly, to start solving the world's problems together. We're only just getting started.

## **SLIDE 28**

As you have seen, we are entirely conscious of the environment we operate in. We recognize the trends and decided to transform potential risks into opportunities for bringing our company closer to our stakeholders and to our consumers.

We believe that our approach, supported by these initiatives with more to come, will help our company and our brands to stand out from the crowd and last for the next 100 years and beyond!

Thank very much for your attention and David and I would now be very happy to answer any questions about the presentation.