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Marcel Regis
BU President for Africa South

- 21 years in our Company
- Previous Roles: Head of Key Account, Regional Director, VP Soft Drinks and Commercial Integration AB InBev/SAB
- I’m most proud of: 10.8% revenue CAGR over the past 10 years
Agenda

• South Africa Overview
• Q&A
• Market Visit
South Africa presents a wide range of opportunities...

**Total Population Growth (Legal Drinking Age)**

- 2015: 33.5
- 2016: 36.2
- 2017: 37.0

**Alcohol Beverage Growth (% YoY) (Consumption)**

- 2015: -0.6
- 2016: 2.6
- 2017: 1.9

Source: Nielsen
...with 3 clear buckets for beer per capita growth

Beer PCC for legal drinking age adults (Liters):

India 4
China 42
Brazil 82
South Africa 87
Mexico 90
Germany 127
Czech Republic 175

Male 140
Female 26
Low Income 78
Middle Income 90
High Income 79

Source: Euromonitor, TNS Survey
Our market trends provide us with a significant opportunity to expand the beer category.
Using the category expansion framework, these opportunities have been translated into commercial priorities.

1. Premiumization

2. Bring Women into Beer

3. Defend the Core & Address Affordability
Our commercial priorities are linked to key initiatives

1. Premiumization
   - Expand Budweiser, Corona and Stella Artois to reach their full potential
   - Scale up the recent launch of Beck’s
   - Increase beer share of the in-home occasion

2. Bring Women into Beer
   - Evolve brand communication to be more inclusive
   - Launch female-friendly packs and easy drinking liquid profiles
   - Increase representation in the near-beer sub-category

3. Defend the Core & Address Affordability
   - Use Lion as an affordable offering
   - Expand our 1L pack to reach its full potential
   - Leverage our new price ladder

Our commercial priorities are linked to key initiatives

ABInBev
1. Premiumization:

Substantial share gains in Premium and Super Premium beer (%)

Market share – Premium and Super Premium beer (%)
1. Premiumization: ...by leveraging global portfolio

- Expand Global Portfolio
- New Packs
- World Class Experiences
- High Quality Execution
1. Premiumization:

We have a strong portfolio appealing to different consumer needs, giving us a clear advantage in the market.

<table>
<thead>
<tr>
<th>Date Launched</th>
<th>SOPHISTICATION</th>
<th>REJUVENATION</th>
<th>AMBITION</th>
<th>DISCERNMENT</th>
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</thead>
<tbody>
<tr>
<td>Jan 2017</td>
<td>Stella Artois</td>
<td>Corona Extra</td>
<td>Budweiser</td>
<td>Beck's</td>
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<tr>
<td>Jan 2017</td>
<td></td>
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<tr>
<td>Mar 2018</td>
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<tr>
<td>Jul 2018</td>
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</tbody>
</table>
2. Bring Women into Beer:

Women currently under-index in all aspects of alcohol consumption

Alcohol and beer participation (%)

Alcohol participation

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
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</thead>
<tbody>
<tr>
<td>75%</td>
<td>45%</td>
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</table>

Beer participation

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>81%</td>
<td>38%</td>
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</tbody>
</table>

Source: TNS Survey
2. Bring Women into Beer:

Our main mixed-gender offering, Flying Fish, shows the room for growth

![Flying Fish sales (k hl)](chart.png)
2. **Bring Women into Beer:**

And we are innovating to further meet the needs of women

<table>
<thead>
<tr>
<th>Liquid</th>
<th>Pack Innovation</th>
<th>Brand Communication</th>
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<tr>
<td><img src="image1" alt="Product Image" /></td>
<td><img src="image2" alt="Product Image" /></td>
<td><img src="image3" alt="Product Image" /></td>
</tr>
</tbody>
</table>

Coming soon…

Coming soon…
3. Defend the Core & Address Affordability: Core segment still accounts for over 90% of the beer market

Source: Nielsen
3. Defend the Core & Address Affordability:

We have identified 3 pillars to target growth within this segment

**Ideal Price Ladder**

<table>
<thead>
<tr>
<th>2018</th>
<th>R20</th>
<th>R19</th>
<th>R18</th>
<th>R17</th>
<th>R16</th>
<th>R15</th>
<th>R14</th>
<th>R10</th>
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<tr>
<td>Castle Lite 910ml</td>
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<td>Black Label 1L</td>
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<td>Bud 660ml</td>
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<td>Castle Lite 660ml</td>
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<td>Beck's 660ml</td>
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<td>Black Label 750ml</td>
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<td>Castle 750ml</td>
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<td>Hansa 750ml</td>
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<td>Lion 750ml</td>
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**1L and Lion @ R10**

**Revitalizing brand messaging**

CHAMPION MEN TODAY
- AUTHORITATIVE
- RESPECTFUL
- AUTHENTIC
- RESPONSIBLE

CHAMPION MEN TOMORROW
- AUTHENTIC
- CONFIDENT
- PROGRESSIVE
- RESPECTFUL
- CARING
- OPEN Minded
- DEDICATED
- DISCIPLINED
- STRONG
- PERSISTENT
- NON-CONFORMIST

SOCIABILITY TODAY
- TOLERANT
- RESPECTFUL
- RESPECT
- OLD SCHOOL

SOCIABILITY TOMORROW
- TOLERANCE
- RESPECTFUL
- RESPECT
- OLD SCHOOL
- resPective
Our commercial priorities were defined by understanding the trends in context of the category expansion framework.

**Market Trends**
- Population Growth
- Alcohol Growth

**Consumer Trends**
- Premiumization
- Affordability
- Women

**Category Expansion Framework**
- Premiumization
- Affordability
Thank you very much
Agenda

• Market Visit
We will be visiting a sample of typical Johannesburg POCs

12 Mini buses
12 Different routes
4 to 5 POCs visited
Things to check in trade – Tavern

1. Pricing ladder

2. Cold availability of main SKUs (Including recent launches of Budweiser and Beck’s)

3. 1 Lead brand per POC
Things to check in trade – Self Service

1. Pricing ladder
2. Displays of August (Carling Black Label, Castle Lite 910 and Becks)
3. Cold availability of recent launches (Budweiser, Beck’s and Castle Lite 910)
Things to check in trade – Bar/Restaurant

1. Lead brand per POC with premium look and feel
2. Draught availability with great visibility
3. Rituals and glassware
Logistics of Market Visit

1. Each mini bus will be assigned to a brand.

2. Each individual is also assigned to a specific brand, and this information is on your badge.

3. Your host will be standing outside the main reception with a sign indicating the brand and will take you to your mini bus.
Logistics of Market Visit

A few more things

1. Each mini bus will have a security person and a sales host.

2. Avoid taking valuable items into the trade. The driver will remain in the bus and can look after your bags.

3. Please stick to your group and follow your host’s guidance.

4. You will be dropped off at your hotel by 5pm and collected again for the State dinner by 6pm.
ENJOY the Market Visit

Thank you very much