

AB INBEV'S INVESTOR SEMINAR 2018
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CHIEF EXECUTIVE OFFICER – CARLOS BRITO

CARLOS BRITO CLOSING

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In closing one thing, which I often use internally is this... Jim Collins is somebody that I think you all know in our [rights 00:00:08] books and good to grade and many things like that. We've been interacting with them, with him for many years... for different things and he says based on research that there's three things are things that are important for companies that are being built to last companies that want to be here for next many years performing well and being best in class in what they do. This says that most companies need to have a track record of delivering superior financial results and they need to continue to do that's obvious and they need to have better results than their peers. And they should stand... this company should stand the test of time, so they have to evolve the idea of the eighty/twenty so what's eighty that brought us here it's part of our DNA that we need to keep and what's the twenty new muscles that we need to develop because consumers change competition changes technology lots of things change you have to adapt to eighty/twenty. And the last one is companies that have a distinct impact and therefore in the community in the world and therefore would be missed if they would disappear, so Ludmilla was very visionary in her question because that hits on that third point.

So, when I... I'd like to explore with you in trying to close these three days the eighty/twenty the one in the middle so in fact [inaudible 00:01:27] another click here before you went to the best practice event I tried to share with you the eighty and so things that were important in our view will continue to be very important. So, I spoke about Dream, People, Culture and its various ways of manifest itself. I touched in doing that on this [inaudible 00:01:46] execution which is something that we care a lot and we think we do a good job it can always be better. Operational

excellence the efficiency champions [Billy just cited 00:01:57] this use so the champions is holding the above benchmarking setting targets best practice sharing and then implementing it fast scaling up so this whole cycle. Alright that we've always used it for efficiency be it on how we use our marketing money or sales money supply chain procurement all these things so we're efficiency champions and the company of the end I didn't say too much about that, but it connects well with everything else we said.

The end is this idea that yes, we want to be good at the high-end and also core, yes, we want to have affordable products and a good margin. Things that normally you'd say no, no is it one or the other no, no we want both alright and so many other things. Yes, we want quality and efficiency, yes, we want a great service to the box in terms of delivery but end a great cost of delivery so all these things it's an end so companies that are great at surviving the test of time are companies that can do this eighty/twenty and in our case, we see ourselves with just the eighty being the eighty.

What you've been seeing here these days in the best practice and everything I would classify in these three buckets in terms of the twenty new muscles that we're trying to develop right. So, I mentioned in my opening talk three days ago that this interlocking frameworks that we're learn with our new colleagues I really want [inaudible 00:03:34] what we call now internally our top-line flywheel. So, with market maturity models again we learn how markets evolve by the evolution of occasions, so occasions is the thing that really gets the markets to go from a maturity to one to two to three... But as they evolve category expansion framework tells us what beers all about and what's around beer and how beer can connect with those occasions and of course the priorities on how to activate the different parts of the categoric expansion framework is connected to which stage that market is in the maturity model, so these are the interlocking things.

And all this comes to life with the girl champions we came from that eighty the champions but instead of efficiency now growth. And Ann Stephens when she presented she said that growth

champions was the one thing that was missing in the past because the knowledge was here with our new colleagues but that machine of getting an idea benchmarking, comparing, setting targets, opening gaps, closing gaps, executing track and monitoring that cycle that we know how to do so well is now being applied here because now we have the knowledge that we always had here with specialists now we have specialists here that are now using this mechanics to get great ideas to implementation. So this I would say is the first thing we're working on and the reasons its now not ten years ago is obvious because now we have the knowledge. We also learn with, with this top-line flywheel that as market leaders we need not only to be fighting every day for a short beer because that's part of the game but that tends to be or could be a zero sum game I take you, you take from me so zero some consumers are not necessarily better off but we also should be, always have an eye on that an eye on short throat and category development. Alright specialist market leaders others can do but we are normally best positioned to do it and our customers expect that from us and our consumers so...

And that gets us to talk about portfolios, not about brands that instruct us on, how to do better resource location how to take bats and things that are potentially, that could be much bigger. So now we have this flywheel here in which one thing triggers the next it triggers the next it triggers the next that's the definition of a flywheel and we have that now for top-line, so we feel good about this. That's the first thing that I hope you saw in different ways, but I would connect in that bucket. The other thing that I hope you saw is that compared to three years ago is that we've upgraded and integrated a lot of our commercial functions.

So if you look at marketing today and some years ago we are in a much higher level, I mean look at the creativity look at our global brands look at the things we are doing with our local brands with our sponsorship so many things we're doing in media optimisation models so social listening I mean you name it I mean I hope you got exposed to a lot of things in terms of marking upgrade... sales the same thing they've presented here the now or today we're looking at sales in a way of building platforms that can really make our self-indispensable to our customers platforms not just getting an order filling up an order anybody can do that. But how you translate that into

having a relationship that constitutes a platform and once a platform is built there're a lot of transactional things and things you can help that can go back and forth on that platform so... and the contact model and the connected blocks so use the technology here.

The hired company is a way that we found to segment the market to segment the way we talk to box and to segment our offering and to have segmented sales people that are more versed on this portfolio to service the market so again it's the end we're not giving it up on core... we're not giving up on other things but we're adding a new segmentation and a structure that's [nine 00:07:53] twenty to markets growing very fast and not only the oldest functions are upgraded but now we see the value of having them more integrated.

So, this new organisation that we just made public is a lot about this as well getting decision-making closer to markets and getting those functions to be more coordinated okay, so this is another bucket I... I hope you saw some progress here. And the other one is disruption in that after that feedback from the board alright we decided well embrace this as opposed to be surprised by it and the X did an amazing job by teaching us how to embrace many different things and also things of technology that Philippa showed here in solutions so using technology mostly for top-line but also for supply and for internal procedures so... So that's the eighty/twenty so again you need that to standardise of time those are the things we think they will... they're not changing they're there and based on that we're now building these new muscles here that again we try to showcase to you in the last, in the last three days.

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And that's why I'm bringing back the last page here from my first day we're also very excited about our future and in the sense that best is still to come because now we have these new muscles that we're developing. So, we have some eighty/twenty here we have the Dream, People, and Culture the growth footprint they got you know amplified by this business combination... the top-line flywheel that got the knowledge plus the modus operandi of having that flywheel turning. The efficient operating model we're very proud of the margins we have...

we continue to see [upside 00:09:40] to grow our margins and again it's the end yes, we can have the margins we have and invest in the market as we should and need and see fit and continue to have the margins and continue to grow those margins. And operating at scale, but not scale in the sense of the old-fashioned scale notes and all this but scale in the sense of, because you operate in the whole world you should have more insights than others and because of the flywheels we have we should operate those in sites build toolkits, do benchmarks and open gaps get targets execute fast skill up alright so those are the things that get us very excited about the future of our company.

And with that I would like to again thank you for being here. I wish you a safe travels back home and thank you very much for the time and your attention, thanks a lot, all the best well.