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OTHER STYLES

Premium
Super Premium
Marcelo ‘Mika’ Michaelis
President, Brewers Collective

Hometown: Sao Paulo, Brazil
Time at ABI: 17 years
Favorite Beer: Golden Road Wolf Pup
5 PRIORITIES

1. EXPAND CORE PLUS
2. LEAD & DEVELOP SUPER PREMIUM
3. DISRUPT PREMIUM
4. STABILIZE SHARE OF MAINSTREAM
5. CAPTURE GROWTH BEYOND BEER
WHO IS BREWERS COLLECTIVE

12 AMAZING BREWERIES

THE BEST MINDS IN BEER

#1 CRAFT SUPPLIER

Source: IRI TUS Dollar Sales, Q1 2019
WHAT'S GOING ON IN CRAFT?

LOCAL IS KEY

CONSUMER LED INNOVATION

CULTURAL RELEVANCE
WHAT’S GOING ON IN CRAFT?

LOCAL IS KEY

Avg. Craft Industry Growth

1%

National
Regional
Local

12x

the Growth of National Brands

Source: IRI TUS Dollar Sales Q1 2019
WHAT’S GOING ON IN CRAFT?

Innovation in Craft represented 85% of Dollar Sales growth in 2018

- Liquid Innovation: 8%
- Existing brands: 7%
- New breweries: 85%

Source: IRI TUS Dollar Sales FY 2018
WHAT’S GOING ON IN CRAFT?

7,000+
Craft Breweries
last year

All of them
fighting for
attention

Source: Brewers Association
HOW ARE WE DOING?

Q1 2019 Growth

19x

US Craft Industry
1%

Source: IRI TUS Volume Sales Q1 2019
OUR 2019 PLAN

Three Jobs to be Done

1. WIN IN HOME MARKETS
2. STAY AHEAD OF EMERGING TRENDS
3. CUT THROUGH THE CLUTTER
1 WIN IN HOME MARKETS

Mindset: Act like a big brand in home markets

RIGHT EXPERIENCES

RIGHT PEOPLE

RIGHT PORTFOLIO
OUR HOME MARKETS ARE ACCELERATING

<table>
<thead>
<tr>
<th>Year</th>
<th>Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>11%</td>
</tr>
<tr>
<td>H1 2018</td>
<td>12%</td>
</tr>
<tr>
<td>H2 2018</td>
<td>21%</td>
</tr>
<tr>
<td>Q1 2019</td>
<td>34%</td>
</tr>
</tbody>
</table>

Source: IRI Brewers Collective Home Market Volume Sales Combined 2017, 2018, and Q1 2019
2 STAY AHEAD OF EMERGING TRENDS

Mindset: Win key styles and key consumers
OUR INNOVATIONS ARE MARKET LEADING

Brewers Collective represents 30% of Total Craft Innovation Dollar Sales 5 Out of Top 10 Craft Innovations in Dollar Sales

Q1 2019

Source: IRI TUS Craft Innovation Dollar Sales Q1 2019
3 CUT THROUGH THE CLUTTER

Mindset: Earn more impressions, faster
SO FAR, OUR PLAN IS WORKING

1. WIN IN HOME MARKETS
2. STAY AHEAD OF EMERGING TRENDS
3. CUT THROUGH THE CLUTTER
ACCELERATING GROWTH

Source: STRs 2017, 2018, Q1 2019 vs. Year Ago