

ANHEUSER-BUSCH INBEV INVESTOR DAY
NEW YORK CITY, USA
MONDAY, 21 MAY 2019
US VP BUSINESS & WHOLESALER DEVELOPMENT – BOB TALLETT &
PRESIDENT GREY EAGLE DISTRIBUTORS – DAVID STOKES

Hello everyone

I'm Bob Tallett, the Vice President of Business and Wholesaler development.

In 2019, I will celebrate 42 years as an AB employee, and I can honestly say it's been quite a journey.

During my career, I've held a number of different leadership positions in our field sales organization, As well as our wholesaler operations division, which encompasses our company-owned wholesaler business.

Over the years I have had a great opportunity to work closely with our independent wholesaler system. A system I believe is best in class and a real competitive advantage for ABI.

As you can imagine,
Managing the relationship between 430 independent wholesalers
And the leadership team here at abi could be a daunting task.

However, as you've seen throughout today,
A clear and solid strategy is focusing our collective attention on what will enable us to lead future growth.

Today, we navigate through extremely complex U.S. route to market dynamics. The AB wholesaler system is large, dynamic and geographically positioned,

With local operators in every market.

Together they service over 500,000 retail accounts,

Manage through 50 different state-based alcohol beverage regulations,
And provide the critical “last mile” in retail service, Driving program
execution across a wide and diverse retail landscape.

All while promoting healthy competition and protecting public safety.

In addition, our wholesaler partners make significant contributions to
their local communities.

Whether by amplifying our disaster relief programs by delivering fresh
water to local residents,

Providing millions of dollars in support of our responsible drinking
programs, Or by implementing safe ride initiatives,

Our wholesalers bring our “making friends is our business” philosophy to
life.

Today, my team and I continue to work closely with our independent
wholesalers on a wide array of issues.

For example, We manage the wholesaler equity agreement,
Which is the contract between ab and our wholesalers

That defines the rights and responsibilities of both parties.

Examples include:

- Changes of ownership
- Succession planning and
- Compliance with performance standards.

In addition, we manage all wholesaler communications,
Ensuring we speak with one voice with our wholesaler partners.

This includes our national sales and marketing communication meetings.

We also oversee the company's efforts with our wholesaler advisory panel,

Established as a sounding board to discuss issues important to the success of our partnership.

The panel itself has a tenured and productive relationship with ab.

It was established back in 1964 and panel members bring a unique knowledge of their local market dynamics.

Panel representatives come from all across the U.S. and represent a wide spectrum of market size, complexity, and demographics.

Over the years the panel has evolved and our partnership has strengthened.

Today separate panel teams are focused on:

- helping ab reframe the us business,
- energizing the entire wholesaler family and
- ignite our mission to lead future growth.

In any organization you can only manage what you measure. To measure is to know!

At AB, we measure our performance with our wholesaler partners through the voice of the wholesaler survey.

The vow is an:

- Annual anonymous survey

- Sent to wholesaler owners
- Covering 15 key topics across all functional areas.

The objective is simple, to find out how we are doing and where we can improve.

In 2018, we were very pleased with our annual survey results.

At 80% we had the highest wholesaler participation rate in 15 years.

9 of 10 wholesalers reported being satisfied or very satisfied with our performance.

We achieved a 16% improvement in overall performance and had significant gains in key categories such as:

- Relationship with our wholesalers,
- Trust in the partnership,
- Communication,
- And strategic direction.

We believe these results reflect our work together / win together philosophy.

Driven by open communication, improved flexibility, simplification in our commercial plans, and speed in addressing issues and opportunities impacting our partnership.

While we are very pleased with our survey results, we remain focused on working cross functionally both within the company, and with the wholesaler panel to close the gaps.

Our wholesaler partners play a critical role in our success, bringing our plans and programs to life in the marketplace.

To win together we know we must work together.

Now, it gives me great pleasure to introduce one of our key wholesaler partners,

Grey Eagle Distributors, from Maryland Heights, MO.

Ladies and gentlemen please welcome the president of Grey Eagle, David Stokes.

David, thank you for joining us.
Folks, I have several questions for David

And then we will open up the floor to take a few questions from all of you.

Question 1: What are the main changes you've seen over the last couple of years in the ab and wholesaler relationship?

Question 2: As a wholesaler partner, what makes you most energized about the future?

Question 3: As a former chairman of the wholesaler panel, please explain how the wholesaler panel process has contributed to the strength of our partnership?

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