



Felipe Dutra

Chief Finance & Technology Officer

Agenda

Financial Performance

- Role of Financial Discipline in our business model
- Risk management: Balancing deleveraging with returning cash to shareholders

Technology driving topline growth

Financial Performance



Financial Discipline and a focus on cash generation, has driven value creation for our shareholders

Leadership

- **Focus on a few big things**
- Bring people together to enjoy our products responsibly
- Build a healthy and sustainable industry
- Promote a pro-beer environment, and aspiration for beer
- Leverage scale

Markets

- **Focus markets**
- Largest profit pools
- Markets with volume and topline growth potential
- Balance between developed and developing markets

Brands

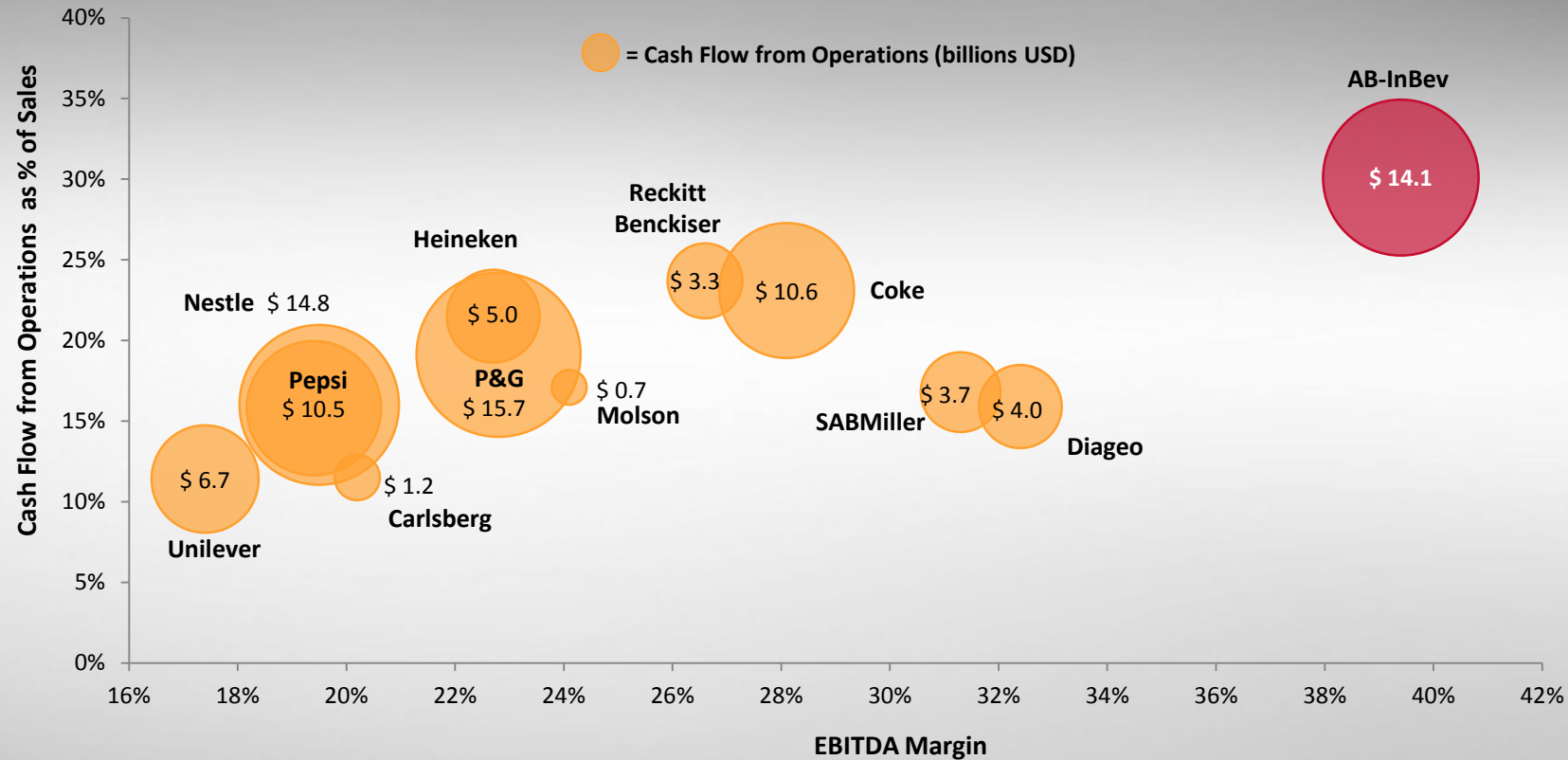
- **Focus Brands**
- Brand health today = top line growth tomorrow
- Revenue and mix management
- Premiumization
- Drive revenue per hl above the level of inflation
- Scale up proven concepts
- Renovation, innovation and invigoration

Financial Discipline

- **Focus on Cash Generation**
- Cost efficiency, with costs growing below the level of inflation
- Risk management (commodities, currencies, interest)
- Capex & working capital management
- M&A – a core competency but with strict financial discipline
- Capital allocation discipline

Dream – People – Culture

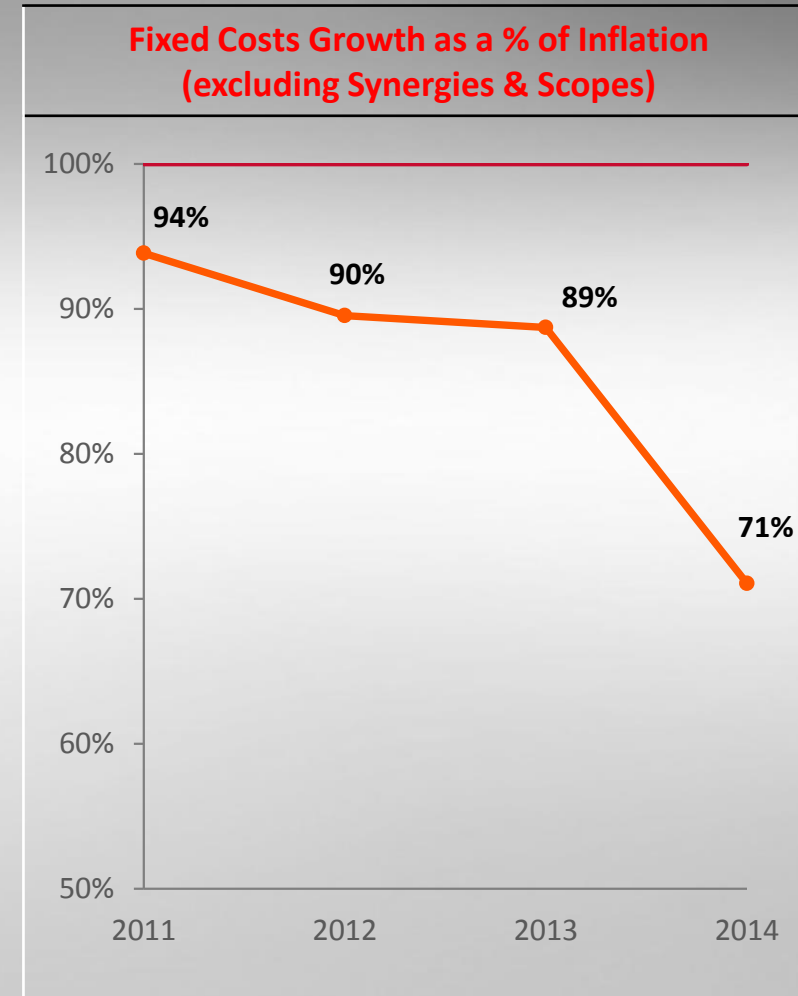
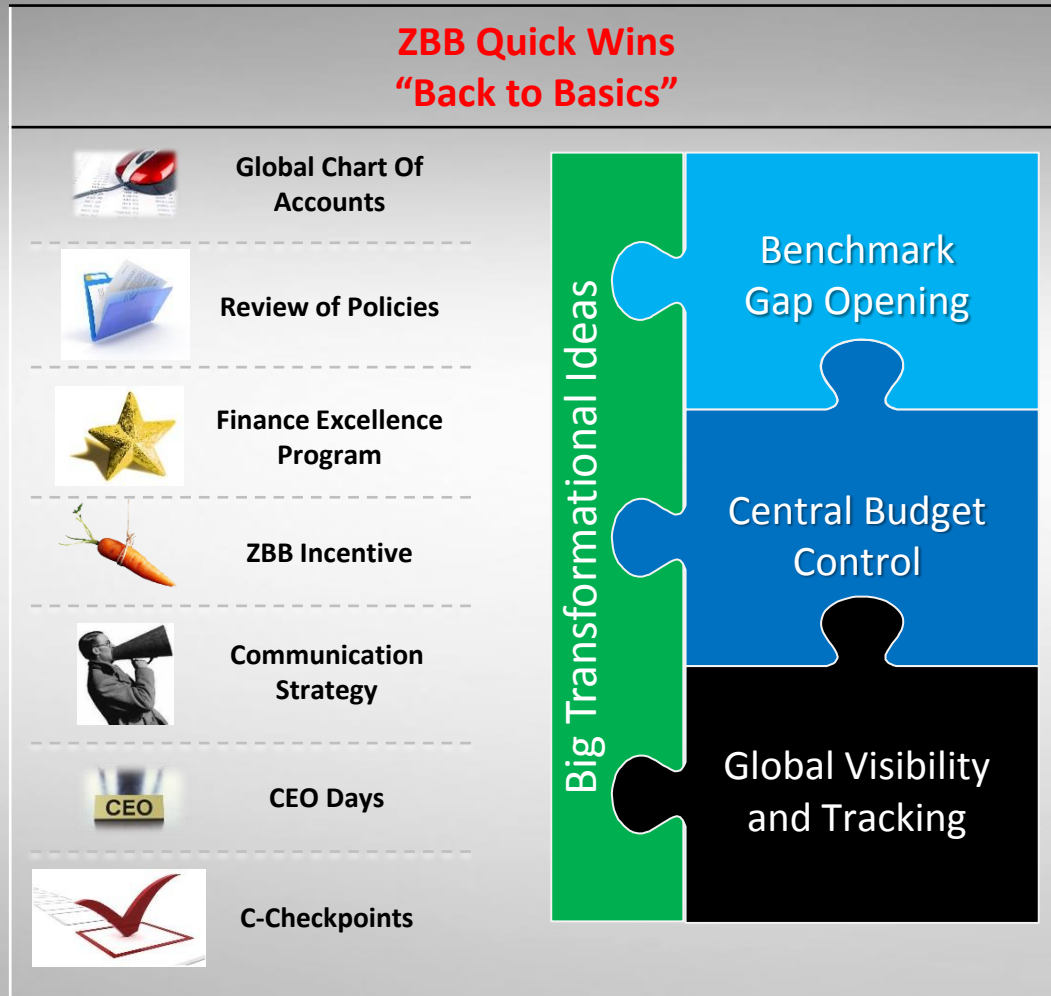
ABI has driven topline growth and increased efficiency over the years, resulting in healthy EBITDA margin expansion and Cash Flow Generation....



Notes:

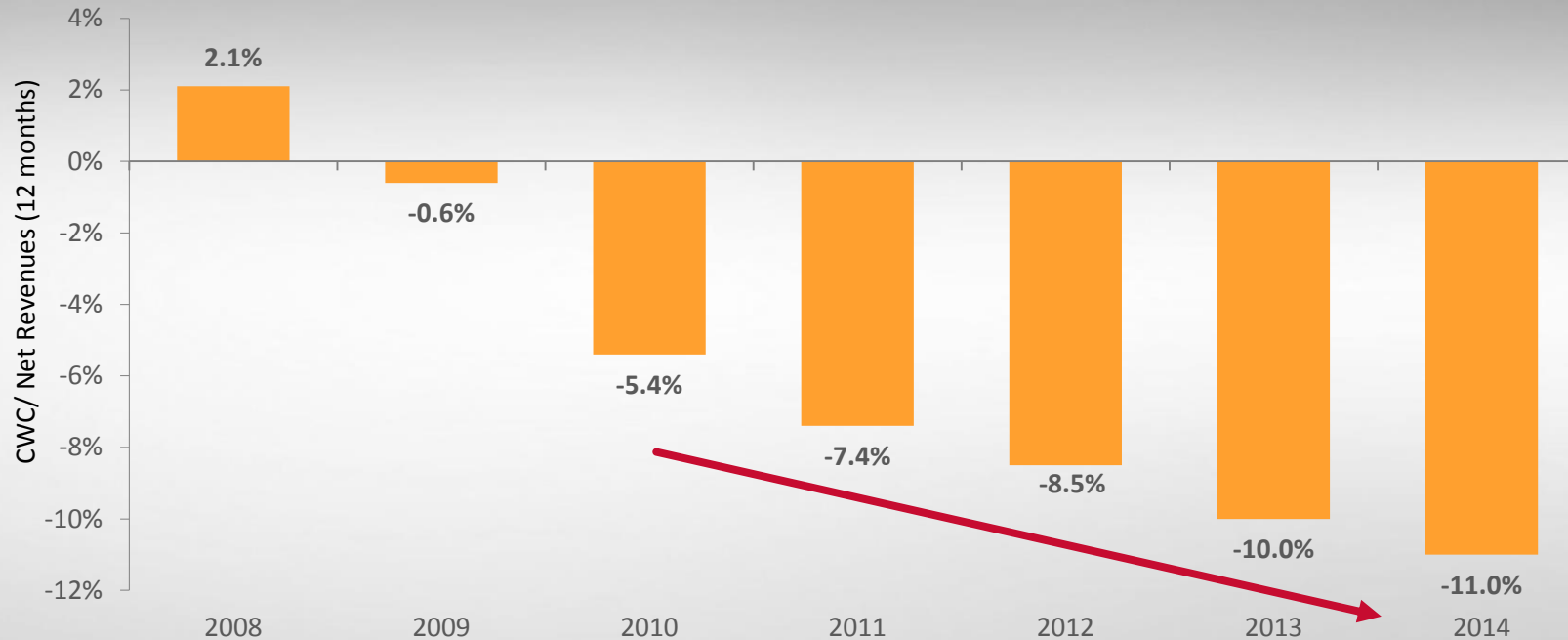
1. Figures not adjusted for acquisitions/disposals or differences in accounting standards
2. Figures calculated based on publicly available information relating to cash flow from operations line item per cash flow statement. Figures as of December 31, 2014.
3. MolsonCoors cash flow from operations does not include dividends received from joint ventures, associates and other investments
4. SABMiller figures LTM ending March 2015. Cash flow from operations and sales do not include dividends received from joint ventures, associates and other investments
5. Diageo figures for the year ending June 2015

... and we continue to see opportunities to drive efficiencies, leading towards zero organic growth in overhead



There is still room to improve our CWC performance to further drive cash flow for reinvestment into top-line growth

Core Working Capital (CWC) as a % of Net Revenues ⁽¹⁾



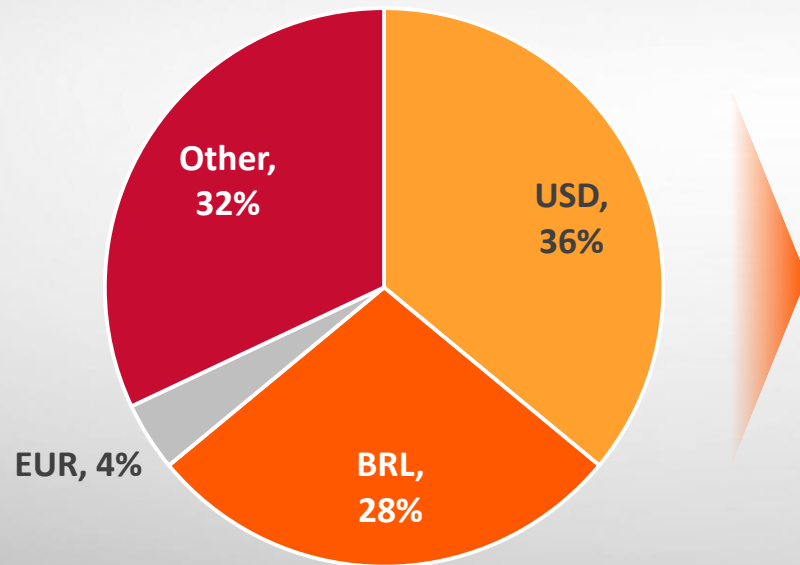
Notes:

1. Yearly average (on a rolling 12 month basis). CWC includes elements considered "core" to the operations,. For example core receivables would include items such as trade receivables, other receivables (i.e. marketing prepayments), cash guarantees, loans to customers, non-income tax receivables, packaging deposits, and excludes derivatives, payroll-related receivables, deferred consideration on sales of assets, dividend receivables, interest receivables. Core payables includes items such as trade and other payables, non-income tax payables, packaging deposits, and cash guarantees but excludes derivatives, payroll-related payables, deferred consideration on acquisition, dividend payables, interest payable. There is no change to the calculation of Inventories, we include the same amounts for CWC as for Working Capital (as defined in our Financial Statements)
2. 2008 results for North America includes only 6 weeks of the legacy AB business. Results prior to 2013 exclude Grupo Modelo.

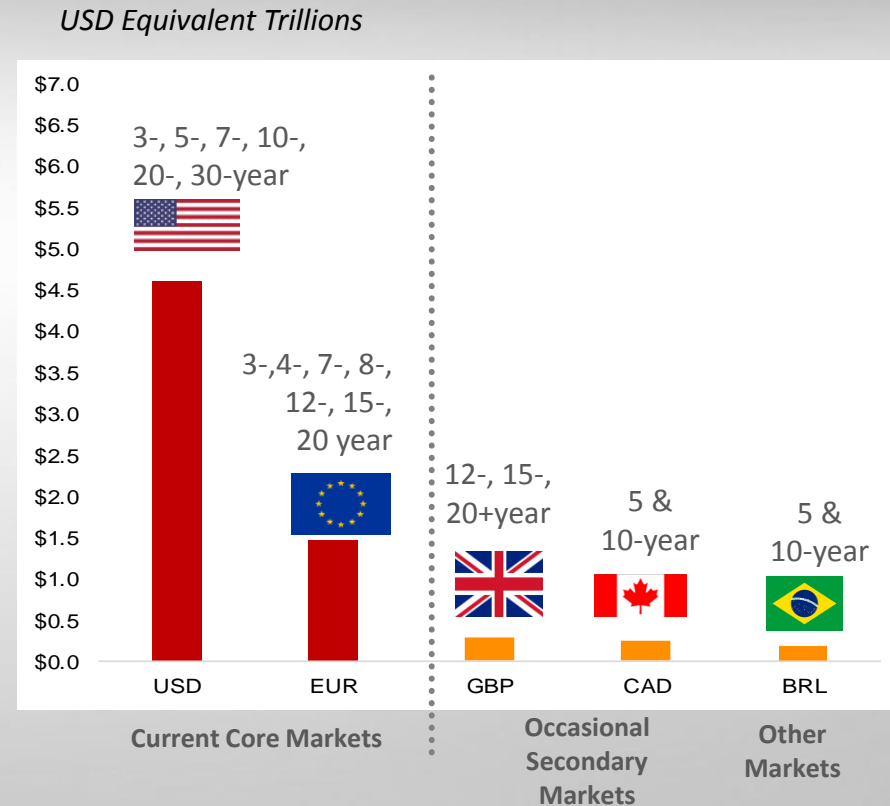
Holistic debt management approach considers cash flow generation in different currencies, as well as real life constraints

Absolute size of our debt portfolio requires us to concentrate our funding in the largest markets, namely USD and EUR

FY14 Cash Flow Breakdown by Currency



Debt Market Depth and Maturities (2009 – YTD 2015)

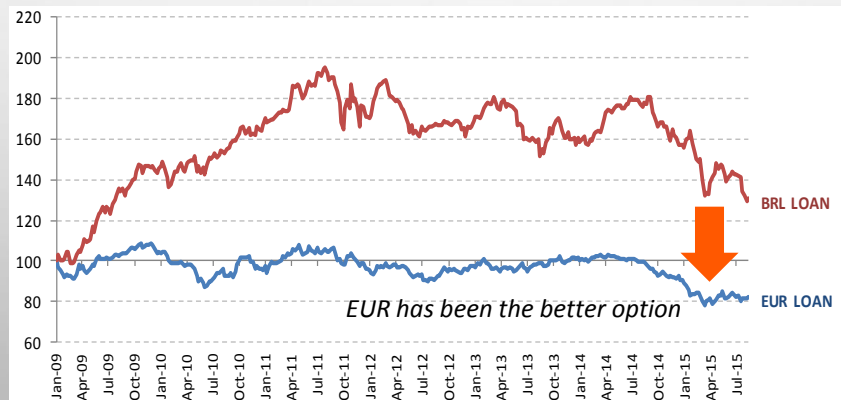


As a result our EUR liabilities have been a good hedge for offsetting BRL translation impact over the long run

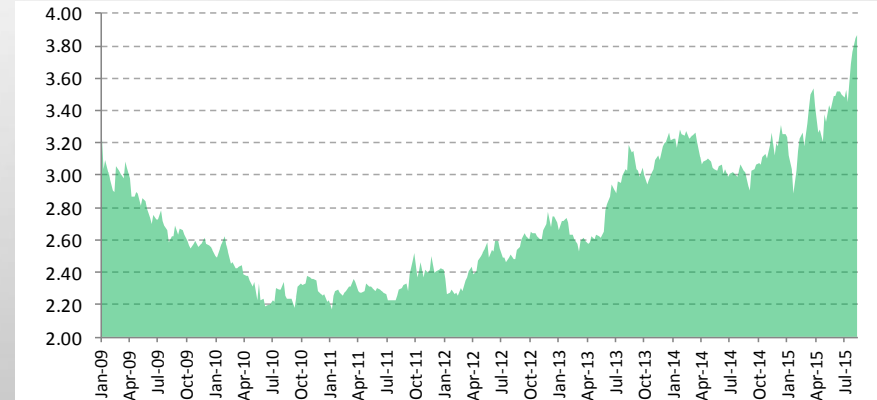
EUR market is not only significantly cheaper than BRL but also a much deeper market for loans and bonds

PERIOD	EUR loan			BRL loan			Relative cost (pos = BRL more expensive)		
	interest	FX	all-in	interest	FX	all-in	interest	FX	all-in
2009	0.8%	2.9%	3.8%	10.5%	32.9%	46.8%	9.7%	30.0%	43.1%
2010	0.5%	-9.9%	-9.4%	10.6%	3.6%	14.6%	10.1%	13.5%	24.0%
2011	1.1%	-1.5%	-0.3%	12.5%	-9.3%	2.0%	11.3%	-7.8%	2.4%
2012	0.3%	2.8%	3.0%	8.8%	-8.7%	-0.6%	8.5%	-11.4%	-3.7%
2013	0.1%	4.0%	4.1%	8.5%	-14.5%	-7.2%	8.4%	-18.5%	-11.3%
2014	0.1%	-11.7%	-11.6%	11.5%	-11.8%	-1.6%	11.4%	-0.1%	9.9%
2015	0.0%	-7.4%	-7.5%	8.4%	-22.6%	-16.2%	8.4%	-15.2%	-8.7%
2009/15	3.1%	-20.2%	-17.7%	96.3%	-33.5%	30.6%	93.2%	-13.3%	48.3%

Evolution of a USD 100 loan in BRL & EUR

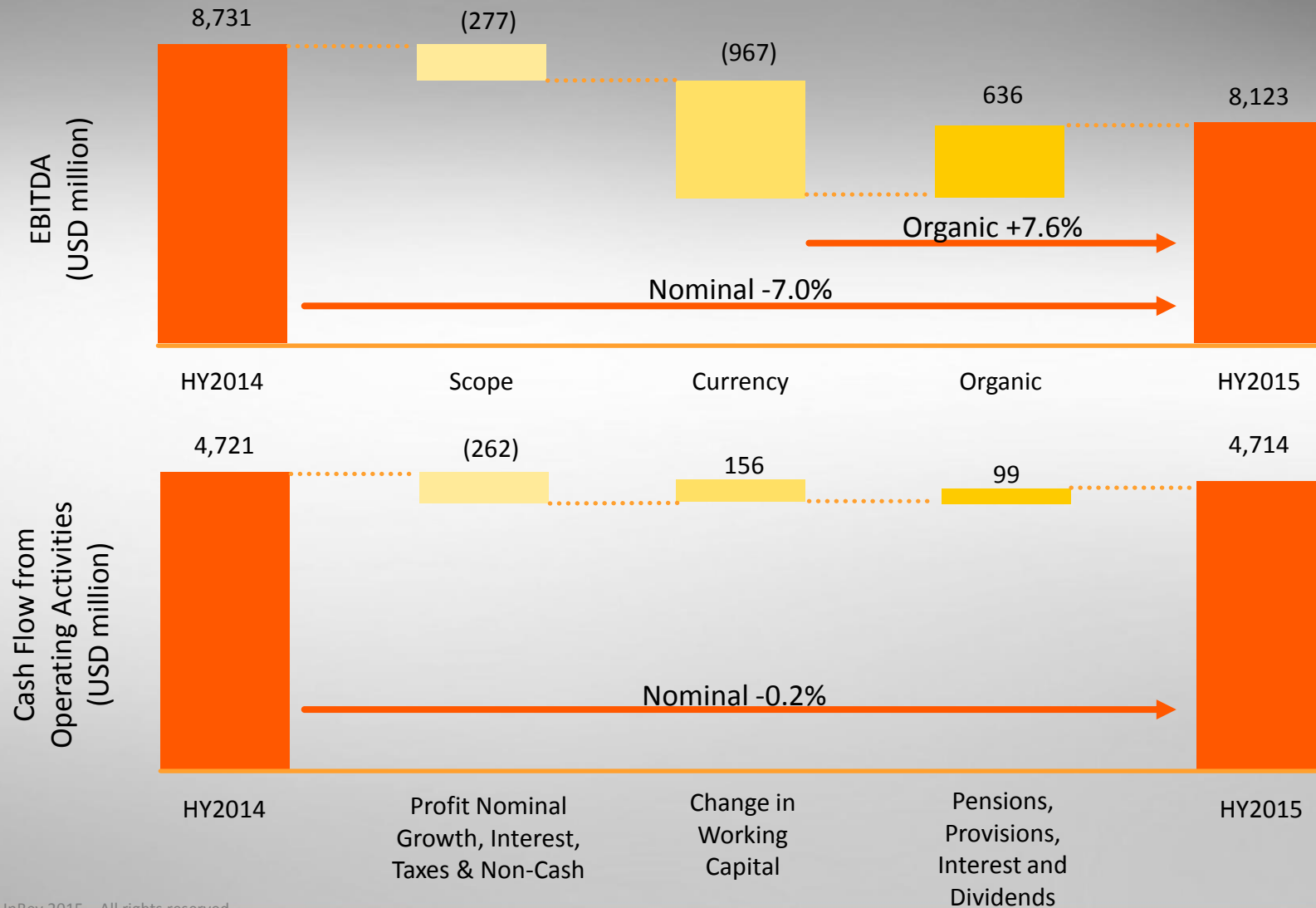


Euro / Brazilian Real FX (2009- YTD 15)



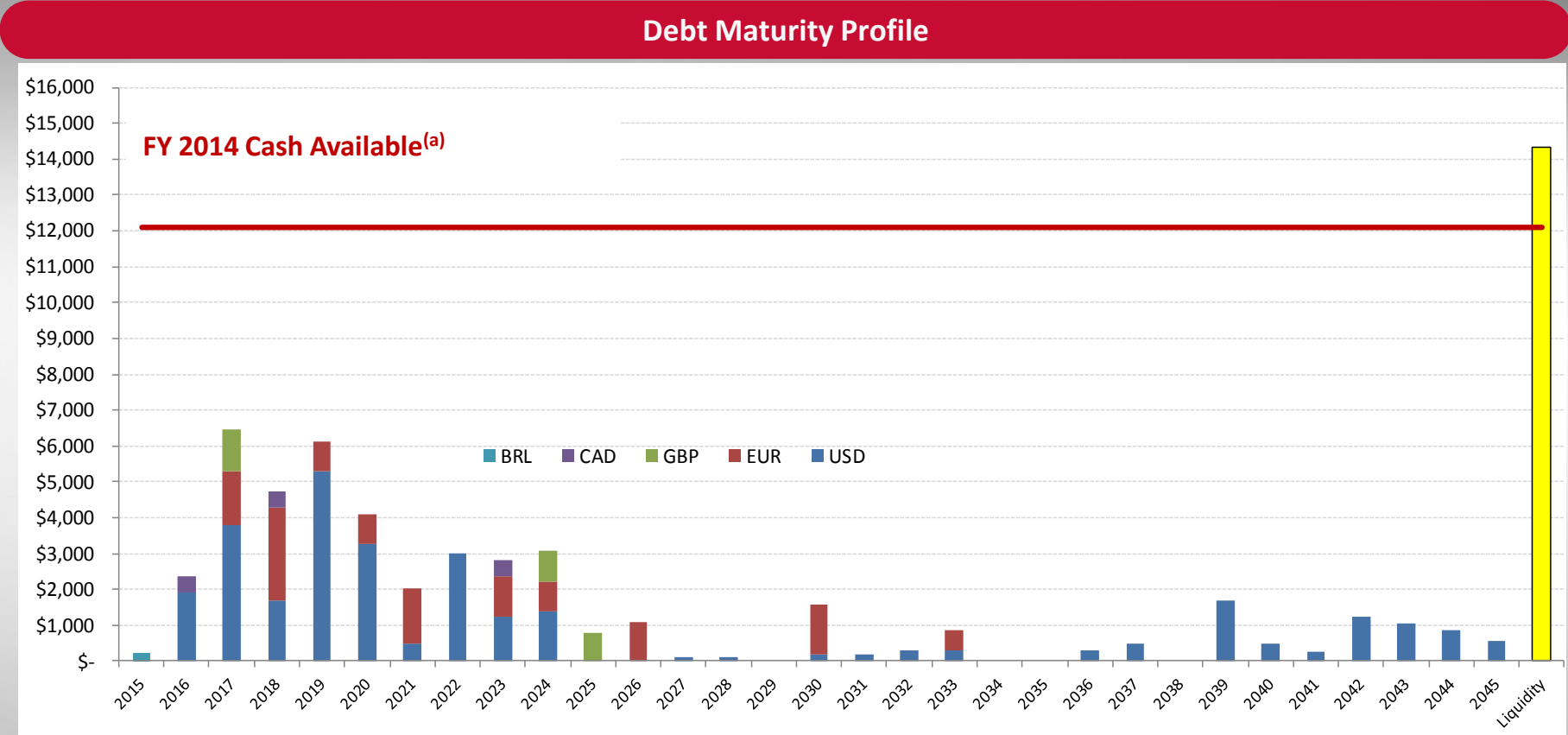
Data as of August 15, 2015.

The Holistic Risk Management combined with strong Core Working Capital Management have been able to offset the majority of recent FX Volatility versus USD



The outcome is a healthy debt maturity profile balancing currency, cash flow generation and capital market liquidity....

We have further optimized our debt maturity profile, having used the bond market to extend duration and manage refinancing risk

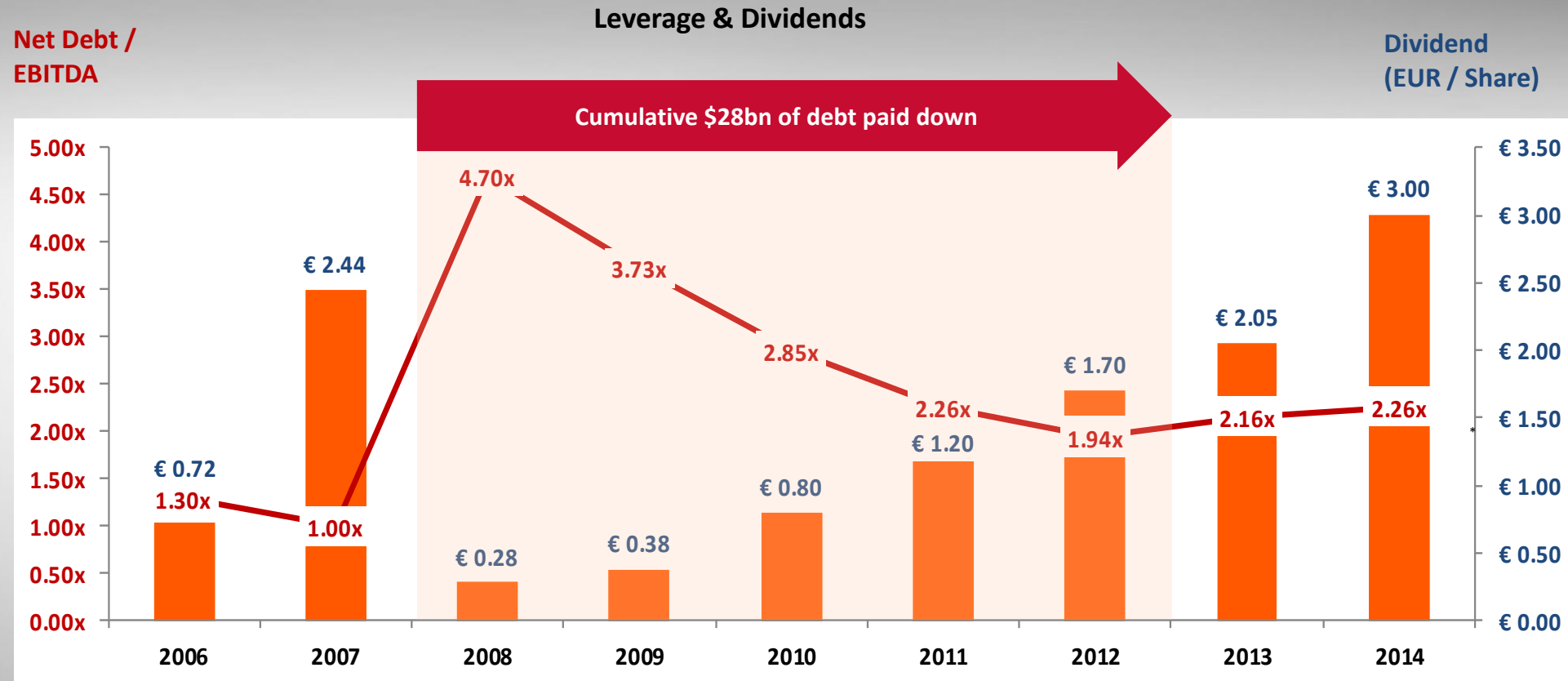


Note: As of 08/18/15 excluding approximately \$2.2bn of USD and EUR commercial paper. Yellow Liquidity tower is \$16.6bn USD, which consisted of \$8bn available under committed long-term credit facilities and \$8.6bn of cash, cash equivalents and short-term investments in debt securities less bank overdrafts, less approximately \$2.2bn of USD and EUR commercial paper.

(a) Cash available for dividends, interest, debt reduction, share buy-backs, and M&A. Calculated using reported (i) Cash flow from operating activities before changes in working capital and use of provisions plus changes in working capital, pension contributions, net capex, and income tax expense as a proxy for cash taxes

...which, combined with our risk management policies, has allowed ABI to balance deleveraging with cash returns to shareholders

After the AB combination our shareholder structure allowed for the flexibility to reduce our dividend payout in order to meet our 2012 deleveraging commitments



Note: 2006 and 2007 are InBev standalone leverage as reported in 20F. 2008 is per AB InBev 1H09 press release. HY13 assumes 12 months of EBITDA of Modelo. FY'14 leverage assumes full-year ownership of Oriental Brewery. Reported figure was 2.27x

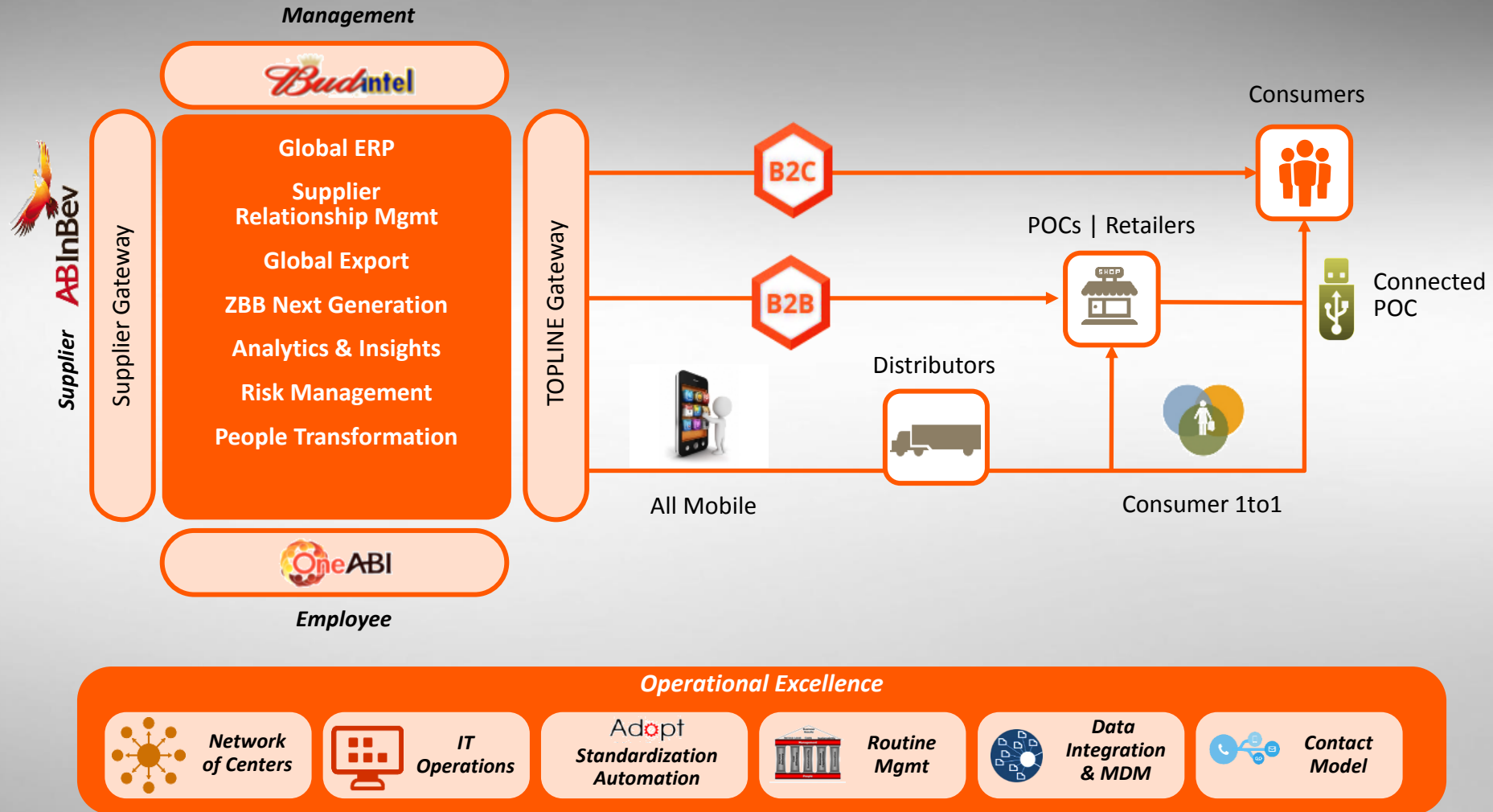
Our focus on cash generation is accompanied by clear and consistent Capital Allocation priorities

- **Investment in organic growth** of the business
- **Selective M&A**, strict financial discipline
- **Dividend yield** comparable with other consumer goods companies (3% - 4%)
- **Optimal capital structure** of approximately 2x Net Debt/EBITDA
- At a level of around 2x, the return of cash to shareholders is expected to be comprised of both **dividends** and **share buybacks**

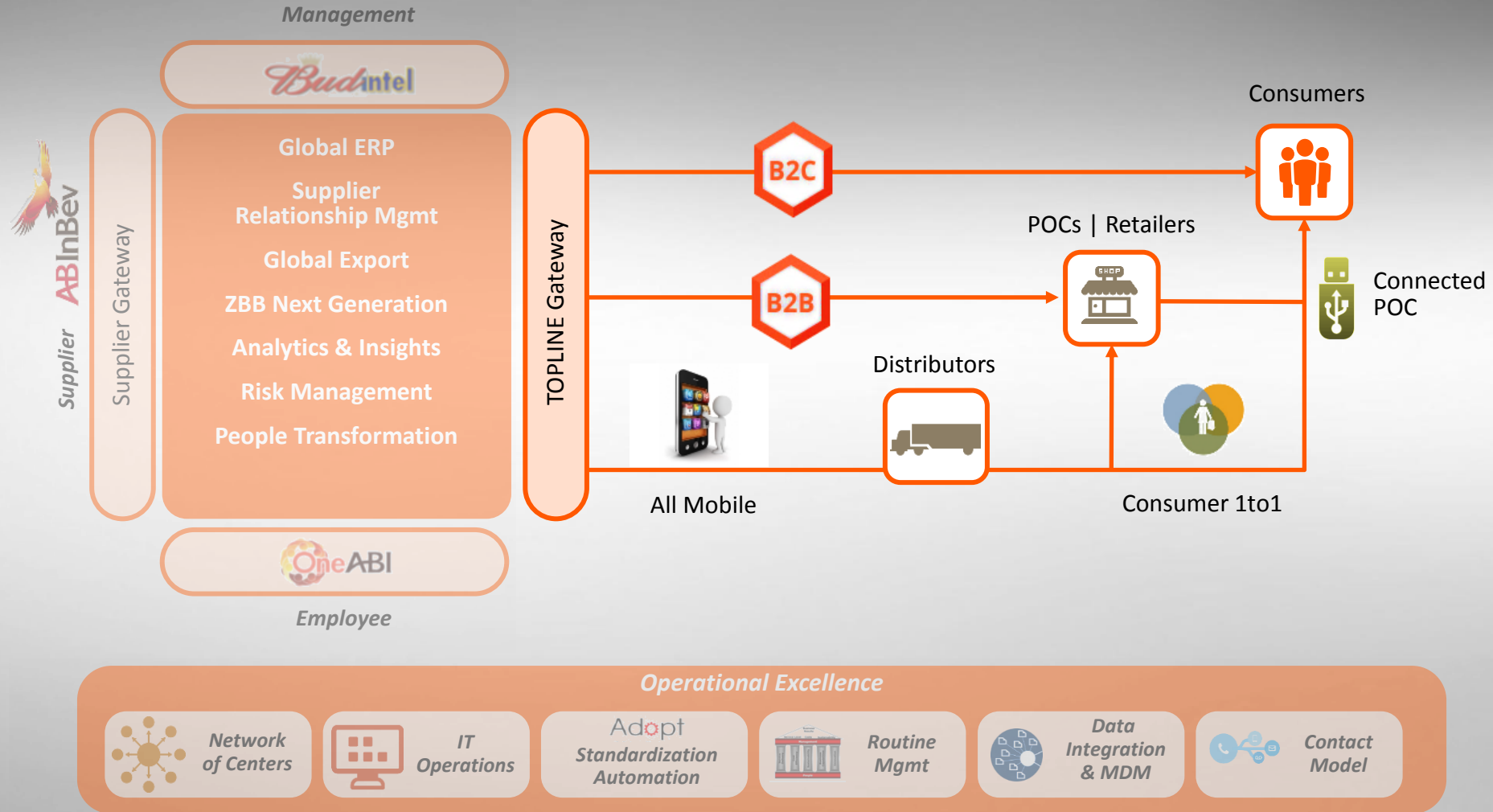
Technology driving topline growth



The Technology team: *Building platforms to sell and interact with our consumers, digitalize the relationship with our POCs & retailers and optimize product distribution to the market*



ABI Ecosystem



B2C: Building out solutions to secure our position as e-retailers and couriers as we develop proprietary B2C platforms

What?

- 1  Shop online. We deliver
- 2  Saucey: The Alcohol Delivery App
Sponsored
- 3  Modelo Now

- 3 main E-commerce channels
 - Existing retailers
 - Courier models
 - Own e-commerce platforms

Reasons to Believe



- Mexico: own platform (ModeloNow) to deal with license challenges
- Delivery in 45 minutes with Modeloramas as warehouses

Scale Up



Experience at Home

330 ml bottle
Stella Artois 4.8%

CHOOSE A PACK SIZE >

- E-retailers: optimize design and search interfaces (e.g. 'food and beer pairing')
- Courier Model: features like promotions, linked ads and consumer data
- Own Platforms: direct sales to consumers with order capturing, delivery tracking & payments

B2B: Building a global platform which will 'digitalize' our relationship with POCs, enhancing sales force productivity and transferring certain activities to the POC

What?



Product Ordering



Delivery tracking



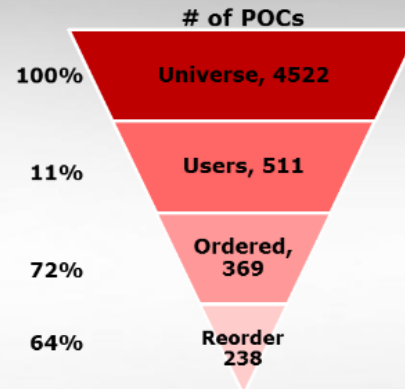
POC Material



Continuous Replenishment
POS Integration

- B2B solution: POC material ordering, entertainment scheduling, content delivery and beer ordering
- 10X: loyalty platform, delivery tracking and connection to POS for automatic replenishment

Reasons to Believe



- Pilot markets: promising results in terms of adoption

Scale Up



- Global B2B platform to be launched in all key markets

Mobile: Sales forces are becoming more segmented and specialized. Mobile technology will drive sales productivity improvements and support the “sales rep of the future” focus on high value-added activities

What?

Find POCs on the go



POC Mapping

foursquare

facebook

Self Assessed



Digital image recognition

Trax
image recognition

- Technology: augmented reality, GPS tracking, social media, image recognition, bluetooth assets tracking, crowdsourcing

Reasons to Believe



- Productivity gains

Scale Up



- Sales rep of the future

Connected POC: Connect touch points in a POC with our products, our consumers and other stakeholders to improve the beer experience and collect all valuable insights

Bud KTV is an example of the connected POC potential in our Chinese market



KTV APP



Select Music

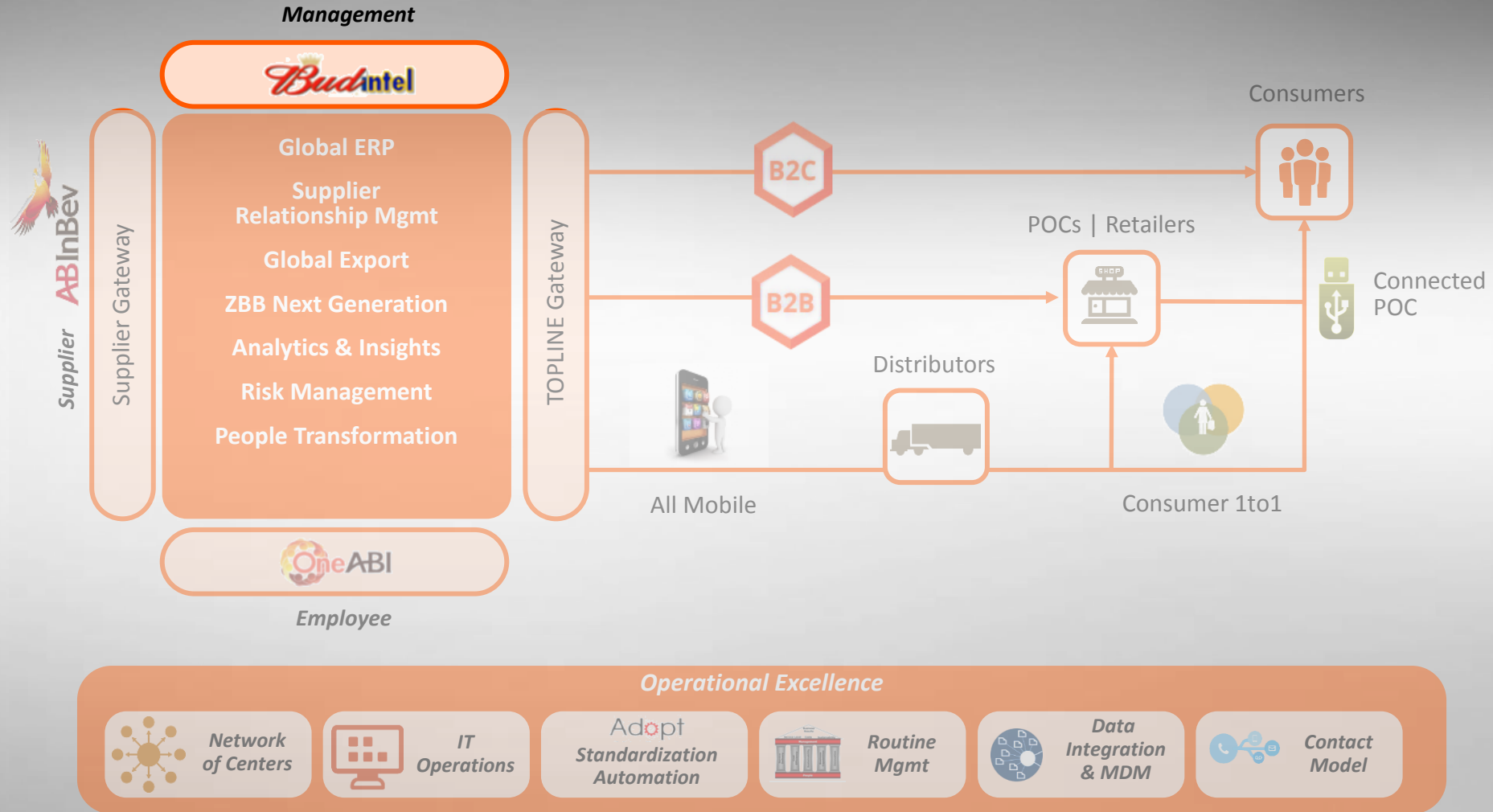


Order beer



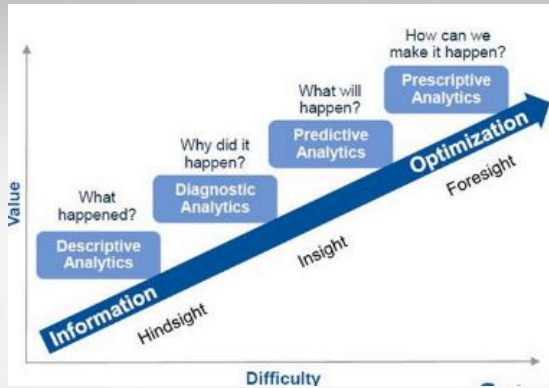
Experience

ABI Ecosystem



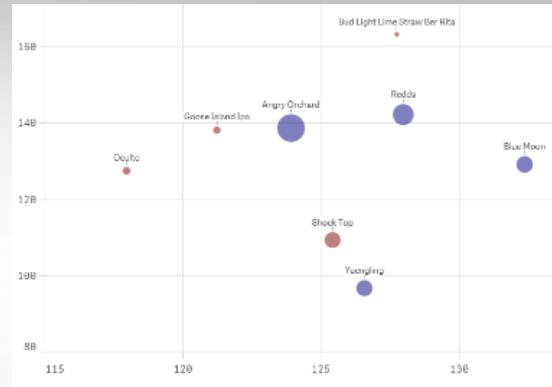
Stepping up Analytics & Insights: *focusing on understanding our consumers, brand, SKU and customer profitability and mix management and building diagnostic, predictive and prescriptive insights*

What?



- Create one single source of truth
- Guided diagnostics, predictive & prescriptive analytics that delivers actionable insights

Reasons to Believe



- Consumer Insights platform: understand our consumers and drivers for consumption;
- Bud lab: conjoint analysis and industry forecast modelling.

Scale Up



- Bud Lab: 'Crack the code'
- Service centers: provide standardized, best-in-class services at maximum scale and deliver new capabilities

Summary

- We are building platforms to **sell and interact with our consumers, digitalize the relationship with our POCs** & retailers and optimize **product distribution** to the market
- We are using B2C, B2B, Mobile and Connected POC concepts to **drive top line growth**
- Our analytics capabilities are evolving to help us better understand our consumers to **drive brands**, SKUs and mix management and build **diagnostic, predictive and prescriptive insights**
- The Finance and Technology teams will be important partners in driving the **Top Line Growth agenda**