

# POLARIS

*Constellation Challenge 2022*

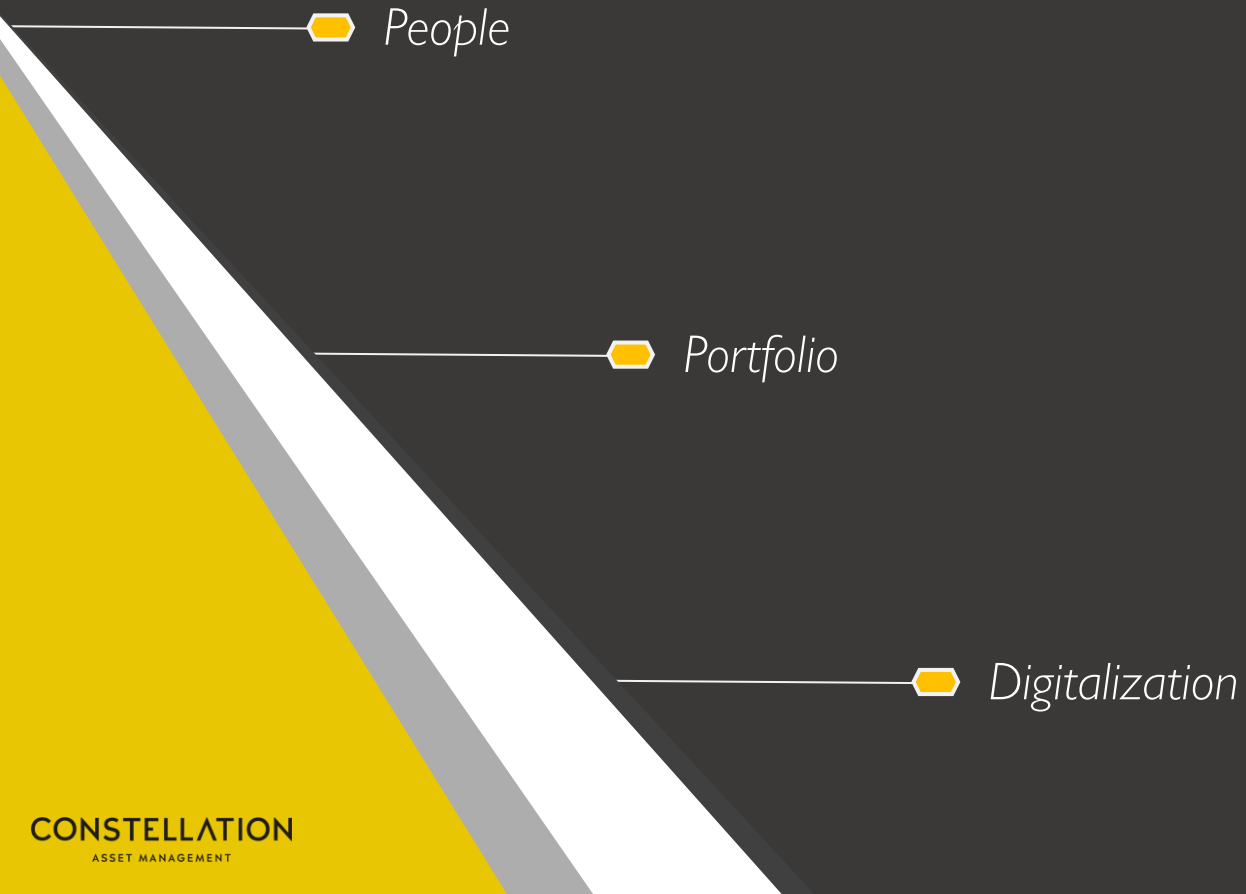
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**ABInBev**



ABInBev

# Investment Thesis



Current Price

USD 60.10

Target Price

USD 83.12

BUY

IRR

16.8%

FCFE

36.8%



Evolving **insights-driven consumer-centric** culture that **opens new doors** for change



Stronger **product portfolio** that guarantees better **long- and short-term positioning**



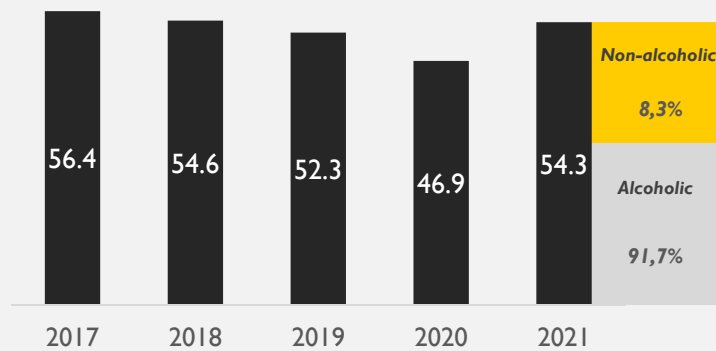
**Leveraging** of existing capabilities to **penetrate new channels** and **build a platform**

# AB InBev in a Nutshell

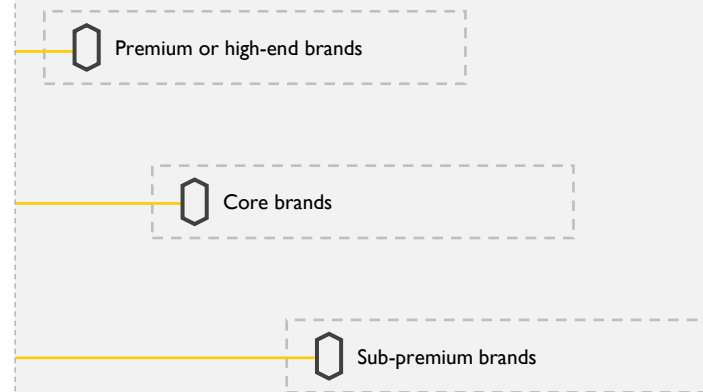
The World's largest brewer

## Revenue Streams

Revenue (USD Bn)

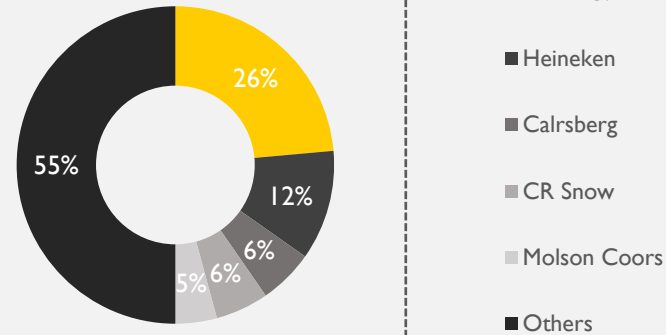


Products subdivision

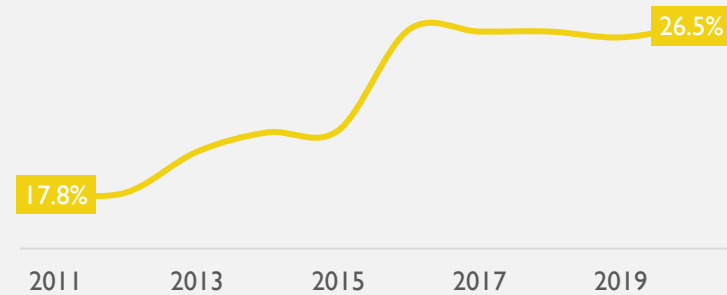


## Competitive Landscape

Beer industry worldwide market share (%)

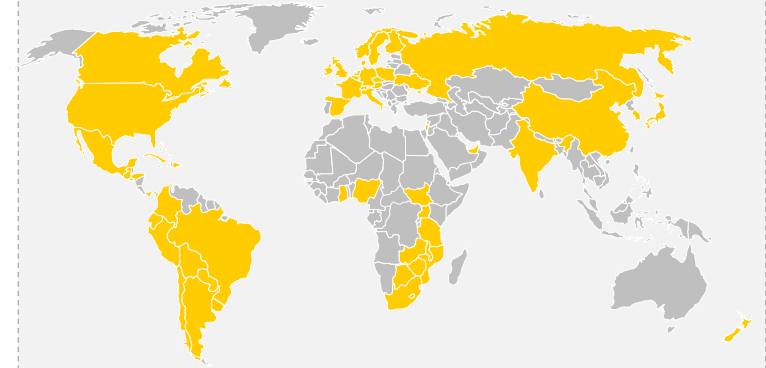


Worldwide market share (%)

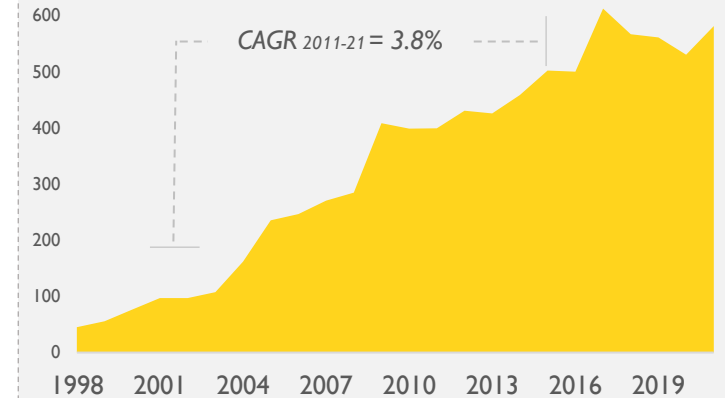


## Geographic Footprint

Geographic footprint



Total Volume (Mn hl)



Sources: AB InBev, Euromonitor

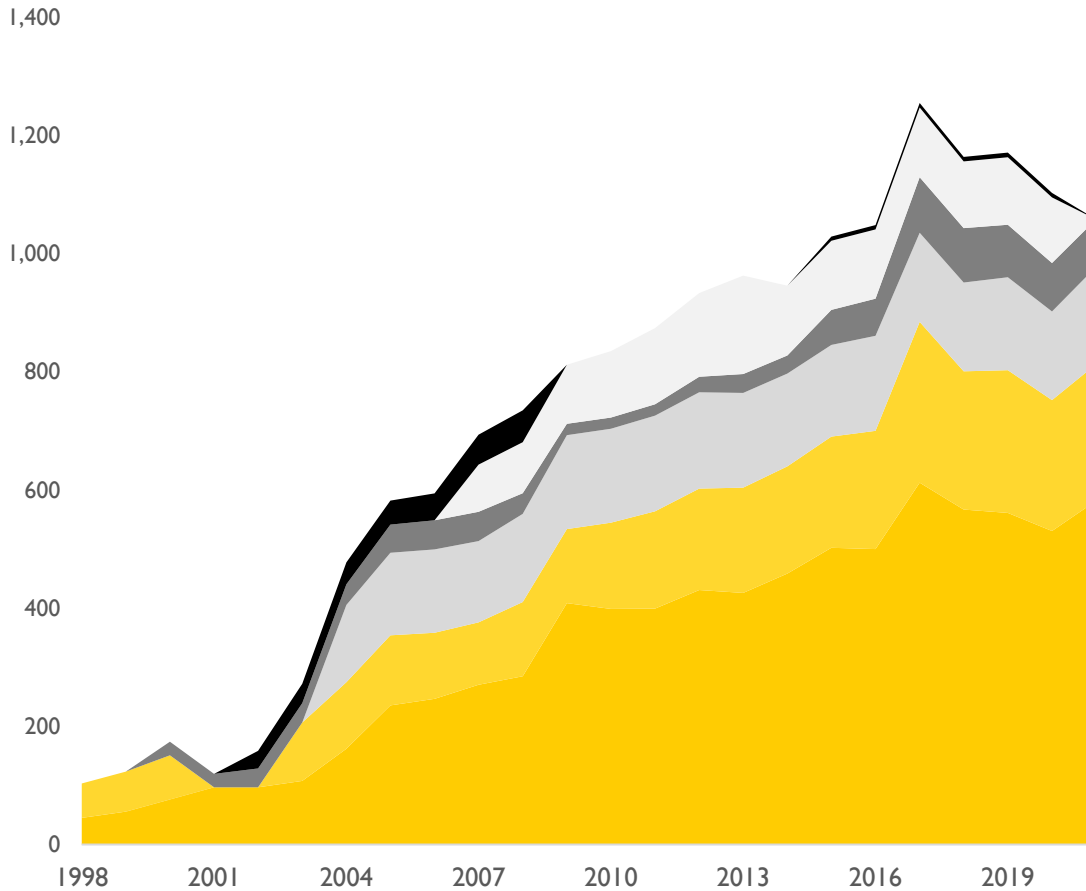
# Standing on Solid Ground

## AB InBev Today

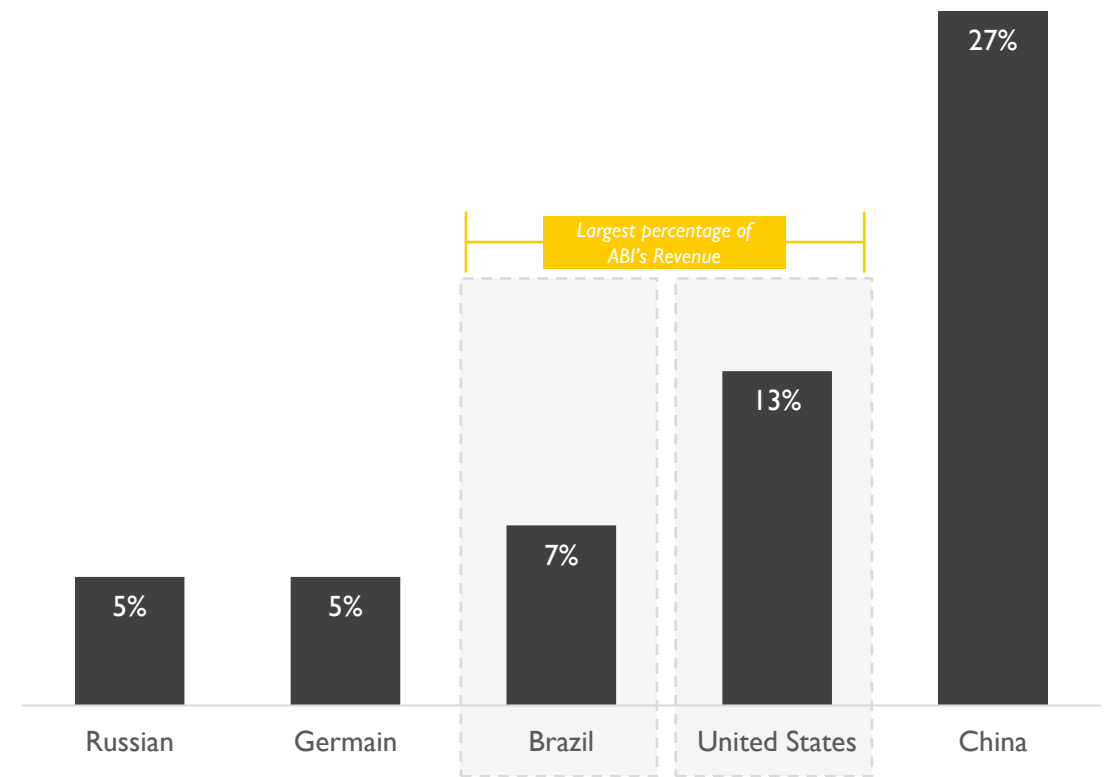
It is safe to acknowledge ABI's **prime positioning** in the Beverage Industry, mainly driven by its lead in the Global Beer category, with the **largest market share**. The **path forward** relies on leveraging **existing capabilities** to maintain **scale** and take more market share when exploring **new growth avenues**.

ABI's market share per region (in volume)

■ AB InBev ■ Heineken ■ Carlsberg ■ Molson Coors ■ CR Snow ■ Tsingtao



Most beer-consuming countries in the world




Sources: Euromonitor

# Measuring the Moat

How significant is it?

To quantify the size of the existing advantage, the group adopted **Greenwald's** approach to Moats, arriving at a **16.6 years Moat Size**, demonstrating the extent to which AB InBev's **past efforts** have **well-positioned** the company **in the Beer Industry for the future**, implying a greater likelihood in the execution of future initiatives.



Common MVMS approach  
Revenue > Fixed Costs

Greenwald's MVMS approach  
ROIC > Cost of Capital

**Professor at Columbia University**  
Bruce Greenwald

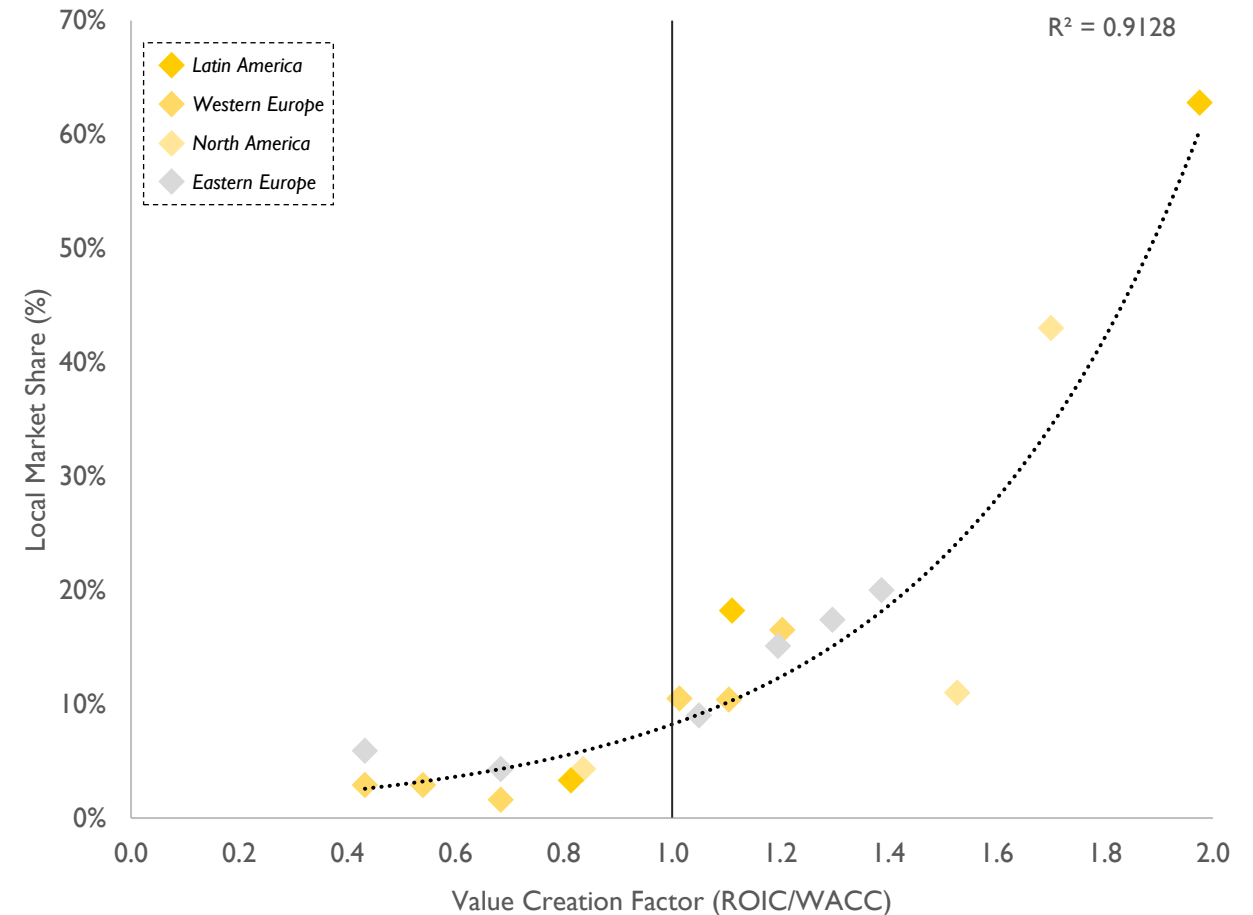
“Economies of scale are defined on a market-by-market basis. It is not size but **size in a specific market** that matters”

*Value Investing: From Graham to Buffett and Beyond, 2nd Edition*

$$8.3\% \div 0.5\% = 16.6$$

Minimum Viable Market Share      Average Annual Change in Market Share\*      Moat Size (in years)

Beer Industry Minimum Viable Market Share



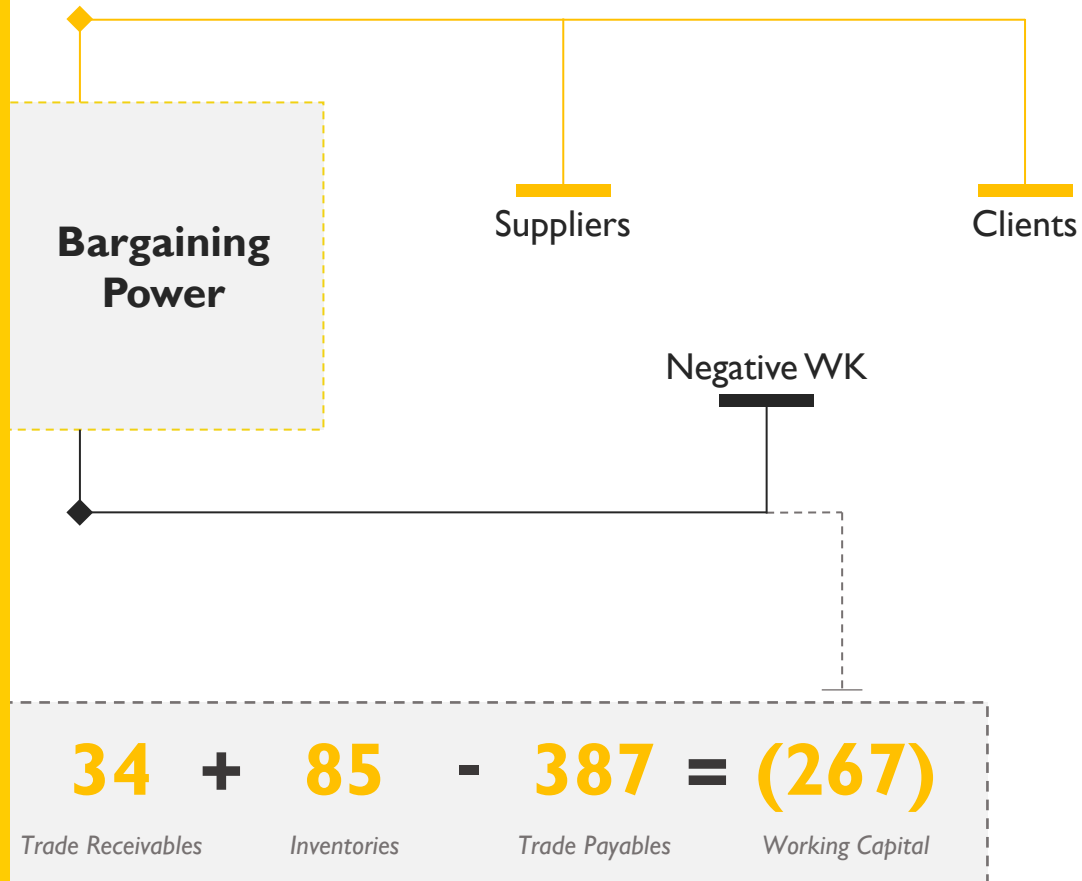
Sources: Bloomberg, Euromonitor, Team Elaboration, *Value Investing* by Bruce Greenwald

\*Organic change

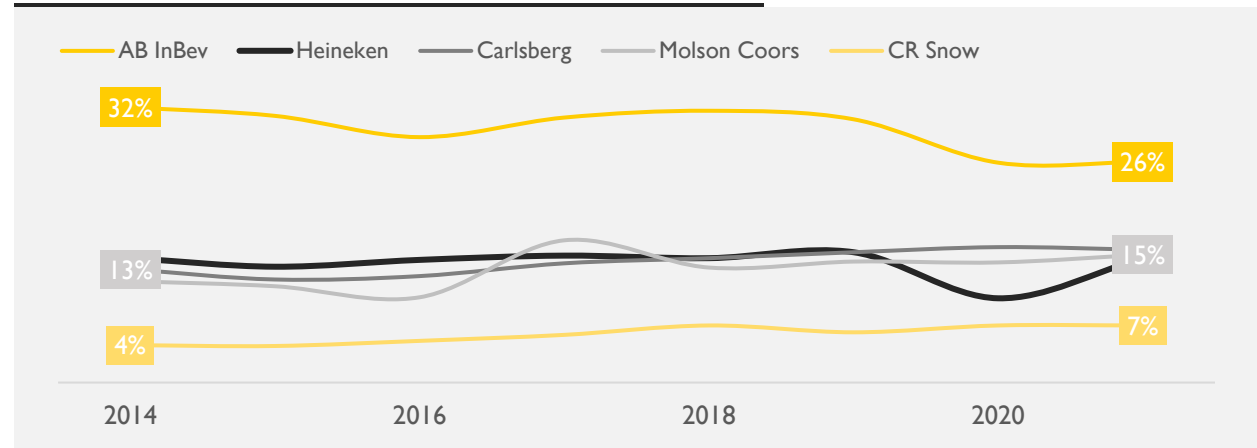
# AB InBev differentials

## Features of a major-league company

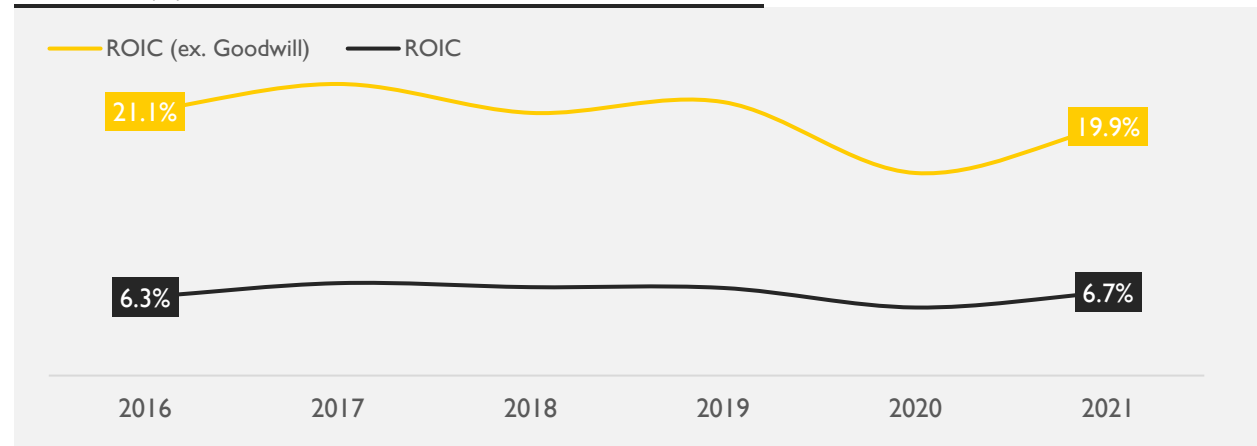
Not only is ABI positioned in an industry with barriers to entry due to economies of scale, but the company is also able to reflect its **bargaining power** vis-à-vis suppliers and customers through **negative working capital**, as well as consistently **higher margins** and a **sustainable ROIC**, which exemplify its **operational efficiency**.



Top 5 players EBIT margin (%)



ABI's ROIC (%)



Sources: Euromonitor, PipeCandy



Evolving **insights-driven consumer-centric** culture that **opens new doors** for change



Stronger product portfolio that guarantees better long- and short-term positioning



Leveraging of existing capabilities to penetrate new channels and build a platform



# A Tale of Two CEOs

## Enhancing the Output

A parallel can be drawn between the **company's excellence** and its **C-Level**, highlighting Carlos Brito and Michel Doukeris as key figures. We believe **the future signals** that merging their distinct values creates the **optimal culture**, combining **efficiency** with an **evolving insight-driven customer-centric mindset** pushed by Doukeris.

Two of ABI's key figures

Michel Doukeris took over as CEO in July 2021, taking over the post that was masterfully held by Carlos Brito



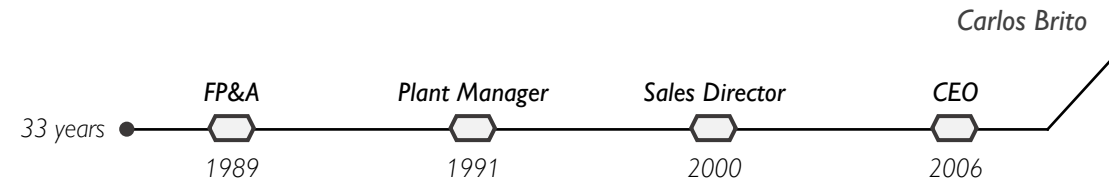
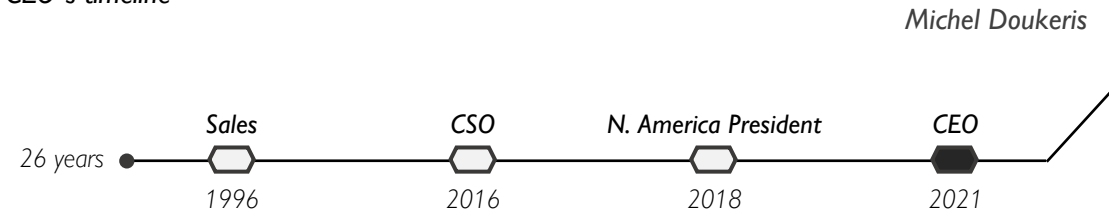
**CEO**  
Michel Doukeris



**Former CEO**  
Carlos Brito

Carlos Brito is one of the **top business leaders** and known for his **efficiency** and amount of **value** added to the company

### CEO's timeline



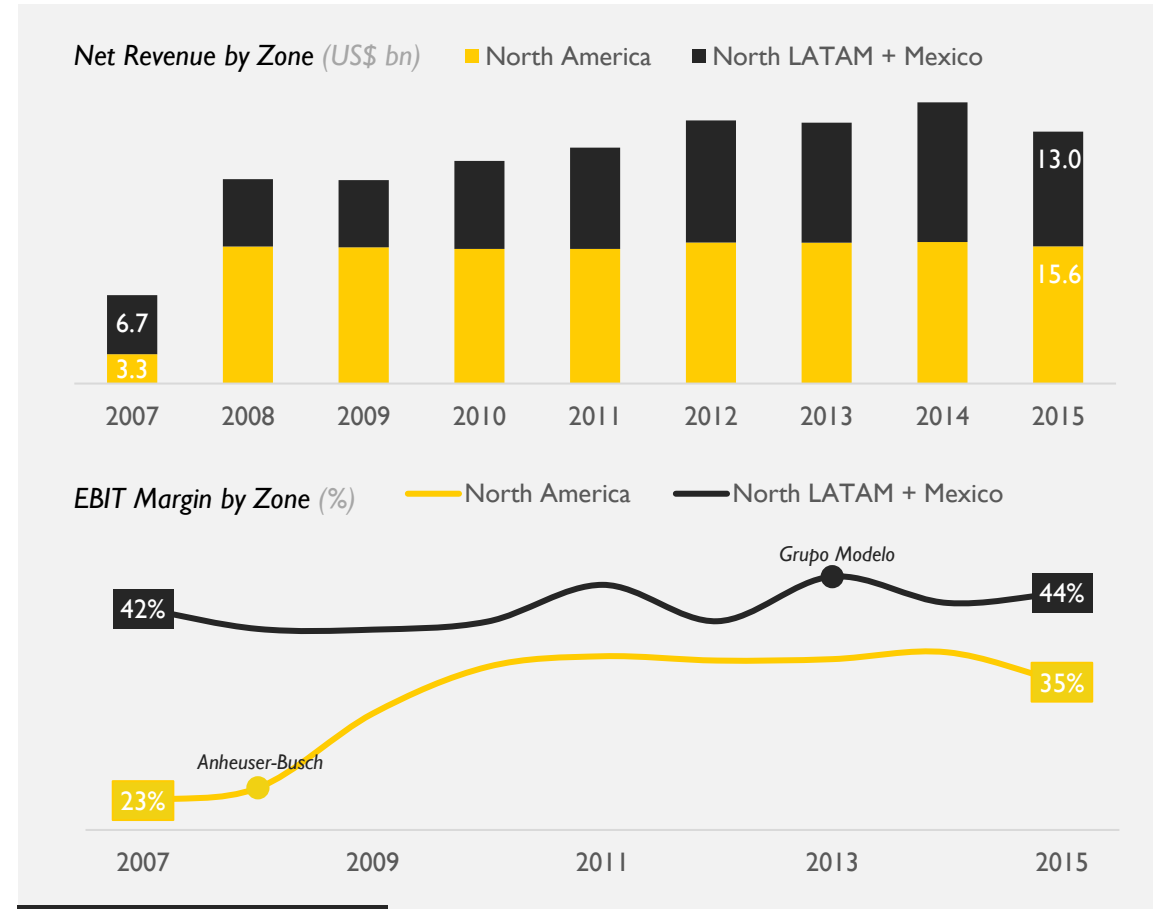
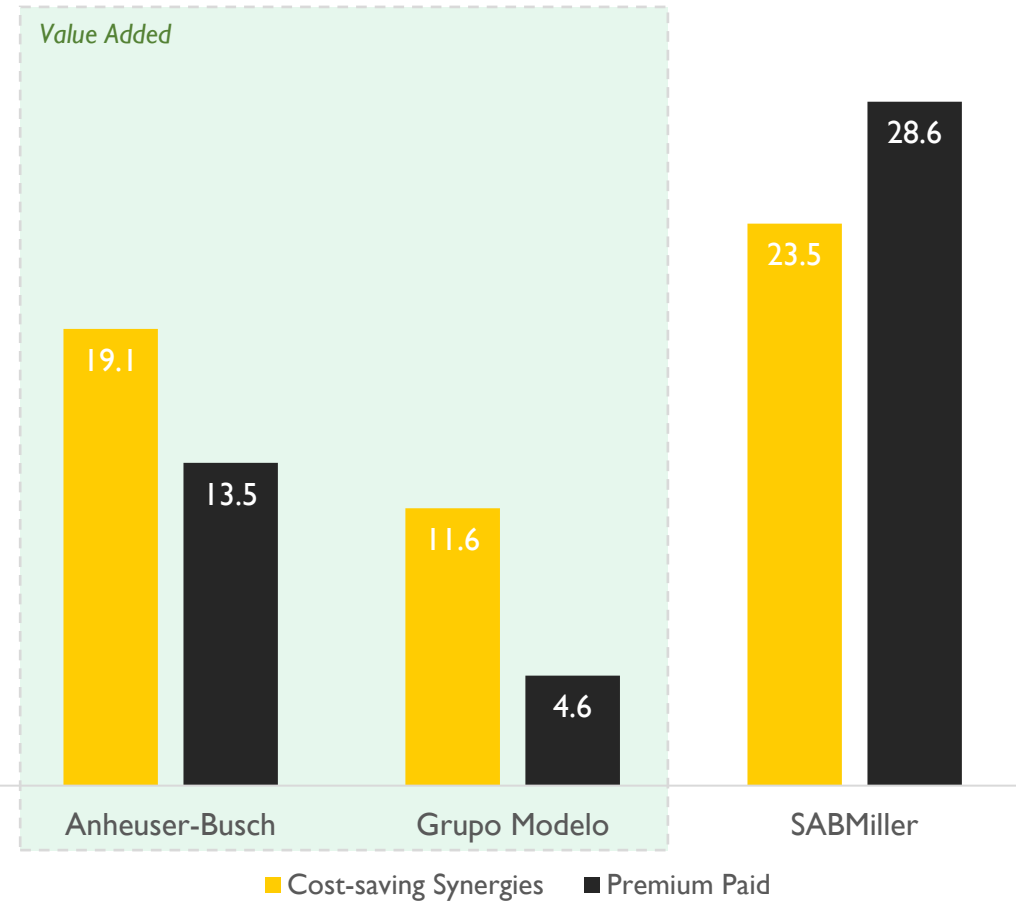
Sources: AB InBev, De um Gole Só by Ariane Abdallah

# Value Seeker

## An Inorganic Approach

Looking back, the company's ability to **add value through inorganic expansions** is evident, as **cost-saving synergies** were **more significant** than the **premium paid** in the illustrating deals, not to mention what the aftereffect meant for ABI's **consolidation** in terms of **product portfolio** and **geographical reach**.

Value Added (Destroyed) in each acquisition (USD Bn)



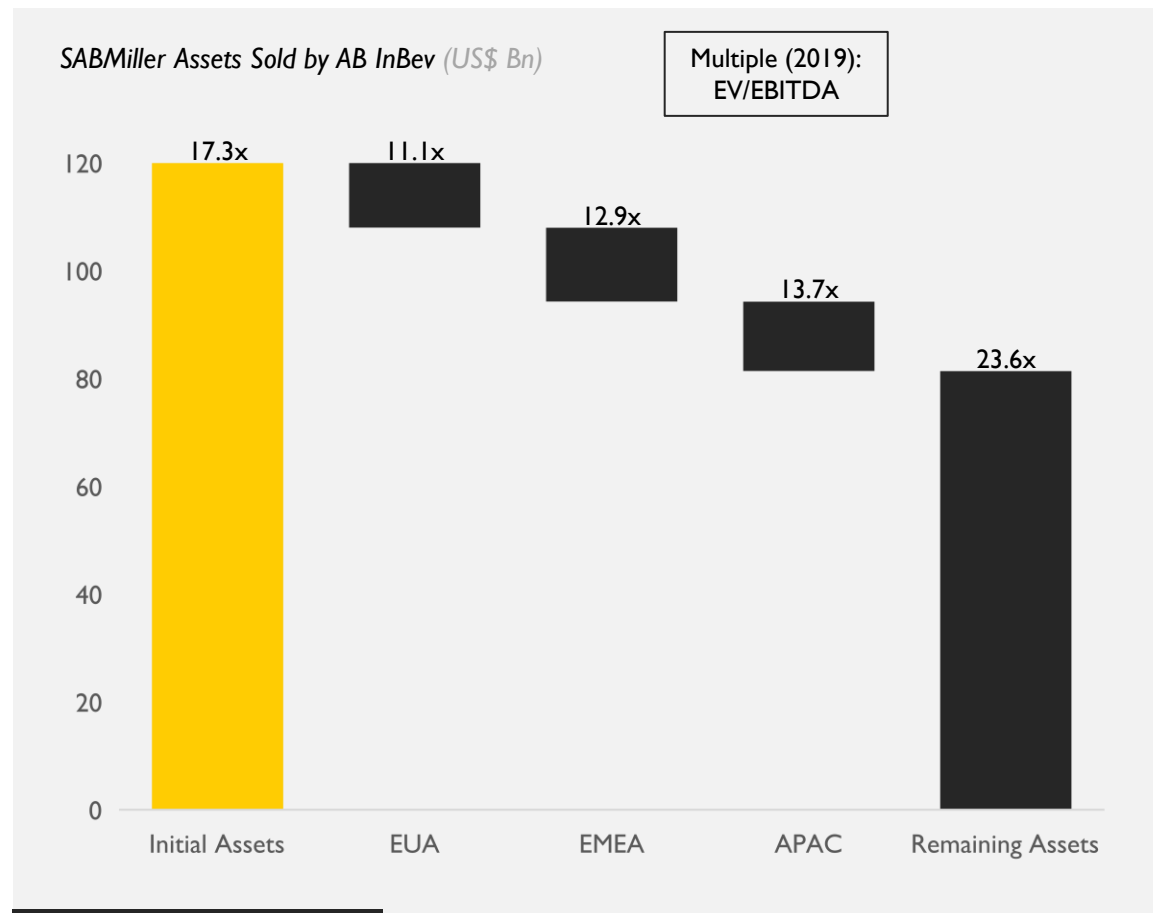
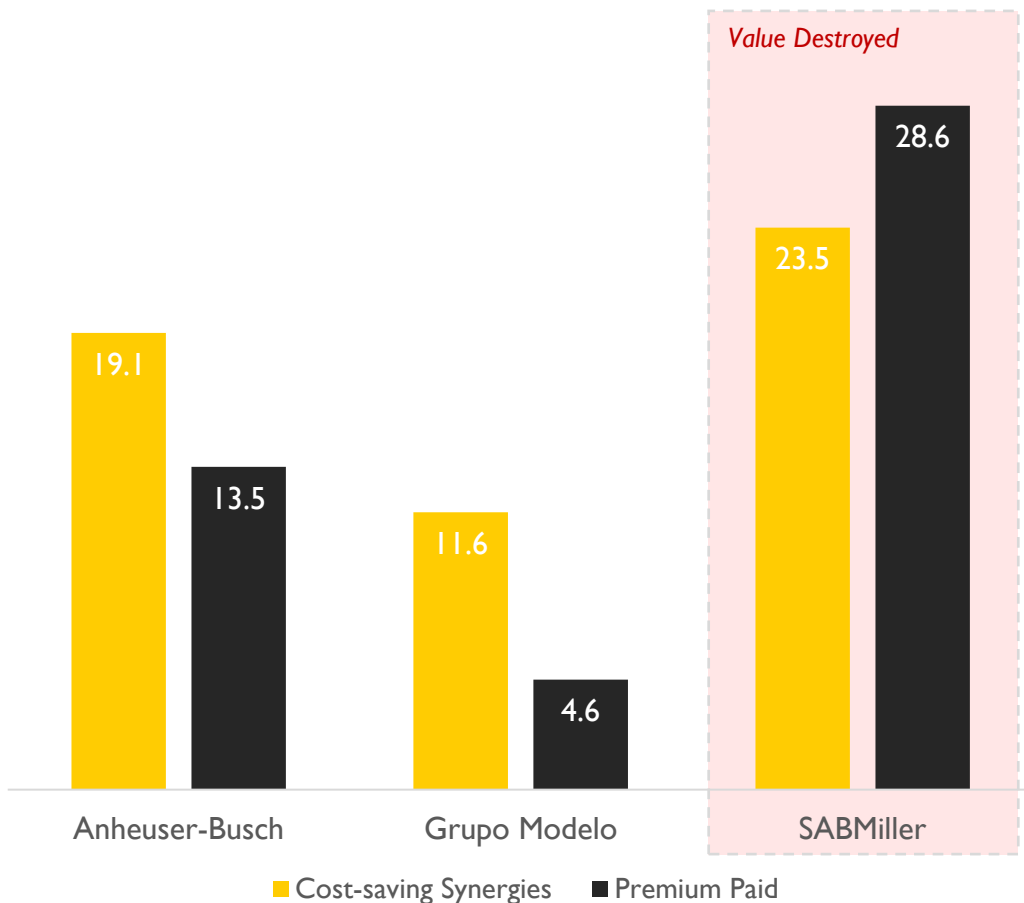
Sources: AB InBev, Team Elaboration, *To Buy or Not to Buy* by Michael Maubossin, *Valuing SABMiller* by Aswath Damodaran

# Value Seeker

## An Inorganic Approach

But the **value destroyed**, as seen through a premium paid superior to the cost-saving synergies generated by the **SABMiller acquisition**, indicated that the inorganic strategy that got the company where it is today was no longer sustainable on its own.

Value Added (Destroyed) in each acquisition (USD Bn)



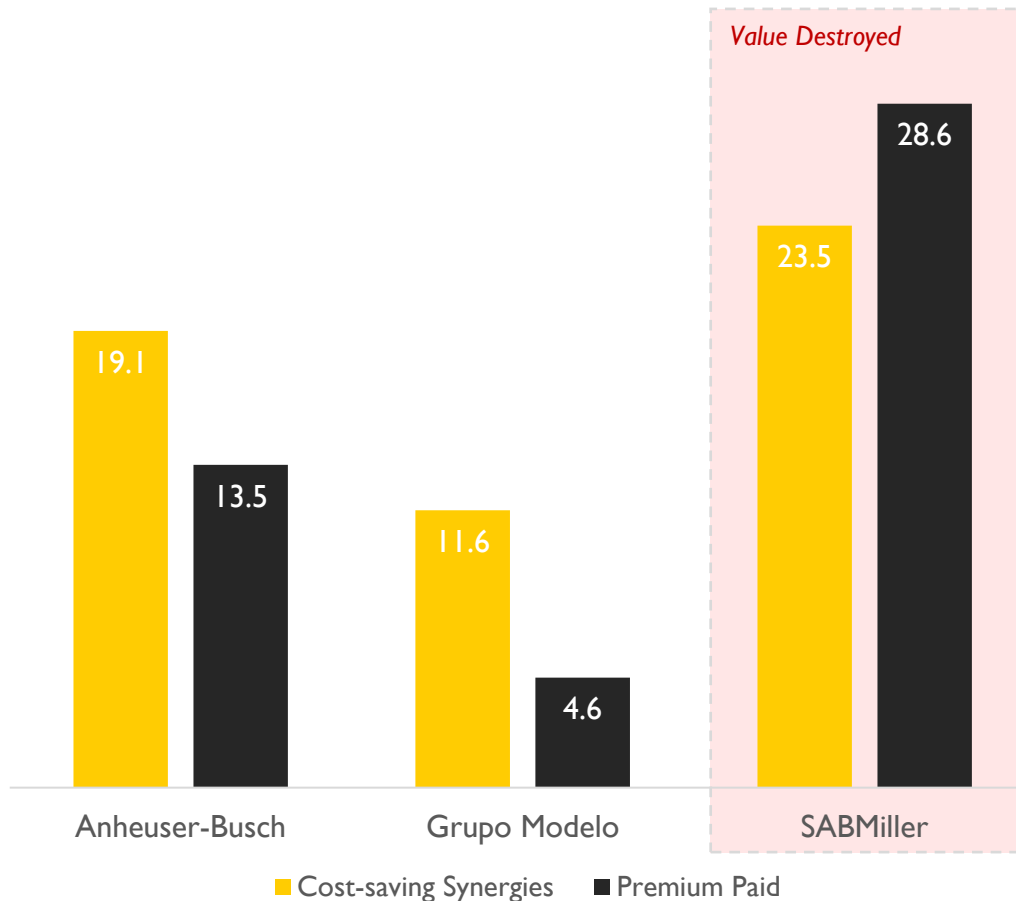
Sources: AB InBev, Team Elaboration, *To Buy or Not to Buy* by Michael Maubossin, *Valuing SABMiller* by Aswath Damodaran

# Damodaran's Take on Value Creation

## Looking at Acquisitions Critically

Talking to **Professor Aswath Damodaran** confirmed our initial hypothesis about the deal. It generated **insightful reflections** on the possible use of the **inorganic growth** strategy, moving from a **big stake positions** moved by portfolio and footprint related mentality to **lower stakes acquisitions** moved by the **need for innovation**.

Value Added (Destroyed) in each acquisition (USD Bn)



Video conversation took place on March 8<sup>th</sup> at 13h30 with Aswath Damodaran

*“Acquisitions can be good, but only at the right price.”*

Professor Damodaran depicted a **critical view** concerning acquisitions in general, and despite acknowledging the good outcome of **Anheuser-Busch** and **Grupo Modelo**, he also managed to critically analyze **SABMiller's** faults.

Professor at NYU  
Aswath Damodaran

Sources: AB InBev, Team Elaboration, *To Buy or Not to Buy* by Michael Mauboussin, *Valuing SABMiller* by Aswath Damodaran

# Shifting Tides

Old but valuable market

We view the **management's** ability to **identify the need for change** within its corporate culture as extremely **valuable**, evidenced through a **word frequency analysis**, in which the **prevalence of insights-related** and customer-centric denoted words **increases with time** – indicating self-awareness and an active approach towards change.

Carlos Brito

Michel Doukeris

Performance-driven

Word Frequency	Brito	Doukeris
Brands	11x	3x
Culture	5x	1x
Consumer	2x	6x
Platform	-	3x

Frequency of words analysis in Python: Output



Frequency of words analysis in Python: Input

```

91 stopwords_list = list(STOPWORDS)
92 for word in new_stopwords:
93     stopwords_list.append(word)
94 stopwords_list = stopwords_list
95 STOPWORDS = stopwords_list
96
97 def grey_color(word, font_size, position, orientation, random_state):
98     # Returns "rgb(0, 0, 0)" % random.randint(0, 100)
99     return "rgb(0, 0, 0)"
100
101 # Plot the word cloud
102 words = list(b_2013['word']) + list(b_2018['word'])
103 all_words = " ".join(words)
104 # for i in range(50):
105     # all_words = all_words + " "
106     # wordcloud(width = 700, height = 450,
107                 # random_state = 21, max_font_size = 120,
108                 # stopwords = STOPWORDS,
109                 # background_color = 'white').generate(all_words)
110
111 plt.figure(figsize=(15, 12))
112 # plt.imshow(wordcloud, interpolation='bilinear')
113 # plt.show()
114 plt.savefig('output')

```

Evolving Mindsets

Sources: Team Elaboration, Team Elaboration, Twitter

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Carlos Brito

Michel Doukeris

Consumer-driven

## Word Frequency

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Frequency of words analysis in Python: Output



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110              stopwords = STOPWORDS,
111              background_color = 'white').generate(all_words)
112
113 plt.figure(figsize=(15, 12))
114 # plt.imshow(w, interpolation = 'nearest')
115 plt.imshow(w, color_func = gray_color_func, random_state = 1)
116 plt.axis('off')
117
118 relevant_words = [
119     'q1': q1_relevant_words,
120     'q2': q2_relevant_words,
121     'q3': q3_relevant_words
122 ]
123
124 # Calcula o delta em porcentagem
125 delta_q1_q2_porc = (df_test['q1'] - df_test['q2']) / df_test['q1']
126 delta_q2_q3_porc = (df_test['q2'] - df_test['q3']) / df_test['q2']
127 df_test['delta_12'] = delta_q1_q2_porc
128 df_test['delta_23'] = delta_q2_q3_porc
129 df_test['delta_123'] = df_test['delta_12'].apply(lambda x: round(x * 10, 1))
130 df_test['delta_23'] = df_test['delta_23'].apply(lambda x: round(x * 10, 1))
131
132 # Calcula o soma de q1 e q2
133 sum_q1_q2 = df_test['q1'] + df_test['q2']
134 sum_q2_q3 = df_test['q2'] + df_test['q3']
135 df_test['soma_12'] = sum_q1_q2
136 df_test['soma_23'] = sum_q2_q3
137
138 # Ordena por coluna de escolha
139 coluna_orden = 'soma_12'
140 df_test.sort_values(by = coluna_orden, ascending = False, inplace = True)
141 print('Colunas mais relevantes em frequencia (ordenadas pela coluna soma)')
142 print(df_test.to_string(index = False))
143 print()
144 # Ordena por coluna de escolha
145 coluna_orden = 'delta_12'
146 df_test.sort_values(by = coluna_orden, ascending = False, inplace = True)
147 print('Colunas com maior aumento em frequencia (ordenadas pela coluna delta)')
    
```

Evolving Mindsets

Sources: Team Elaboration, Team Elaboration, Twitter

# Not Just Another Tale

Old but valuable market

When interviewing the author of “*De um Gole Só*”, she set forth several **caveats** concerning AB InBev’s likelihood of success in its attempt at an **all-around cultural change**. Despite acknowledging the concern, **talking to people from all levels of the organization**, with distinct trajectories, from around the globe **settled our doubts**.

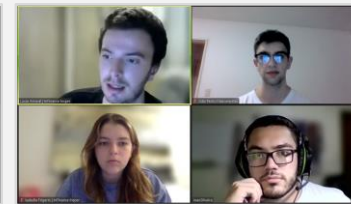


**Author of the book “De um gole só”**  
Ariane Abdallah

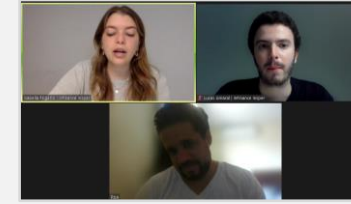
After talking to Ms. Abdallah, the group decided to investigate to what extent it is possible to shift from an efficiency driven culture to an insight-driven consumer centric one.



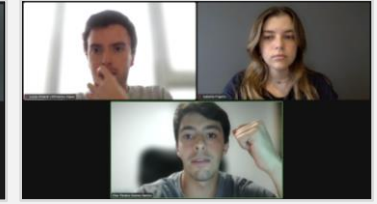
Alexandre Bueno | ABI’s Global VP  
Treasury



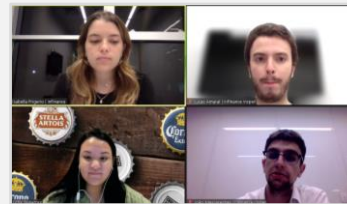
João Gabriel | FP&A Ambev



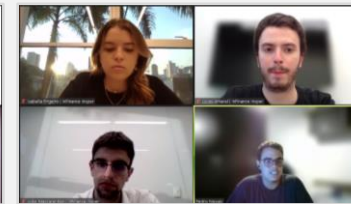
Carlos Roa | Dominican Republic’s Data  
and Analytics



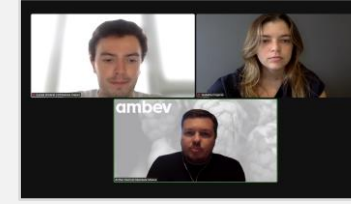
Vitor Santos | Financial Analyst at ZX  
Ventures



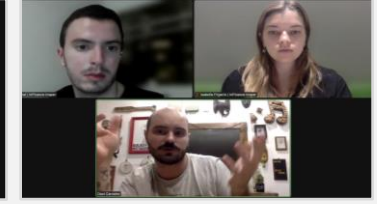
Sofia Gutierrez | Intern BEES



Pedro Novais | ESG Analyst BEES



Arthur Massa | Revenue Manager Beyond



Daniel | Marketing Manager at Ambev

**“The culture is changing. There’s less pressure and more space to make mistakes. Not fearing failure stimulates innovation.”**

**47** Employees  
Interviewed

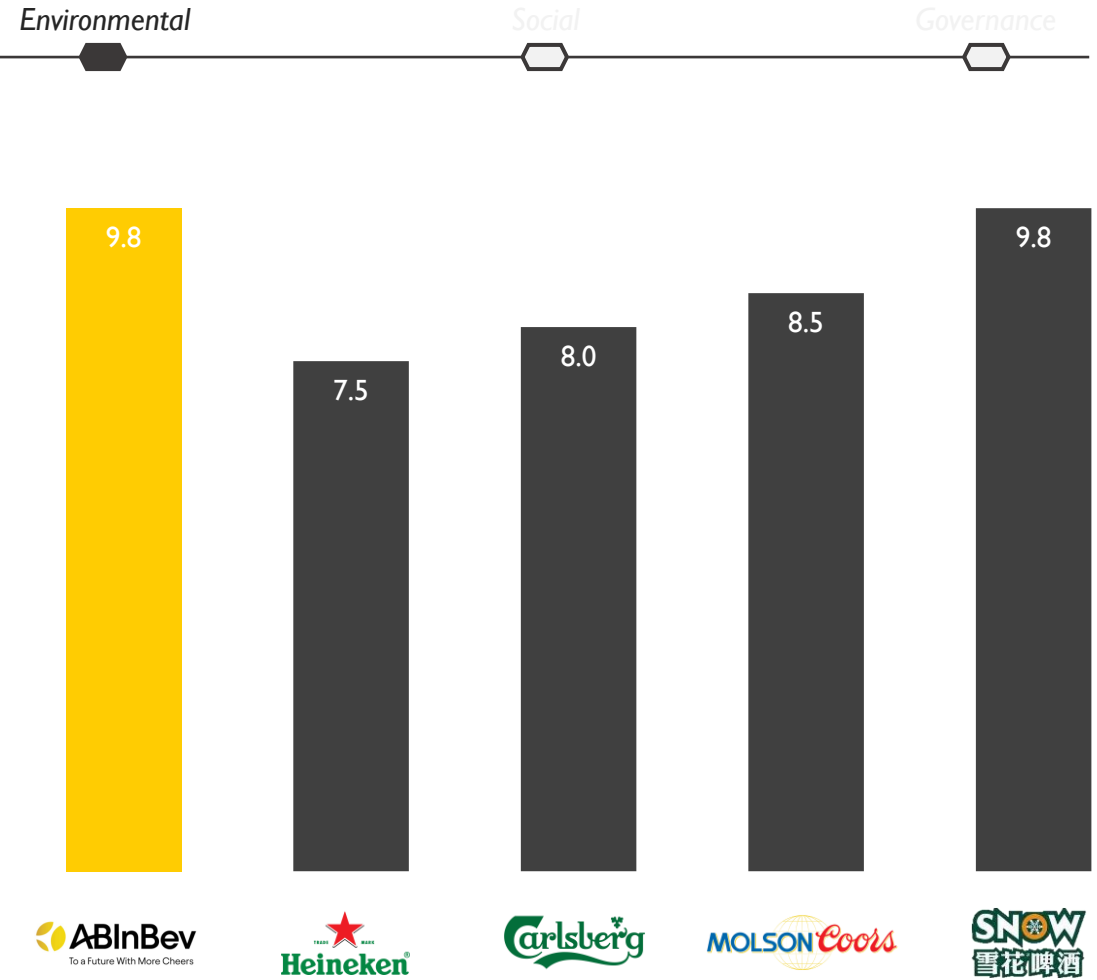
**04** Different  
Countries

Sources: *De um Gole Só* by Ariane Abdallah, Team Elaboration

# Putting Change Into Practice

## Environmental, Social and Governance Initiatives

First-class **ESG practices** grant AB InBev **longevity** as it contributes to a more **sustainable business model**, with key stakeholders being considered. We believe this has been accelerating as culture evolves and the company realizes their **output to society is critical**, especially considering the nature of the alcoholic beverages industry.

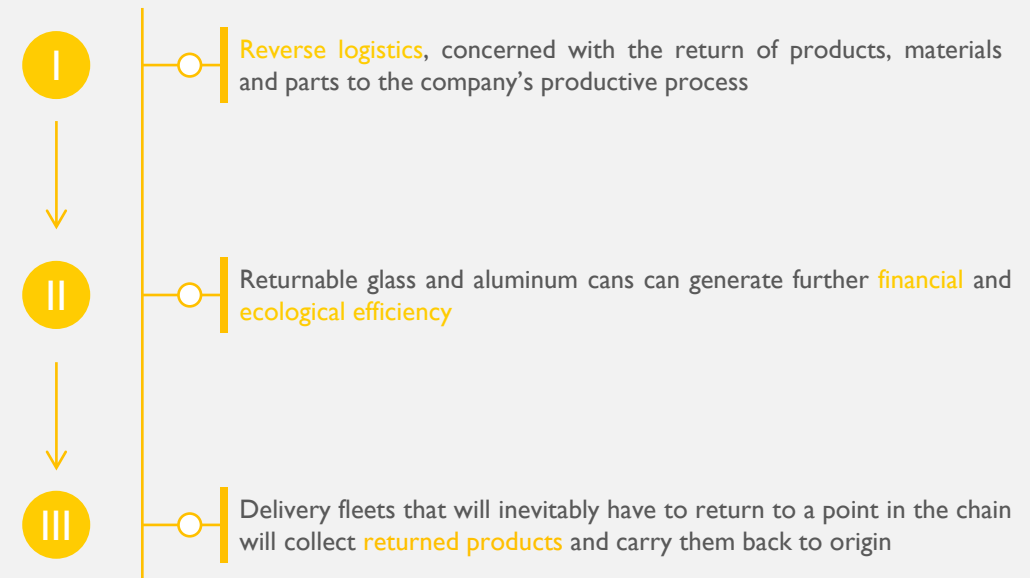


We rely on the Harvard professors' ESG index

### The Impact of Corporate Sustainability on Organizational Processes and Performance

Robert G. Eccles, Ioannis Ioannou, and George Serafeim | Harvard Business School

#### Reverse Logistics: opportunity to reduce costs by integrated value chain management



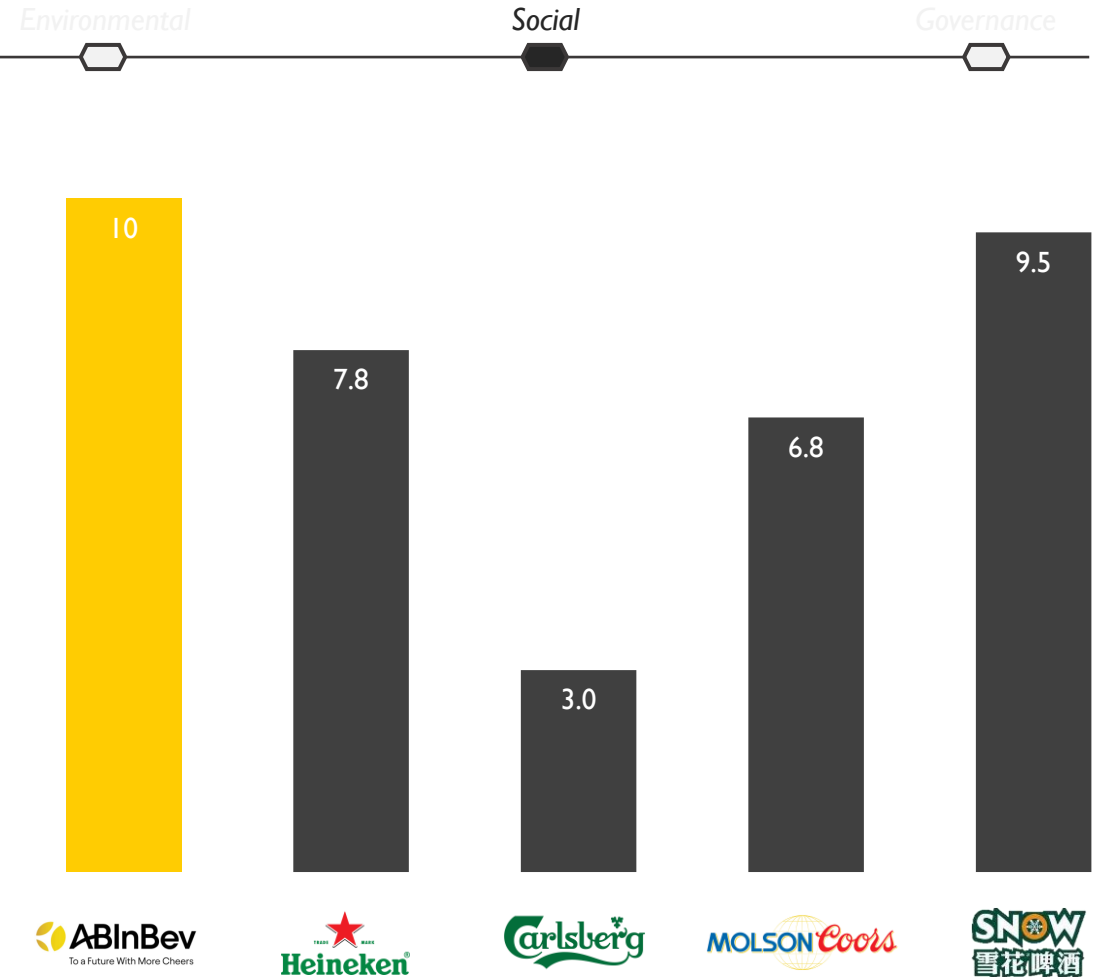
Sources: AB InBev, Brazilian Business Review, Euromonitor, ESG Index – Robert G. Eccles



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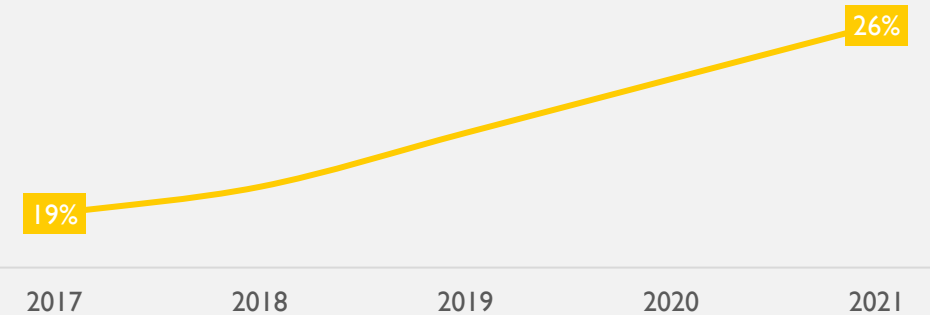
Robert G. Eccles, Ioannis Ioannou, and George Serafeim | Harvard Business School

#### Diversity: the key to business sustainability

N° of nationalities represented in ABI's global headquarters

2017	2018	2019	2020	2021
48	54	55	54	64

Percent of Women among ABI's top five leadership levels

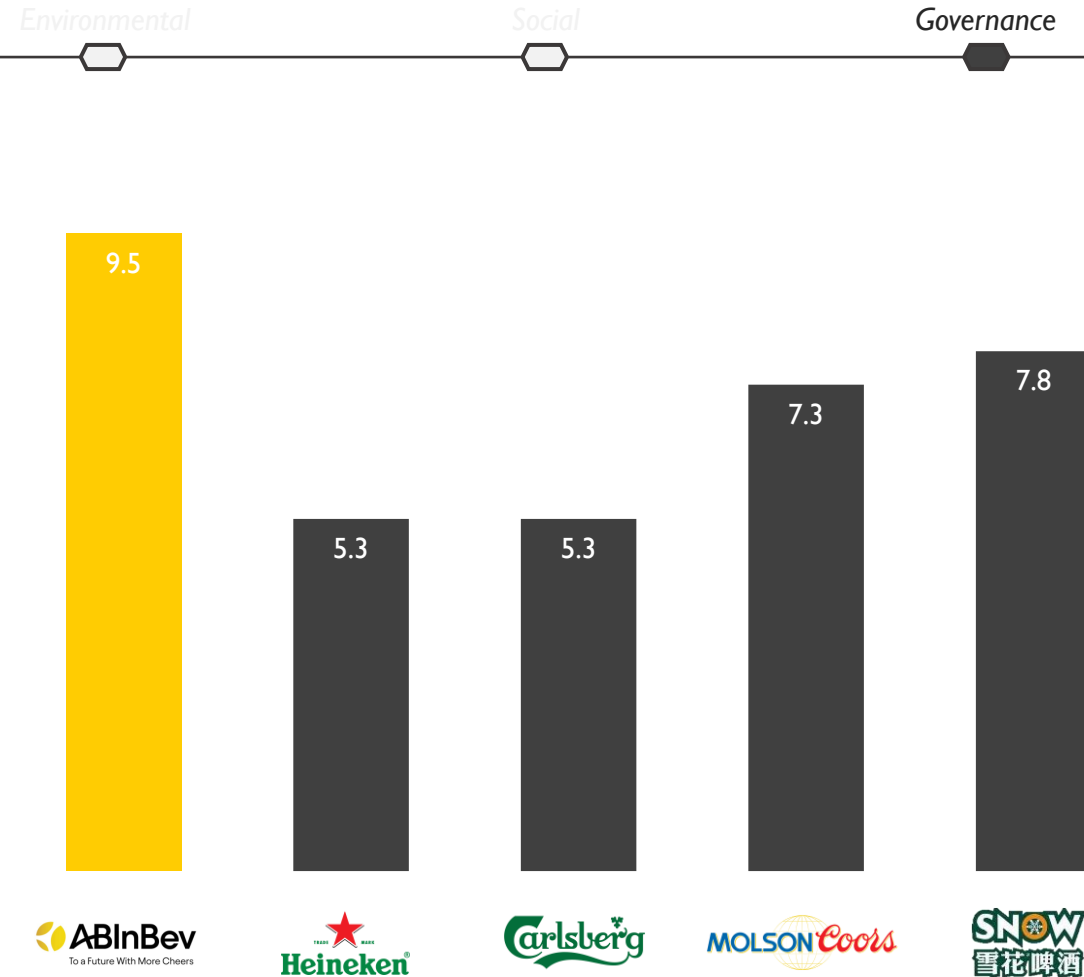


Sources: AB InBev, Brazilian Business Review, ESG Index – Robert G. Eccles, Euromonitor

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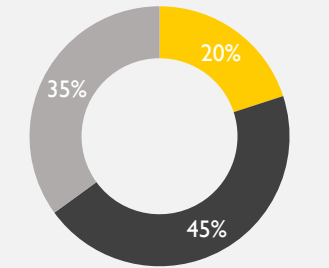
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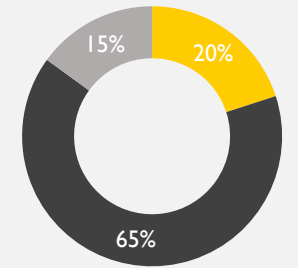
**Result-aligned incentives:** compensation further tied to executive performance

#### Old Target Compensation



■ Salary ■ Bonus ■ Long-term

#### Today's Target Compensation



■ Salary ■ Bonus ■ Long-term

**Profit-driven goals:** bonus based on the achievement of objectives tied to the following metrics

#### C-levels compensation goals in 2021



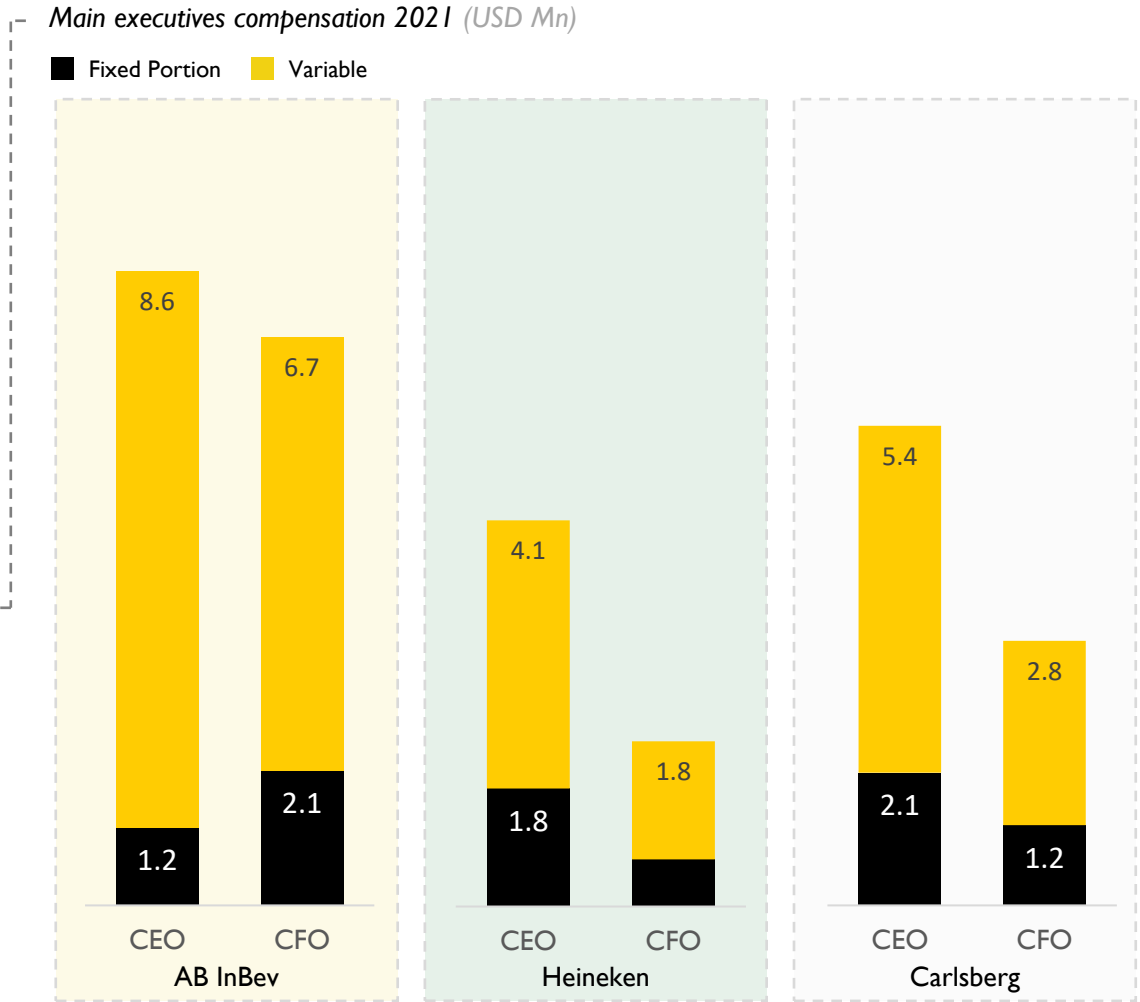
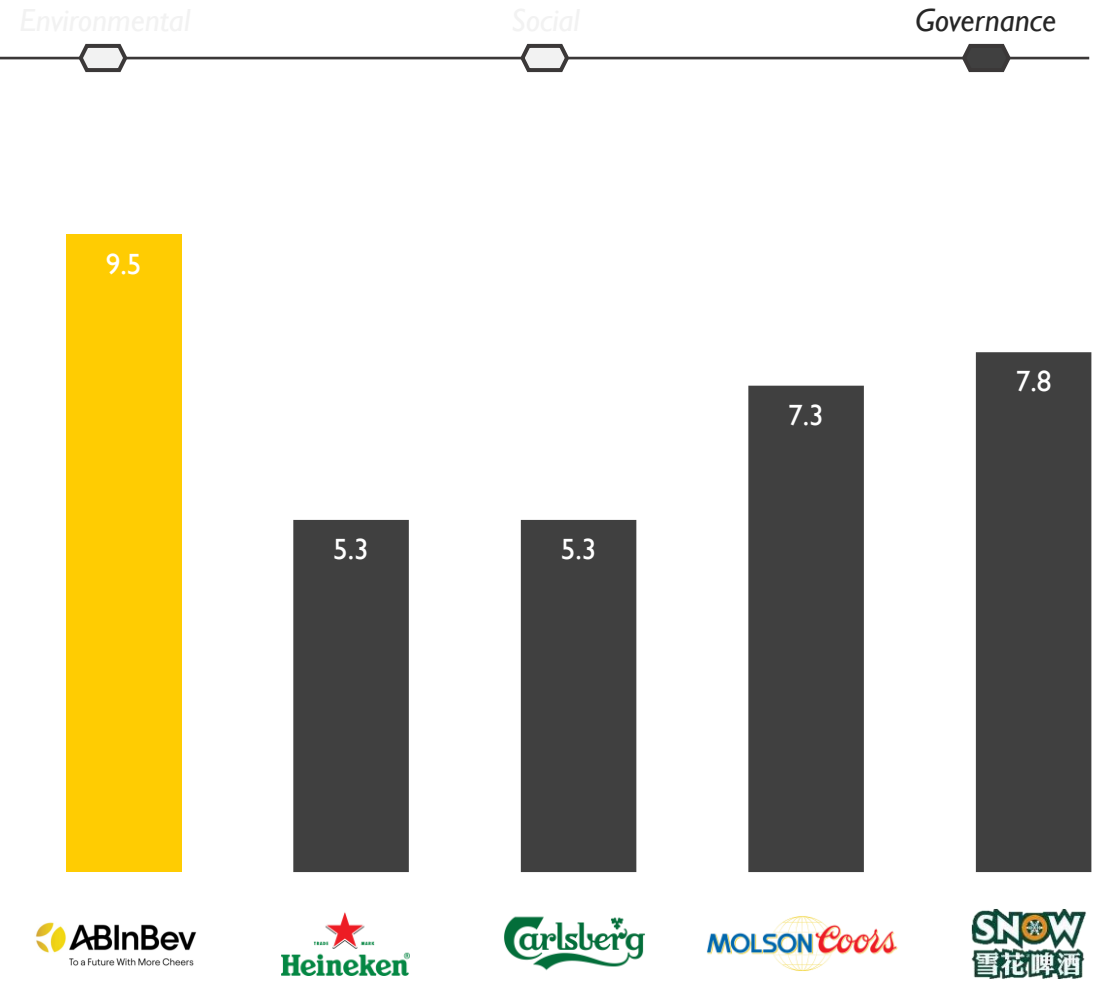
■ Revenue ■ EBITDA ■ Cash Flow

Sources: AB In Bev, Brazilian Business Review, ESG Index – Robert G. Eccles, Euromonitor

# Putting Change Into Practice

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Sources: AB InBev, Brazilian Business Review, ESG Index – Robert G. Eccles, Euromonitor

# Our conversation with Jorge Paulo Lemann

## A Vote of Confidence from the Top

Mr. Lemann's opinion was a **valuable addition** to our confidence in AB InBev's ability to **well execute the cultural shifts** it's seeking to implement. During our conversation, he transmitted his **confidence in the new CEO** and knowledge of what is going on in the company today, what we see as a **vote of confidence in ABI's future**.



Jorge P. Lemann is one of the **most influential** people in Brazil and one of the greatest **businessmen** in the **world**

**3G Capital Co-Founder**  
Jorge Paulo Lemann

We had the **honor** of doing a Zoom video call with **Jorge Paulo Lemann**, where he **told us about** the **pillars** for a **successful business**.

*Video conversation took place on Feb 25th at 2P.M with Jorge Paulo Lemann*

**Take Risks**

**Stick to the Right People**

**Dream Big**

And this is precisely the direction the company is headed at, as it was put by Jorge Paulo Lemann

We asked Jorge Paulo about...

**The New CEO**

**Doukeris** is ready for the future. He thinks **long-term**, is innovative and takes an active approach towards **change**

**Ownership**

We **know** how to manage **people** to be efficient. We are working on forming **innovative**, consumer-focused employees

**The Future**

**BEES** gives ABI a contact point with consumers, **granting awareness** on what they **desire** so we can **deliver**

Sources: Video conversation with Jorge Paulo Lemann



Evolving insights-driven consumer-centric culture that opens new doors for change



Stronger **product portfolio** that guarantees better **long- and short-term positioning**



Leveraging of existing capabilities to penetrate new channels and build a platform

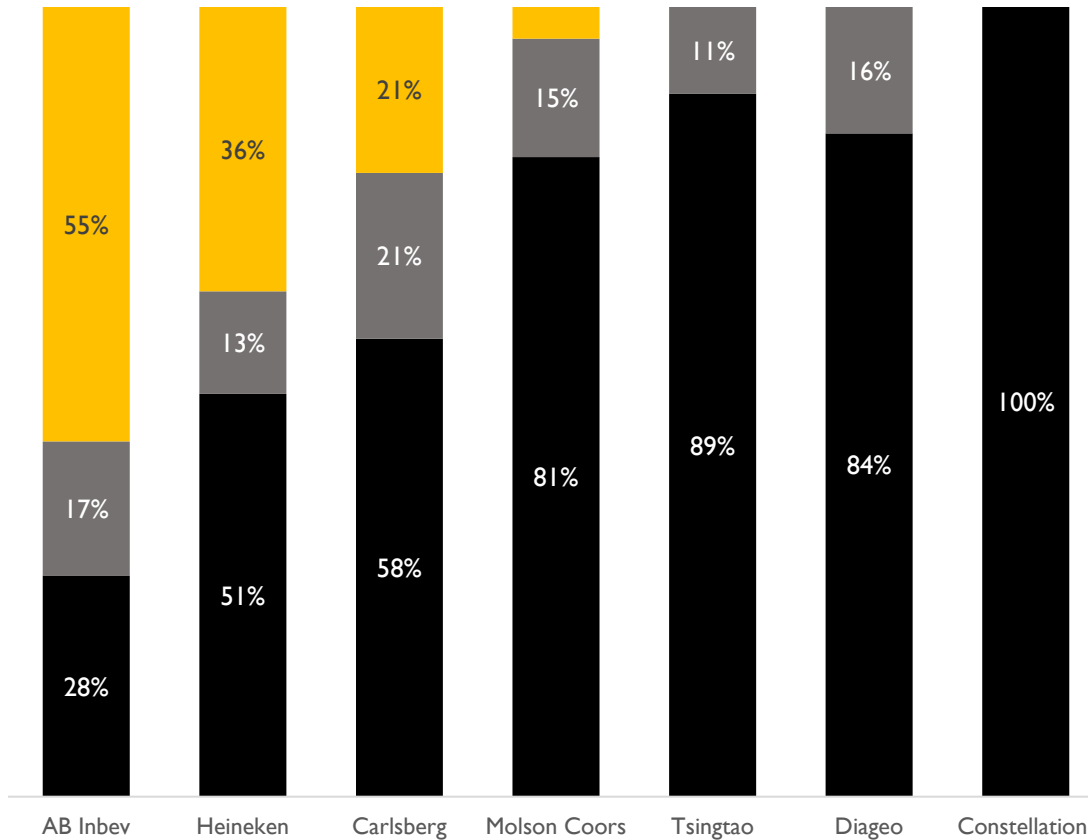
# Mastering the Portfolio Play

## Far and Wide

Historically, AB InBev succeeded in creating a brand power through **portfolio diversification**, making itself present in **as many consumption occasions as possible** hence winning by volume as, no matter what the customer was looking for, there would always be an AB InBev brand there to satisfy their **budget** and **needs**.

Company Dependence on Brands (% of Revenue)

■ Top 3 Brands ■ Next 3 Brands ■ Other Brands



AB InBev's strategy is not a 'champion' one – they bet in their portfolio, not in one single brand, increasing their number of brands throughout time – as seen through the group's **Wayback Machine Analysis**

	2019	2020	2021	2022
<b>ambev</b>	28	29	30	32
<b>Heineken</b>	12	12	13	13
<b>GRUPO PETRÓPOLIS</b>	6	6	7	8



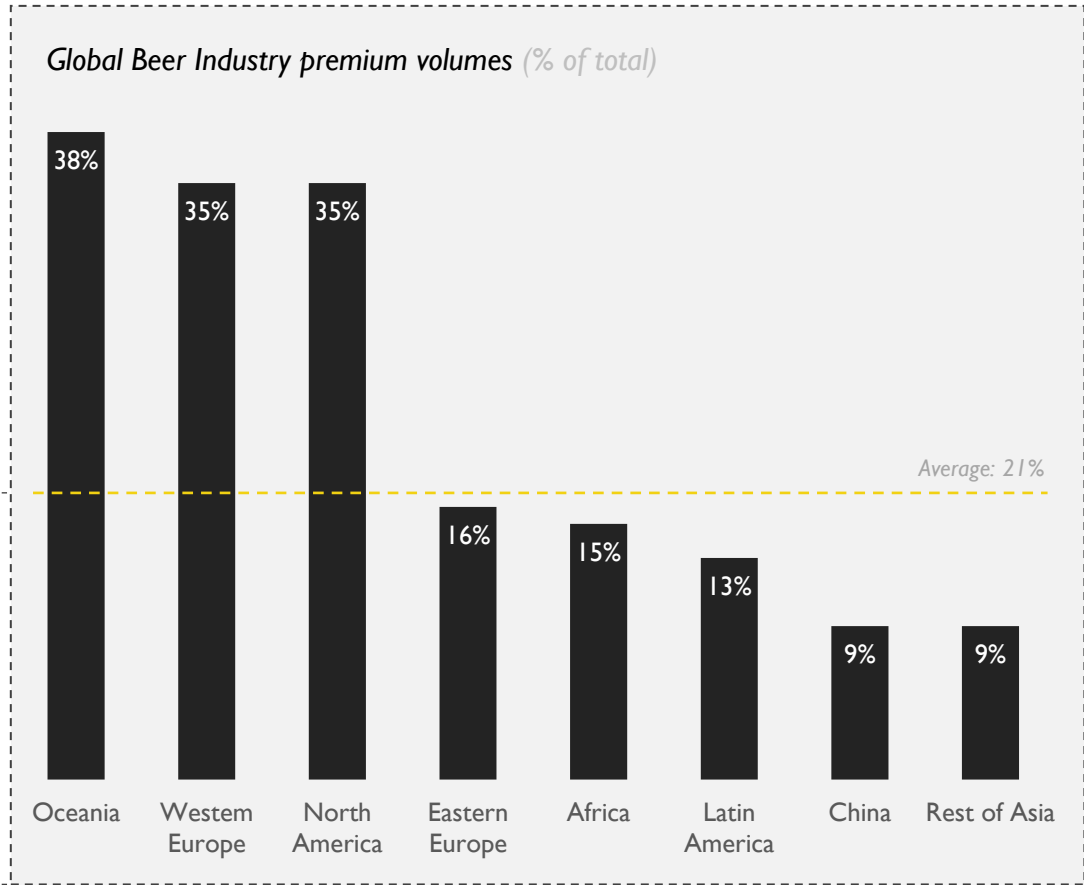
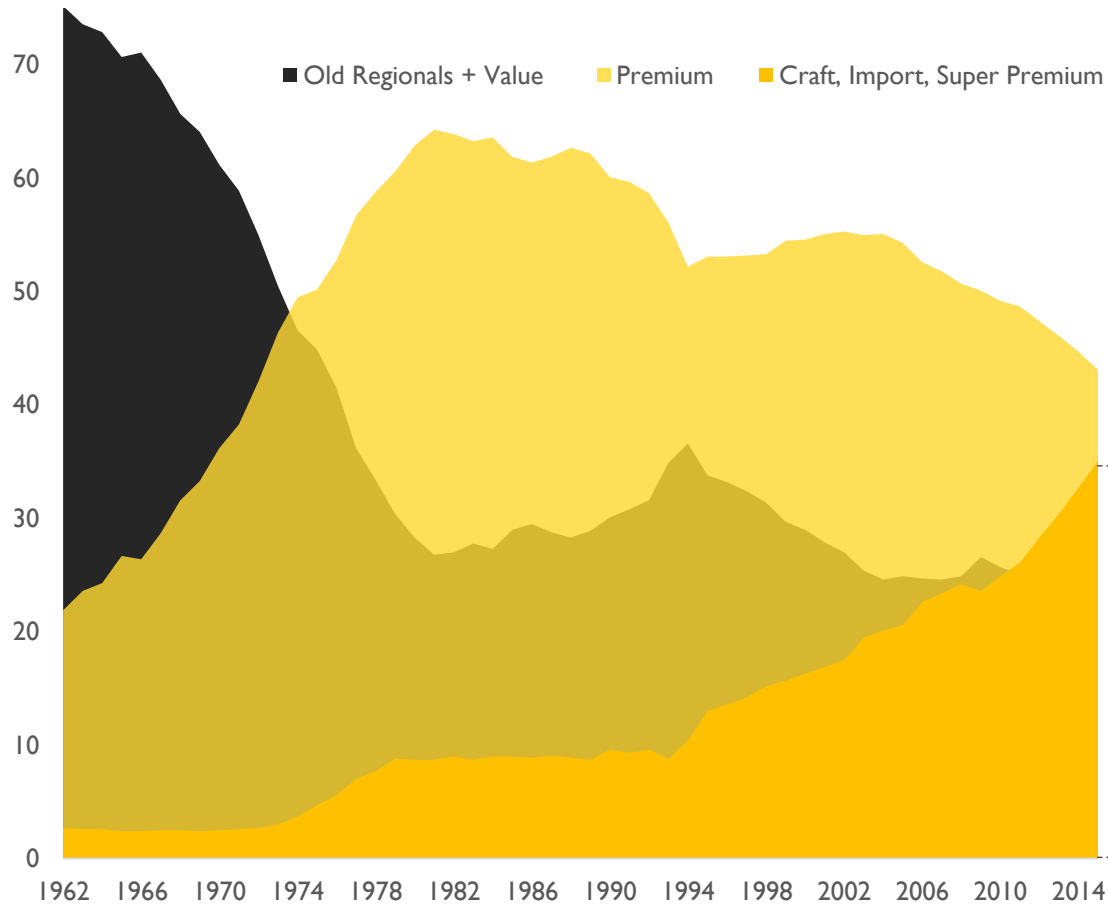
Sources: AB InBev, Brewers Association, Team Elaboration, USDA

# Trading Up

An Affordable Indulgence

The **premium and super-premium** categories have **been gaining share of the market** as consumer preferences change. Consumers are ever-increasingly seeing these categories as an affordable indulgence, trading up, when possible, in a market with gaps in terms of volume: **an opportunity to grow**. Notably, China, Latin America and Africa.

Beer Market Share by Segment (Volume)



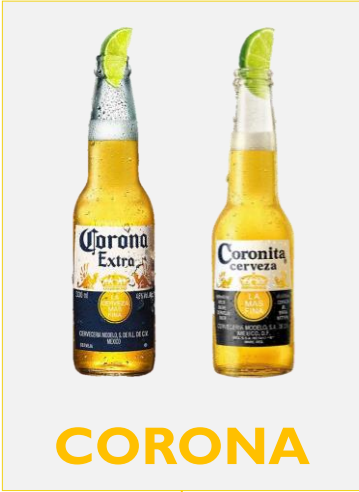
Sources: Brewers Association, Euromonitor, RS Weinberg

# Building Brand Equity

## Strengthening Portfolio

The company **identified this opportunity** and is actively trying to address it by **gaining a share of mind**, a direct consequence of marketing efforts gaining ground. By doing so, the company guarantees **more growth stability** to one-third of its portfolio – as of today, the percentage of revenue attributed to its premium brands.

The Company has been successfully increasing its efforts to address this opportunity by fomenting **brand equity** in its **premium and super premium categories**



### CORONA

Nature related branding, aimed at people that like beach side outdoors, value sports and sustainability



### COLORADO

Branding aimed at beer savvy consumers, that enjoy trying new flavors and value diversity

## Twitter Sentiment Analysis

### Corona Brand



As seen through the **sentiment analysis**, Corona is associated with **occasions and positive things**, hence exemplifying a strengthened **brand equity**

Efforts are Paying Off

Sources: AB InBev, Team Elaboration, Twitter



# Building Brand Equity

## Strengthening Portfolio

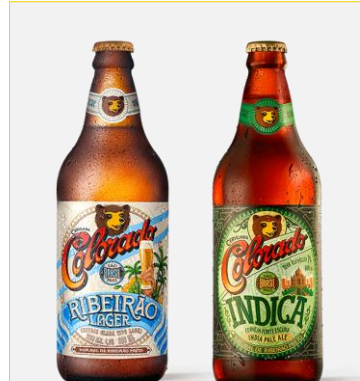
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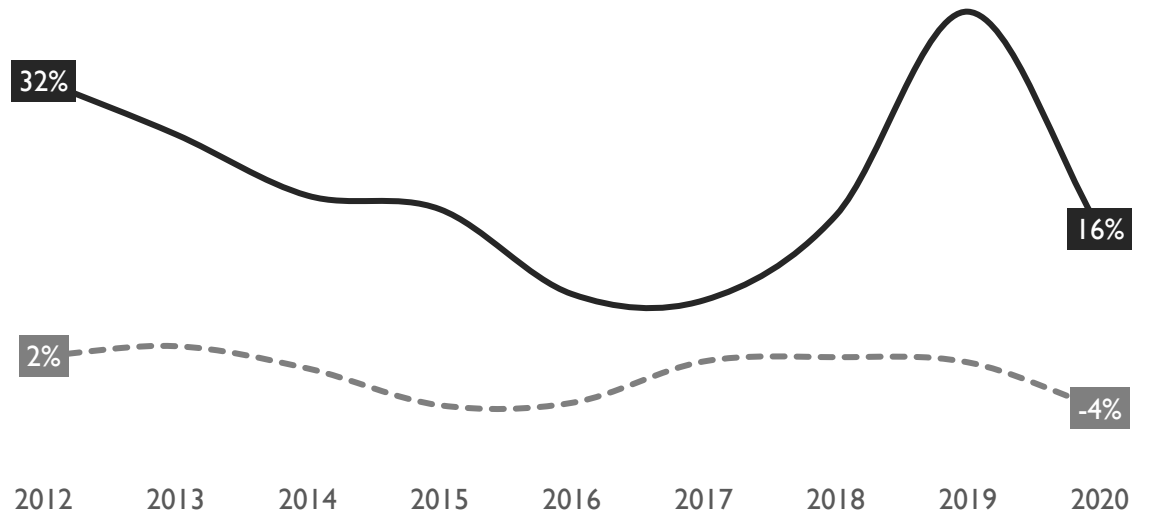


**COLORADO**

Branding aimed at beer savvy consumers, that enjoy trying new flavors and value diversity

Brazil premium volumes vs Real GDP growth (%)

— Premium Beer Growth    - - - Real GDP Growth



Consumers view **premium brands** as an **affordable indulgence**. Premiumization is **recession proof**, with premium growth at 20.4% CAGR vs Real GDP at 0.1% CAGR

Sources: AB InBev, Bloomberg, Euromonitor

# Seizing the Opportunity

## Emerging Categories

Further, the company is doing so at a **new premium category** that emerges from **preferences** that tend towards beverages with more **flavor**, are **practical**, and often **healthier**. Beyond Beer has been **gaining market share** in developed geographies, a **trend** that should reach **emerging markets** in the medium term.

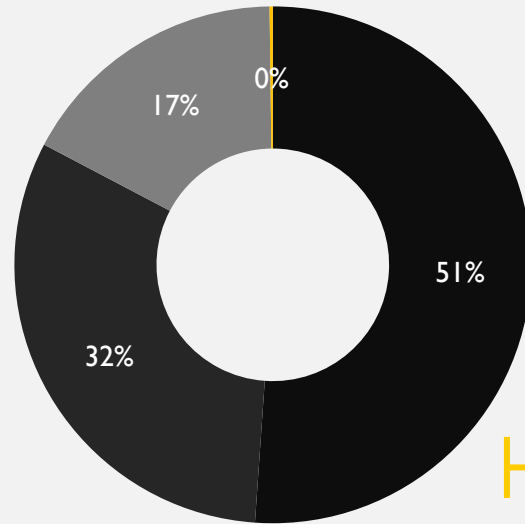


### Beyond Beer

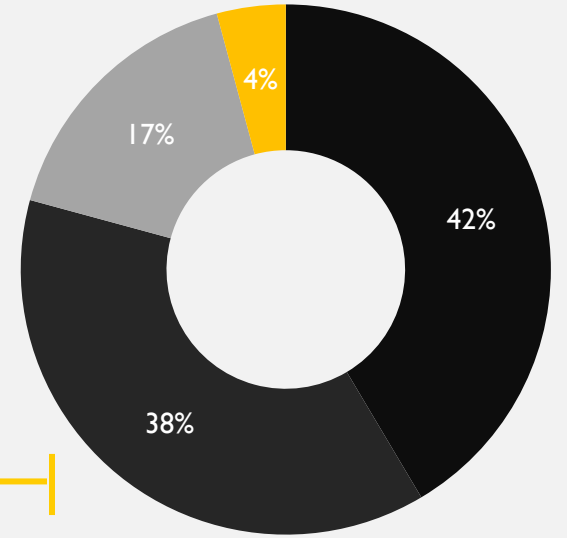
Ready-To-Drink  
Hard Seltzer  
Ciders

Beyond Beer share of total Alcohol in the US (%)

2011



2021



Beyond Beer  
CAGR (11'-21') : 35%

■ Core Beer ■ Spirits ■ Wine ■ Beyond Beer

■ Core Beer ■ Spirits ■ Wine ■ Beyond Beer

*"People are increasingly open to new products, an expanding possibility for companies that can overcome the lesser sense of loyalty"*

*Video conversations with Anna Ward | Euromonitor took place on Feb 17th*

Sources: AB InBev, Bloomberg, Euromonitor

# Seizing the Opportunity

Developing markets are white-spaces poised to be captured

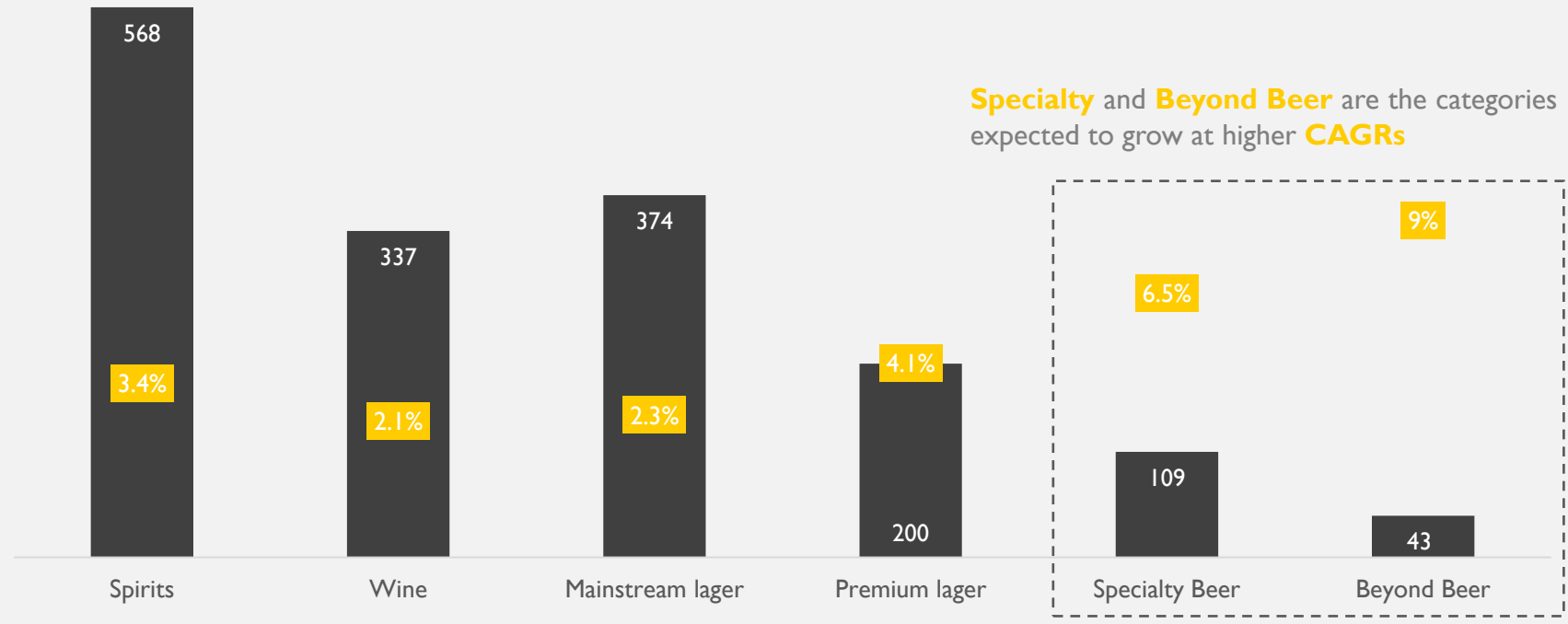
Acknowledging **the likely growth of the category** in emerging markets, AB InBev is also **well-positioned** in these geographies, **fomenting demand** in markets that still haven't fully matured, given that **demand is shifting gradually** as **consumers** who are **open to new products** get to know this new category.



## Beyond Beer

Ready-To-Drink  
Hard Seltzer  
Ciders

Global Retail sales by Category (USD Bn) and 2019-25E CAGR (rhs)



Specialty and Beyond Beer are the categories expected to grow at higher CAGRs

Ready to Capture

*"People are increasingly open to new products, an expanding possibility for companies that can overcome the lesser sense of loyalty"*

*Video conversations with Anna Ward | Euromonitor took place on Feb 17th*

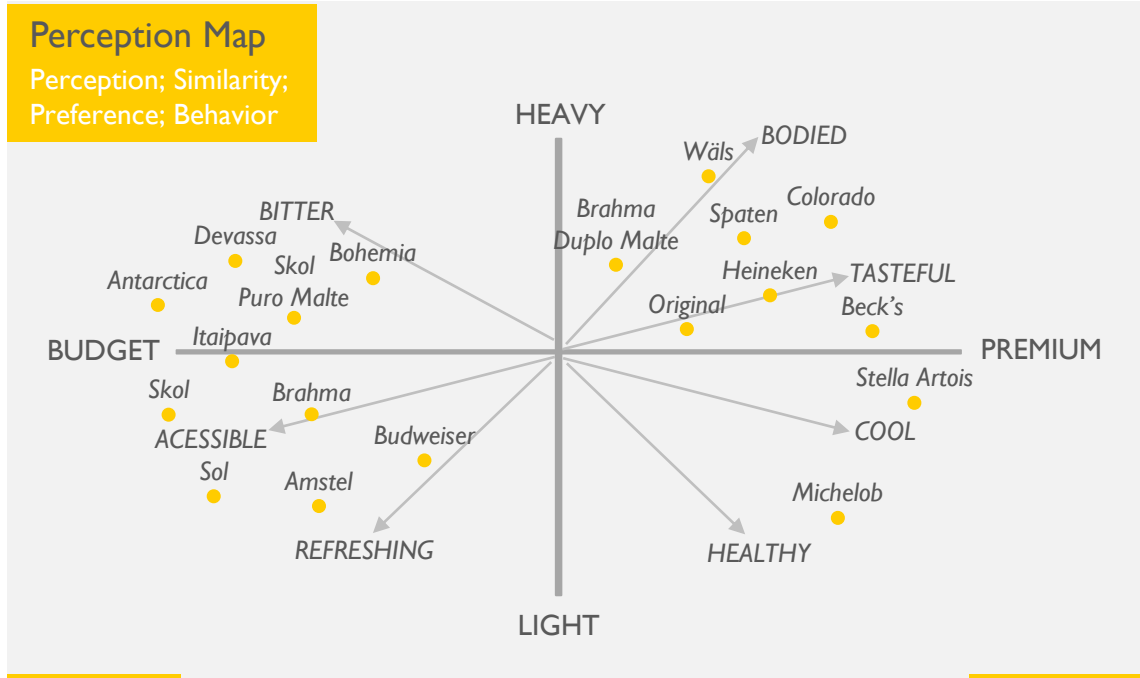
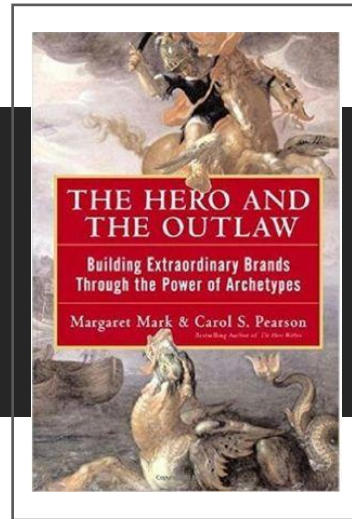
Sources: AB InBev, Bloomberg, Euromonitor

# Incrementality

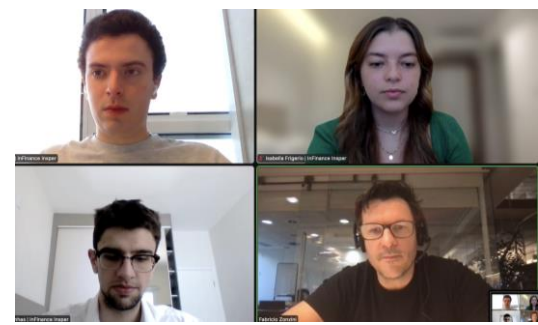
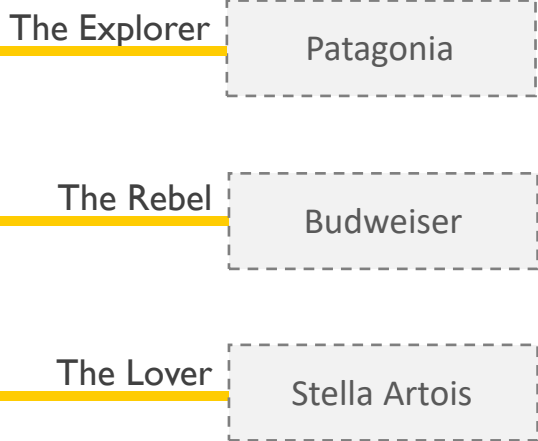
Not cannibalization

Many companies **miss opportunities** for **fear of cannibalization**, but **ABI won't be another one of them**. **Overlap** between the new Beyond Beer category and existing ones is seen as **minimal** given the company's **archetype-based products**, with products attending to distinct niches and, even if there is overlap, it is a trade-up.

AB InBev builds its portfolio to ensure it is addressing different **archetypes**, that are **preestablished personalities** who **seek different things** in a beverage and, by recognizing this, ABI can build **different brands for different tastes**.



Steer Clear of Missing



"The **fear of cannibalization** makes companies **overlook opportunity** other players are looking at. We have **shifted** our **perception to incrementality**."

- **Fabricio Zonzini** | President of Beyond Beer North America

Sources: AB InBev, Bloomberg, Euromonitor, Team Elaboration

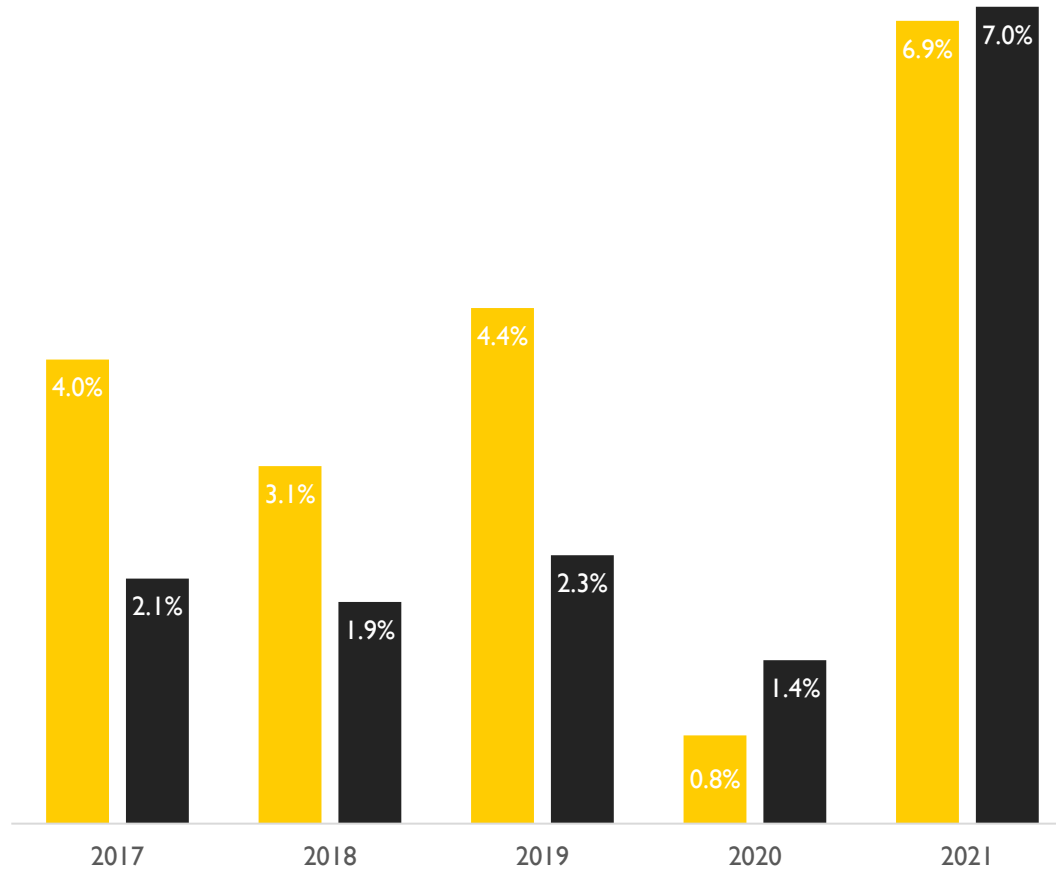
# Looking Ahead

## Better Positioned to Face Short-term Headwinds

We view the company's strategy as **optimal** when considering **short-term inflationary headwinds**, with elevated levels of cost inflation to be passed through to the consumer. AB InBev will most likely **retain price increases** in the medium-term, expanding margins, especially with a **less price-sensitive** premium base of consumers.

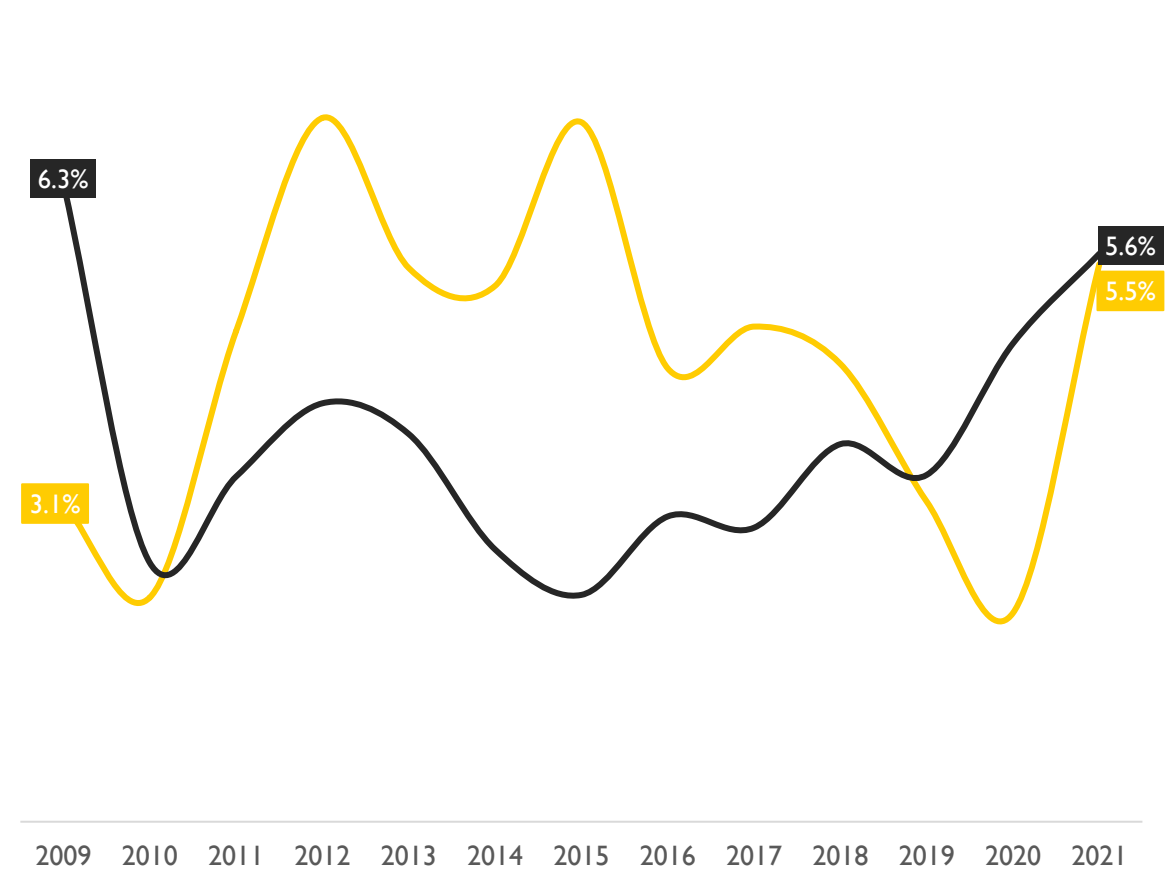
Top 4 Brewer Weighted Price/Mix vs CPI (%)

■ Weighted Price/mix ■ CPI



Price/Mix vs CPI (bps)

— ABI Price/Mix (%) — CPI Alcoholic Beverages (%)



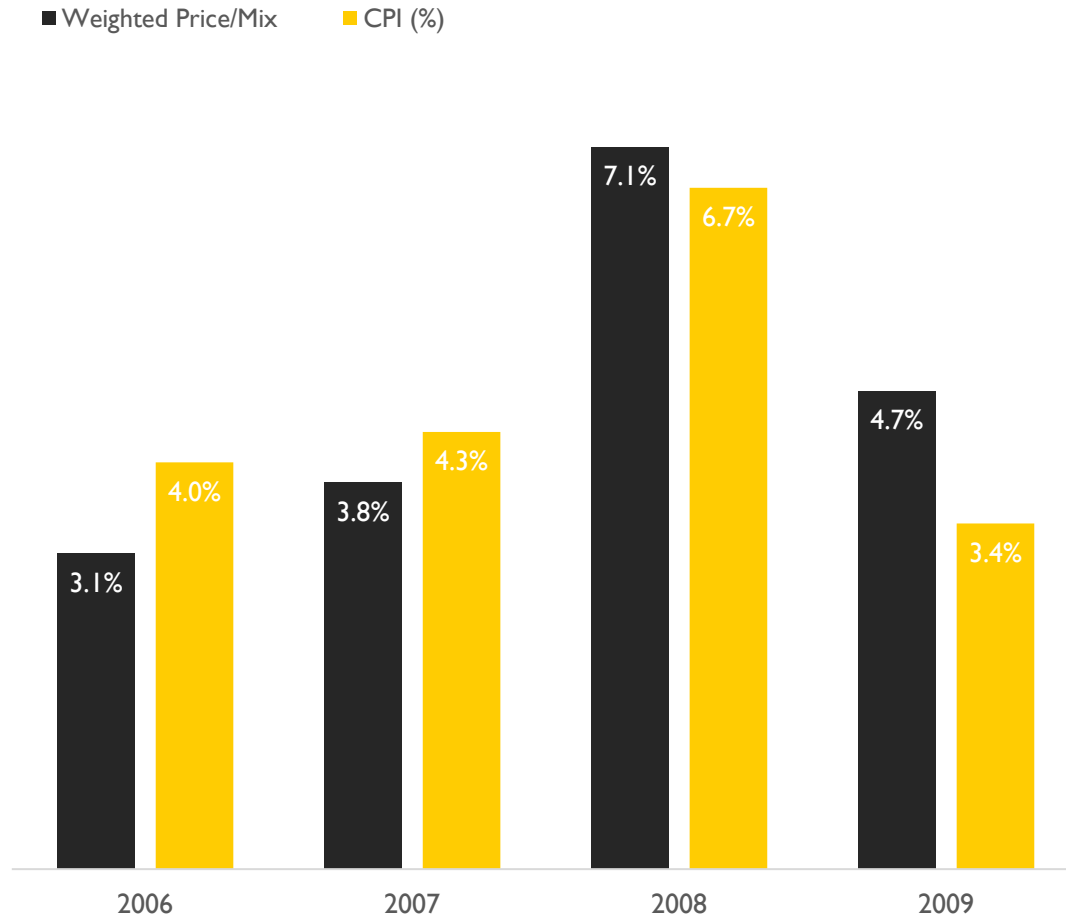
Sources: AB InBev, Bloomberg, Euromonitor

# 2008 Framework

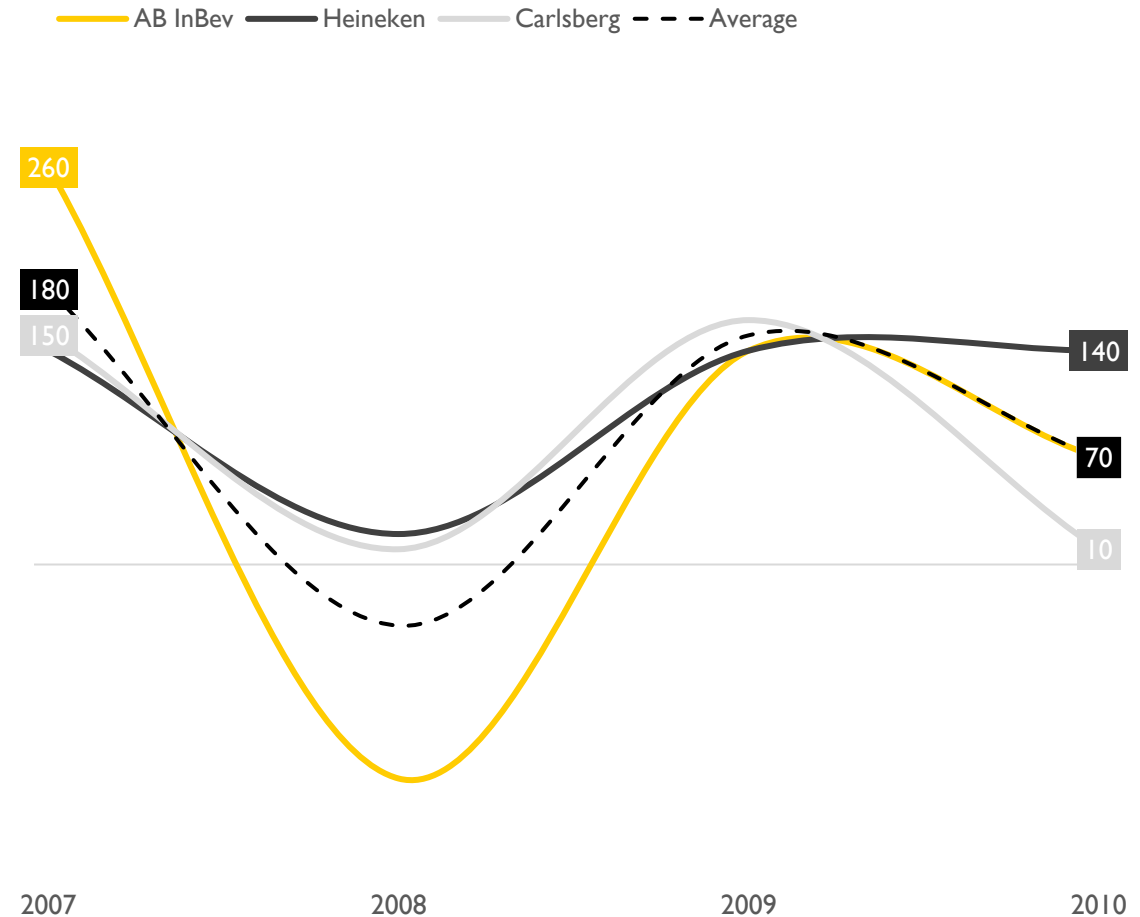
## Margin Expansion

The Industry succeeded in delivering **price/mix in line with inflation** in 2008 but, as **commodity costs rolled over**, players managed to deliver two strong years of margin expansion – Notably, 2009 and 2010. As this scenario resembles what is expected for FY23, a margin expansion is also expected from AB InBev after CPI normalization.

Top 4 Brewer Weighted Price/Mix vs CPI (%)



Organic EBIT Margin excl. M&A Synergies (bps)



Sources: AB InBev, Bloomberg, Euromonitor, Federal Reserve



Evolving insights-driven consumer-centric culture that opens new doors for change



Stronger product portfolio that guarantees better long- and short-term positioning



**Leveraging** of existing capabilities to **penetrate new channels** and **build a platform**

# Zé Delivery

A New path to Consumer

Zé Delivery is AB InBev's **DTC platform**, a one-way channel with consumers to provide **beverages to anyone at any time and anywhere** while collecting **valuable data** that can be used for **assertive product development and assortment**. The whole process is done **without** third-party **intermediaries**.

## ZÉ DELIVERY

Zé Delivery was founded by two people in August 2016, with the **goal** of **servng anyone** who wants a **drink**





# Looking Beyond Physical

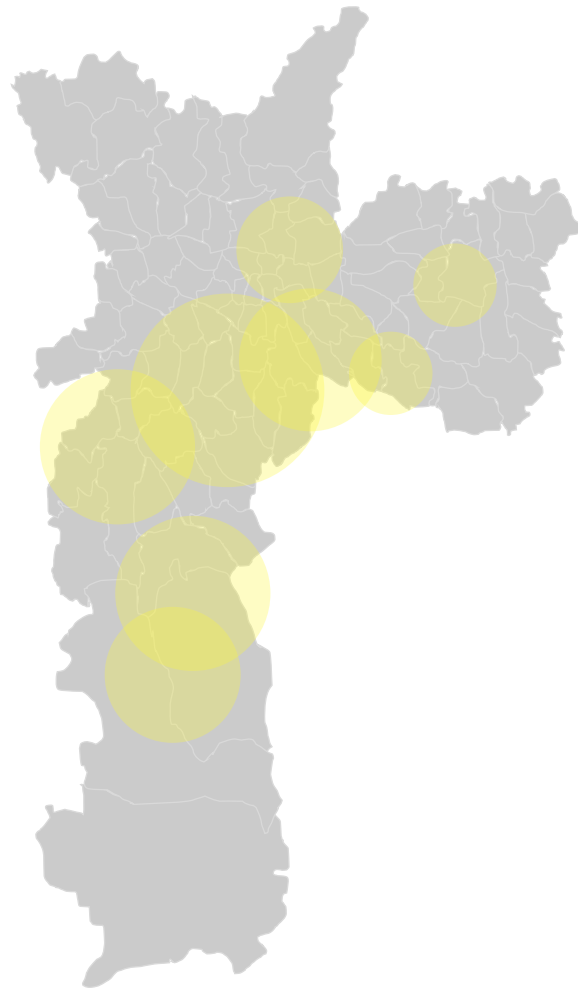
Diversifying Points of Touch with Consumer

In order to analyze the output of a **well-established logistics** network and scale, the group **visited** physical points of touch with consumers, mainly retailers and wholesalers, which led to the finding that the company's **physical channels are already over penetrated**, pointing towards the possibility of **expanding reach** through **new venues**.

The group went to the field to verify how well spread these brands are...

**27** Supermarkets Visited      **10+** Neighborhoods In São Paulo

**Customers** see AB InBev from **beginning to end**, even when they don't know, they are seeing **AB InBev**



Pictures from Parking lot entrance at Carrefour, Dia Super mercado, beverage origin point at Mambo and cashier at Pão de Açúcar

Sources: Team Elaboration

# Shaping Up

Zé Delivery is starting to gain traction

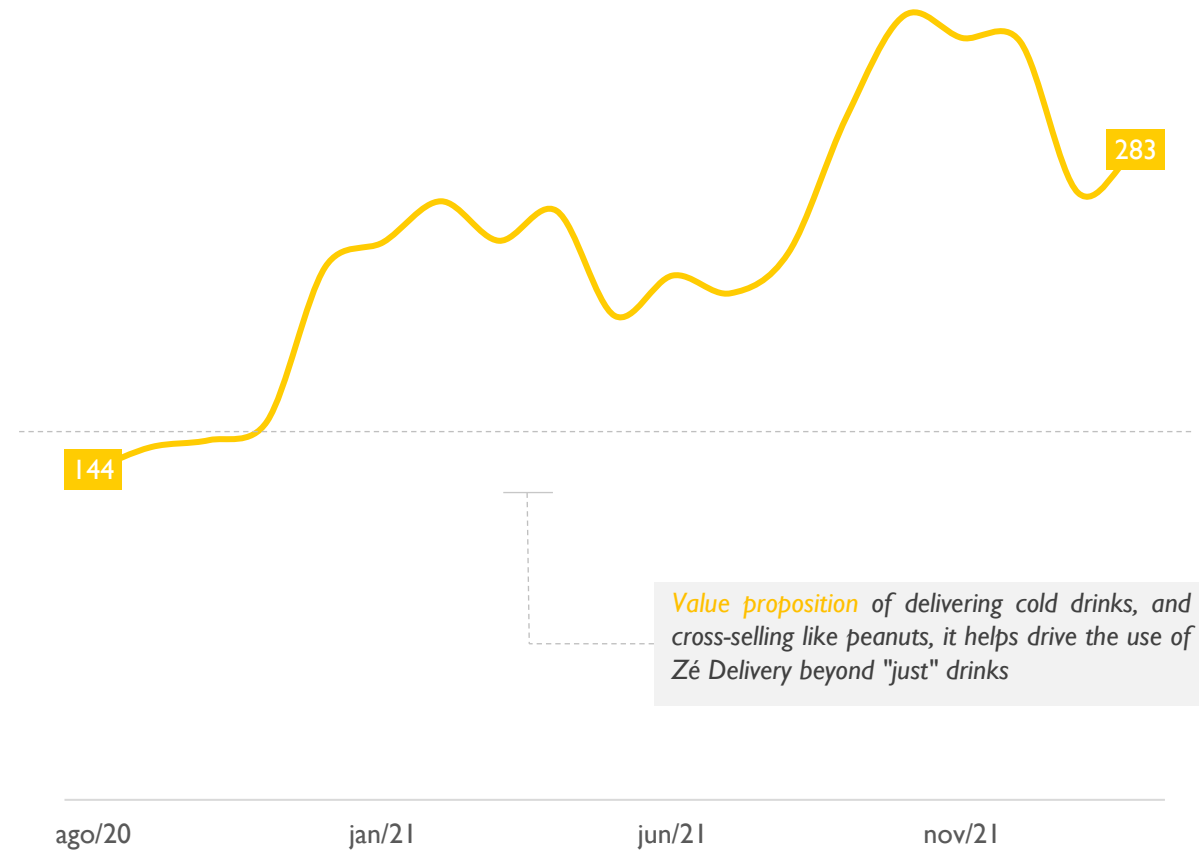
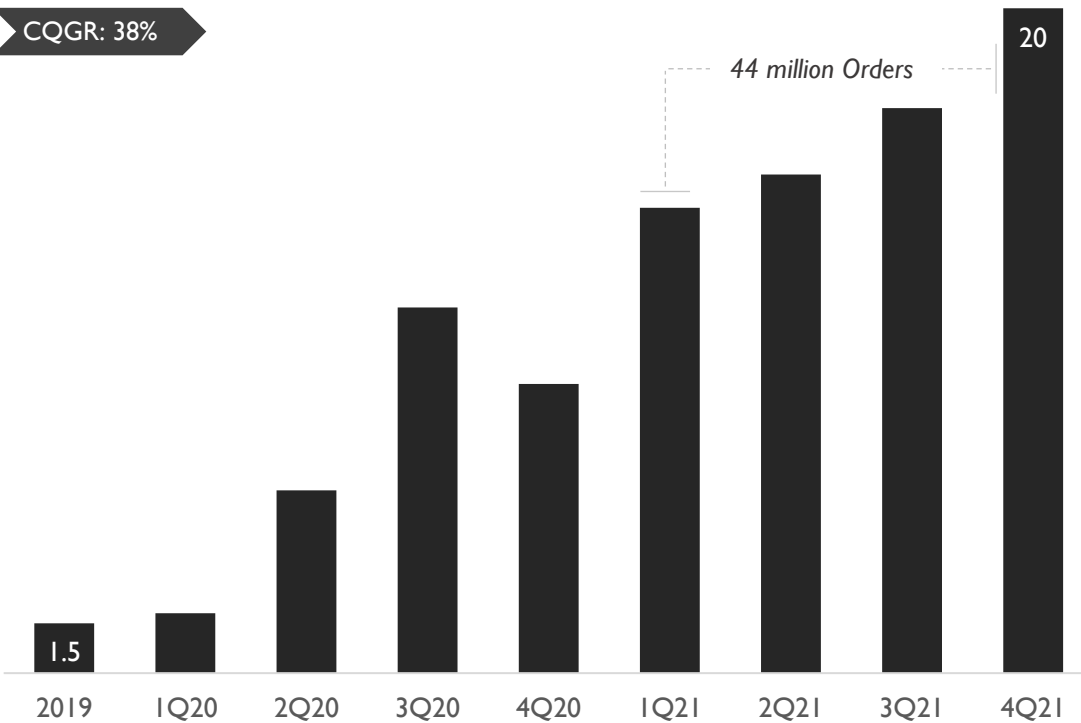
Zé Delivery has a good track record so far, growing its numbers of **fulfilled orders** at a 38% CQGR, totaling **44 Mn orders**, a number we expect to gain even more traction as **Daily Active Users are growing** with low churn of the base and, expansion to other **10 key geographies** in Latin America is in the company's **pipeline**.

Zé Delivery's Orders (Mn)

Average Daily Active Users (Th)

Brazilian technology company with 6 years, more than 700 people and already consolidated as the largest beverage delivery in the world

CQGR: 38%



Value proposition of delivering cold drinks, and cross-selling like peanuts, it helps drive the use of Zé Delivery beyond "just" drinks

Sources: AB InBev, App Annie

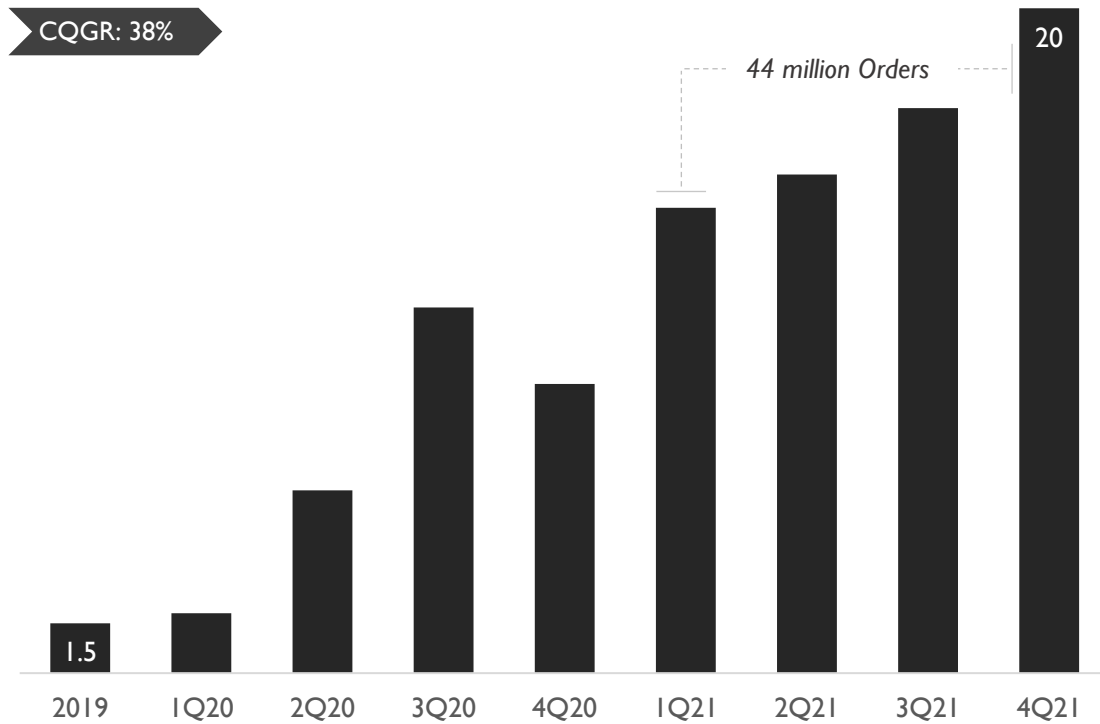
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Zé Delivery footprint



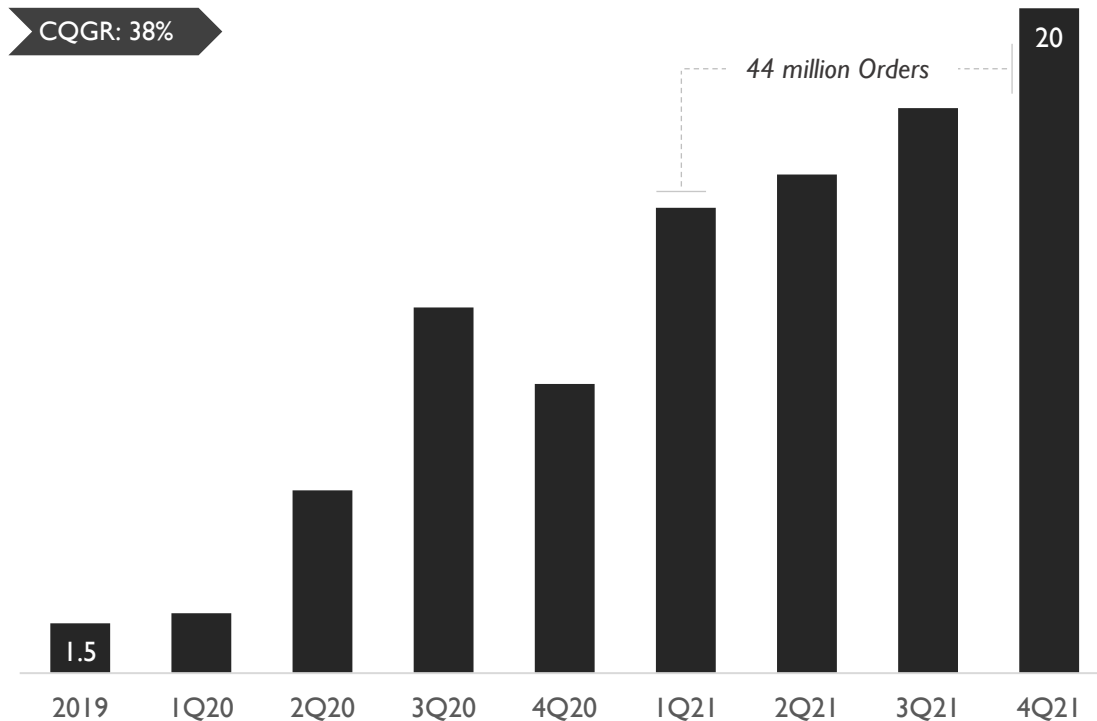
# Superior Value Proposition

## Why Zé Delivery is Better Positioned to Capture this Market

As of today, Zé Delivery is **prone to win share** of the fast delivery market due to two main factors: **preestablished logistics** when initiating the digital side of its operation and **relationship**, fomenting desire to be in their platform due to a **first-rate value proposition**.

Zé Delivery's Orders (Mn)

Brazilian technology company with 6 years, more than 700 people and already consolidated as the largest beverage delivery in the world



Sources: AB InBev, App Annie

We believe that the company is best **positioned** to **capture** the opportunity in this and other possible **future expansion** markets by two factors: Logistics and Relationship

### Two main points for Zé Delivery: Relationship & Logistics

**Relationship:** Having a range of deliverers and Zé Delivery partners who want to be on the platform helps and increases the level of service of the operation

**Logistic:** AB InBev's logistics is a reference in efficiency and capillarity, which, in a certain way, helps the new initiatives with its existing distribution networks, being a differential in relation to other peers

# Superior Value Proposition

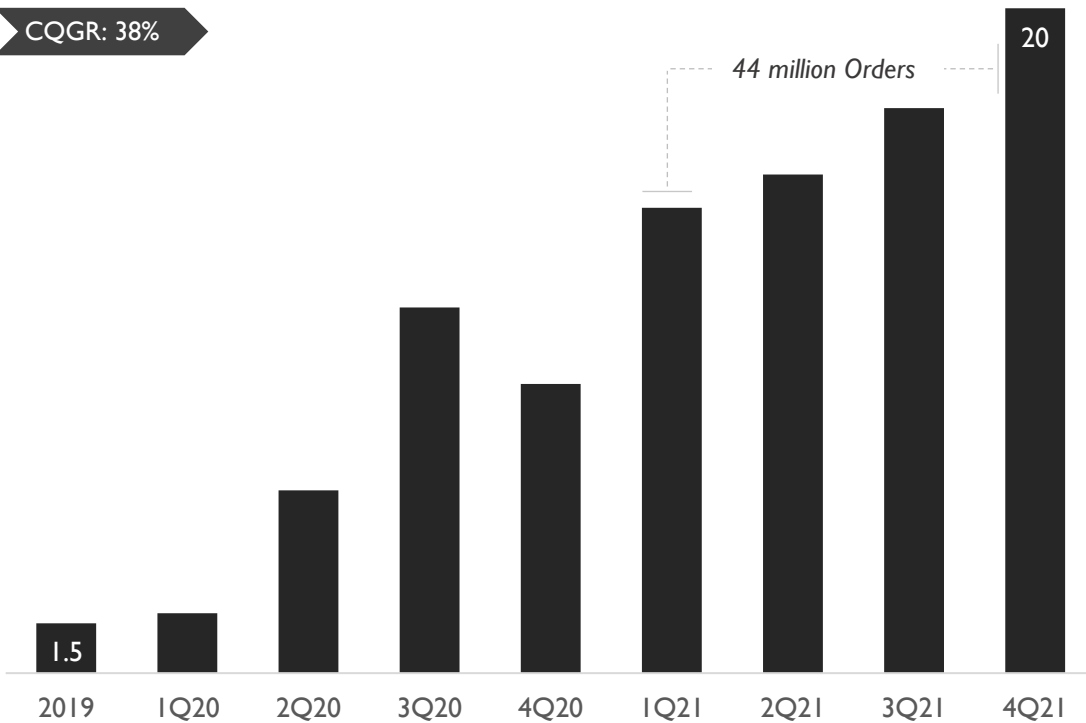
Why Zé Delivery is Better Positioned to Capture this Market

When it comes to **relationships**, we identified key metrics digital delivery partners monitor when considering their **partner of choice**, with **Zé Delivery outperforming** in most of them as they possess **capillarity**, a **mark-up assurance** and the goal **to increase partners' sales by 30%**.

Zé Delivery's Orders (Mn)

Brazilian technology company with 6 years, more than 700 people and already consolidated as the largest beverage delivery in the world

CQGR: 38%

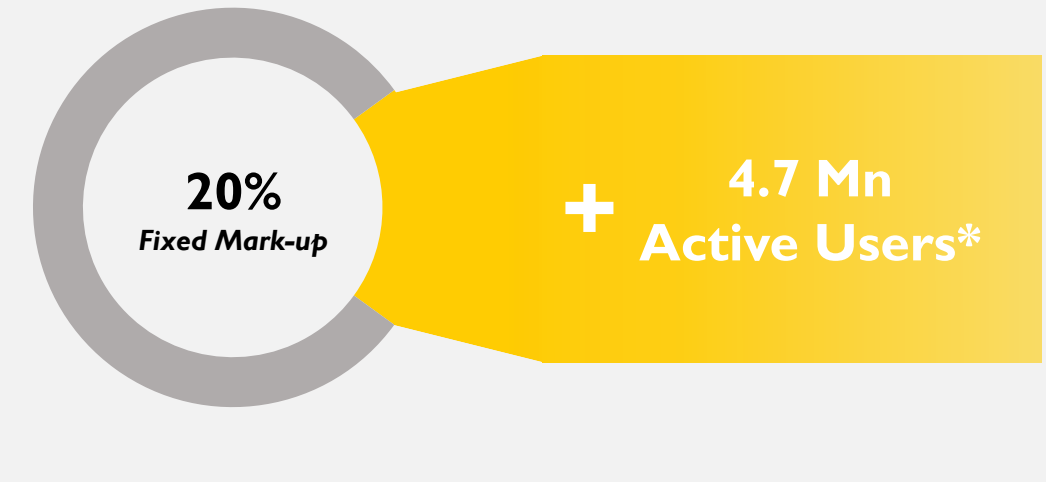


Sources: AB InBev, App Annie, BCG

We believe that the company is best **positioned** to **capture** the opportunity in this and other possible **future expansion** markets by two factors: Logistics and Relationship

**Two main points for Zé Delivery: Relationship & Logistics**

**Partner-aligned:** Mark-up Assurance & Exposure to a Larger Customer Base



\*on Android devices

# Beat them at their Own Game

Why Zé Delivery is Better Positioned to Capture this Market

**Relationship** which goes beyond what AB InBev offers partners, extending to a **remarkable** relationship with the people responsible for delivering quality products in a timely manner to consumers, the company's **delivery man**. The group reckons **sympathy**, **faster** delivery and **colder** beverages delivered as a direct consequence of these dynamics.




## 50 Orders | 19 Interviewed

The group ordered a total of 50 Rappi, iFood and Zé Delivery to compare delivery fees, time to deliver and temperature of the drink at the time of delivery



*“Zé has shorter distances to cover, receives a fee for long runs, and has a fixed point to deliver from”*

Marcelo – Zé Delivery deliveryman

Players	Avg. Time	Temperature	St. Deviation
	12.5 min	-1.5 °C	4.3 °C
	17.2 min	5.7 °C	7.6 °C
	19.4 min	6.8 °C	9.3 °C

The drinks from **Zé Delivery** came **colder than its peers**, with a difference of **7.2 °C** compared to Rappi and **8.3 °C** compared to iFood



Orders were placed on the same day, at the same time, and to the same place

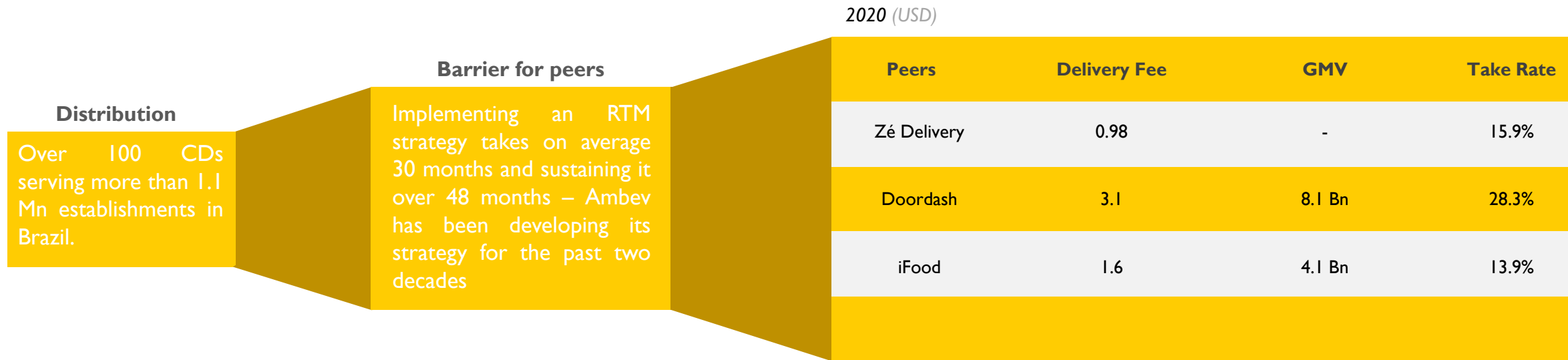
Sources: Field Research, Team Elaboration

# Route-to-Market

## Why Zé Delivery is Better Positioned to Capture this Market

Distributing goods from raw ingredients to finished products is very complex and we believe **AB InBev does it better**, benefitting from its efficiency and geographical footprint, which was **pre-established** prior to the company starting to address the DTC opportunity, translating into **lower delivery fees**.

Path to consumer – Looking into Brazil



Value Levers



Sources: AB InBev, A.T Kearney Analysis, Brazilian Fiscal Registry

# Taking Share of The Market

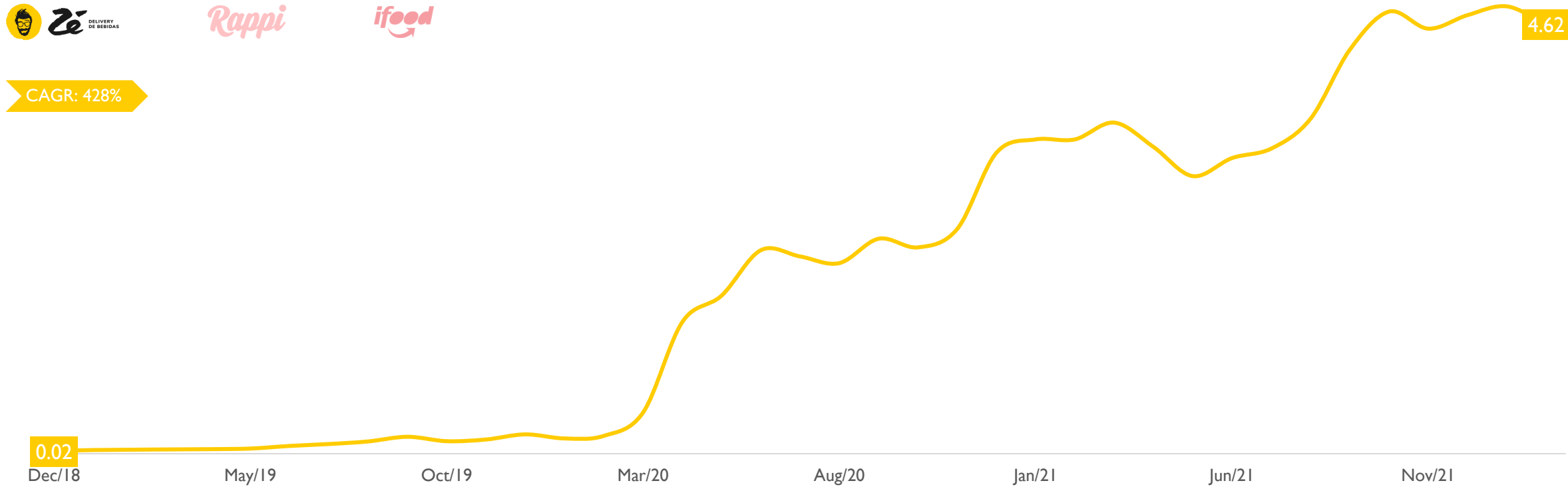
“Coup the Main”

Accordingly, as Zé Delivery **gains traction** through an ever-increasing service level, it **takes share of market**, growing its quarterly MAU at more elevated rates than its peers, with **Zé Delivery clearly at an advantage**.

We chose **3 different criterias** to evaluate how effective the uptake of food and beverage delivery applications



## Monthly Active Users\* (Mn)



Sources: AB InBev, App Annie

\*on Android devices



# Taking Share of The Market

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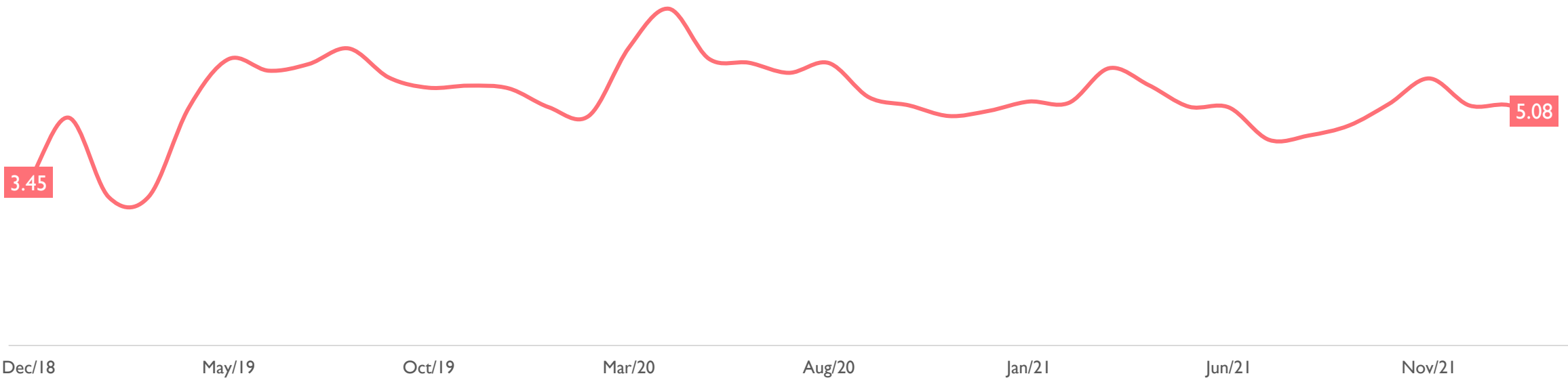
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**Monthly Active Users\* (Mn)**



CAGR: 10%



Sources: App Annie

\*on Android devices

OVERVIEW

PEOPLE

PORTFOLIO

DIGITALIZATION

VALUATION

# Taking Share of The Market

“Coup the Main”

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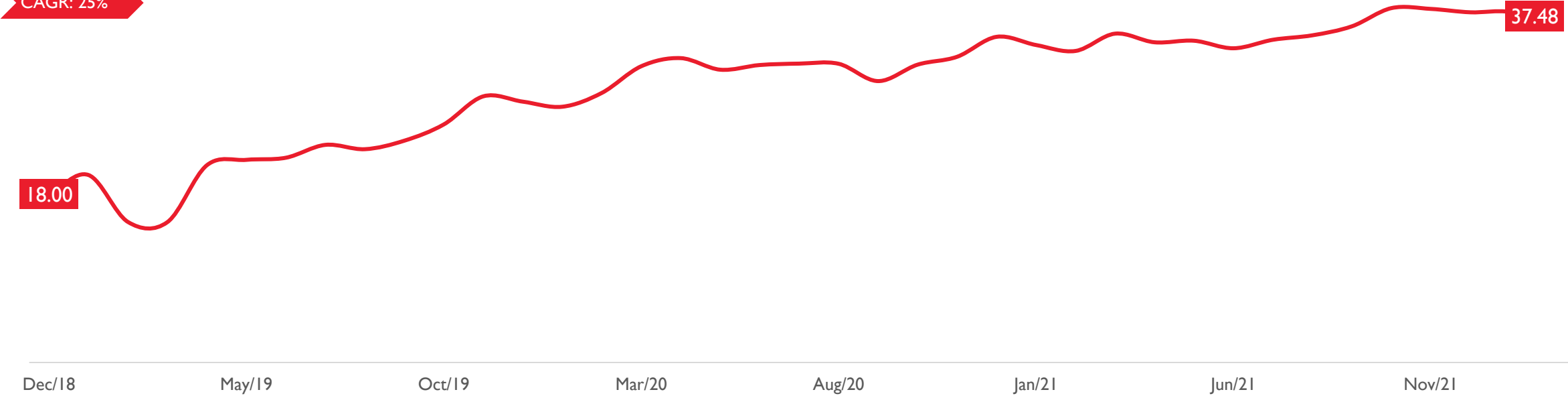
We chose **3 different criterias** to evaluate how effective the uptake of food and beverage delivery applications



Monthly Active Users\* (Mn)



CAGR: 25%



Sources: App Annie

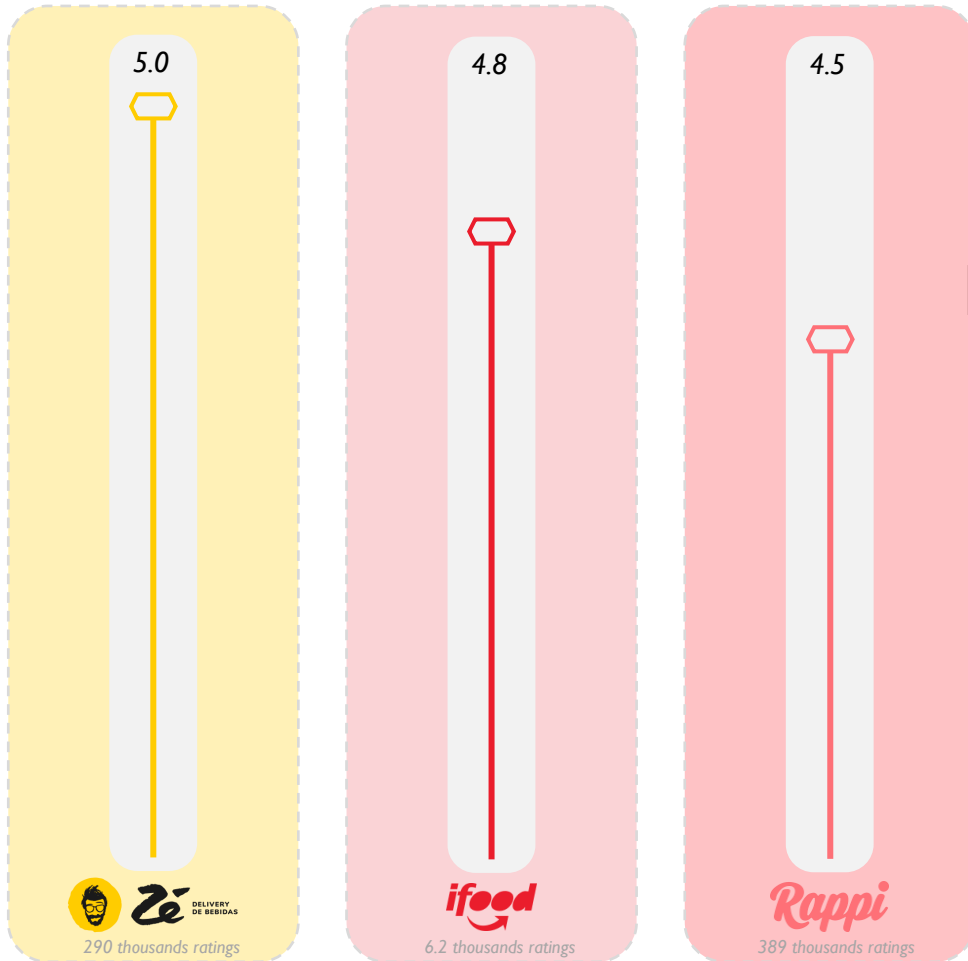
\*on Android devices

# Positive Outlook for the Future

There's still way to go

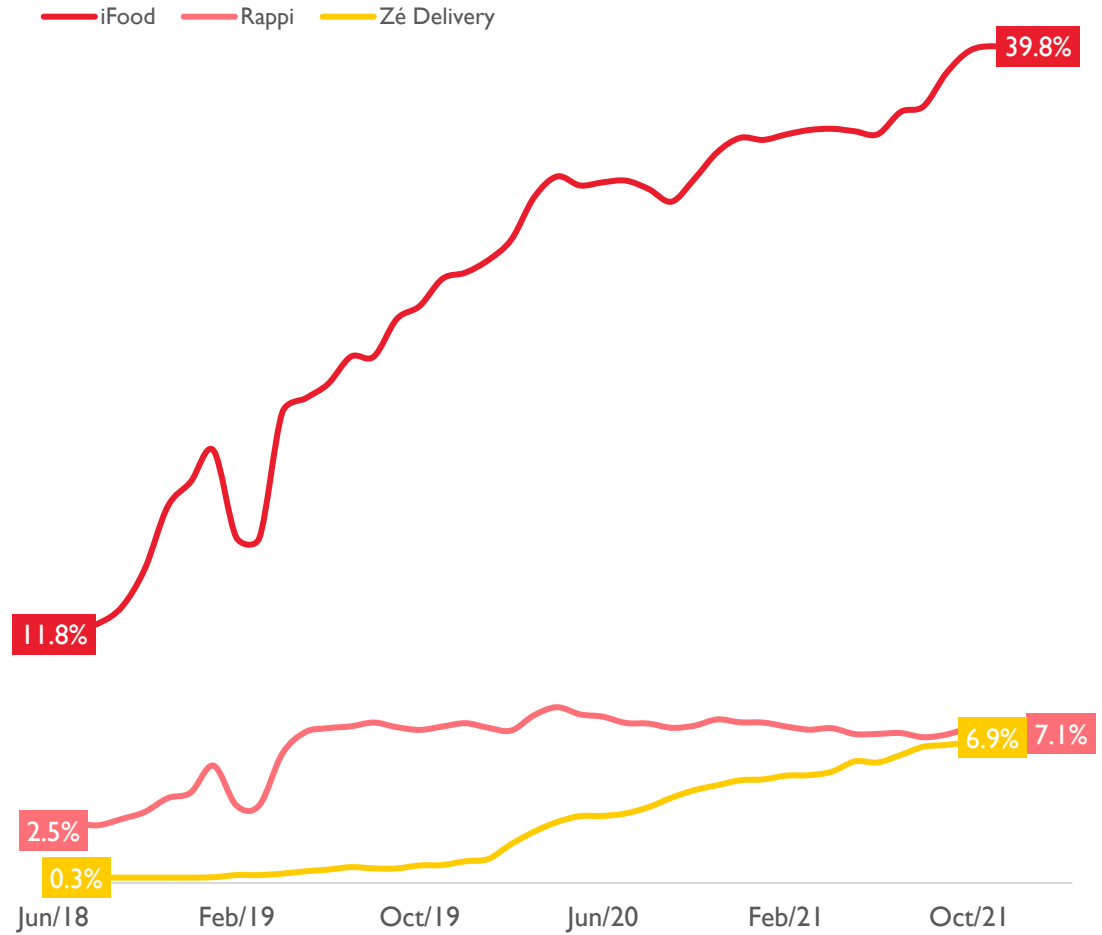
This **leading value proposition** is recognized by customers, who **rate Zé Delivery better** than peers and are escalating as a percentage of total **food delivery install penetration**, which gives us **confidence** in Zé Delivery's to further **attract customers**, increasing **data length** that can be leveraged for many purposes at ABI.

App Store's score (0 to 5)



Sources: App Annie, Apple Store

Food delivery's install penetrations

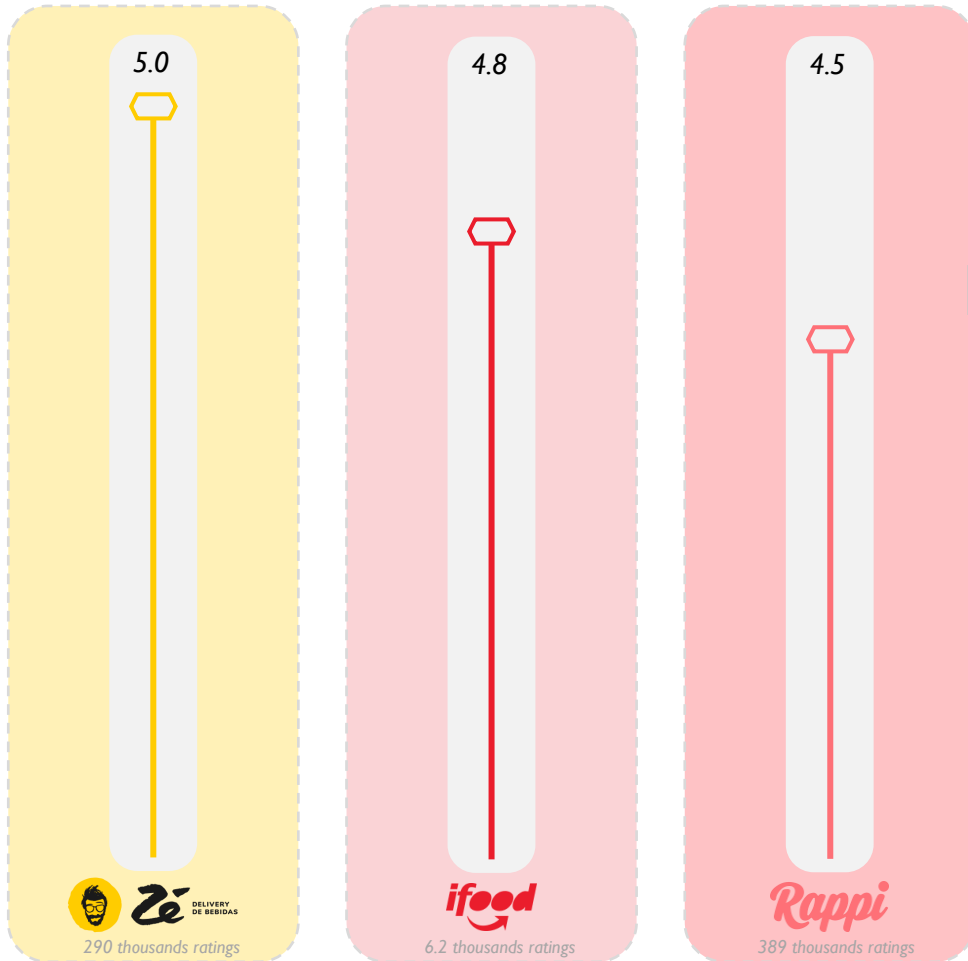


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App Store's score (0 to 5)



← Increasingly **better** service

← **More** customers

← **More** data

Sources: App Annie, Apple Store

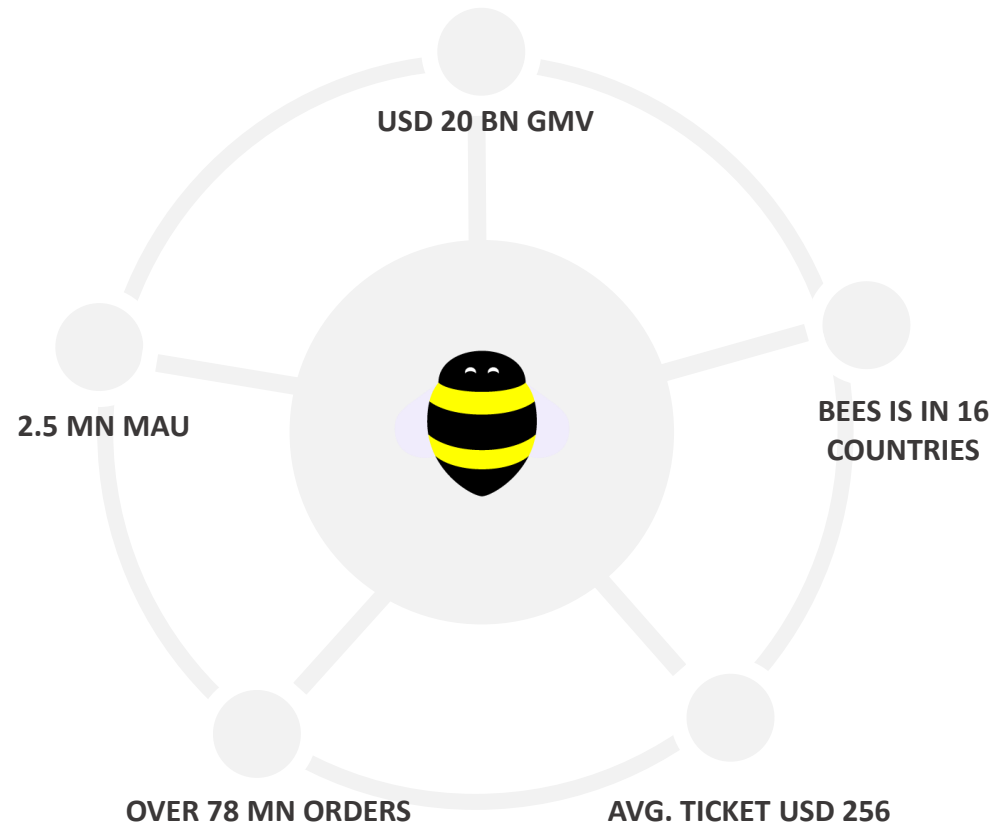
# BEES

## The B2B Opportunity

BEES is the company's **big bet**, a B2B platform through which clients – ranging from **small pubs to retailers** – can **buy AB InBev products** through the BEES app and sell these products in the **marketplace**. Adoption is growing and the tendency consists of upwards growth, **digitalizing sales for their entire client base**.

## BEES

BEES is a B2B e-commerce platform founded in 2019 to transform the company's traditional sales model



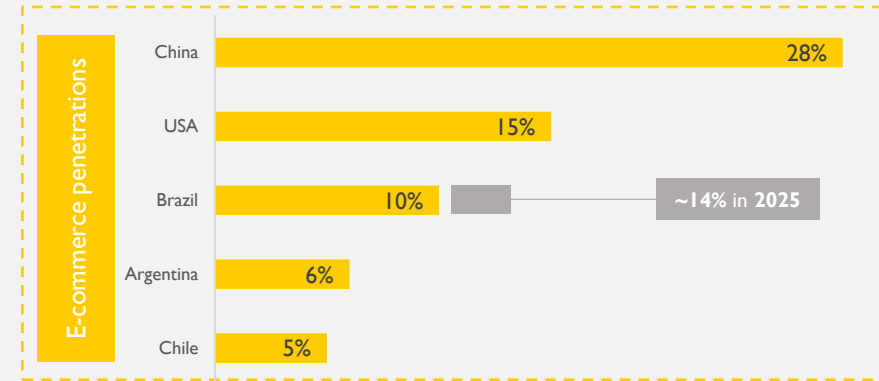
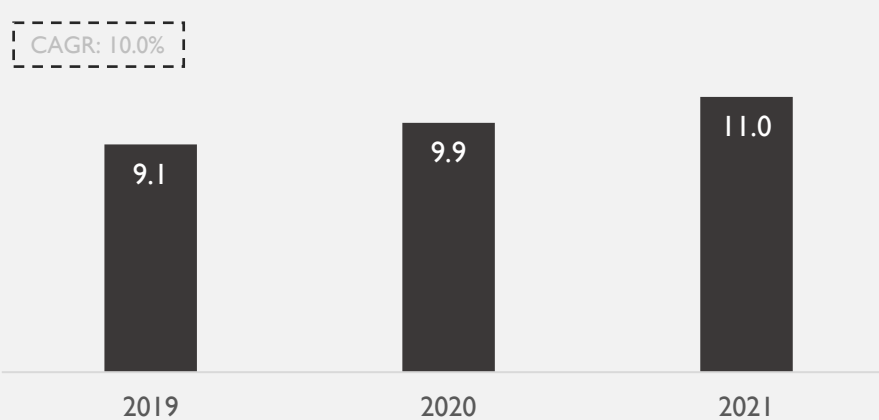
# The B2B Market

## Grasping a Sizeable Opportunity

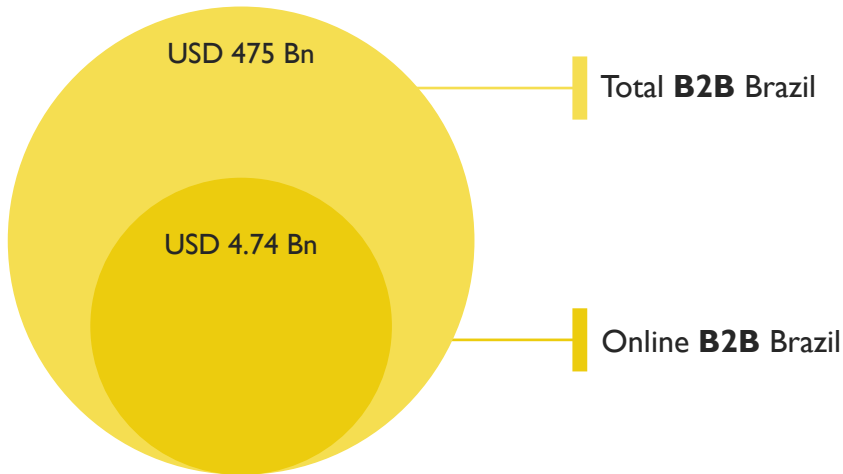
Looking at the B2B market, growing relevance is a given, with **B2B sales growing** at a 6.5% CAGR around the globe. Still, plenty of **geographies are sub penetrated** when it comes to online B2B insertion relative to the total market, notably Brazil, a market with **plenty of gaps to fill**.

- Long-term relationship
- Churn control
- Higher margins

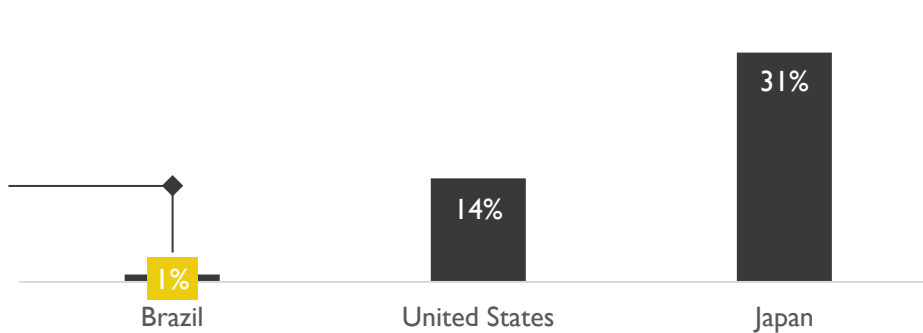
Total B2B e-commerce sales (USD Tn)



Market Size



Online B2B insertion in relation to the total market



**Market consolidation**

There is a lot of room for B2B e-commerce penetration in Brazil, being a market that has a very large TAM to be reached

Sources: ABCOMM, Euromonitor

# Upper Hand

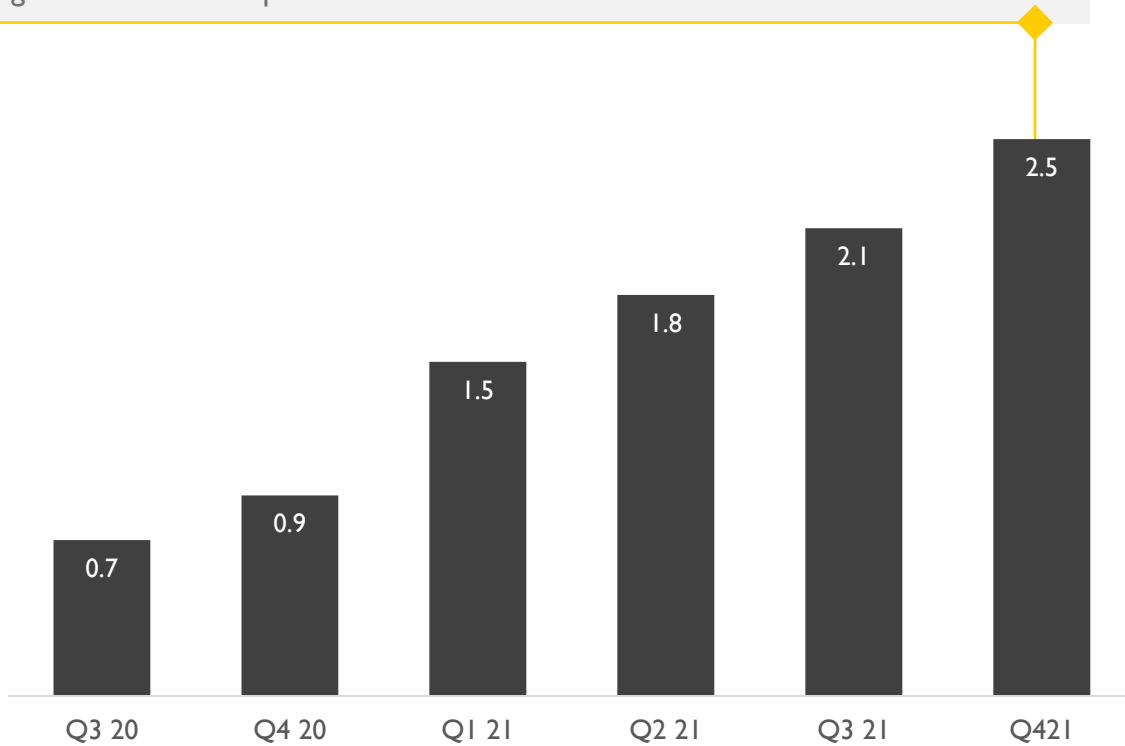
## Ahead of Competition

Looking at the most similar peer in terms of business model, Heishop, **Heineken's B2B alternative** can be taken as a peer that lags in comparison to the prior. – especially when **looking at penetration**, measured through **monthly active users, gradually increasing**.

AB InBev B2B (BEES) Adoption (MAUs) (Mn)

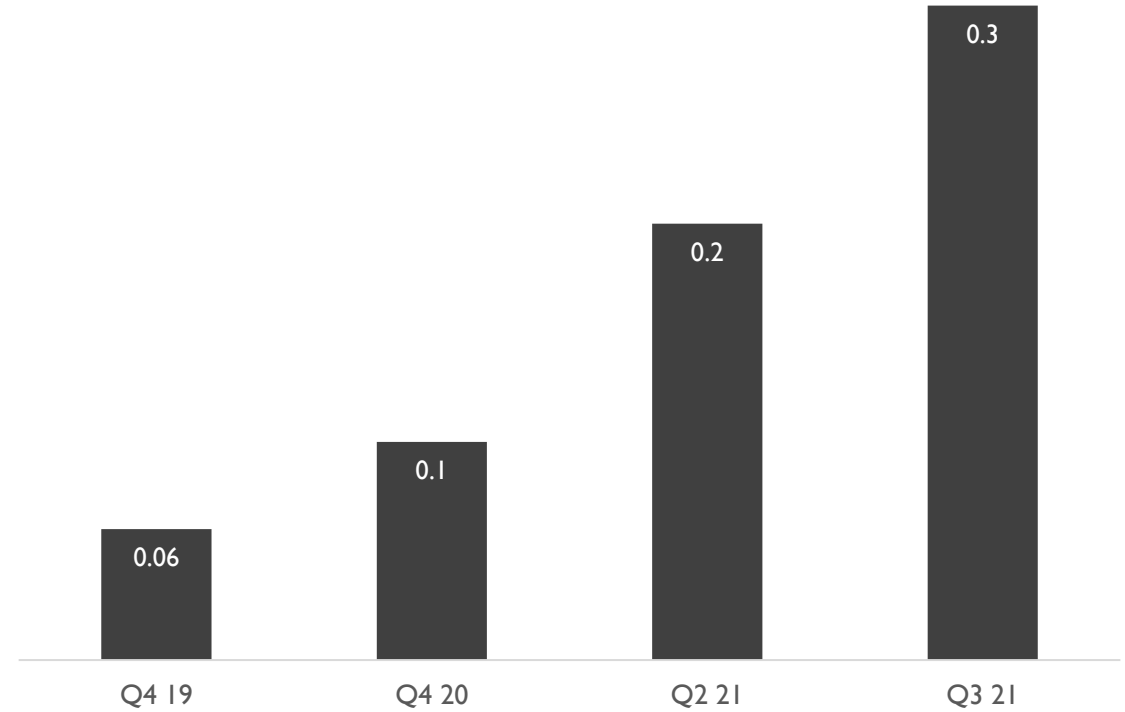
CQGR: 23.6%

The monthly users of BEES had a very large adhesion to the platform, having a very large reach in a short period of time



Heineken B2B (Heishop) Adoption (MAUs) (Mh)

CQGR: 49.5%



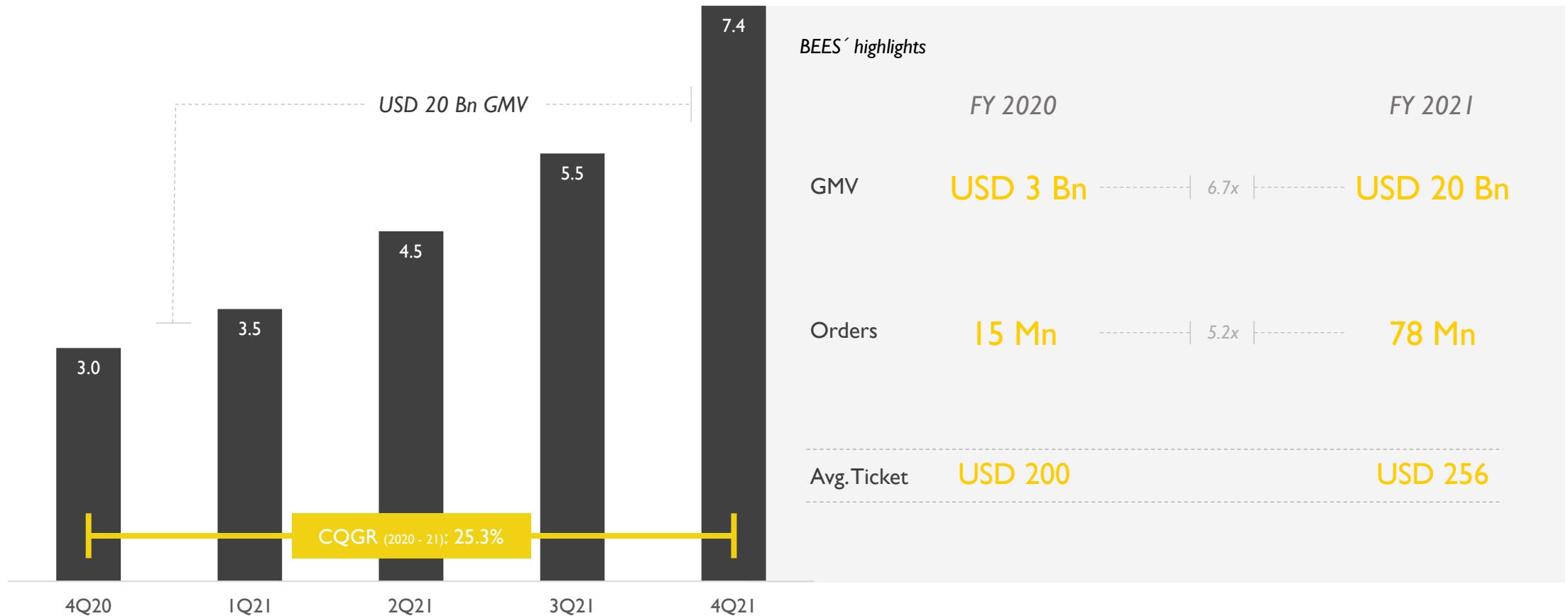
Sources: AB InBev, Heineken

# A New Approach to Grow

## Focusing on Clients

Accordingly, establishing peers as benchmarks hasn't been ABI's strategy to **map out future actions**. As the group sees it, in order to grow a platform that already has more than 80Mn orders, having processed USD 20 Bn in GMV in 2021, the core focus lies on improving **service levels** and, consequently, **relationships with clients**.

BEES' GMV (USD Bn)



Sources: AB InBev

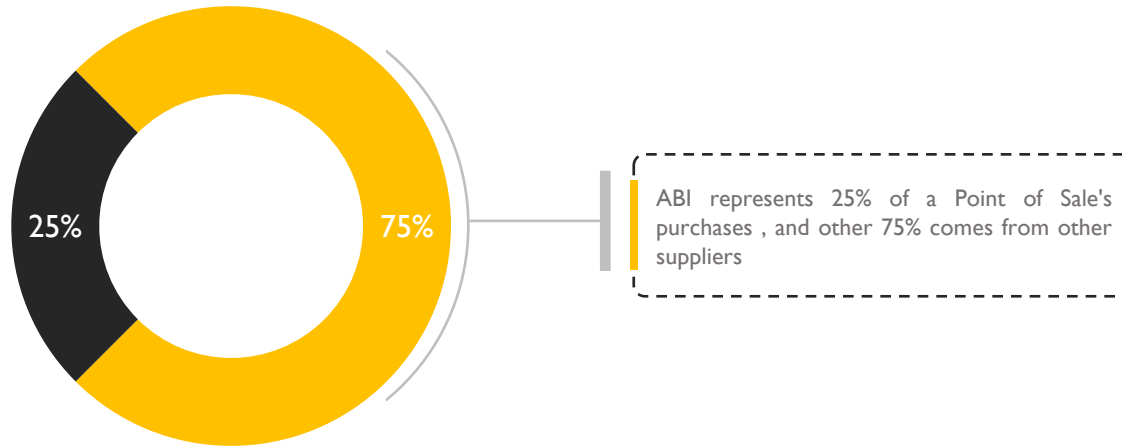


# A New Approach to Grow

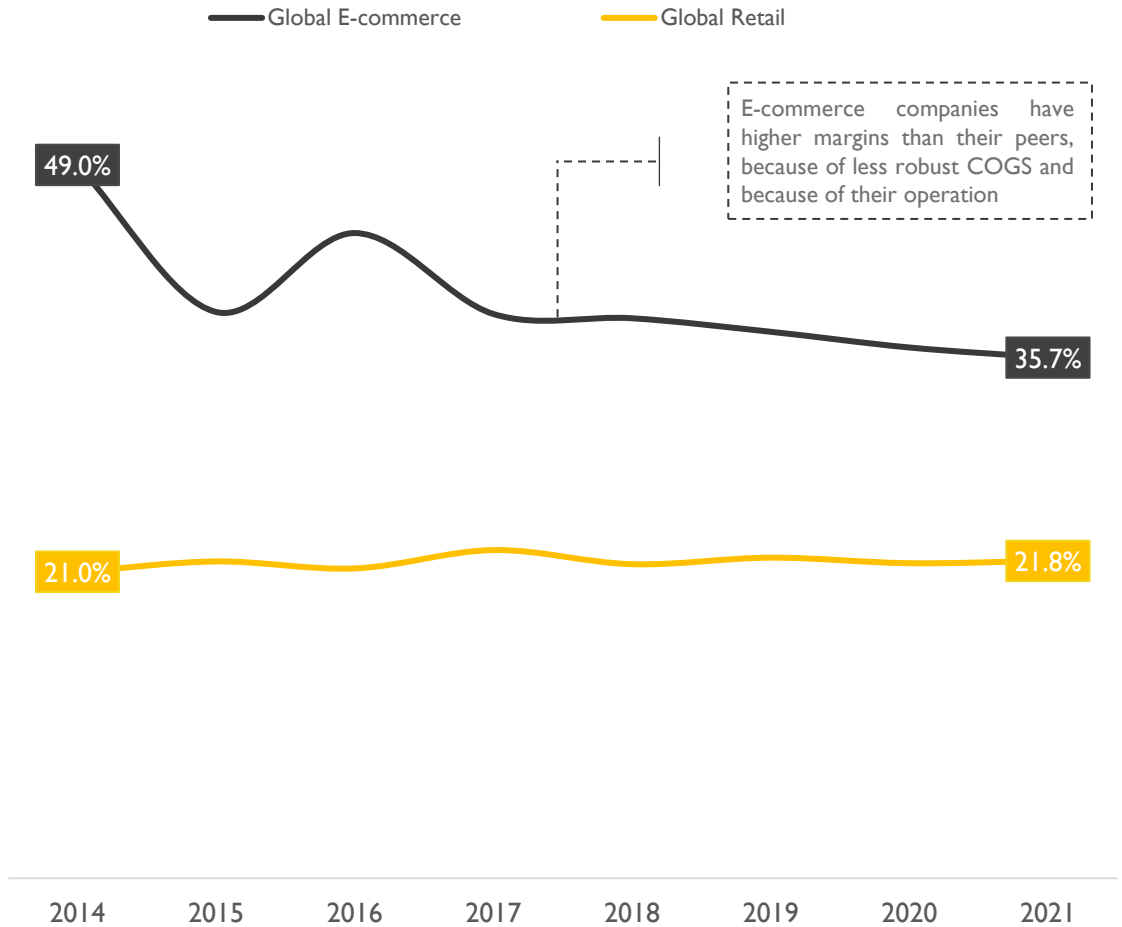
## Focusing on Clients

Digitalizing **point of touch with clients** can help grow AB InBev's 25% representation of total clients' purchases - whereas the other 75% comes from other providers – whilst gradually increasing **marketplace adherence**, that as of today doesn't represent much of BEES' revenues, through a venue of better margins.

■ Client penetration    ■ Non - penetration



Gross Margin physical retail vs digital



Addressing its Client Base

Marketplace's revenue

8%

Direct sales' revenue

92%

➤ The majority of products sold on BEES are made by ABI, but there is the functionality to offer third-party products too.

➤ This makes the system even more of a 'one-stop shop' for customers.

Sources: AB InBev, Bloomberg, Interview with Ricardo Tadeu, Team Elaboration

# Is ABI Tackling this Right?

Answer from a client's perspective

In due course, **the group went to the field** and surveyed over **17 pub owners** in various regions in São Paulo, attempting to understand **how successful** the company has been so far in implementing change – the **results only gave us confidence** on AB InBev's ability to **change** and **capture an emerging opportunity**.

How **intuitive** and **easy-to-use** is the platform? 5.0

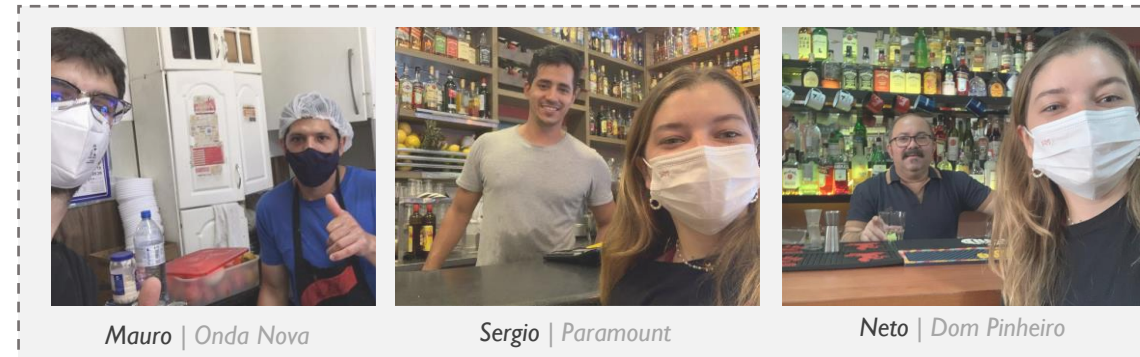
How **quick** do you consider the app's **response time**? 4.8

How would you **rate** BEES' **service level**? 4.1

When talking to bar owners we noticed a **greater adherence** to **BEES** when buying their drinks, due to the **ease** and **predictability** of delivery.

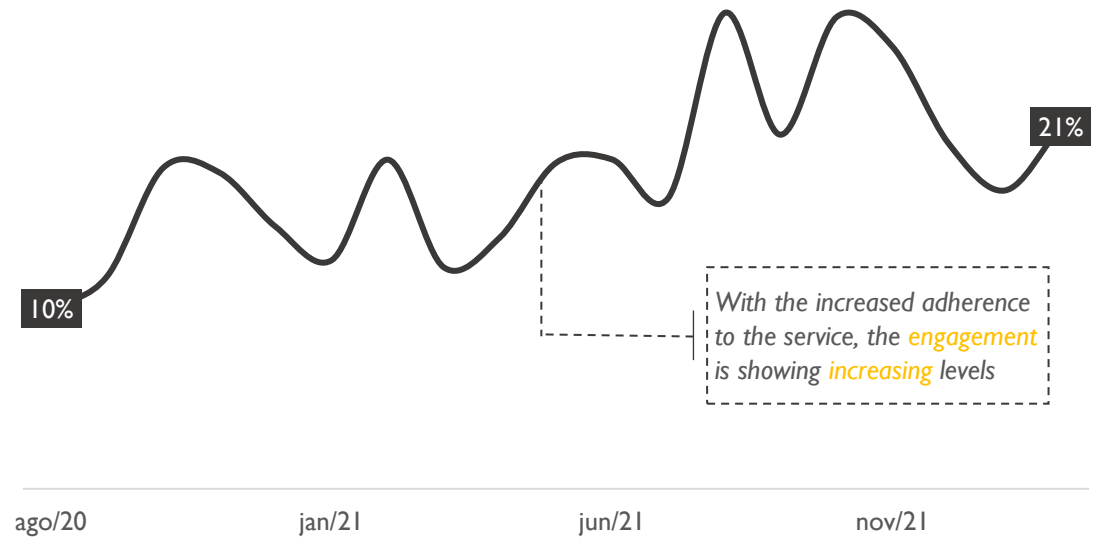
## 23 Interviewed

Sources: AB InBev, Team Elaboration



We interviewed them on March 12th in pubs in São Paulo

BEES Engagement (DAU/MAU)

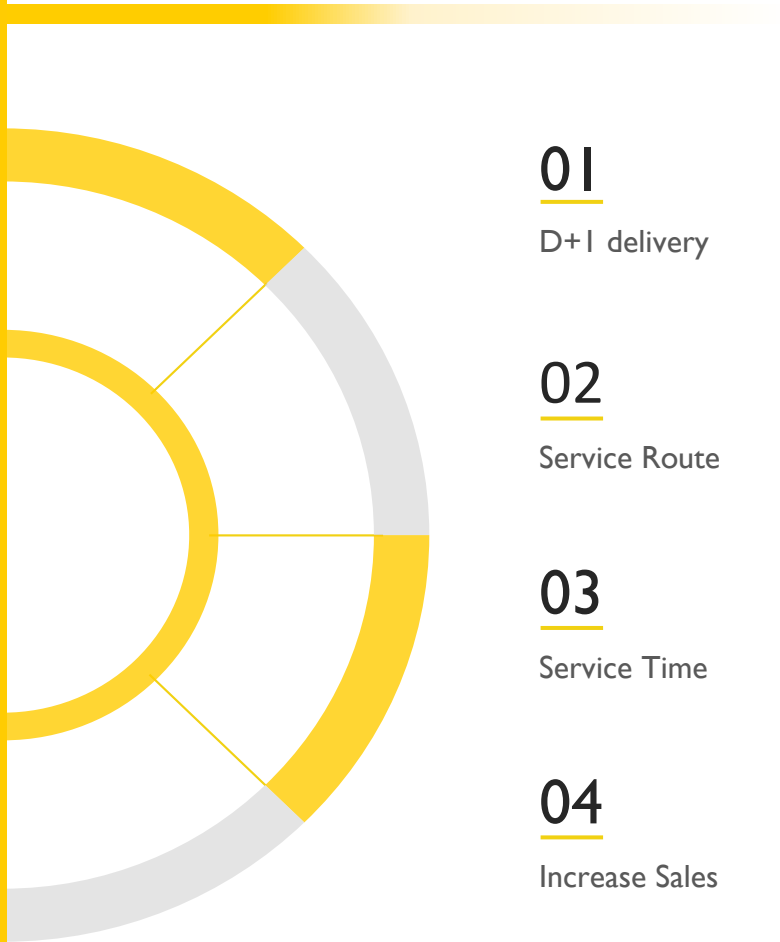


# Here for The Taking

Still not perfect, but improving

Although pub owners brought our attention to **a few areas that still need improving**, we view this **positively**, as we are **confident in Ricardo Tadeu**, the lead on this initiative, and believe that he is already **addressing these problems**, allowing for further geographic expansion, fully deploying BEES on the US in FY23, for instance.

Areas to be improved...



**01**

D+I delivery

**02**

Service Route

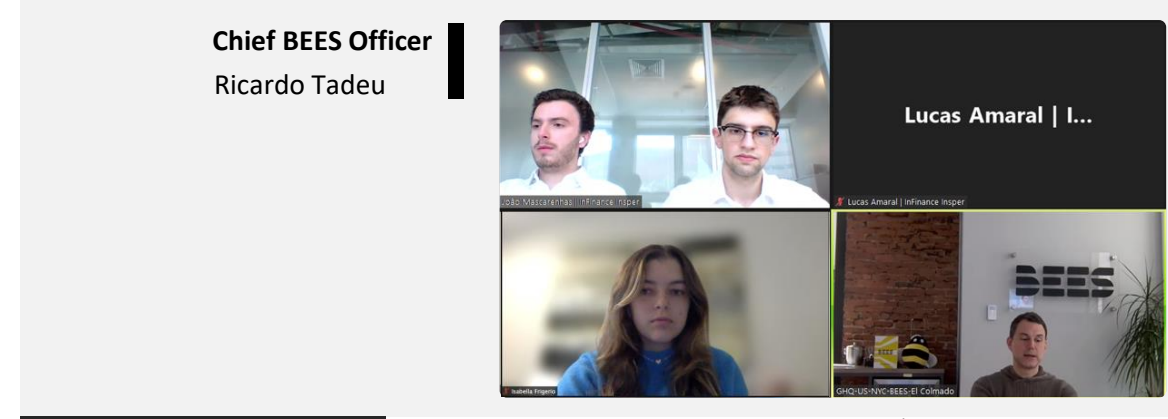
**03**

Service Time

**04**

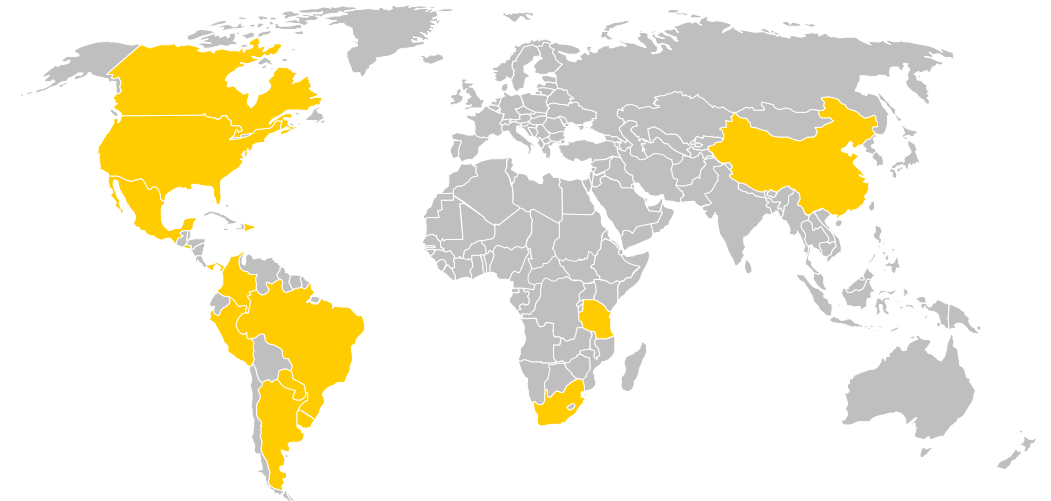
Increase Sales

Sources: AB InBev, Interview with Ricardo Tadeu, Team Elaboration



Video conversation took place on March 8<sup>th</sup> at 13h30 with Ricardo Tadeu

BEES geographic footprint



*Valuation*



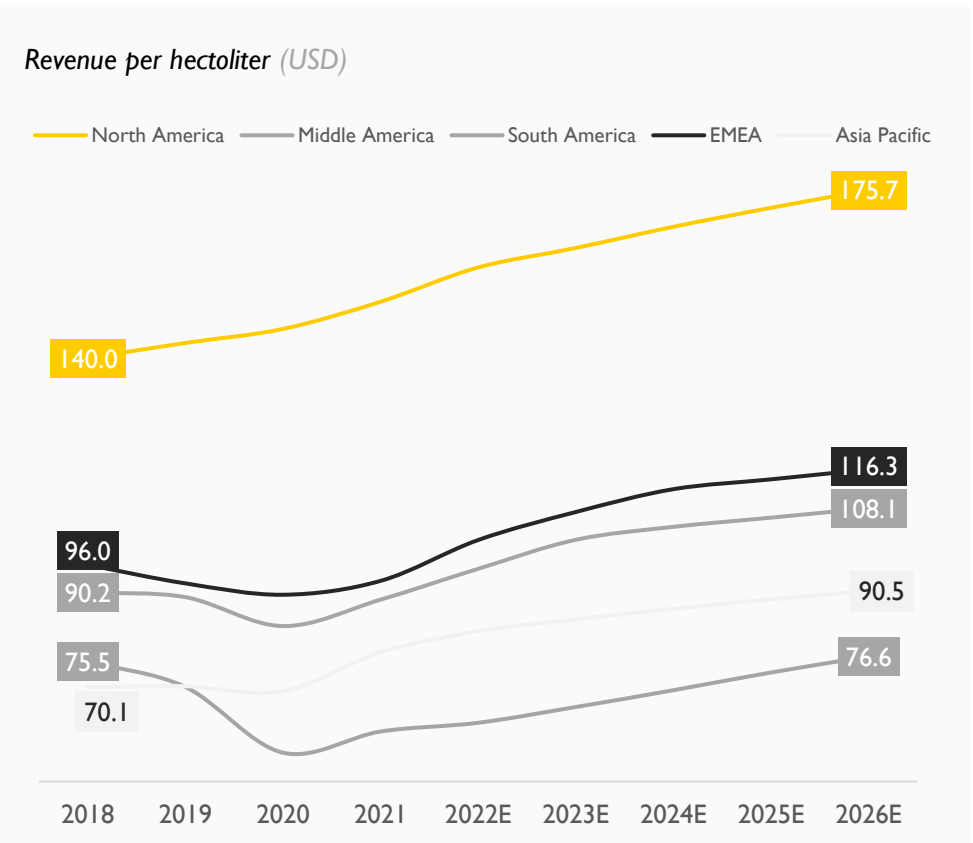
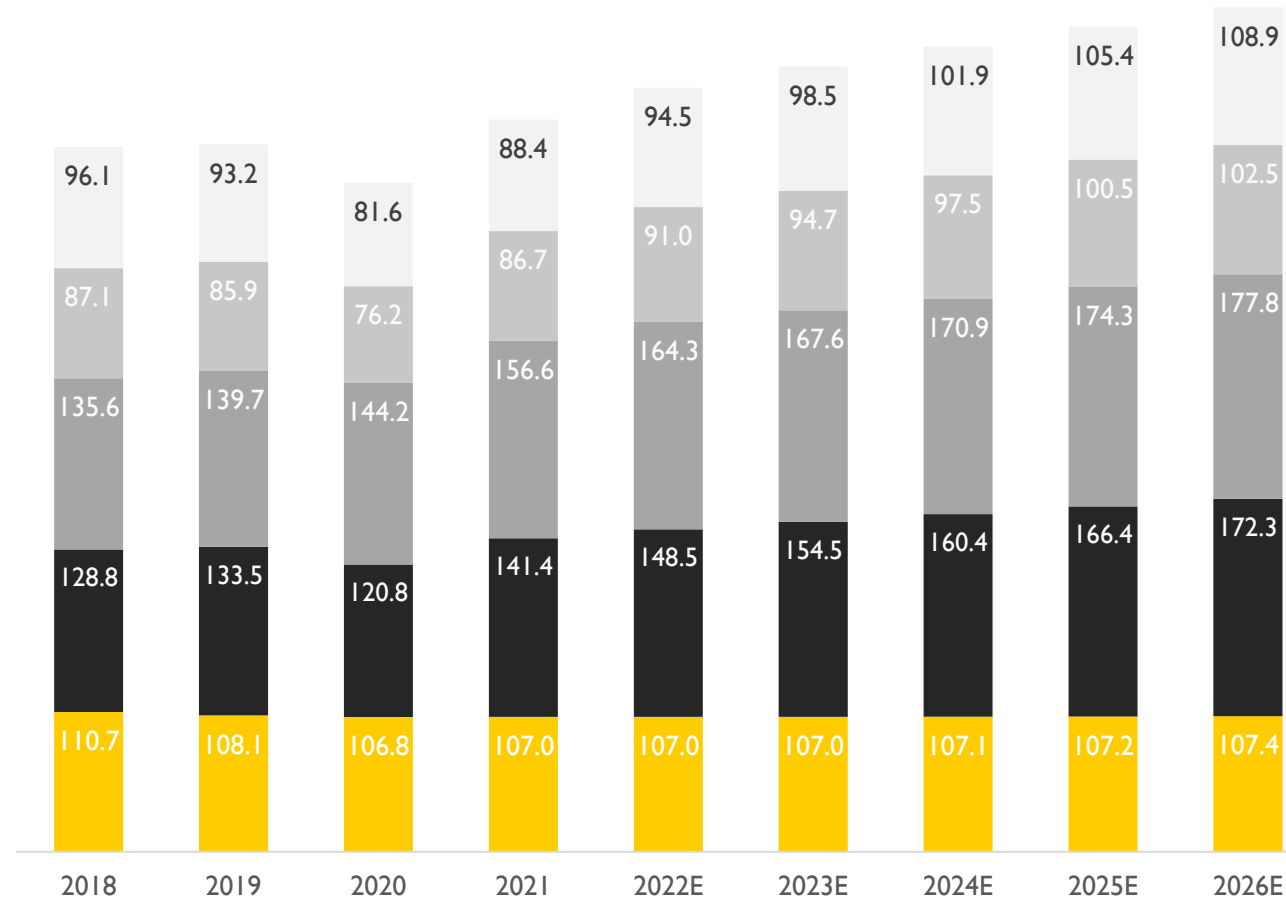
# Volume Projection

## ABI across the board

The team estimated the company's future **volume of liquid sold** by **geography weighting** company guidance, macroeconomic trends, shifting consumer preferences, demographics and **analysis of past growth trends** and how likely they are to be replicated in the future.

AB InBev's volume per region (Mn hl)

■ North America 
 ■ Middle America 
 ■ South America 
 ■ EMEA 
 ■ Asia Pacific



Sources: AB InBev, Team Elaboration

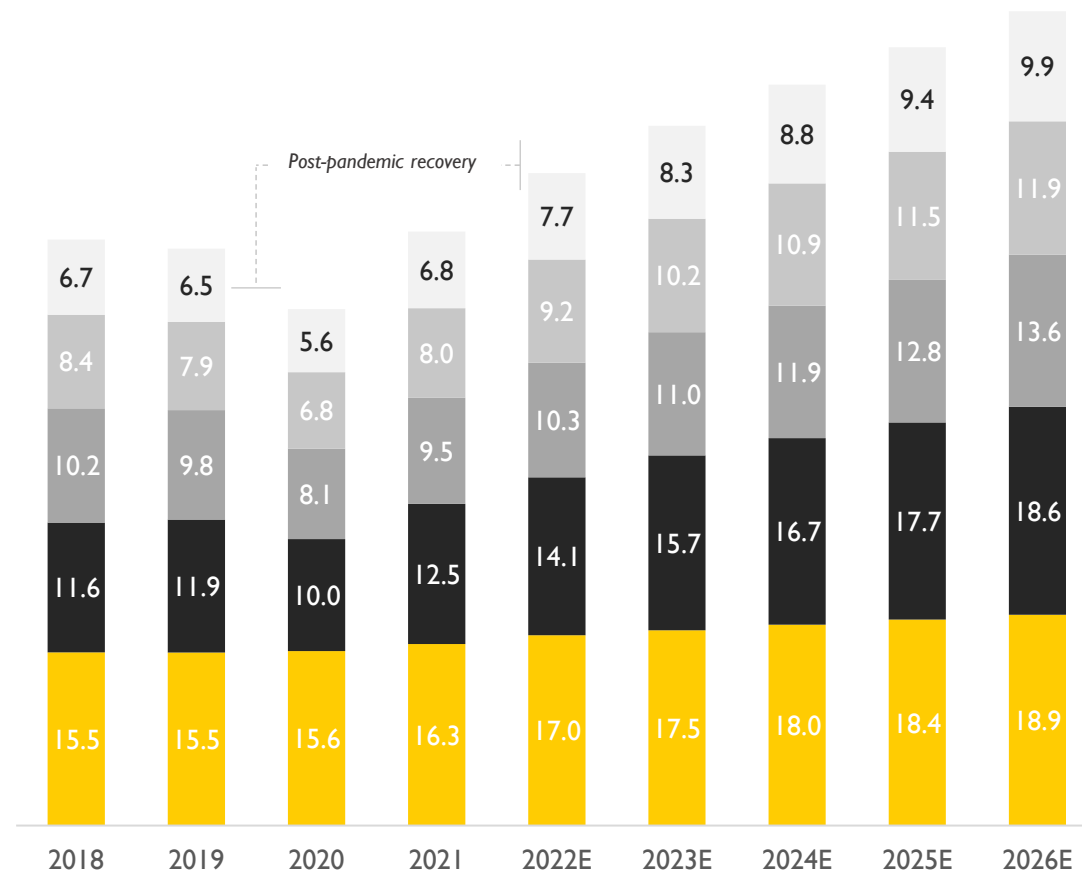
# Revenue Projection

## ABI across the board

Additionally, the team **projected revenue** taking the above-mentioned factors into consideration, also weighting FX Impacts and how revenue in these regions have behaved historically. Notably, there's a **downwards trend** on the company's EBITDA Margins, especially in recession periods, although we believe they **will recover post FY23**.

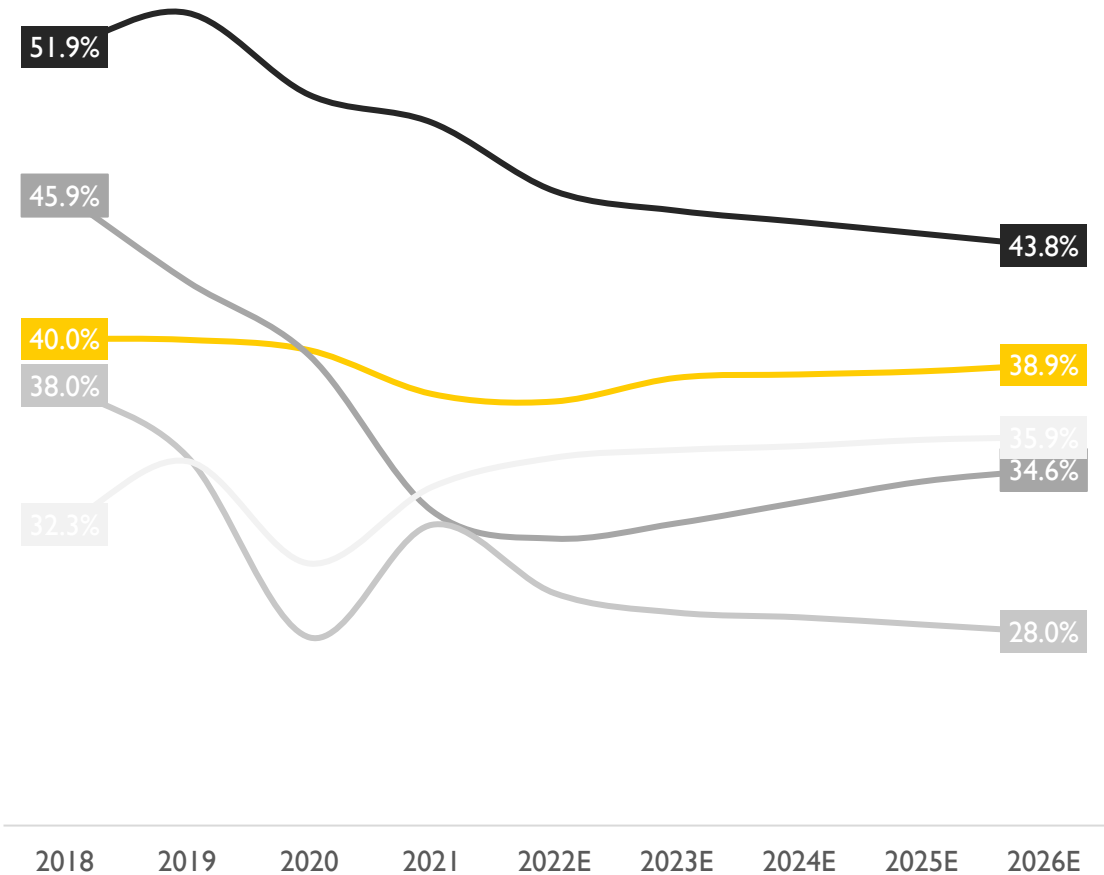
AB InBev's revenue per region (USD Mn)

■ North America ■ Middle America ■ South America ■ EMEA ■ Asia Pacific



EBITDA Margin (%)

— North America — Middle America — South America — EMEA — Asia Pacific



Sources: AB InBev, Team Elaboration

# Yes, we would be a partner.

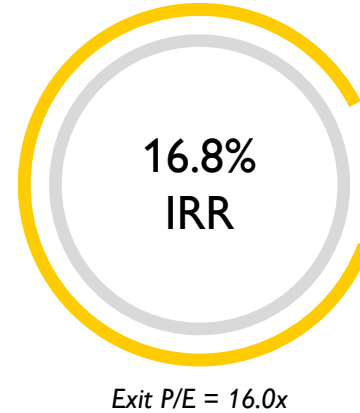
A case with solid return perspectives

Through the projection of **cash flows to shareholders**, it was possible to estimate an **upside of more than 36%** for the share price, using as discount rate a **cost of equity of 7.4%**. Furthermore, by performing a **price/earnings multiple** valuation, it was possible to project an **IRR higher than 16%**, with an **exit date of 2026**.

Valuation: Discounted Cash Flow to Equity

Ke	7.4%
Growth Perpetuity	4.0%
Current Price (USD)	60.1
Fair Value (USD)	82.2
Upside	36.8%

Exit Multiple vs. Exit Year (Entry P/E = 21.5x)



IRR	2022	2023	2024	2025	2026
10x	12%	11%	10%	9%	8%
12x	24%	18%	15%	13%	11%
14x	37%	25%	19%	16%	14%
16x	52%	31%	24%	20%	17%
18x	67%	38%	28%	23%	19%

Ke vs. G Sensitivity Analysis

Upside	3.0%	3.5%	4.0%	4.5%	5.0%
6.5%	43%	63%	90%	131%	199%
7.0%	24%	39%	57%	84%	123%
7.5%	10%	20%	34%	52%	78%
8.0%	-2%	6%	17%	30%	47%
8.5%	-11%	-5%	3%	13%	26%

“The value of a financial asset is the present value of future cash flows. If you don’t believe that, please put this aside and resume your normal daily activities.”

Michael J. Mauboussin



Sources: Team Elaboration

# Risks to our Investment Thesis

## Points to be monitored

The Team **set forth four risks to be monitored** for the length of our investment period to guarantee our thesis is **on the right track**. The risks **weight impact and likelihood** of them to happen, such as the risk of not being able to pass through inflation in an inflationary scenario that resembles 2008 (R4).



- R1 Slowing down the uptake of digital initiatives
- R2 Implementation risk in culture change
- R3 Inability to premiumize its portfolio in developing markets
- R4 Inability to pass through inflation in a scenario of high commodity prices and weak currency exposure

Sources: Team Elaboration



# Keeping Tabs

## Points to be monitored

The Team **set forth key questions to be monitored** for the length of our investment period to guarantee our thesis is **on the right track**. The questions proposed mainly address the rationale used in our investment thesis.



Following-up the investment

- I. Is the company sustaining the **new culture**?  
Is there wide-spread **adhesion**?
  
- II. Is it **gaining share** of the **premium market**?  
Are **new categories** gaining traction?
  
- III. Have they managed to deploy in **new geographies**?  
Is the **penetration** in existing client base **growing**?

Sources: Team Elaboration

# Q&A

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AB InBev



AB InBev

# Presentation Index

Cover

Recommendation

Investment Thesis

ABI In a Nutshell

Competitive Landscape

Measuring the Moat

ABI Differentials

**First Thesis**

CEO's mentality

M&A Sinergies

Word frequency

Conversation with the author

ESG Index

Jorge Paulo Lemann

**Second Thesis**

Portfolio Strategy

Premiumization

Emerging Categories

Incrementality

Looking Ahead

**Third Thesis**

Zé Delivery

Supermarket

DTC Highlight

Field Research

Logistics

App's MAUs

NPS

BEES

B2B

Players

A New Approach to Grow

Pub Owners

Ricardo Tadeu

**Valuation**

Volume Projection

Revenue Projection

Valuation

Risks

# Appendix Index

## I. Team's Field Research

[Aswath Damodaran](#)

[Fabricio Zonzini](#)

[Ricardo Tadeu](#)

[Anna Ward](#)

[Employees and Former Employees](#)

[Supermarkets](#)

[Pubs in São Paulo](#)

[Measuring the temperature of beverages](#)

## II. Company Leaders

[C-levels](#)

[Leaders](#)

## III. Core Business

[Company History](#)

[Brands per Region](#)

[Implementing a RMT Strategy](#)

[Ambev's Capability to Distribute](#)

## IV. Zé Delivery

[Zé Delivery Drivers](#)

[Zé Delivery Peers](#)

[Zé Delivery Pricing Dynamics](#)

[Zé Delivery TAM](#)

[Zé Delivery positioning](#)

## V. DTC Dynamics

[Global food delivery market share](#)

[Food Delivery](#)

[Global Food Delivery](#)

[Online Grocery](#)

[Uber Eats](#)

[USA Food Delivery Revenue](#)

[Direct to consumer in the US](#)

[Grocery Delivery](#)

## VI. BEES

[BEES Dynamics](#)

[BEES Adoption](#)

[BEES Features](#)

[BEES Opportunity](#)

# Appendix Index

## VII. Sector Data

- [Beer Market Share](#)
- [Alcoholic Market](#)
- [Industry Overview](#)
- [Beer Market](#)
- [Market Volume](#)

## IX. Python Analysis

- [Breweries across USA](#)
- [Opportunity in India](#)

## XII. Financial Analysis

- [Peers](#)
- [Maubosin Value Added](#)
- [ROIC Breakdown](#)
- [ABI's Revenue](#)
- [COGS Breakdown](#)
- [CAP](#)
- [DEBT](#)

## VIII. ESG

- [ESG Index I](#)
- [ESG Index II](#)
- [Putting Change into Practice](#)
- [Renewable Energy](#)
- [ESG Strategy](#)
- [ESG Raw Material](#)

## X. Case Studies

- [Ayds and Corona Brand](#)
- [Kodak](#)
- [Henry Schein and BEES](#)
- [Tobacco Industry](#)

## XIII. Valuation Model

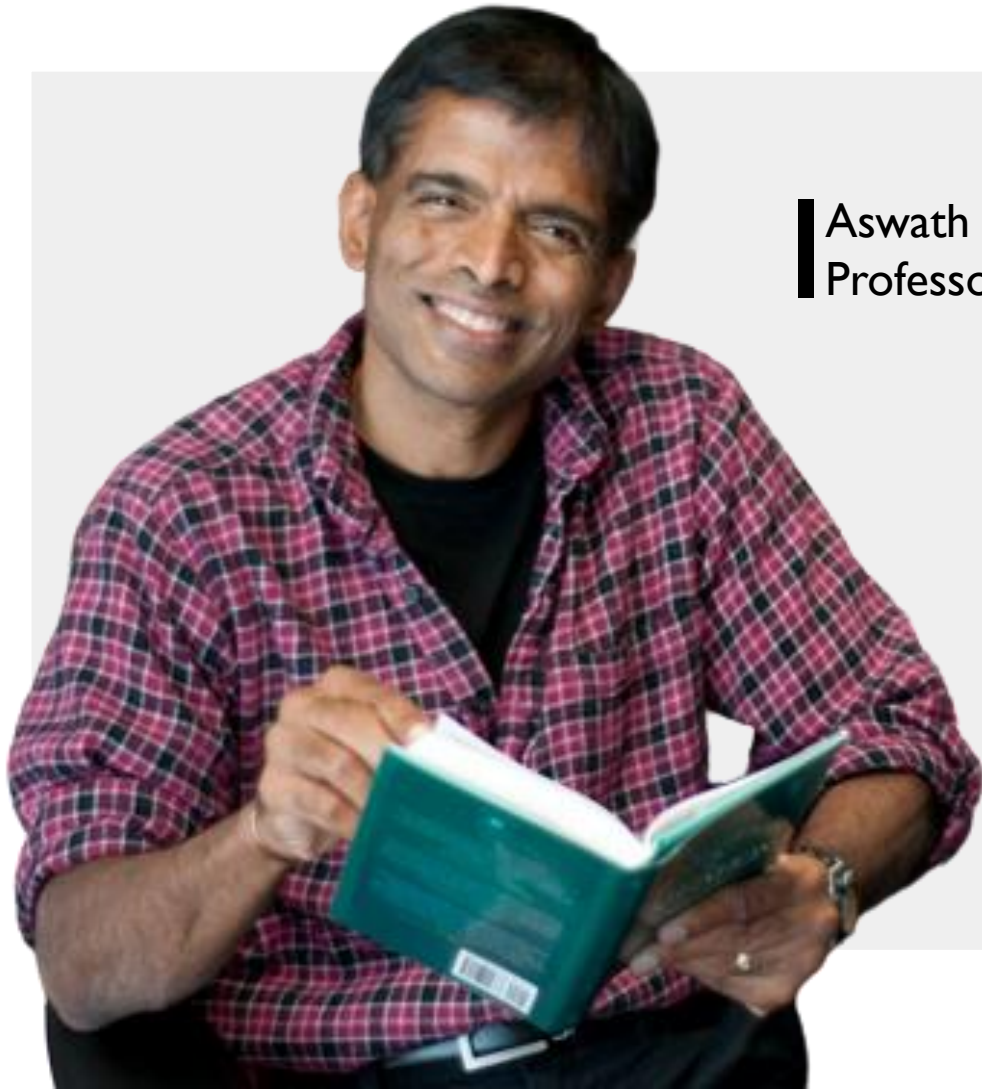
- [P&L – Volume Projected](#)
- [Cash Flow](#)
- [Excess Return](#)
- [North America](#)
- [Middle Americas](#)
- [South America](#)
- [EMEA](#)
- [Asia Pacific](#)
- [Global Exports](#)
- [Volume Expectation](#)

## XI. Macro Thesis

- [Macroeconomic Analysis I](#)
- [Macroeconomic Analysis II](#)
- [Macroeconomic Analysis III](#)
- [Macroeconomic Analysis IIII](#)

# **Team's Field Research**

# Aswath Damodaran



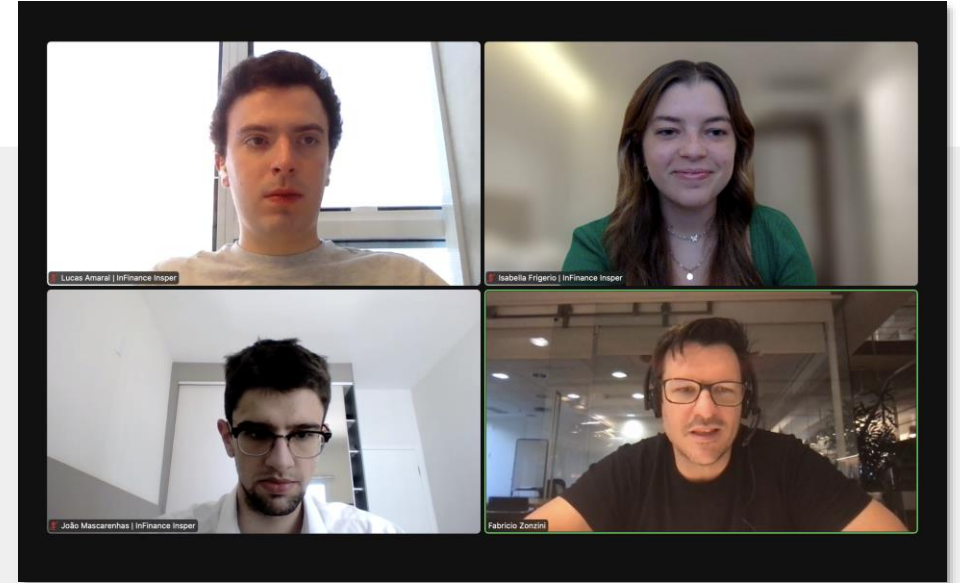
Aswath Damodaran  
Professor at NYU



# Fabricio Zonzini



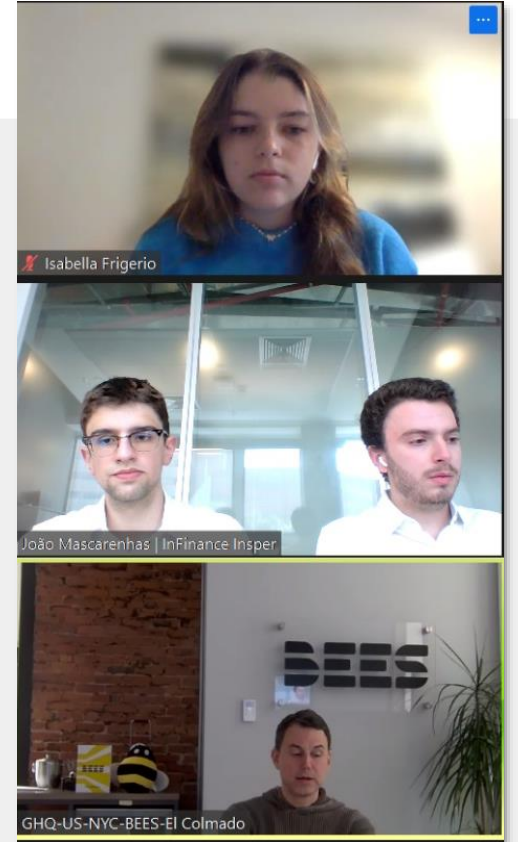
Fabricio Zonzini  
president at Beyond Beer





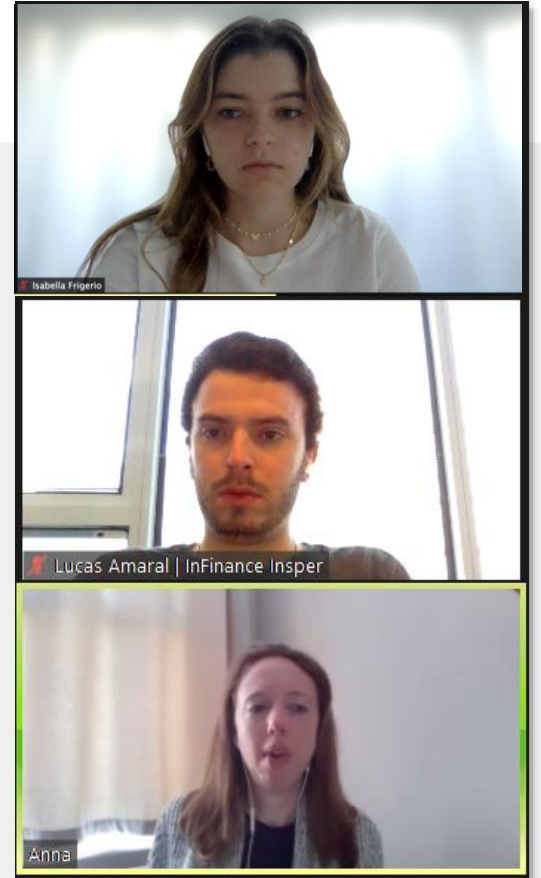


Ricardo Tadeu  
Chief BEES Officer





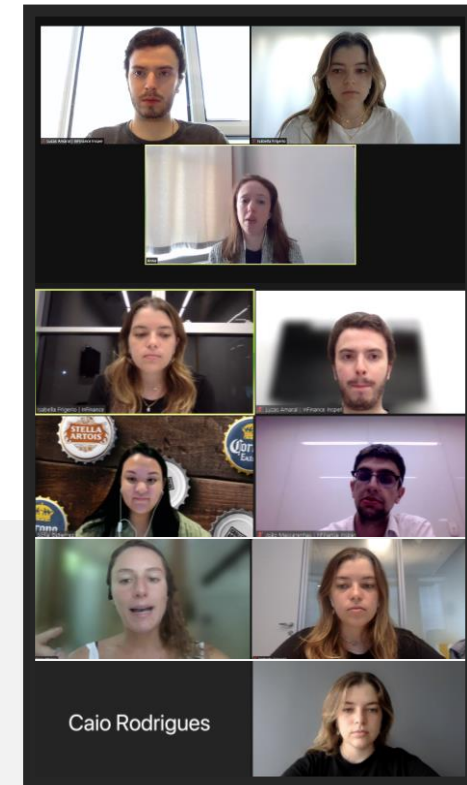
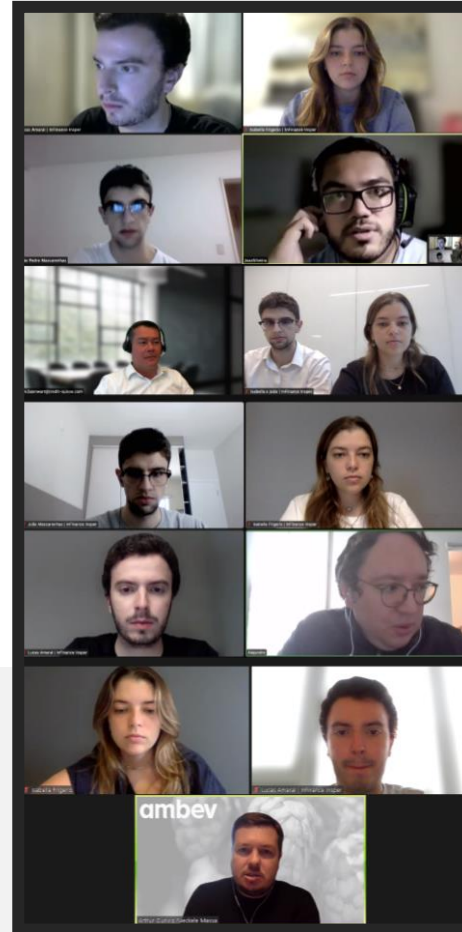
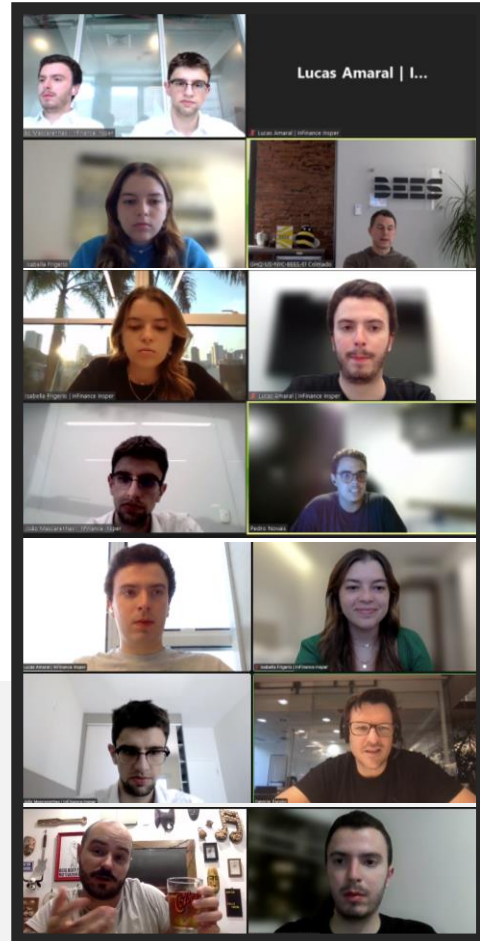
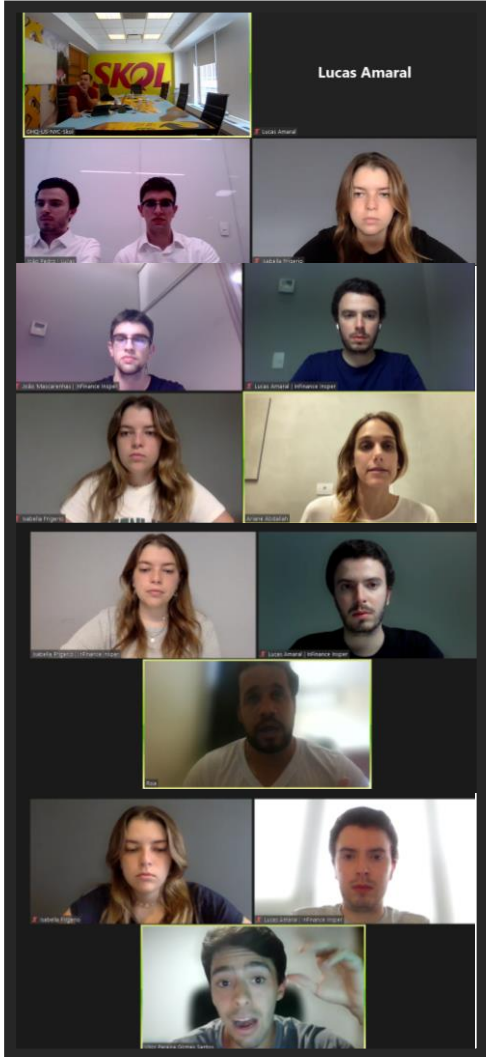
Anna Ward  
Euromonitor analyst



# Employees and Former Employees

Building an in-depth knowledge of AB InBev

Our Conversations



# Supermarkets

## Understanding Distribution

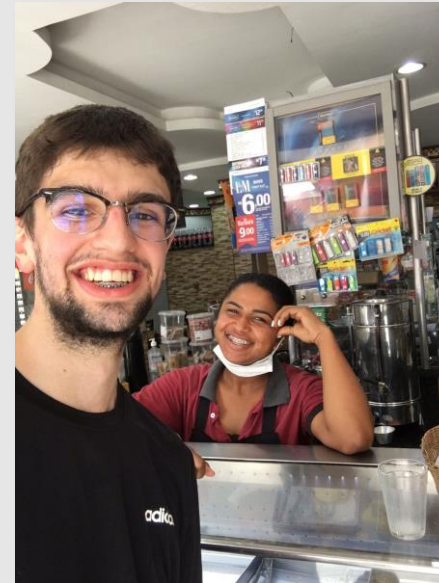
The Team felt it was important to obtain proprietary data on topics that mattered to our thesis. The process was extremely enriching as we spoke to insightful people that have deep knowledge about the dynamics in which they work at.



# Pubs in São Paulo

## Understanding AB InBev's relationship with clients

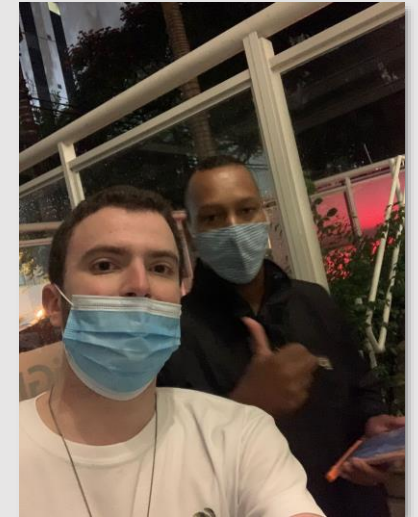
The Team felt it was important to obtain proprietary data on topics that mattered to our thesis. The process was extremely enriching as we spoke to insightful people that have deep knowledge about the dynamics in which they work at.



# Fast Delivery Platforms

## Understanding Zé Delivery's Proposal

The Team felt it was important to obtain proprietary data on topics that mattered to our thesis. The process was extremely enriching as we spoke to insightful people that have deep knowledge about the dynamics in which they work at.






# Measuring the temperature of beverages

## Understanding Zé Delivery's Proposal

The team used a thermometer to measure drinks and measured which one was the coldest, and Zé Delivery won



Players	Avg. Time	Temperature	St. Deviation
	12.5 min	-1.5 °C	4.3 °C
	17.2 min	5.7 °C	7.6 °C
	19.4 min	6.8 °C	9.3 °C

The drinks from **Zé Delivery** came **colder than its peers**, with a difference of **7.2 °C** compared to Rappi and **8.3 °C** compared to iFood

# **Company Leaders**



# C-Level

The Essence of the Business

With degrees from **renowned schools** and **decades of experience** at AB InBev, the leaders are an **essential** part in making the company a huge player in the Beverage Industry

Schools:



Michel Doukeris:

Holding an MBA at The Wharton School, Michel is in AB Inbev since 1996 and is the current Zone President North America

Nelson Jamel:

Graduated at the Federal University of Rio de Janeiro, Nelson joined AB Inbev +20 years ago and is the current Chief People Officer

Fernando Tennenbaum:

Graduated at University of São Paulo, Fernando is in AB Inbev since 2004 and is the current Chief Financial Officer

Pedro Earp:

Graduated at The London School of Economics and Political Science, Pedro is in the group since 2000 and is the current Chief Marketing and ZX Ventures Officer

Sources: AB InBev

# Leaders

The Essence of the Business

With degrees from **renowned schools** and **decades of experience** at AB InBev, the leaders are an **essential** part in making the company a huge player in the Beverage Industry



Schools:



Ezgi Barcenás:

Graduated at Harvard T.H. Chan School of Public Health, Ezgi is in AB Inbev since 2013 and is the current Chief Sustainability Officer

John Blood:

Holding a JD degree from the University of Michigan Law School, John joined AB Inbev in 2009 and is the current Chief Legal and Corporate Affairs Officer

Katherine Barret:

Holding a JD degree from University of Arizona, Katherine joined the group in 2000 and is the current General Counsel

Peter Kraemer:

Holding a MBA from Saint Louis University, Peter joined the group 30+ years ago and is the current Chief Supply Officer

Sources: AB InBev

# Leaders

The Essence of the Business

With degrees from **renowned schools** and **decades of experience** at AB InBev, the leaders are an **essential** part in making the company a huge player in the Beverage Industry

Schools:



THE UNIVERSITY OF  
CHICAGO

STANFORD  
BUSINESS GRADUATE  
SCHOOL OF



Ricardo Tadeu:

Holding a Master degree from Harvard Law School, Ricardo is in the group since 1995. Today he is the Chief B2B Officer and leads the BEES app

Lucas Herscovici:

Holding 3 different degrees from the Stanford University Graduate School of Business, Lucas joined the group in 2002 and is the current Chief Sales Officer

Ricardo Moreira:

Holding a specialization degree from the University of Chicago, Ricardo joined the group in 1995 and is the current Zone President Africa

Pablo Panizza:

Graduated at Universidad de Buenos Aires, Pablo joined the group 20+ years ago and is the current Chief Direct to Consumer Officer

Sources: AB InBev

# Leaders

The minds behind a big company

With degrees from **renowned schools** and **decades of experience** at AB InBev, the leaders are an **essential** part in making the company a huge player in the Beverage Industry

Schools:




**KU LEUVEN**



Jan Craps:

Holding a Master degree from KU Leuven, Jan is in the group since 2002. Today he is the Zone President Asia Pacific

Jason Warner:

Graduated at DeMontfort University, Jason joined AB InBev in 2009 and is the current Zone President Europe

Brendan Whitworth:

Holding a MBA degree from Harvard Business School, Brendan is in AB InBev since 2013 and is the current Anheuser-Busch Chief Executive Officer

Carlos Lisboa:

Graduated at Catholic University of Pernambuco, Carlos joined the group in 1993 and is the current Zone President Middle Americas

Sources: AB InBev

# Leaders

The minds behind a big company

With degrees from **renowned schools** and **decades of experience** at AB InBev, the leaders are an **essential** part in making the company a huge player in the Beverage Industry

Jean Jereissati



Schools:



Jean Jereissati:

Jean graduated at Getúlio Vargas Foundation and holds Executive Education degrees from Insead and Wharton. After passing by a lot of occupations around the world into AB InBev, Jean is now the Chief Executive Officer of Ambev

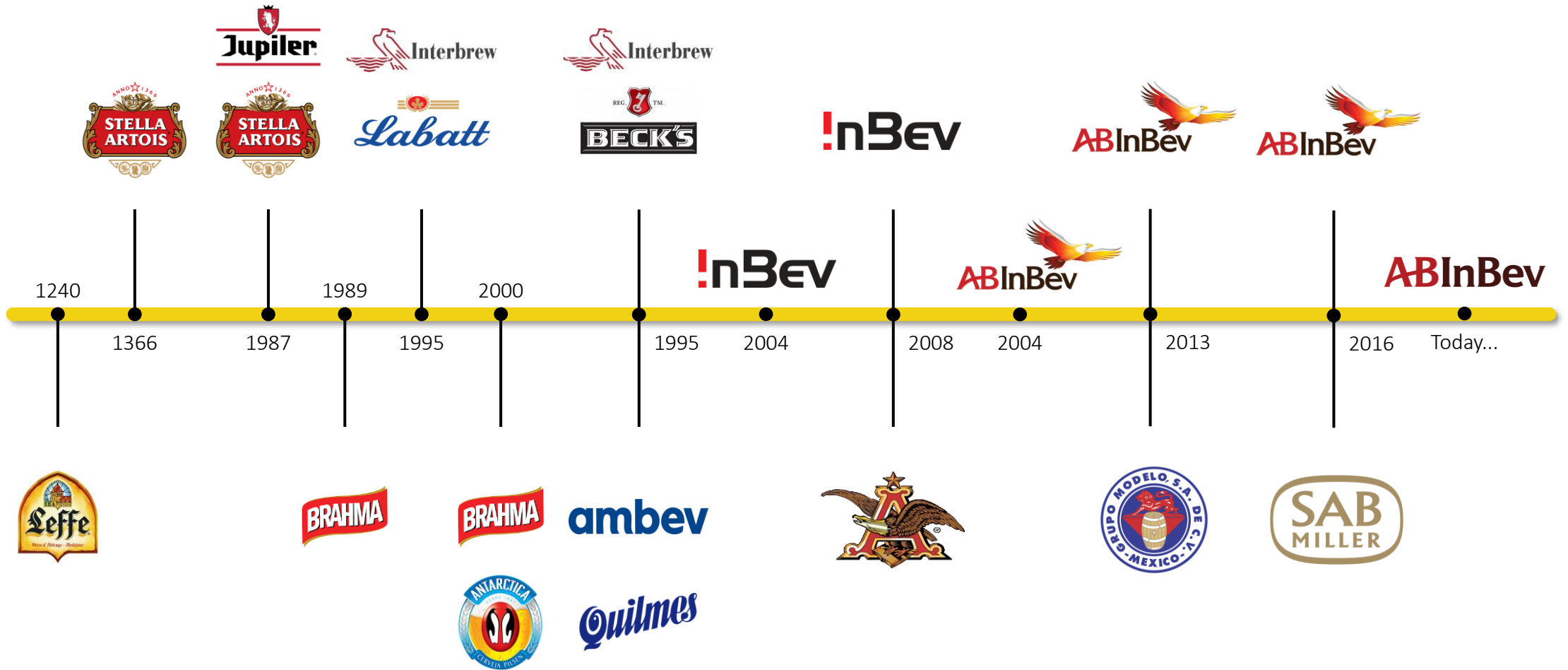
Sources: AB InBev

# **Core Business**



# Company History

AB InBev throughout time



Sources: AB InBev

# Brands per Region

ABI has leading brands around the world

## North America



## South America



## EMEA



## Middle America



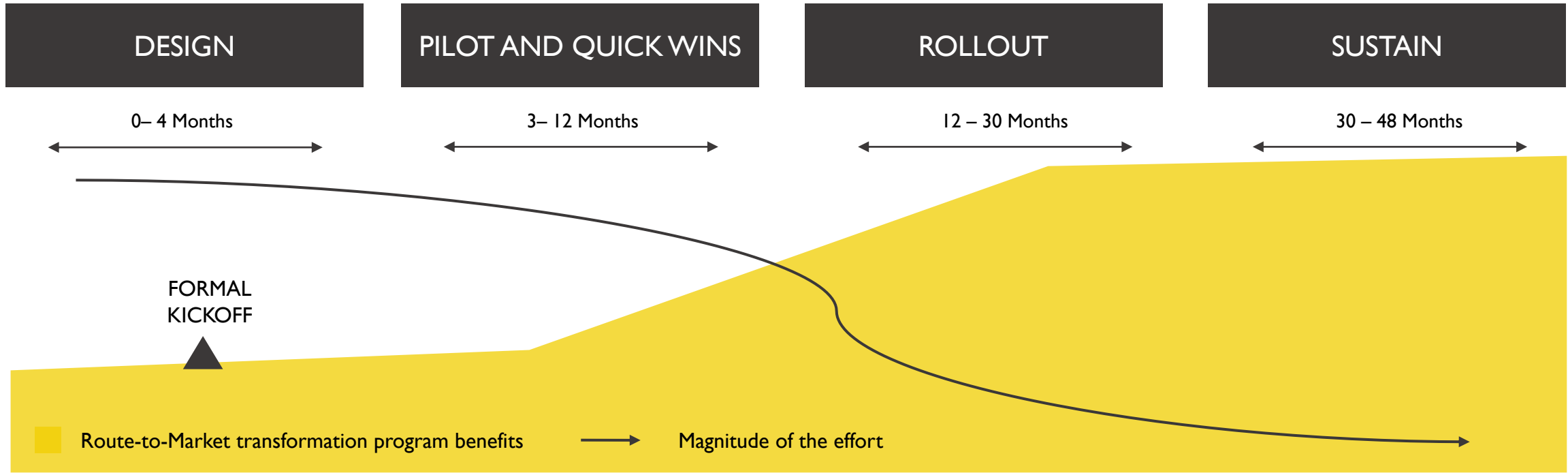
## APAC



Sources: AB InBev



# Implementing a RMT Strategy



Spread change from the top down, setting the mandate and the need for change to get attention

Set up a transformation office, and establish a governance and cadence structure

Shift individual ownership of the change from the bottom up

Celebrate early wins, and unlock constraints

Seek nominations for new initiatives

Deepen underlying cultural principals, and change behavioral norms to secure commitment

Understand what generates the staff's commitment

Identify what they need to succeed

Sustain the change establishing the ecosystem and controls to deliver promised performance

Build long-term capabilities

Normalize program activities

Create continuous improvement in methodologies

Sources: AT Kearney, BCG

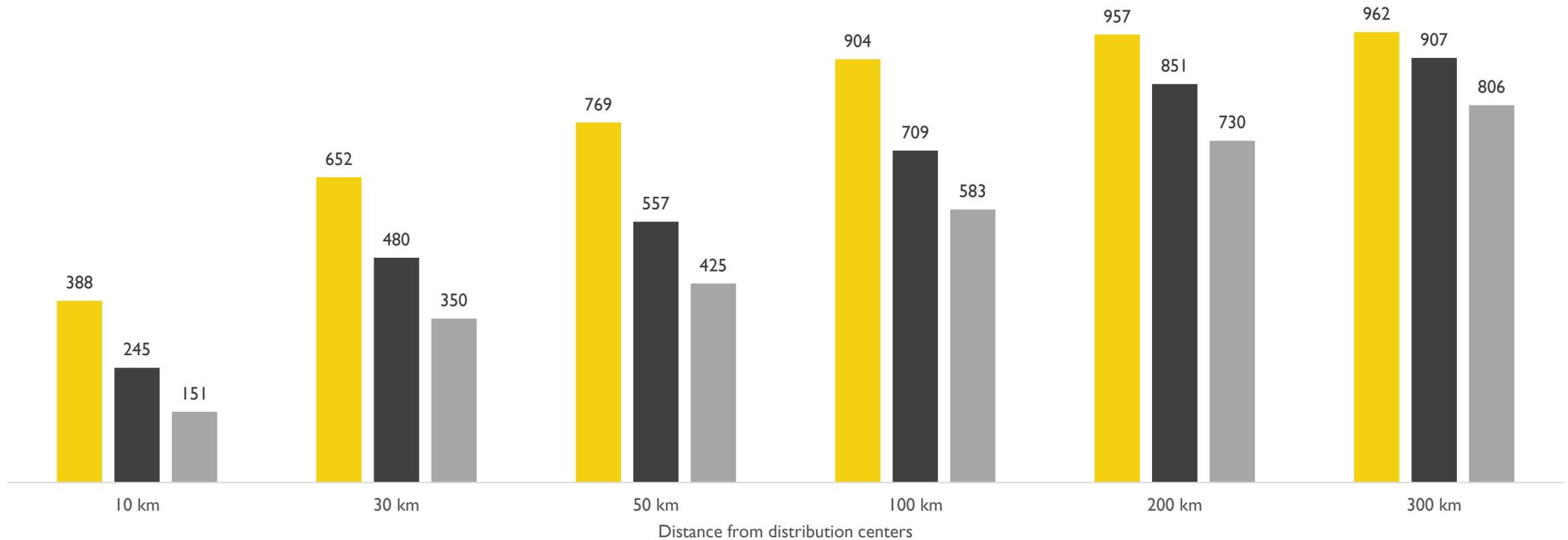
# Ambev's Capability to Distribute

You'll fail if you're unable to place your product in front of the customers

Beer distribution is one of the most important parts of the Industry. Ambev, one of AB InBev's arms that has a huge pull in Brazil clearly enjoys the vastest capillarity among players, hence distinguishing the company versus peers.

Reach of Distribution Systems (Thousand Points of Sales)

■ Ambev ■ Kirin + KOF ■ Kirin



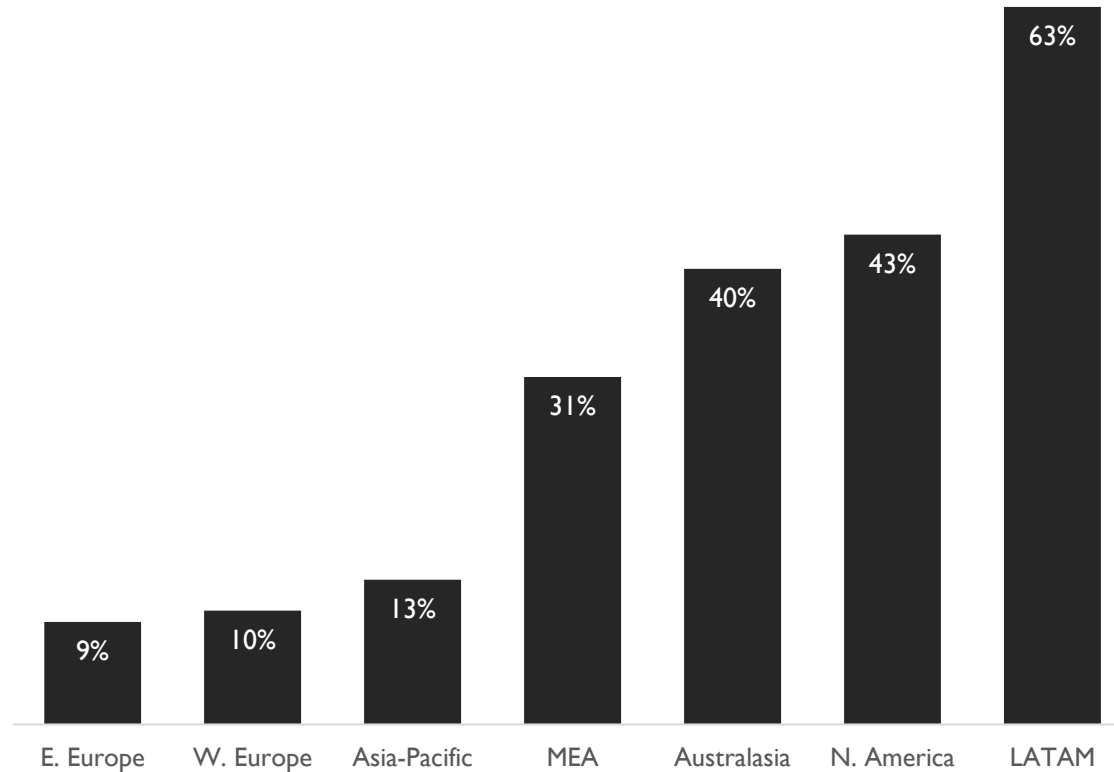
Sources: AT Kearney, BCG

# Diving into the Competition

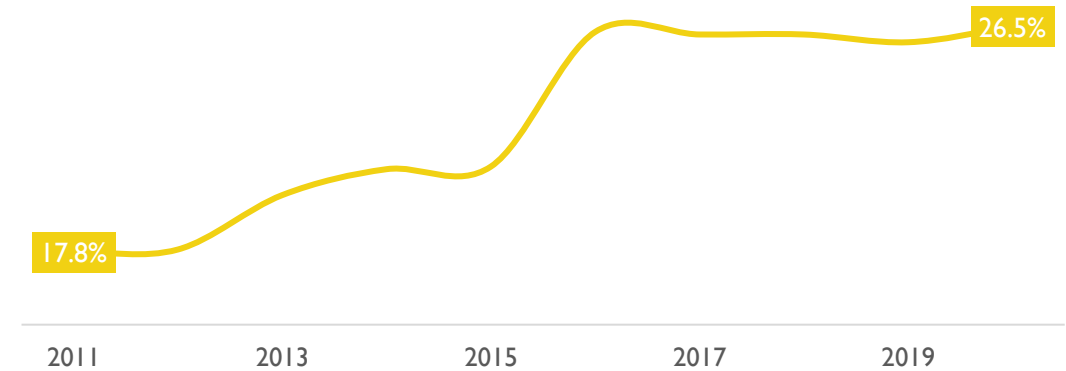
From inorganic to organic growth

**Anheuser-Busch InBev** is the largest brewer in the World. The company came about after the merger between **Interbrew** and **Ambev**, which was previously **Brahma** and **Antartica**. Years later **ABI** bought **SAB Miller** in a deal worth over 100 billion dollars

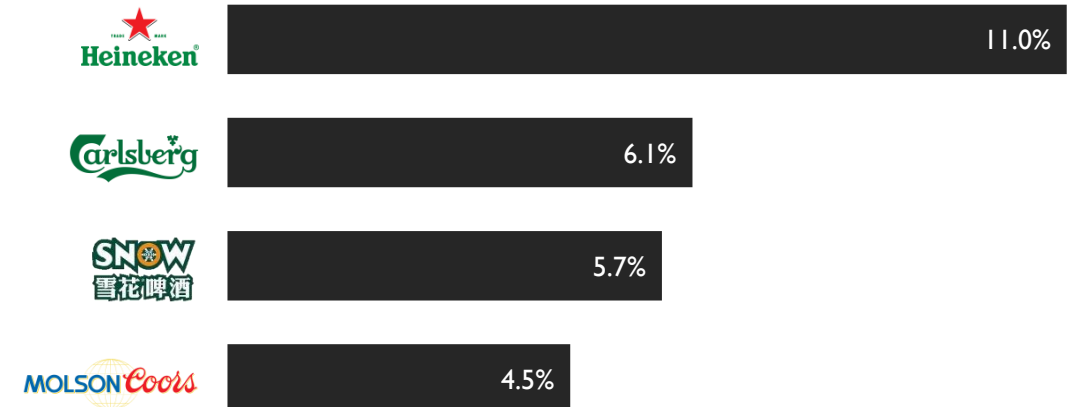
ABI's market share per region (in volume)



ABI's worldwide market share (in volume)



Top 4 peers' market share (in volume)



Sources: AB InBev, Euromonitor

OVERVIEW

PEOPLE

PORTFOLIO

DIGITALIZATION

VALUATION

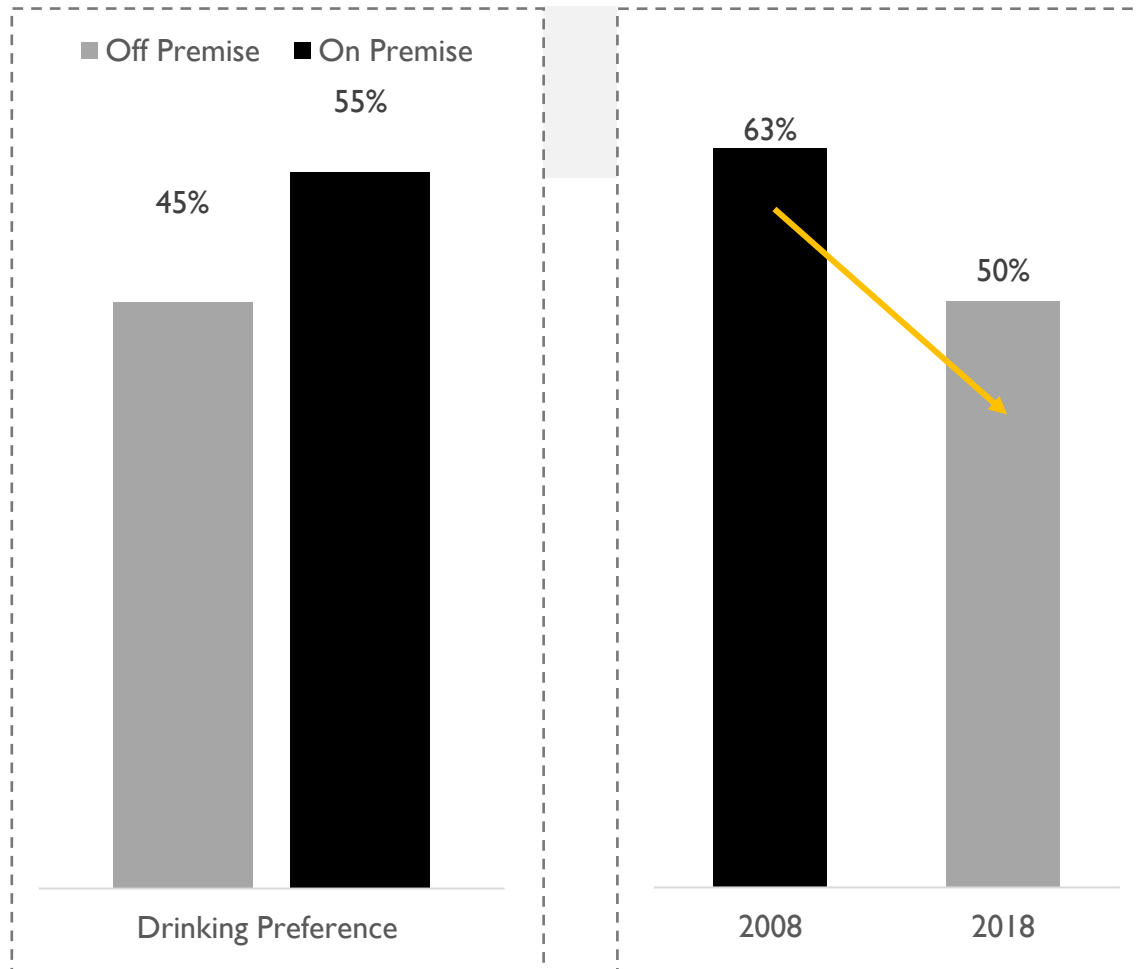
**ABInBev**

**Zé Delivery**

# Zé Delivery Drivers

An opportunity for AB InBev

Zé Delivery targets an emerging opportunity that has been in motion for a while but was accelerated by the pandemic – being available in an online sales channel that allows for convenient consumption anytime and anywhere. Whilst better serving customers, ABI also gathers data on consumption patterns, building proprietary data to be leveraged.



Growing relevance of Online Sales and Convenient access to beverages



Cold Beverages and Snacks

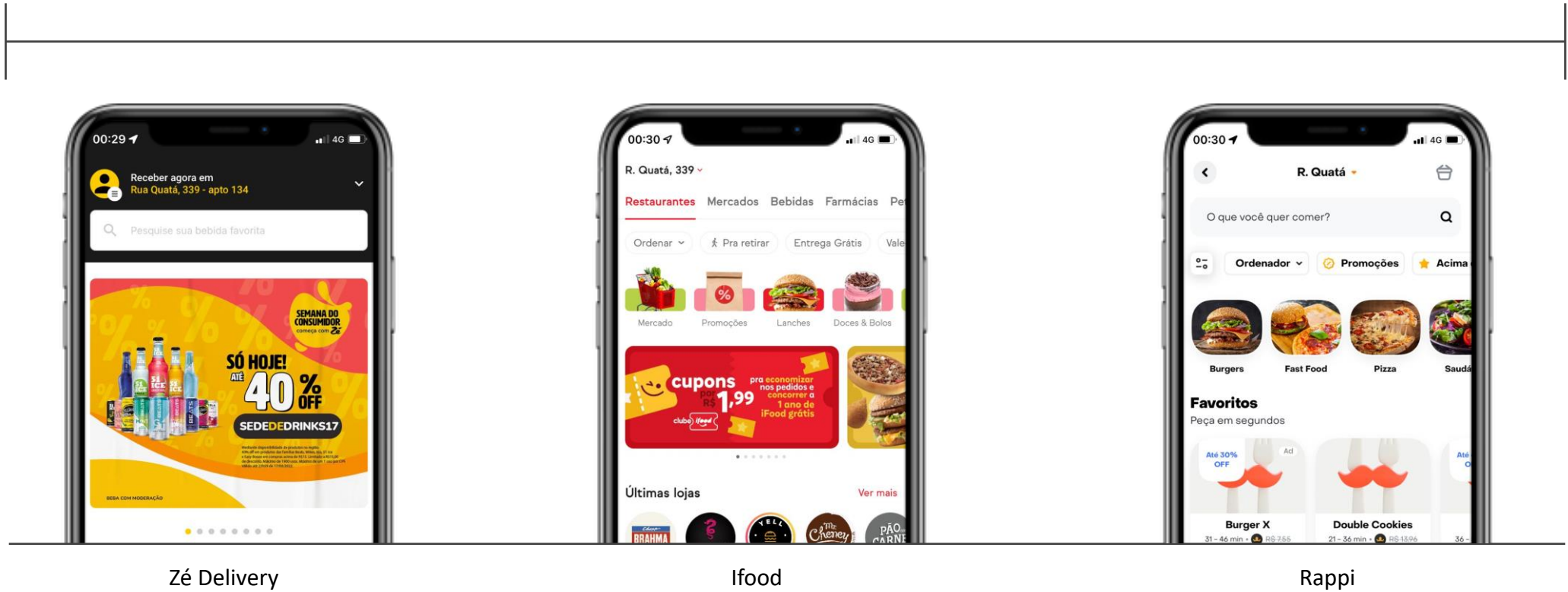
Under 1h Delivery Time

Under 1h Delivery Time

Sources: AB InBev, IBGE, Mintel

# Zé Delivery Peers

Strong Players in Latin America



Zé Delivery

Ifood

Rappi

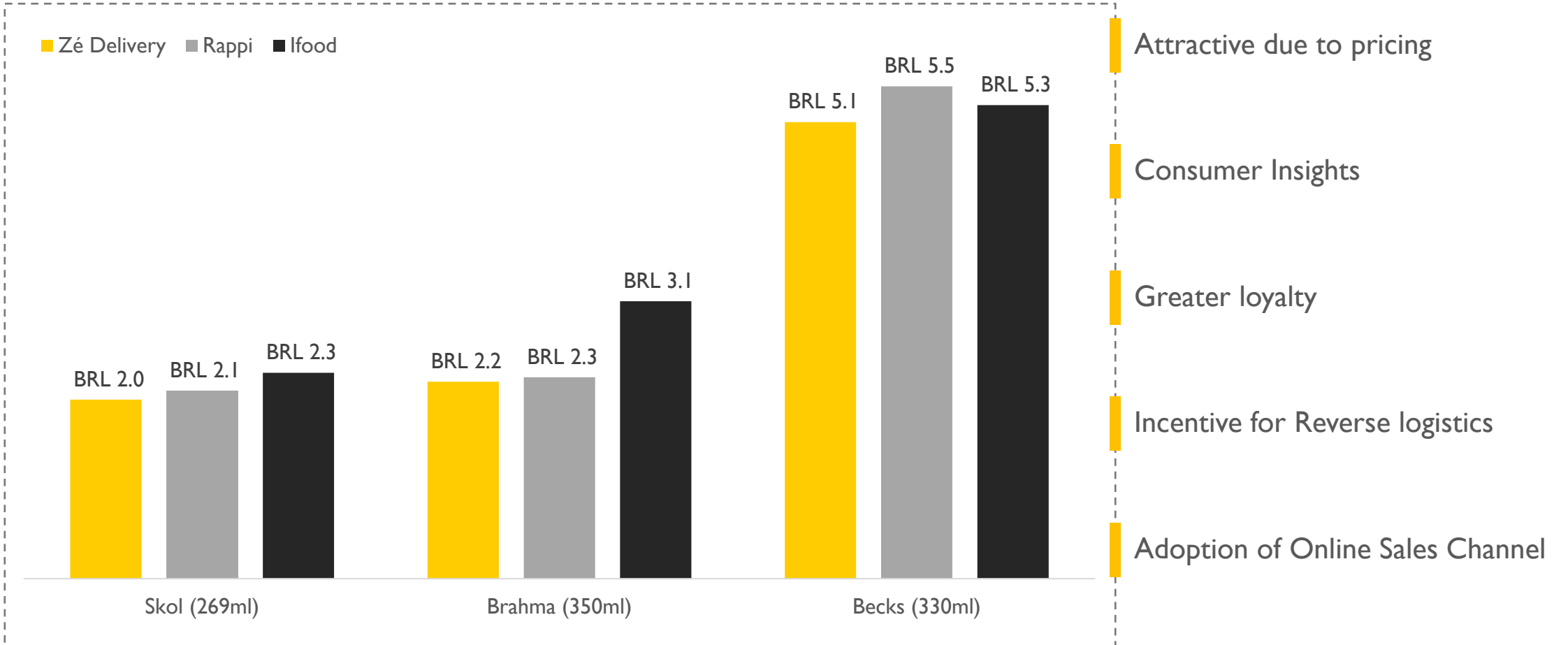
Sources: Zé Delivery, Ifood, Rappi

# Zé Delivery Pricing Dynamics

An opportunity for AB InBev

Zé Delivery targets an emerging opportunity that has been in motion for a while but was accelerated by the pandemic – being available in an online sales channel that allows for convenient consumption anytime and anywhere. Whilst better serving customers, ABI also gathers data on consumption patterns, building proprietary data to be leveraged.

## Competitive Pricing Dynamics



Sources: IBGE, Mintel

# Zé Delivery TAM

An opportunity for AB InBev

Zé Delivery targets an emerging opportunity that has been in motion for a while but was accelerated by the pandemic – being available in an online sales channel that allows for convenient consumption anytime and anywhere. Whilst better serving customers, ABI also gathers data on consumption patterns, building proprietary data to be leveraged.

Zé Delivery Estimates		1Q20	2Q20	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21
Beer Consumption in Brazil	[Bn liters]	10.59	10.59	10.59	10.59	10.46	10.46	10.46	10.46
Beer Consumption per capital	[liters]	60	60	60	60	60	60	60	60
<b>Demographics</b>									
Total Brazil Population	[Mn]	202.6	202.6	202.6	202.6	214	214	214	214
Adult %		69.69%	69.69%	69.69%	69.69%	69.69%	69.69%	69.69%	69.69%
Alcohol Consuming		23.90%	23.90%	23.90%	23.90%	26.40%	26.40%	26.40%	26.40%
Consumption days	[#]	2	2	2	2	2	2	2	2
Legal Age to Drink		141	141	141	141	149	149	149	149
Alcohol Consuming		34	34	34	34	39	39	39	39
# of Orders		84	84	84	84	98	98	98	98
<b>Sanity Check</b>									
Consumption per occasion	[liters]	0.46							
<b>Zé Delivery</b>									
# of Orders	[Mn]	1.8	5.5	11	8.7	14	15	17	20
QoQ						678%	173%	55%	130%
Average Ticket	[USD]	11	11	11	11	11	11	11	11
TAM	[USD]	19,800,000	60,500,000	121,000,000	95,700,000	154,000,000	165,000,000	187,000,000	220,000,000

1. Used Brazil as a Base Case

2. Estimated orders TAM by number through demographics

2. Premised a USD I Average Ticket based on global and local peers to arrive at our addressable market

Sources: IBGE, Mintel



# Zé Delivery

An opportunity for AB InBev

Zé Delivery targets an emerging opportunity that has been in motion for a while but was accelerated by the pandemic – being available in an online sales channel that allows for convenient consumption anytime and anywhere. Whilst better serving customers, ABI also gathers data on consumption patterns, building proprietary data to be leveraged.

Zé Delivery Estimates		1Q22	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24
Beer Consumption in Brazil	[Bn liters]	10.71	10.71	10.71	10.71	11.12	11.12	11.12	11.12	11.59	11.59	11.59	11.59
Beer Consumption per capital	[liters]	60	60	60	60	60	60	60	60	60	60	60	60
Demographics													
Total Brazil Population	[Mn]	215.4	215.4	215.4	215.4	216.6	216.6	216.6	216.6	217.9	217.9	217.9	217.9
Adult %		69.69%	69.69%	69.69%	69.69%	69.69%	69.69%	69.69%	69.69%	69.69%	69.69%	69.69%	69.69%
Alcohol Consuming		26.40%	26.40%	26.40%	26.40%	26.40%	26.40%	26.40%	26.40%	26.40%	26.40%	26.40%	26.40%
Consumption days	[#]	2	2	2	2	2	2	2	2	2	2	2	2
Legal Age to Drink		150	150	150	150	151	151	151	151	152	152	152	152
Alcohol Consuming		40	40	40	40	40	40	40	40	40	40	40	40
# of Orders		99	99	99	99	99	99	99	99	100	100	100	100
Sanity Check													
Consumption per occasion	[liters]												
Zé Delivery													
# of Orders	[Mn]	22	23	26	31	34	36	41	48	52	56	63	74
QoQ		55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%
Average Ticket	[USD]	11	11	11	11	11	11	11	11	11	11	11	11
TAM	[USD]	238,700,000	255,750,000	289,850,000	341,000,000	369,985,000	396,412,500	449,267,500	528,550,000	573,476,750	614,439,375	696,364,625	819,252,500

55% QoQ growth on reported figures for 22E projected number of orders

100Mn Orders TAM

USD819 Bn in Addressable Revenue by FY25

Sources: IBGE, Mintel

# Zé Delivery Positioning

An opportunity for AB InBev

Zé Delivery targets an emerging opportunity that has been in motion for a while but was accelerated by the pandemic – being available in an online sales channel that allows for convenient consumption anytime and anywhere. Whilst better serving customers, ABI also gathers data on consumption patterns, building proprietary data to be leveraged.

## Ambev's comments on Zé Delivery

4Q19 One of the first mentions; Zé Delivery as main DTC strategy; present in ~40 cities in Brazil; had 1.5Mn orders in 2019

1Q20 Zé Delivery had more than 1Mn Deliveries

2Q20 142 cities in Brazil – 40% Reach

3Q20 200 cities Reach

4Q20 27Mn Orders (~1/second)

1Q21 14Mn Orders Fulfilled

## Rating on top download platforms

	Zé Delivery	Ifood	Rappi	Uber Eats	My Heineken
<b>Play Store</b>	4.9	4.8	4.2	4.3	4.8
<b># Reviews ('000)</b>	335	6100	1000	3000	6
<b>App Store</b>	4.9	4.8	4.5	4.7	4.7
<b># Reviews ('000)</b>	209	5131	360	389	2

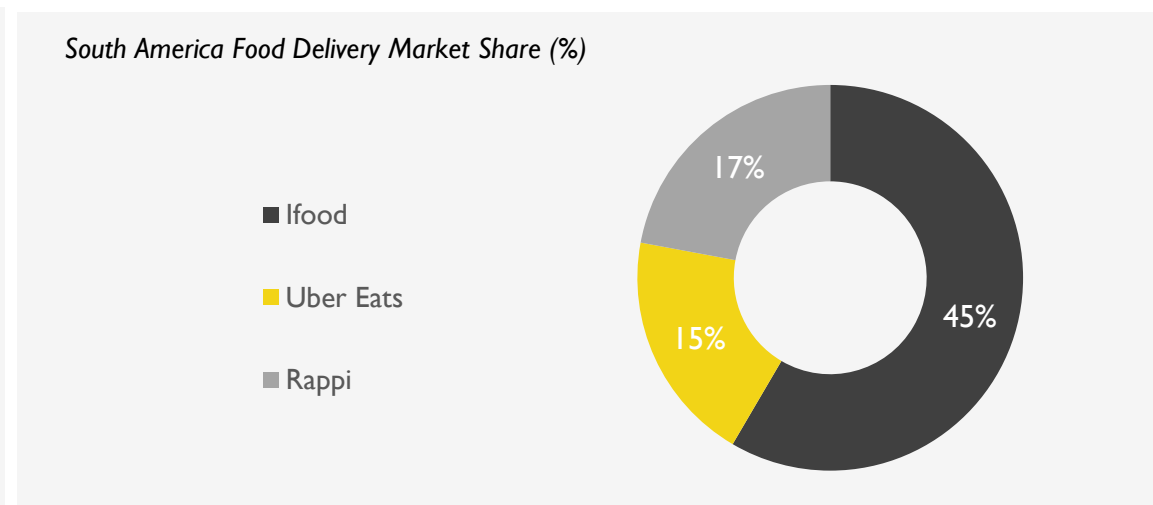
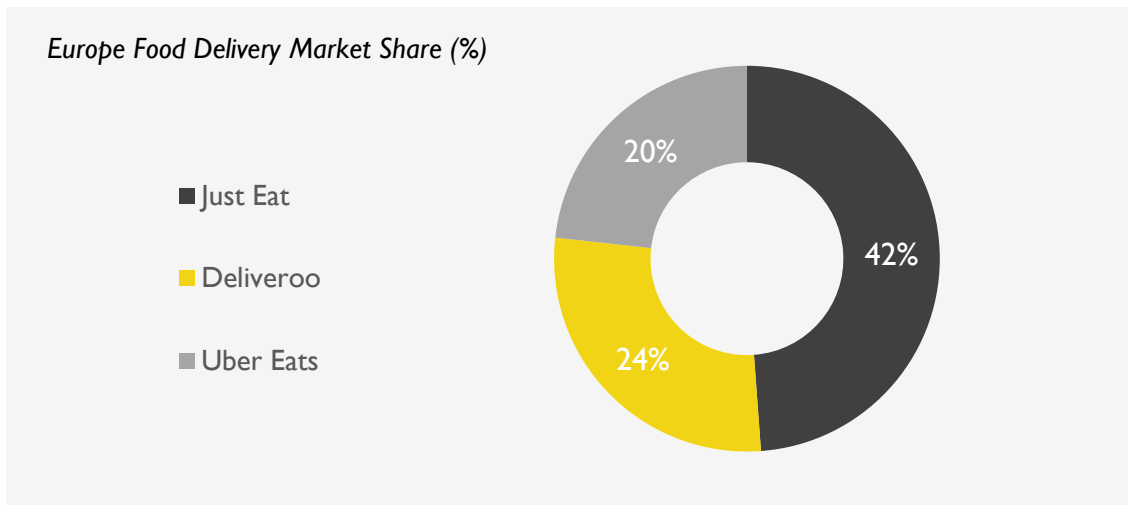
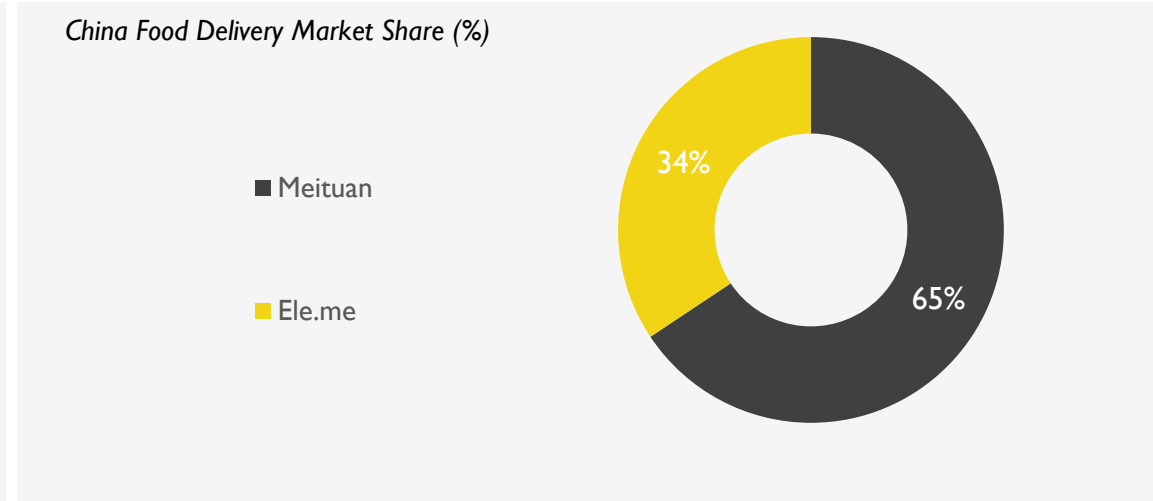
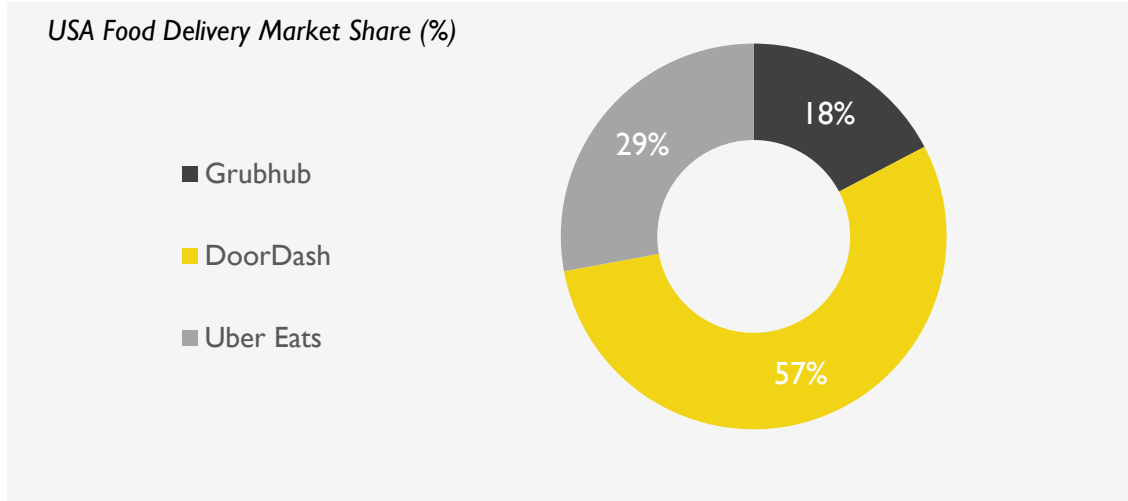
Sources: IBGE, Mintel

# DTC DYNAMICS

# Global Food Delivery Market Share

## Few Big Players

Most developed countries have few relevant delivery services that consolidate operation overtime. It can happen organically or by M&A like in the United States when Uber Eats that bought Postmates in 2020 growing in market share.



Sources: Euromonitor, PipeCandy

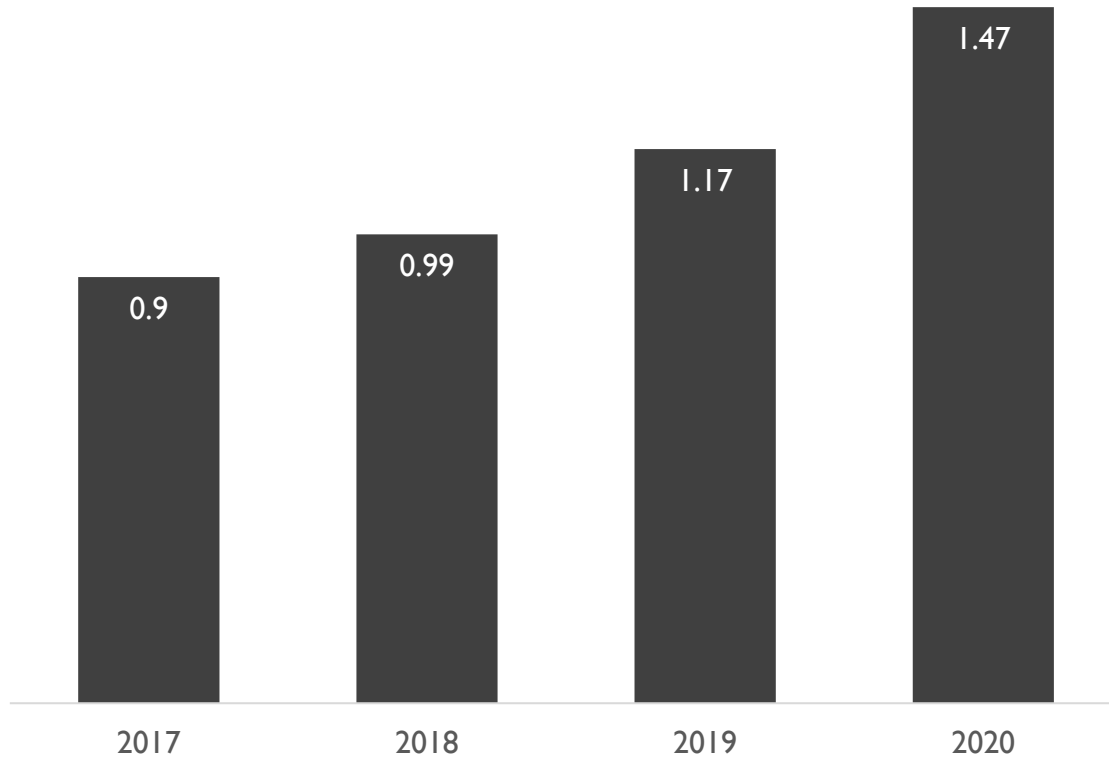
# Food Delivery

## Welcoming New People

Food and grocery delivery were two of **the fastest growing app categories in 2020**, according to eMarketer. In 2021, **on-demand grocery apps appear to be the next trend for the industry**

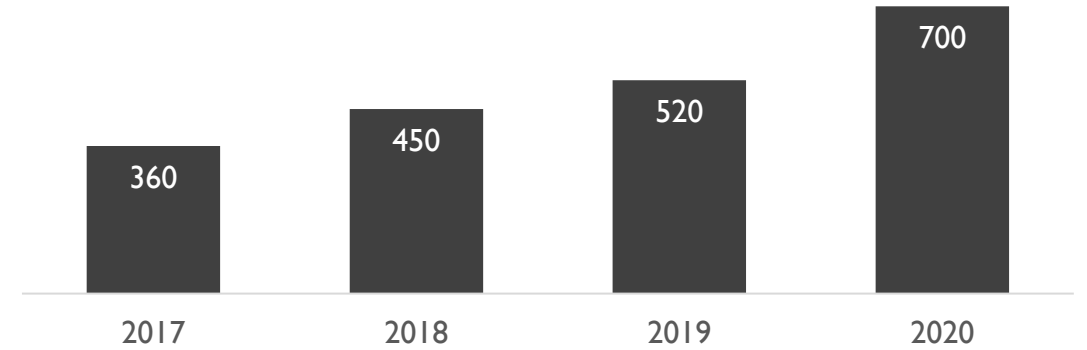
*Food Delivery Global Users (bn)*

Usage of food delivery apps skyrocketed during the coronavirus pandemic, adding 290 million new users for a 26% annual gain



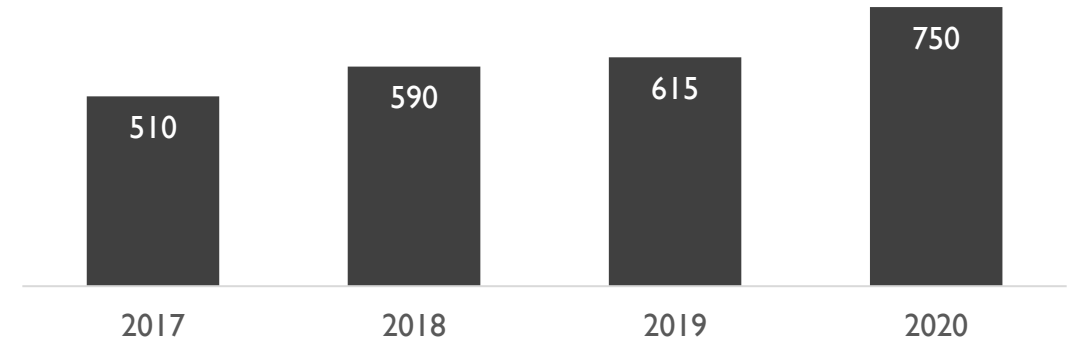
*Platform-to-costumer users (mm)*

Operator which uses its own delivery services to pick up the food



*Platform-to-costumer users (mm)*

Connects customers to the restaurant and is not involved with the delivery logistics



Sources: Euromonitor, eMarketer

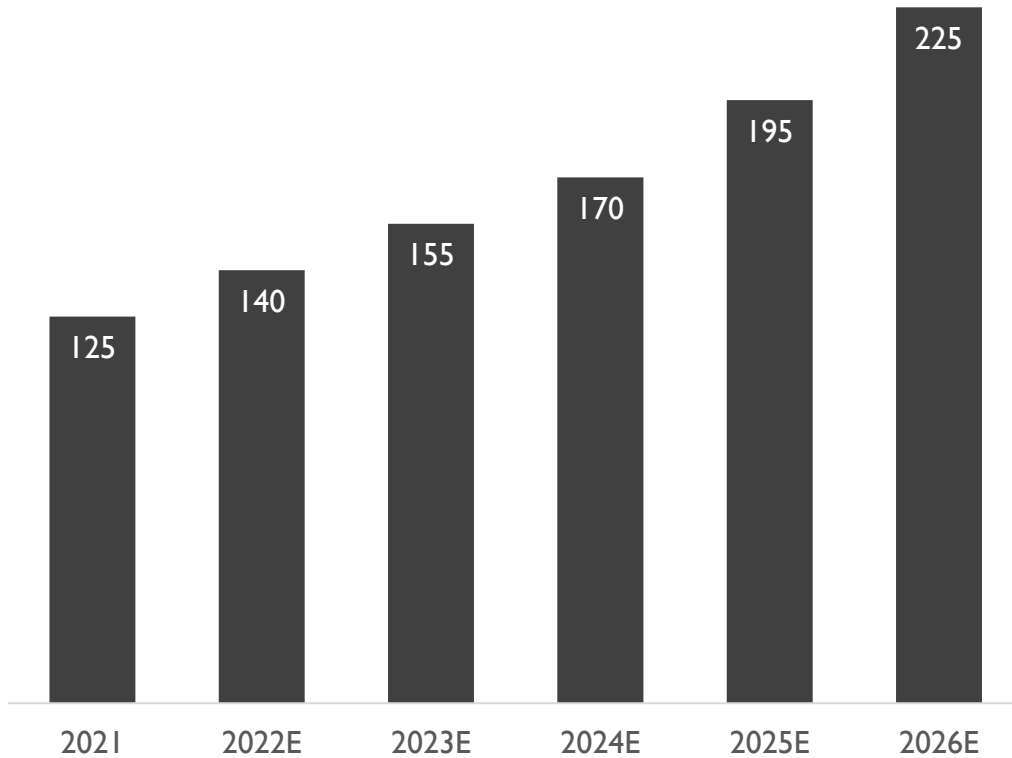
# Global Food Delivery

## Where the Money Is

With an influx of new businesses offering food and grocery delivery, **the projected value is expected to increase** and valuations for food delivery, especially for on-demand grocery delivery, that have **skyrocketed in the past few months**.

Food Delivery Projected Market Value(\$bn)

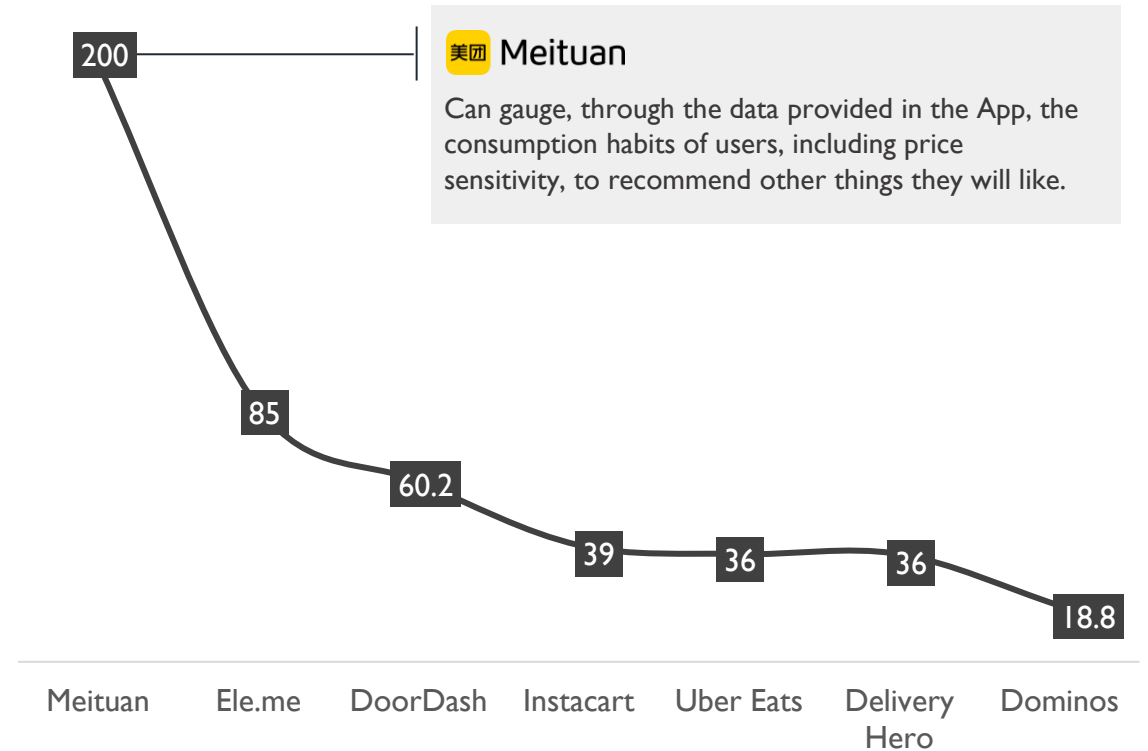
Over the next 5 years Market is expected to grow in \$100 billion



Sources: Euromonitor, PipeCandy

Food Delivery Market cap July 2021 (\$bn)

Food delivery companies have dropped stock prices since this



Meituan

Can gauge, through the data provided in the App, the consumption habits of users, including price sensitivity, to recommend other things they will like.

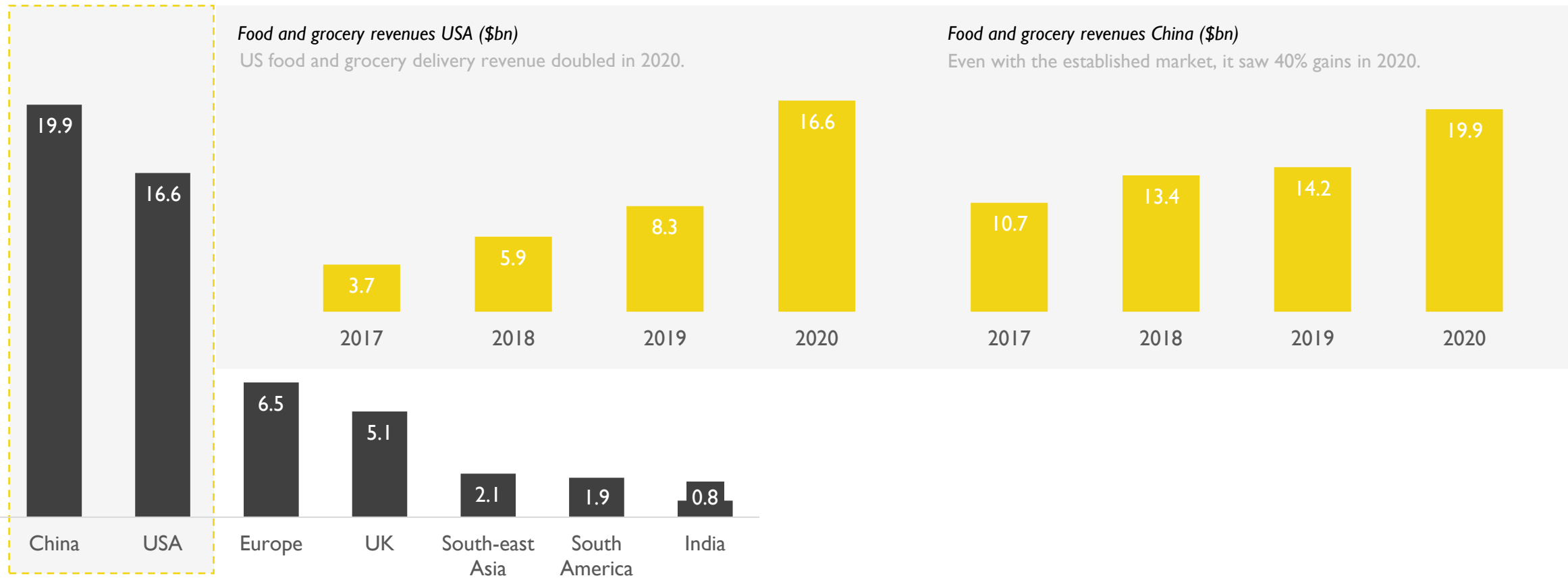
# Global Food Delivery

China is ahead

**China is the global leader in food and grocery delivery** with United States following its steps. **Other countries have a big market to grow** still acquiring new clients and growing its revenues

Food and grocery revenues by country 2020 (\$bn)

Revenue grew considerably in all countries due to the pandemic



Sources: Euromonitor, PipeCandy

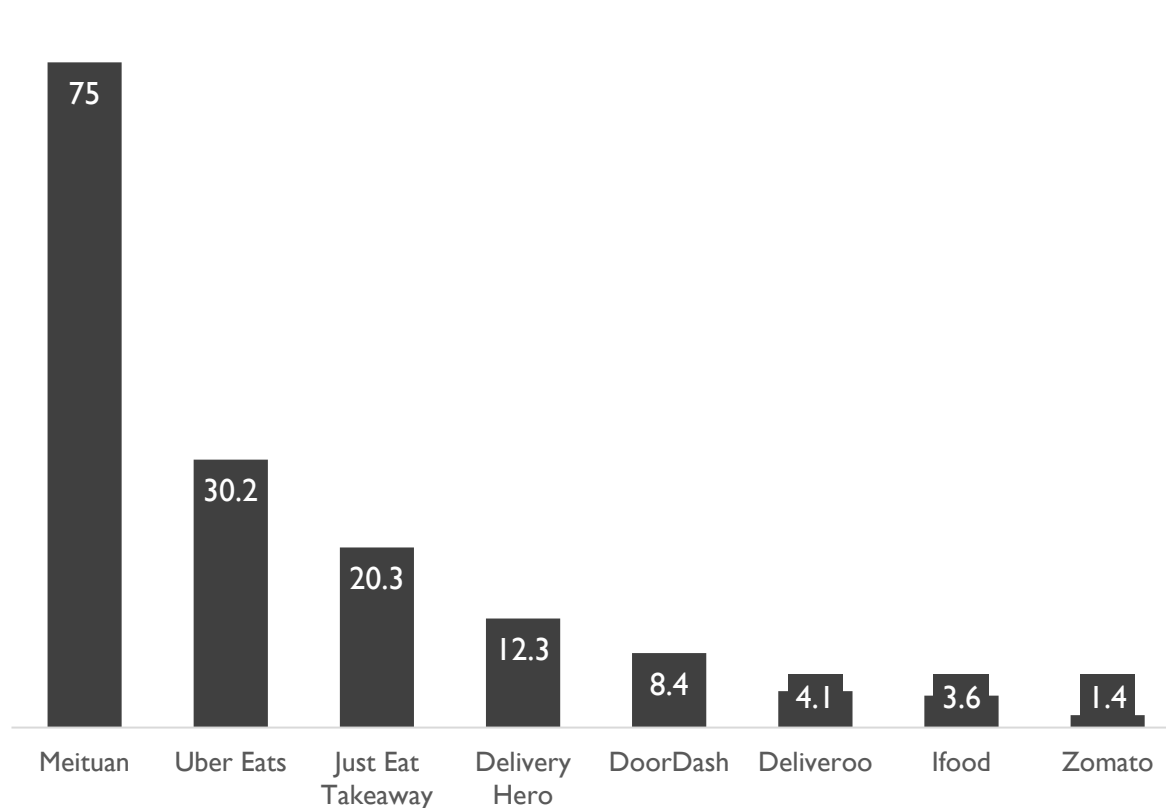
# Global Food Delivery

## Waiting for net income

Although having a **substantial Gross Merchandise Values** delivery companies still **struggle to generate net income**. That happens because of investments to consolidate operations and take rate pressure by competitors

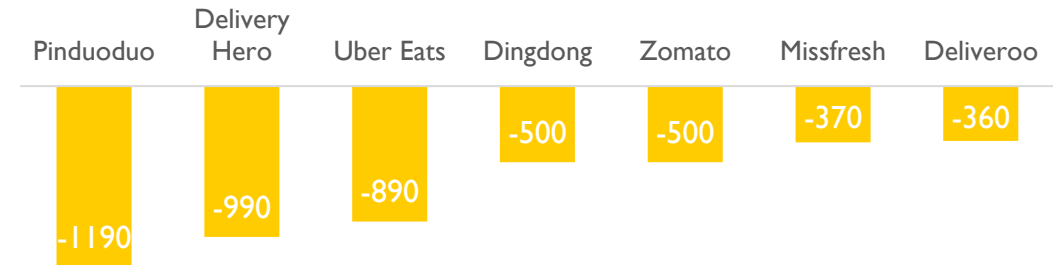
Food Delivery GMV 2020 (\$bn)

Food Delivery move large amounts every year



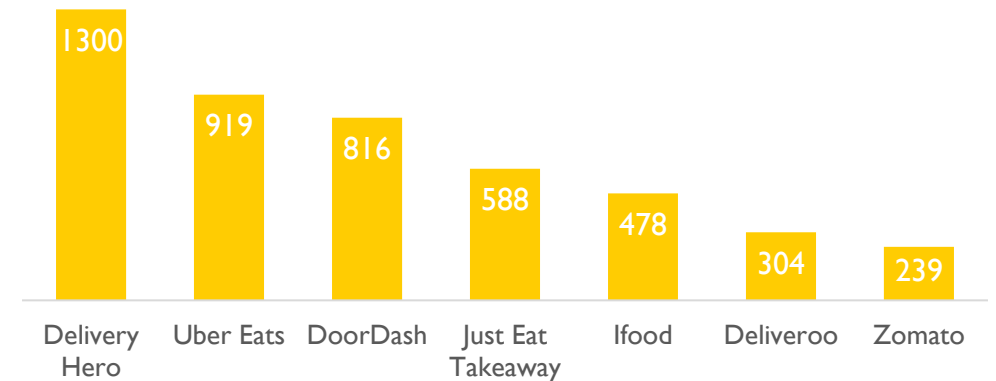
Food Delivery Net Loss 2020 (\$mm)

Most delivery companies operate with net loss



Annual Orders (mm)

Annual number of orders grows every year



Sources: Euromonitor, PipeCandy



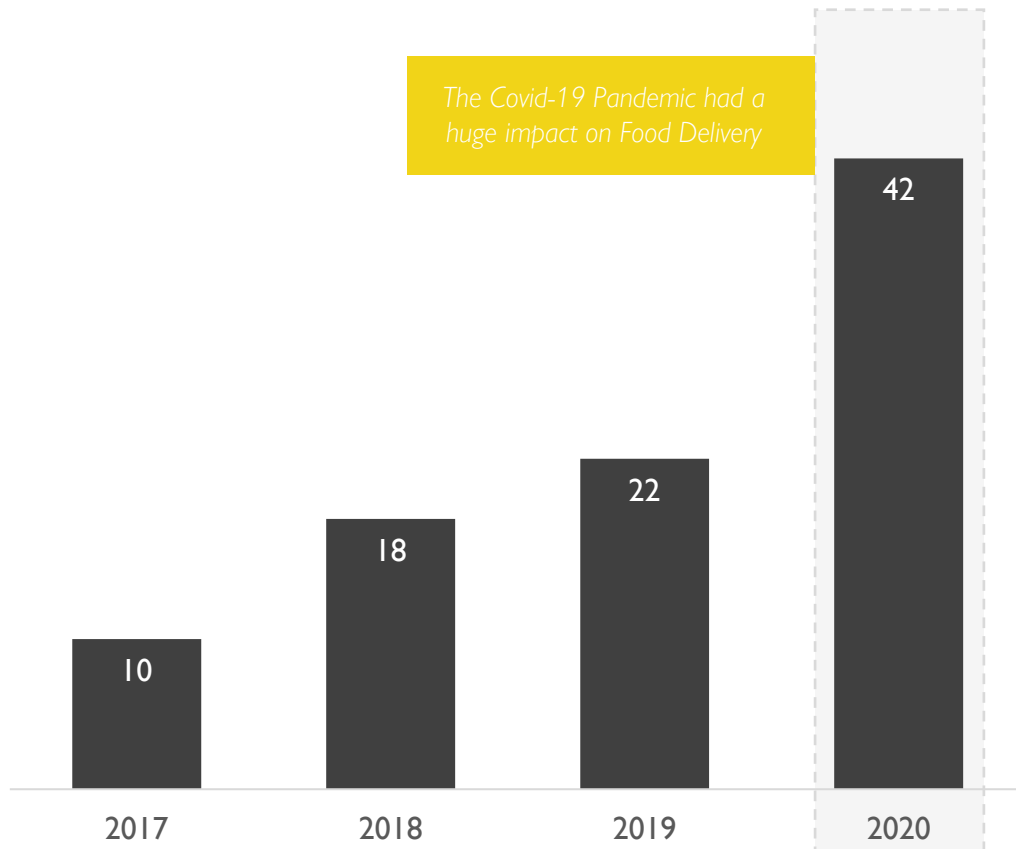
# Global Food Delivery

## Exponential growth

Food delivery **revenue increased by 93% from 2019 to 2020**, the highest annual percentage growth. Several operators, such as Uber Eats and DoorDash, generated over 100% annual revenue increases

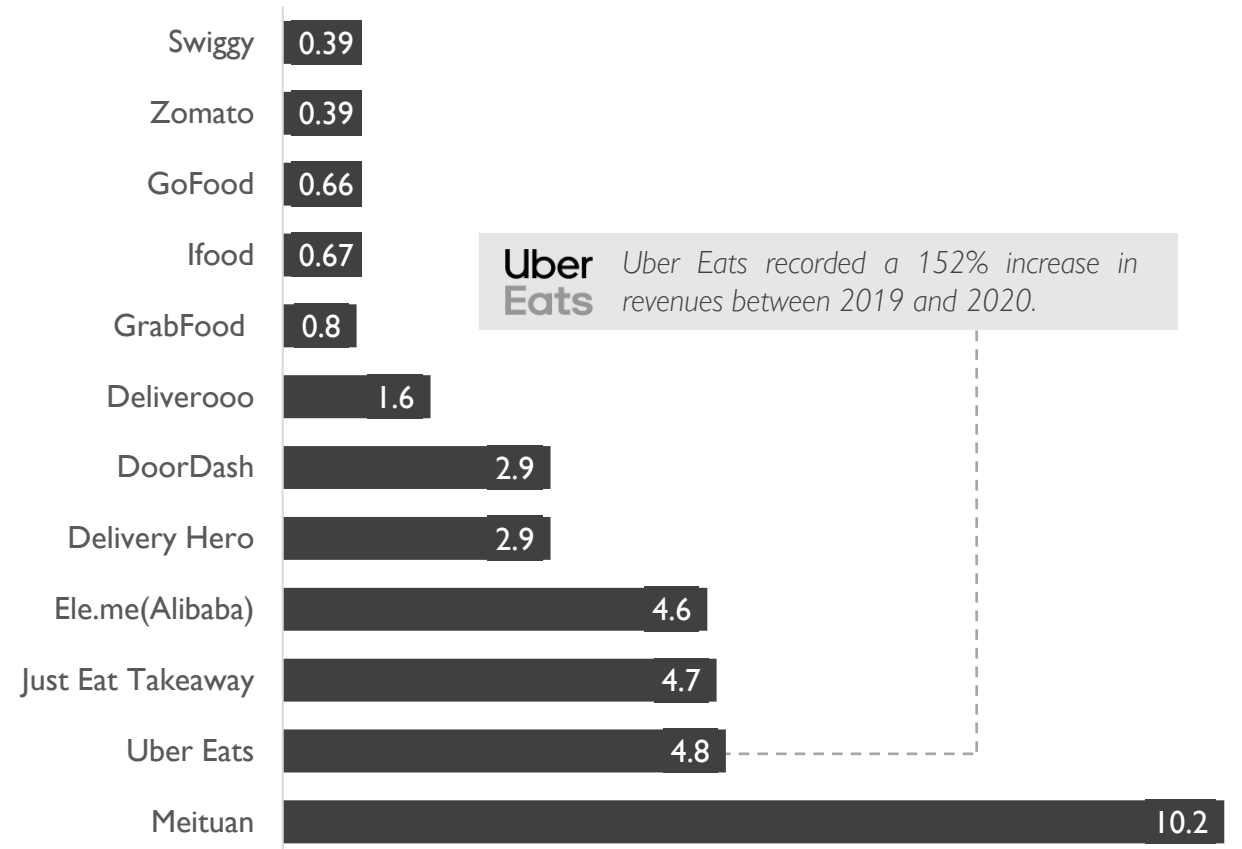
Food Delivery Revenue (\$bn)

Food Delivery Revenue have been growing over the last few years



Food Delivery App Revenues (\$bn)

All food delivery companies below saw increases in revenue during the pandemic



Sources: Euromonitor, PipeCandy

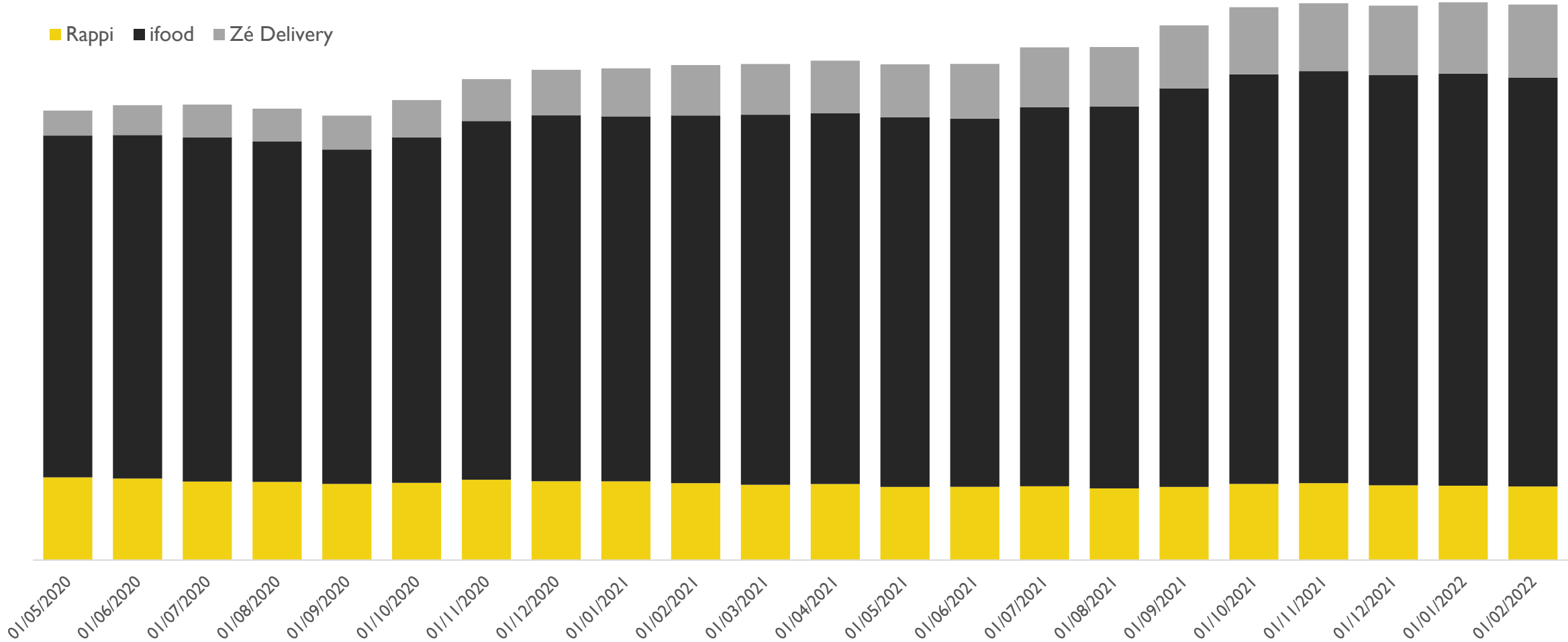
# One step a head

Cold beer is sold beer

The food delivery app market is a hot market, but there was no player focused on delivering cold drinks in a short time at any time. In addition, Zé Delivery opts for a cross-selling strategy by selling beer accompaniments - such as different kinds of peanuts and snacks - to encourage beer purchases

Zé Delivery, Rappi and Zé Delivery app install base and open rate (Mn)

■ Rappi ■ ifood ■ Zé Delivery

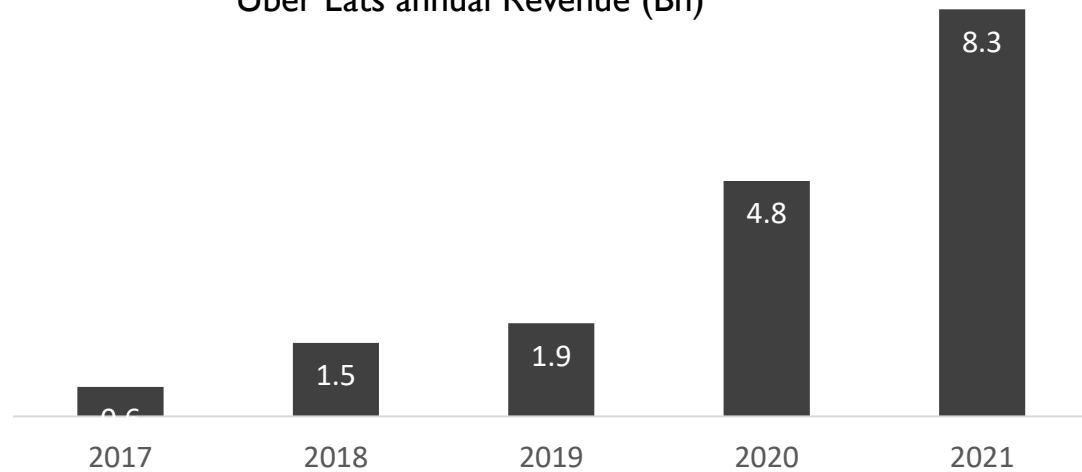


# Uber Eats

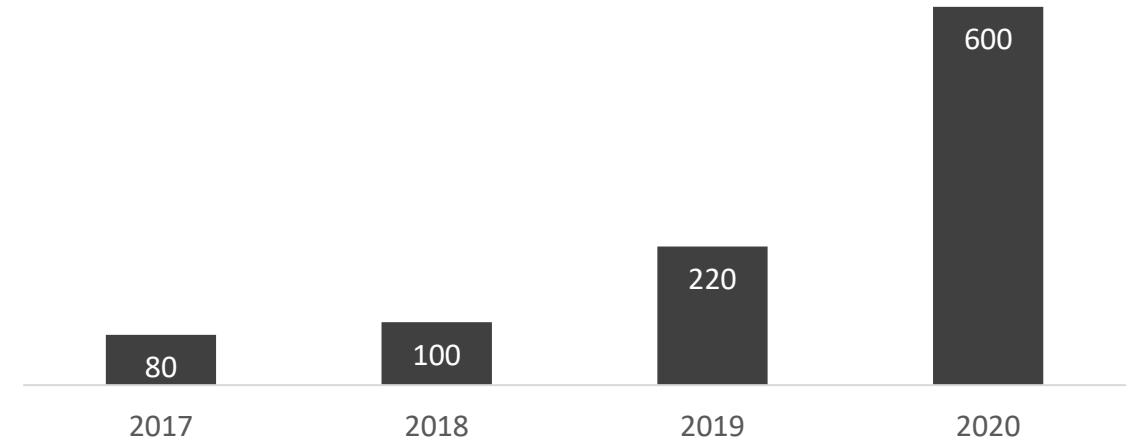
## The B2B Platform of AB InBev

The platform works as an One Stop Shop for the merchants, where they can order the products, receive promotions and stay informed about the status and the exact time to get the merchandise

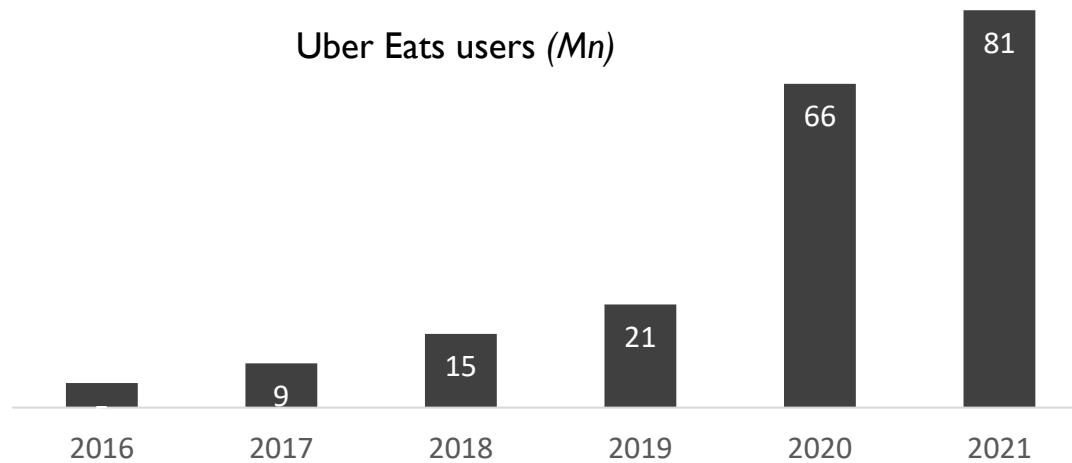
### Uber Eats annual Revenue (Bn)



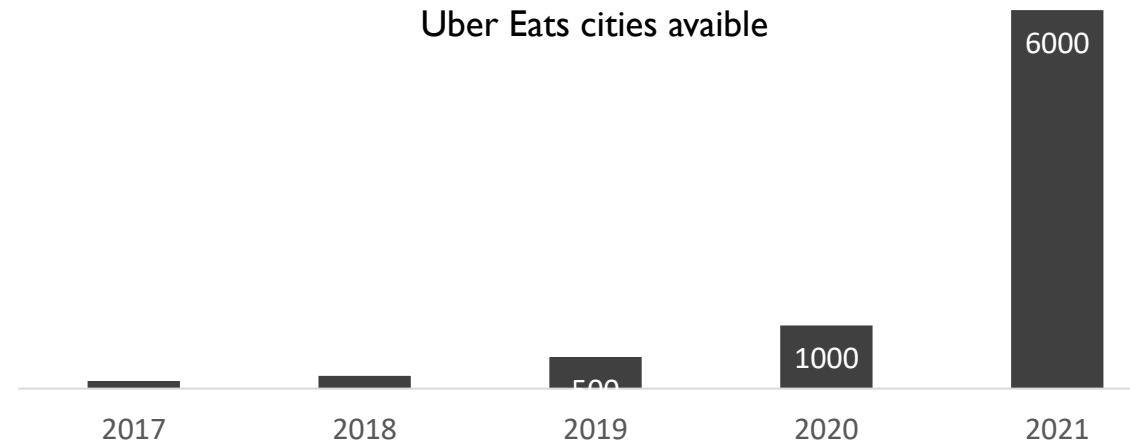
### Uber Eats supported restaurants



### Uber Eats users (Mn)



### Uber Eats cities available



Sources: Uber Eats

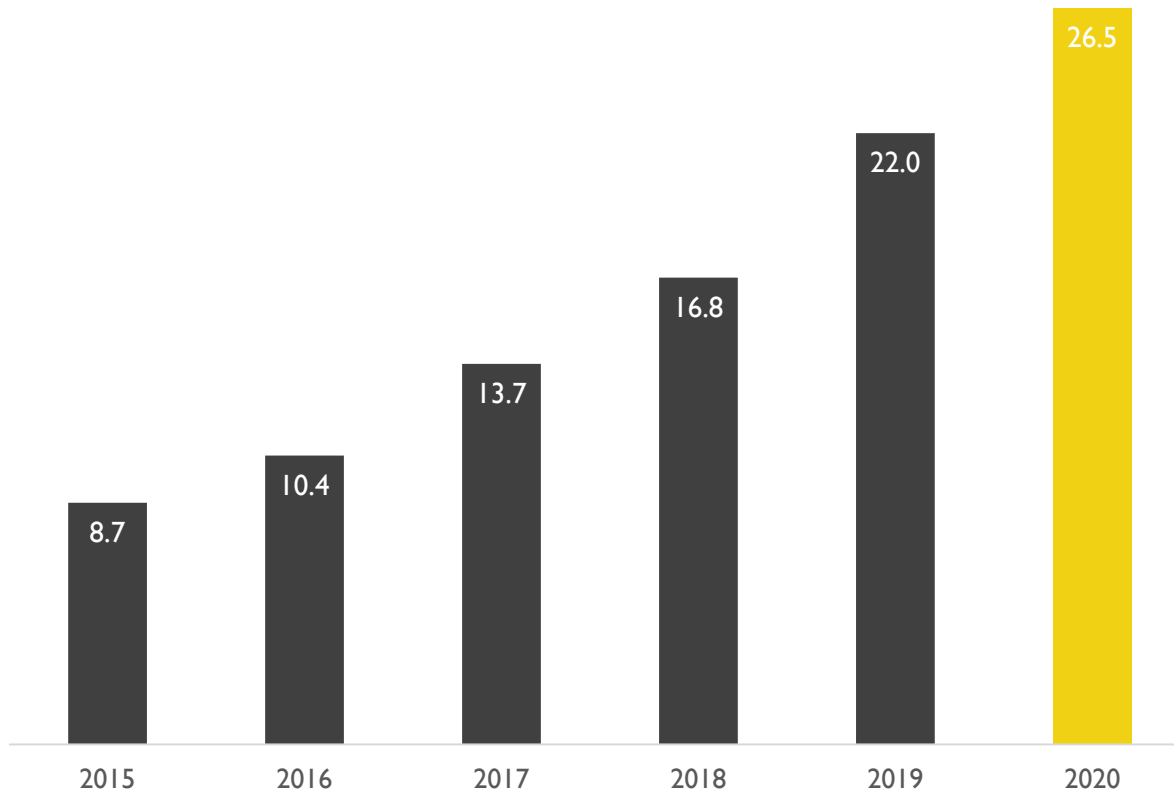
# USA Food Delivery Revenue

## Looking for Opportunity Across Boarder

The competitive landscape in the US is divided into 4 main players - DoorDash, Uber Eats, Grubhub and Postmates - and we can use the US market as a benchmark for Brazil, given that trends from developed market tend to be replicated in developing ones with a certain delay.

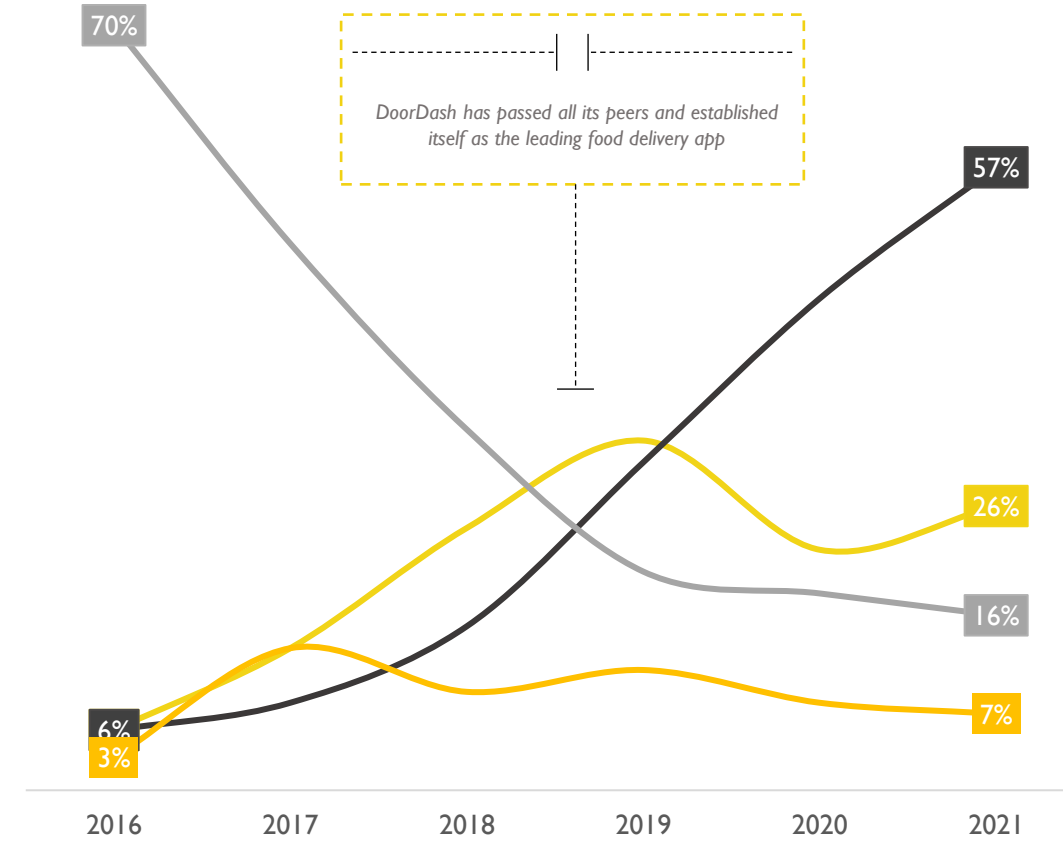
USA Food Delivery Revenue (USD Billion)

CAGR: 16.6%



USA Food Delivery Market Share

Uber Eats DoorDash Grubhub Postmates

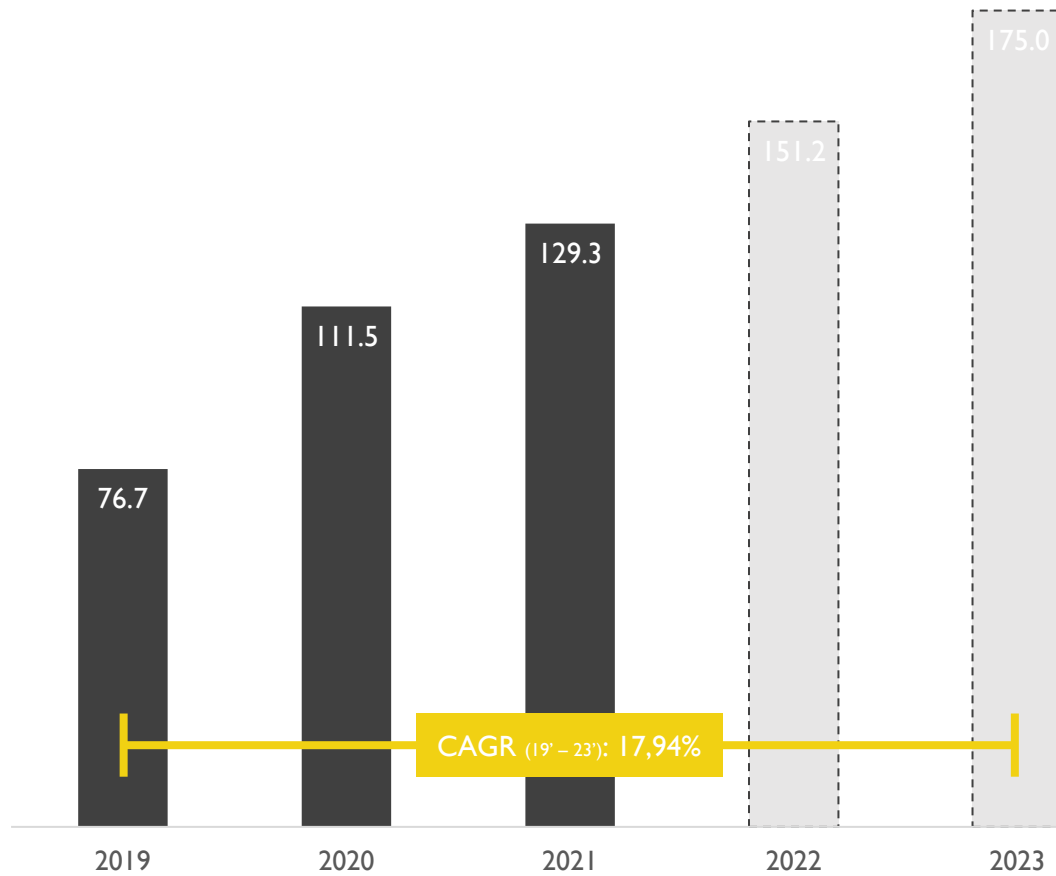


Sources: AB InBev

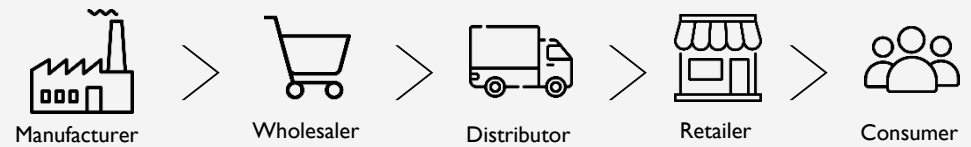
# Direct-to-Consumer in the US

Gaining Relevance

Direct-to-consumer e-commerce sales in the United States (USD Billion)



### Traditional Retailer



Historically, brewing was a local industry with only a few players having a good and substantial international presence. One of the great growth drivers of the

### Direct to Consumer



Historically, brewing was a local industry with only a few players having a good and substantial international presence. One of the great growth drivers of the

Sources: AB InBev

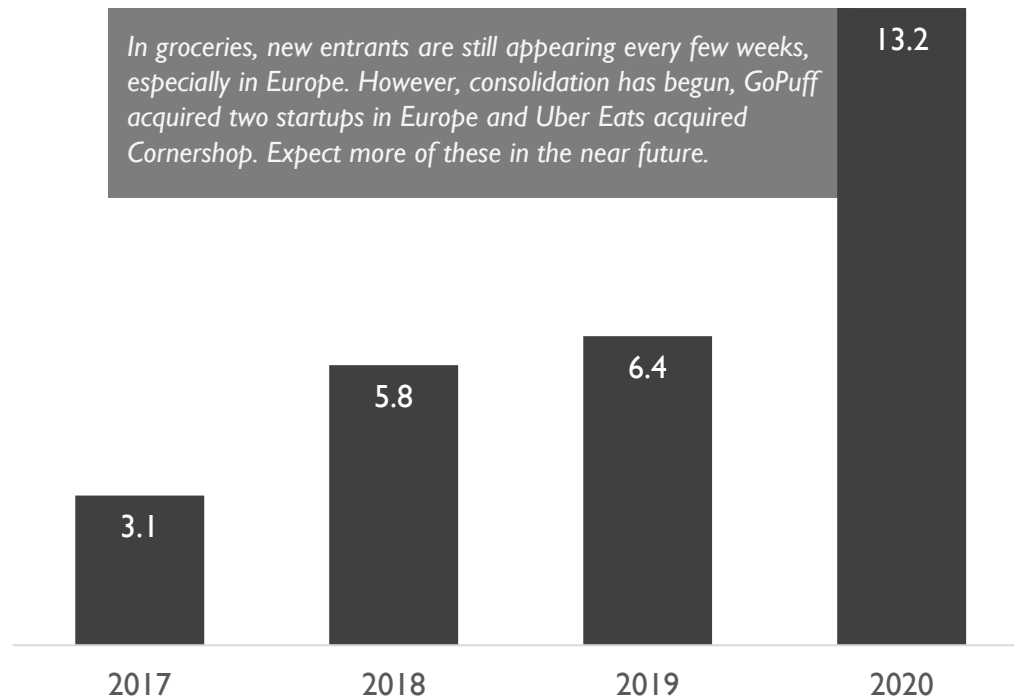
# Grocery Delivery

## Starting Consolidation

During the coronavirus pandemic, **delivery services became essential**. Some, like Instacart, saw five years of projected growth in five weeks, as millions of people **rushed online to buy groceries and other essentials**.

### Grocery Delivery Revenue (\$bn)

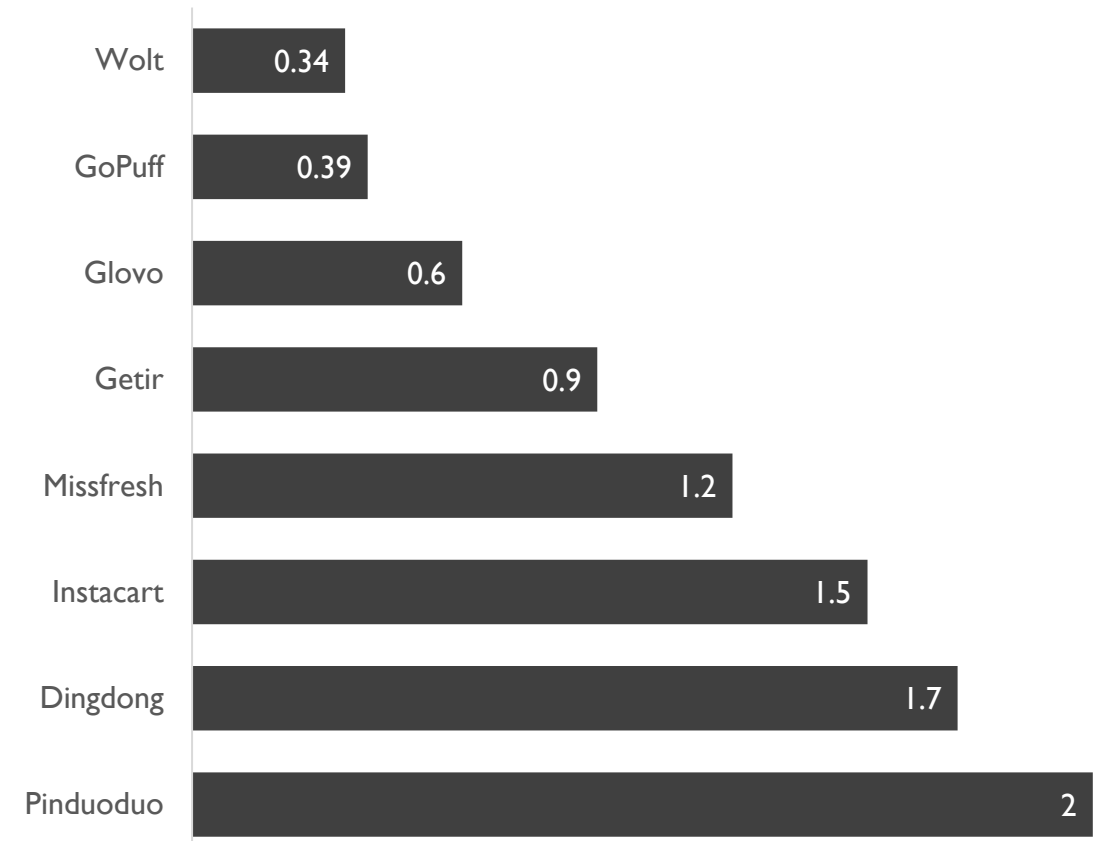
Grocery Delivery has been growing over the last few years



Sources: Euromonitor, PipeCandy

### Grocery Delivery App Revenues (\$bn)

With consolidation revenues from winner companies are expected to grow



**ABInBev**

**BEES**

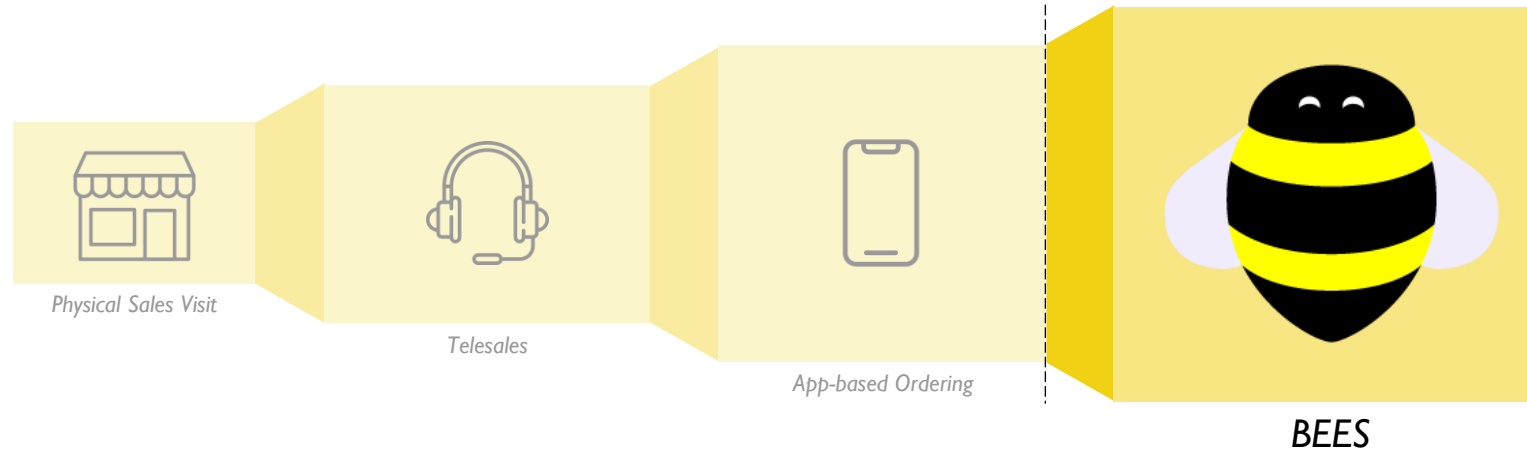


# BEES Dynamics

## The B2B Platform of AB InBev

The platform works as a **One Stop Shop** for the merchants, where they can **order the products**, receive **promotions**, and **stay informed** about the status and the exact time to get the merchandise

### The B2B Platform provides an end-to-end Customer Experience



#### DIGITAL COMMUNICATIONS

Deliver timely and personalized information to customers

#### DIGITAL LOGISTICS

Visibility on delivery route and arrival status

#### ALGORITHMIC SELLING

Predictive orders and personalized promotions

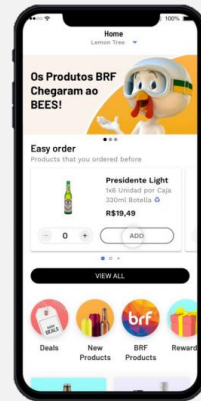
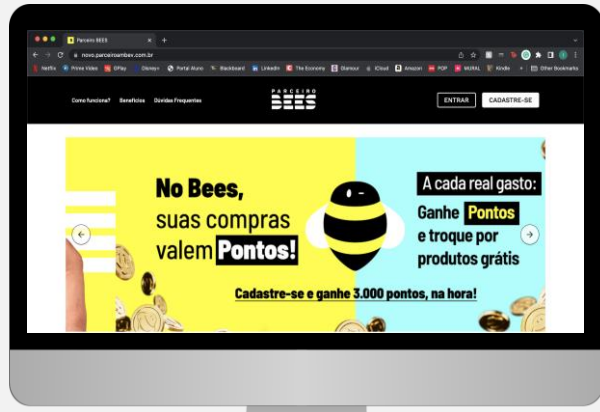
Sources: AB InBev



# BEES Adoption

An opportunity for AB InBev

BEES is a B2B platform which intends to improve service levels by digitalising interactions between ABI and its clients hence, improving service and generating operational leverage - as the traditional sales' team has its time optimised to focus on other tasks.



BEES Platform

How big is the Opportunity

- Rolled out in 16 Countries
- Package of Online Solutions
- Broad Product Assortment
- Digital Wallet

Countries	Downloads - Google Play Store	% of Revenue from BEES
Brazil	1 Mn	>85%
Colombia	500k	>85%
Peru	500k	75%
Mexico	100k	70%
Argentina	100k	
Ecuador	100k	>90%
Dominican Republi	100k	
South Africa	50k	>90%
El Salvador	50k	
United States	10k	
Panama	10k	
Paraguay	10k	
Canada	1k	
Uruguay	1k	

Sources: AB InBev, Google Play Store

# BEES Features

An opportunity for AB InBev

BEES is a B2B platform which intends to improve service levels by digitalising interactions between ABI and its clients hence, improving service and generating operational leverage - as the traditional sales' team has its time optimised to focus on other tasks.

## Features worth noting

Use	Browse for products, place orders, earn rewards, arrange deliveries, manage invoices, access business insights
Output	<b>Data collected from client interaction</b> with platform - Clicks, time spent browsing per brand, response to pop-ups, response to emails, preference per geography
Output use	Improving <b>route-to-market</b> given data that considers marketing aspects of the business, such as targeting a desired product penetration or service in a defined market niche
Operational efficiency	Reducing traditional beer sales number of visits ( <b>1.3x-1.4x/week</b> ) hence enabling different use of the workforce
Service level	<b>Easy-to-use platform</b> with personalized ' <b>suggested baskets</b> ' based on the size of the store, order history, geolocation and knowledge of product success elsewhere



Neto | Dom Pinheiro

**80%** of Brazilian BEES users already use the recommendations

Value Proposition

Satisfaction was proved by the team's field research

How **intuitive** and **easy-to-use** is the platform?



How would you **rate** BEES' **service level**?



Sources: AB InBev, Google Play Store

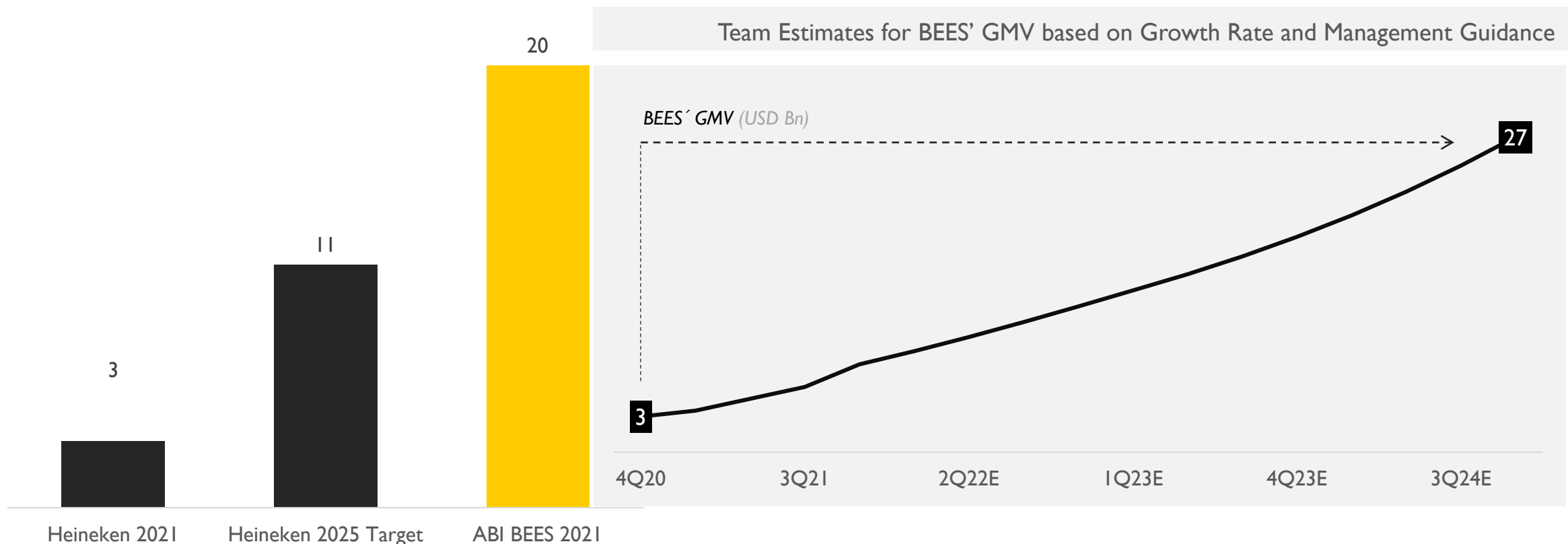
# BEES Opportunity

An opportunity for AB InBev

BEES is a B2B platform which intends to improve service levels by digitalising interactions between ABI and its clients hence, improving service and generating operational leverage - as the traditional sales' team has its time optimised to focus on other tasks.

ABI's BEES platform is well ahead of Heineken's B2B platform – at current levels 2x of Heineken's 2025 target

■ Heineken 2021 ■ Heineken 2025 Target ■ ABI BEES 2021



Sources: AB InBev, Heineken

# **Sector Data**

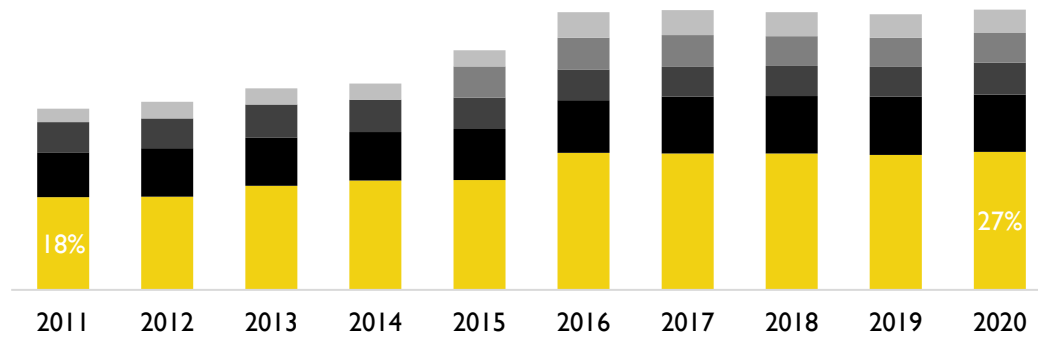


# Beer Market Share

Comparing the Sector's Top Players

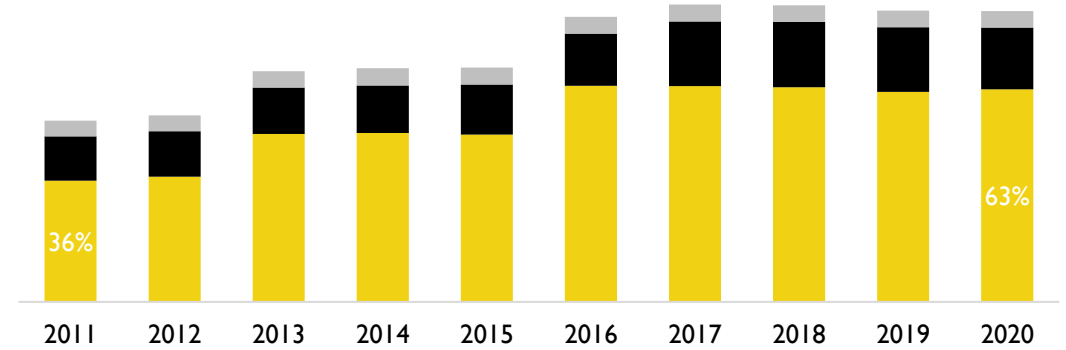
World

■ AB InBev ■ Heineken ■ Carlsberg ■ China Resources ■ Molson Coors



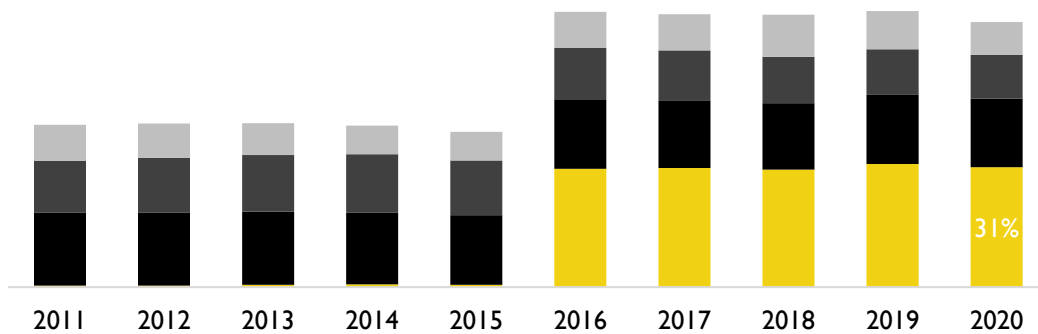
Latin America

■ AB InBev ■ Heineken ■ Cervejaria Petrópolis



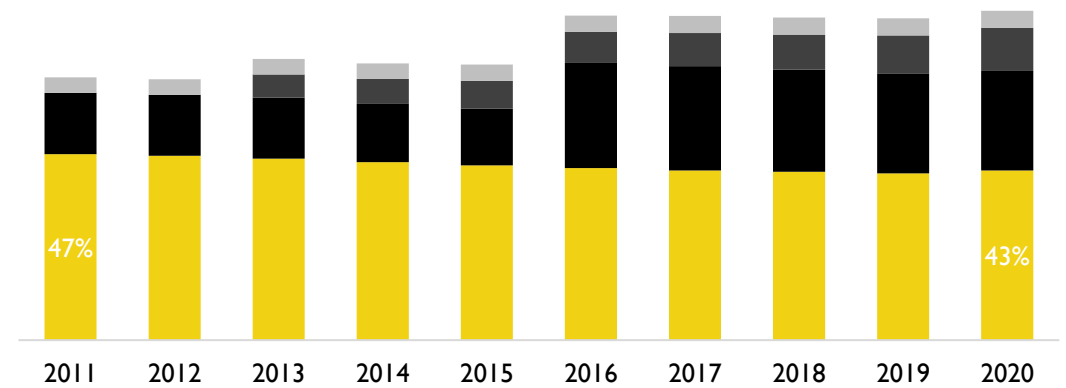
Middle East and Africa

■ AB InBev ■ Heineken ■ Castel Groupe ■ Diageo



North America

■ AB InBev ■ Molson Coors ■ Constellation Brands ■ Heineken



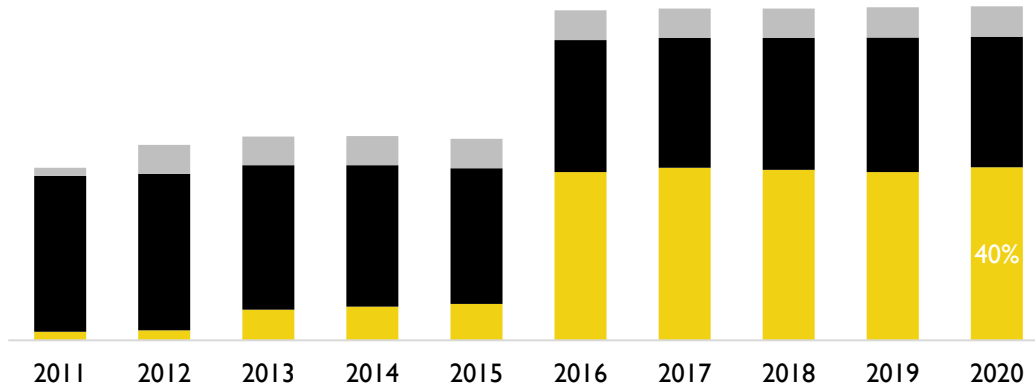
Sources: Euromonitor

# Beer Market Share

Comparing the Sector's Top Players

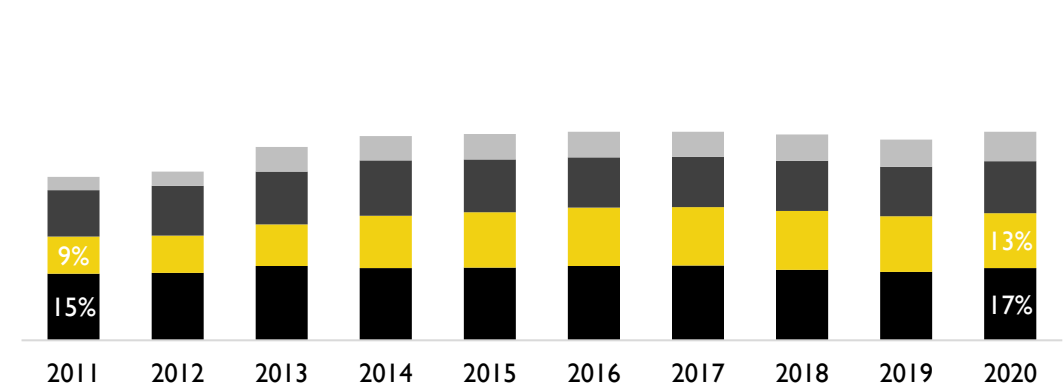
Australasia

■ AB InBev ■ Kirin Holdings ■ Heineken



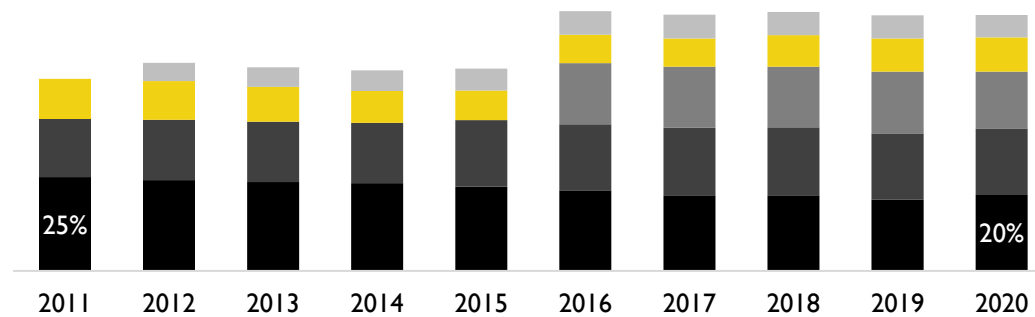
Asia Pacific

■ China Resources ■ AB InBev ■ Tsingtao Brewery ■ Carlsberg



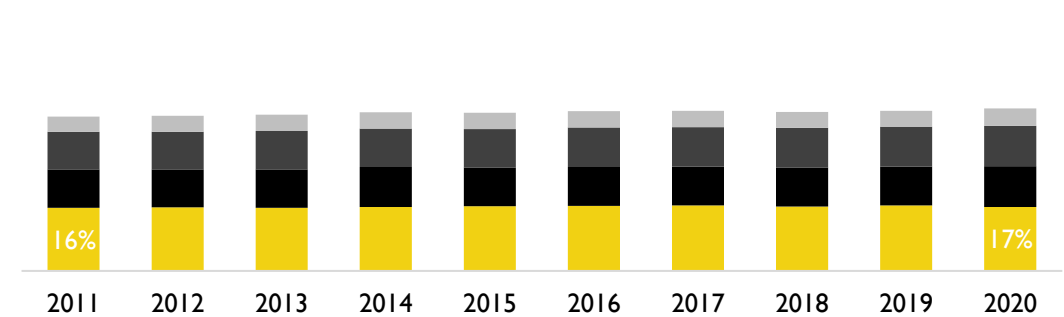
Eastern Europe

■ Carlsberg ■ Heineken ■ Asahi Group ■ AB InBev ■ Molson Coors



Western Europe

■ Heineken ■ Carlsberg ■ AB InBev ■ Oetker-Gruppe

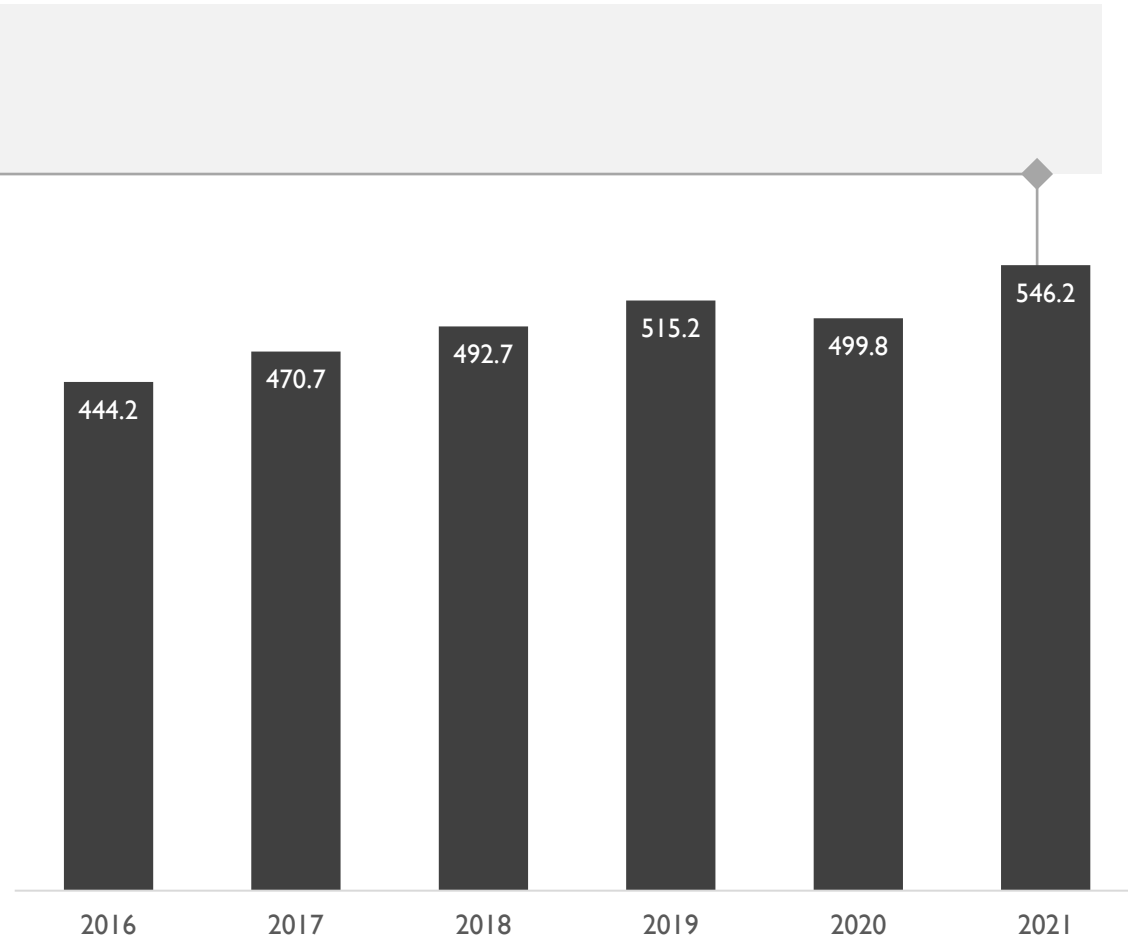


Sources: Euromonitor

# Alcoholic Market

Old but valuable market

Global Alcoholic Market Size (USD Billion)



Sources: Euromonitor, PipeCandy

Types of Drinks (2021)



**Beer** is a beverage produced by a process involving fermenting cereal grains, water, and yeast.

**Wine** is a popular alcoholic drink produced through the fermentation of grape.

**Spirits** are alcoholic drinks made from grains or vegetables that goes through a process of fermenting and, later, distillation.

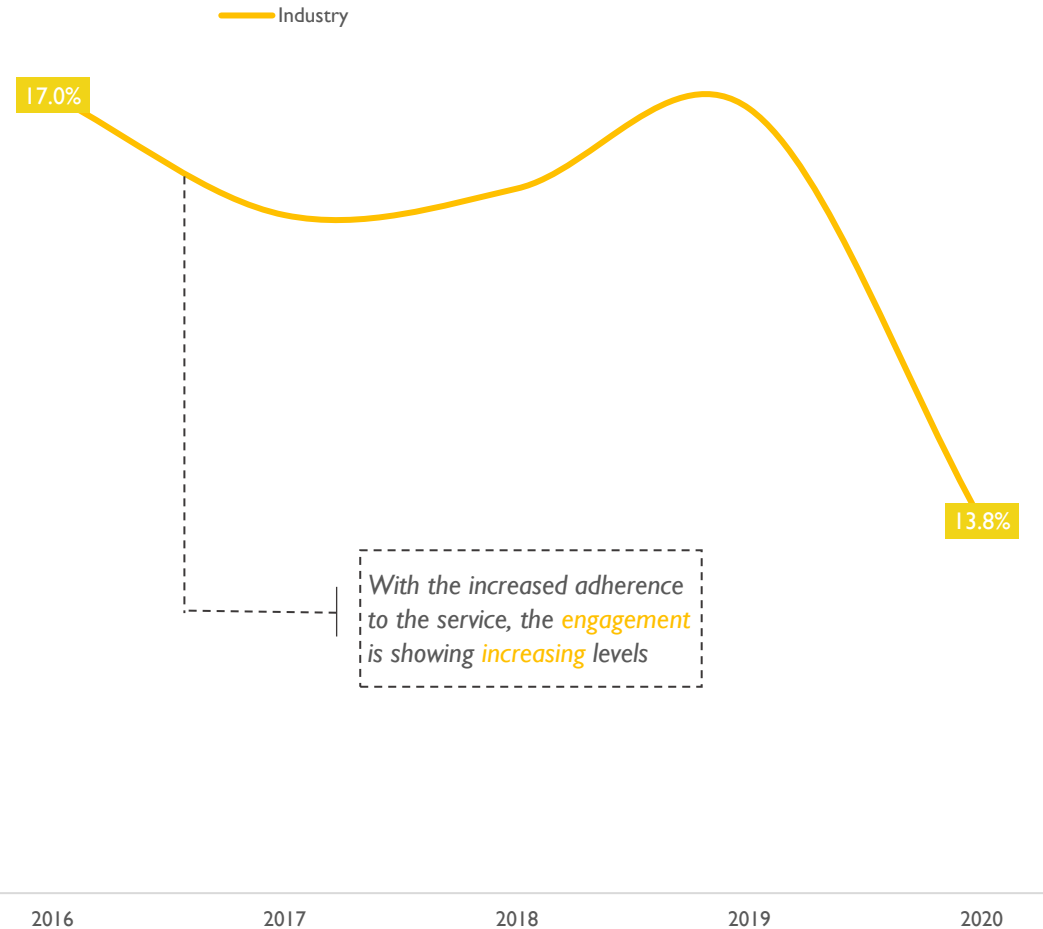
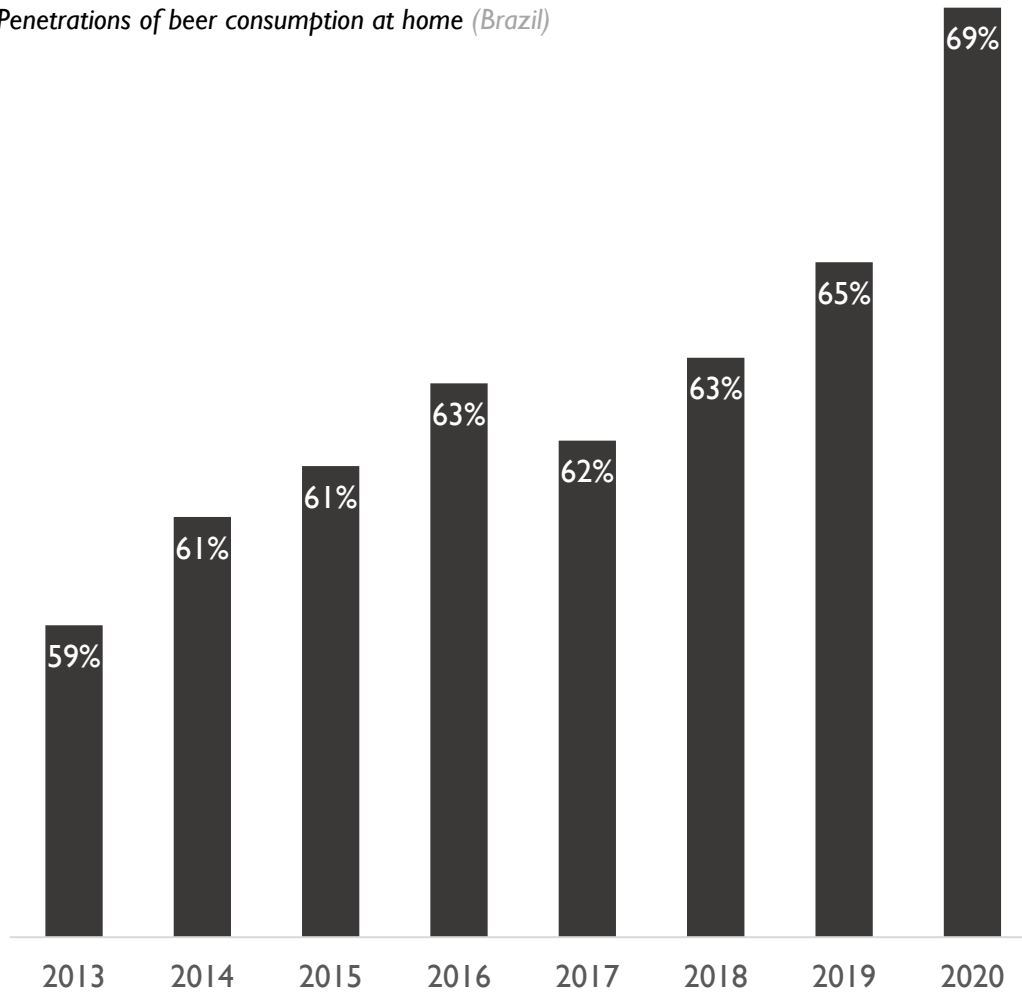
**Ready-to-drink** are packaged cocktails sold in a prepared form, ready for consumption.

**Cider** is an alcoholic drink produced through the fermentation of juice of apples.

# Industry Overview

Off Premise Consumption

Penetrations of beer consumption at home (Brazil)



Sources: AB InBev

OVERVIEW

PEOPLE

PORTFOLIO

DIGITALIZATION

VALUATION

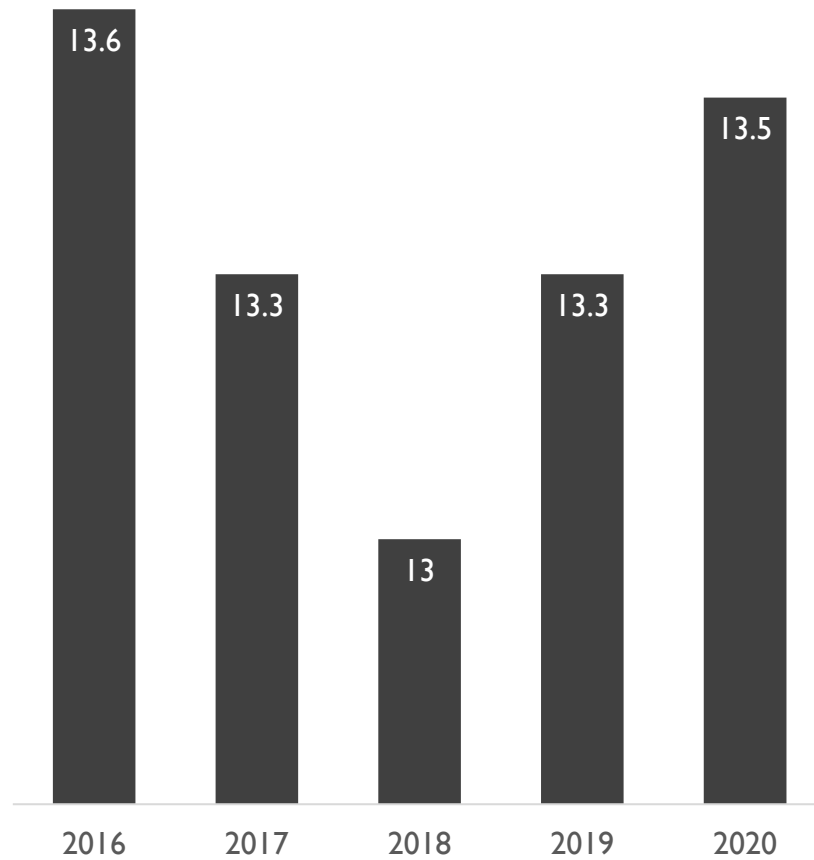


# Beer Market

## Volume Sold

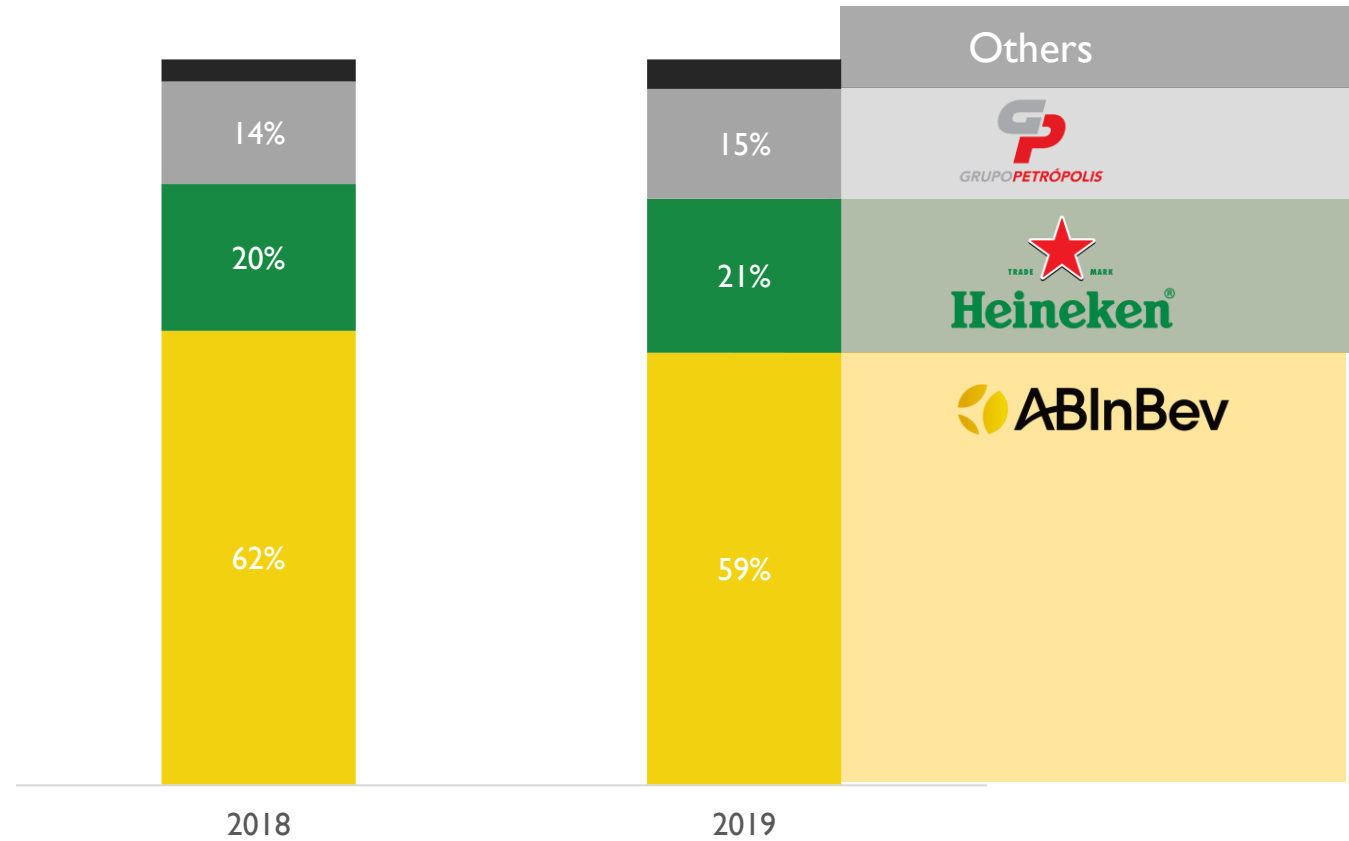
Beer sold (Bn L)

Billions of liters of beer are sold every year



Market participation by volume (%)

Ambev has over half of the volume sold in the beer market



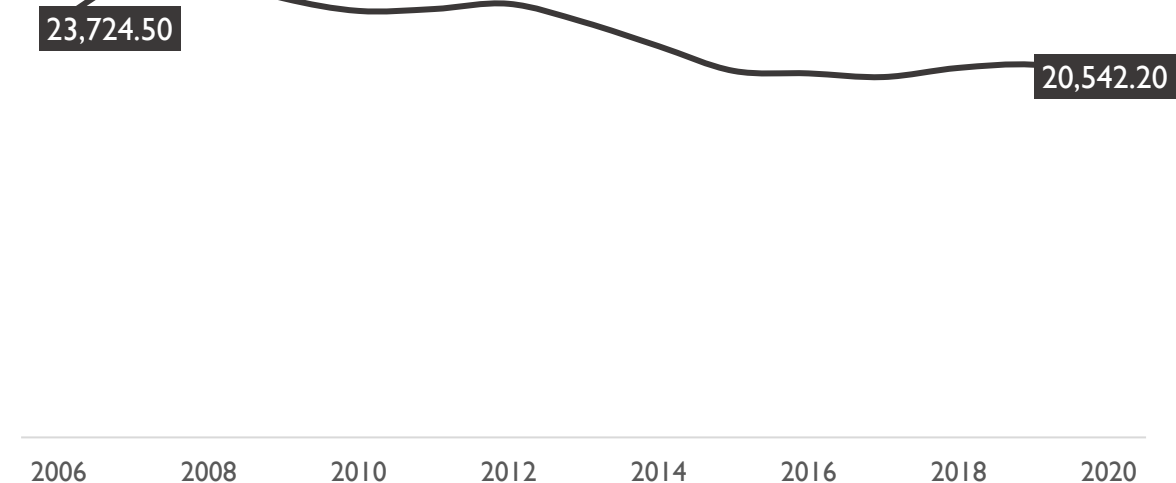
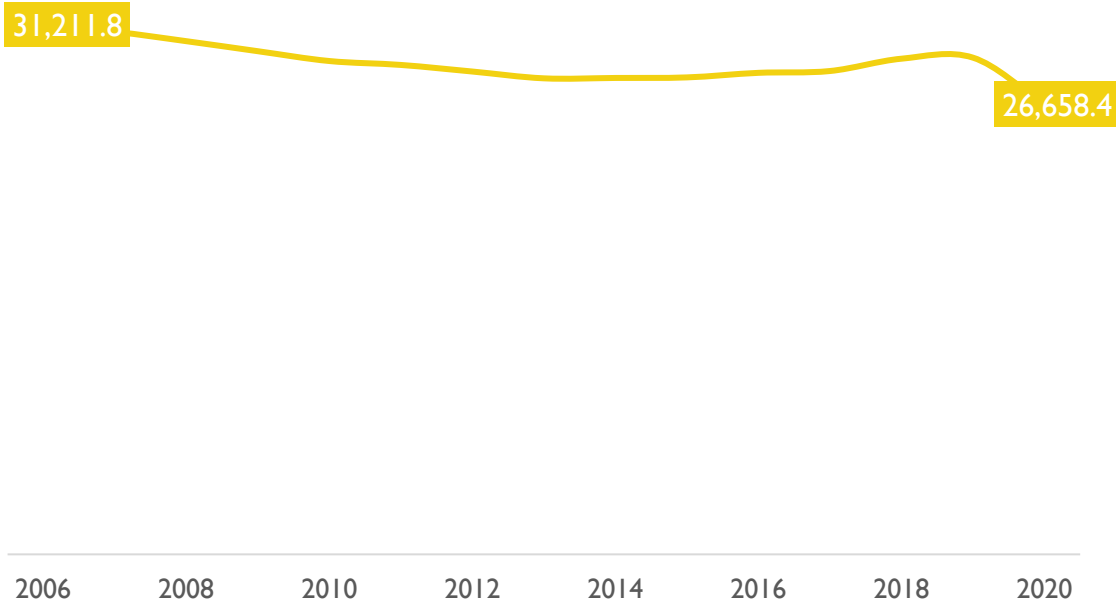
Sources: Euromonitor

# Market Volume

Old but valuable market

Western Europe million litres

Eastern Europe million litres



Sources: AB InBev

OVERVIEW

PEOPLE

PORTFOLIO

DIGITALIZATION

VALUATION

**ABInBev**

**ESG**



hbs.edu/ris/Publication%20Files/SSRN-id1964011\_6791edac-7daa-4603-a220-4a0c6c7a3f7a.pdf

Name	Category	Description	Peso	Peso %
Resource Efficiency/Energy Efficiency Policy	Environmental	Does the comp	1.75	17.9%
Emission Reduction Policy Elements/Emissions	Environmental	Does the comp	1	10.3%
Emission Reduction/CO2 Reduction	Environmental	Does the comp	1	10.3%
Emission Reduction/Transportation Impact Reduction	Environmental	Does the comp	1	10.3%
Environmental Supply Chain Management	Environmental	Does the comp	1	10.3%
Product Impact Minimization	Environmental	Does the comp	1	10.3%
Product Innovation	Environmental	Does the comp	1	10.3%
Resource Efficiency/Water Efficiency Policy	Environmental	Does the comp	1	10.3%
Waste Reduction Total	Environmental	Does the comp	1	10.3%
Employment Quality/Policy II	Governance	Does the comp	2	17.4%
Internal Promotion	Governance	Does the comp	1.75	15.2%
Bonus Plan for Employees/Employees	Governance	Does the comp	1.5	13.0%
Human Rights/Policy I	Governance	Does the comp	1.25	10.9%
Employment Quality/Policy I	Governance	Does the comp	1	8.7%
Generous Fringe Benefits	Governance	Does the comp	1	8.7%
Human Rights Contractor	Governance	Does the comp	1	8.7%
Management Training	Governance	Does the comp	1	8.7%
Training and	Governance	Does the comp	1	8.7%
Positive Discrimination	Social	Does the comp	1.75	16.7%
Employee welfare	Social	Does the comp	1.25	11.9%
Product Responsibility/Policy I	Social	Does the comp	1.25	11.9%
Product Responsibility/Policy II	Social	Does the comp	1.25	11.9%
Community/Policy I	Social	Does the comp	1	9.5%
Community/Policy II	Social	Does the comp	1	9.5%
Diversity and Opportunity/Policy	Social	Does the comp	1	9.5%
Health & Safety /Policy	Social	Does the comp	1	9.5%
Human Rights/Policy II	Social	Does the comp	1	9.5%

Sources: Robert Eccles' paper from Harvard, Team Elaboration

Description	Peso	Peso %	Does the comp	1	9.5%
Does the comp	1.75	17.9%	Does the comp	1	9.5%
Does the comp	1	10.3%	Does the comp	1	9.5%
Does the comp	1	10.3%			
Does the comp	1	10.3%			
Does the comp	1	10.3%			
Does the comp	1	10.3%			
Does the comp	1	10.3%			
Does the comp	1	10.3%			
Does the comp	1	10.3%			
Does the comp	2	17.4%			
Does the comp	1.75	15.2%			
Does the comp	1.5	13.0%			
Does the comp	1.25	10.9%			
Does the comp	1	8.7%			
Does the comp	1	8.7%			
Does the comp	1	8.7%			
Does the comp	1	8.7%			
Does the comp	1	8.7%			
Does the comp	1.75	16.7%			
Does the comp	1.25	11.9%			
Does the comp	1.25	11.9%			
Does the comp	1.25	11.9%			
Does the comp	1	9.5%			
			<b>Environmental</b>	9.75	7.5
			<b>Social</b>	10	7.75
			<b>Governance</b>	9.5	5.25
			<b>Final Score</b>	9.75	6.83
				5.42	7.50
				8	8.5
				3	6.75
				7.25	9.5
				7.75	9.00

*\*Preencher as células com o número 1 caso a empresa cumpra o requisito*

Sources: Team Elaboration

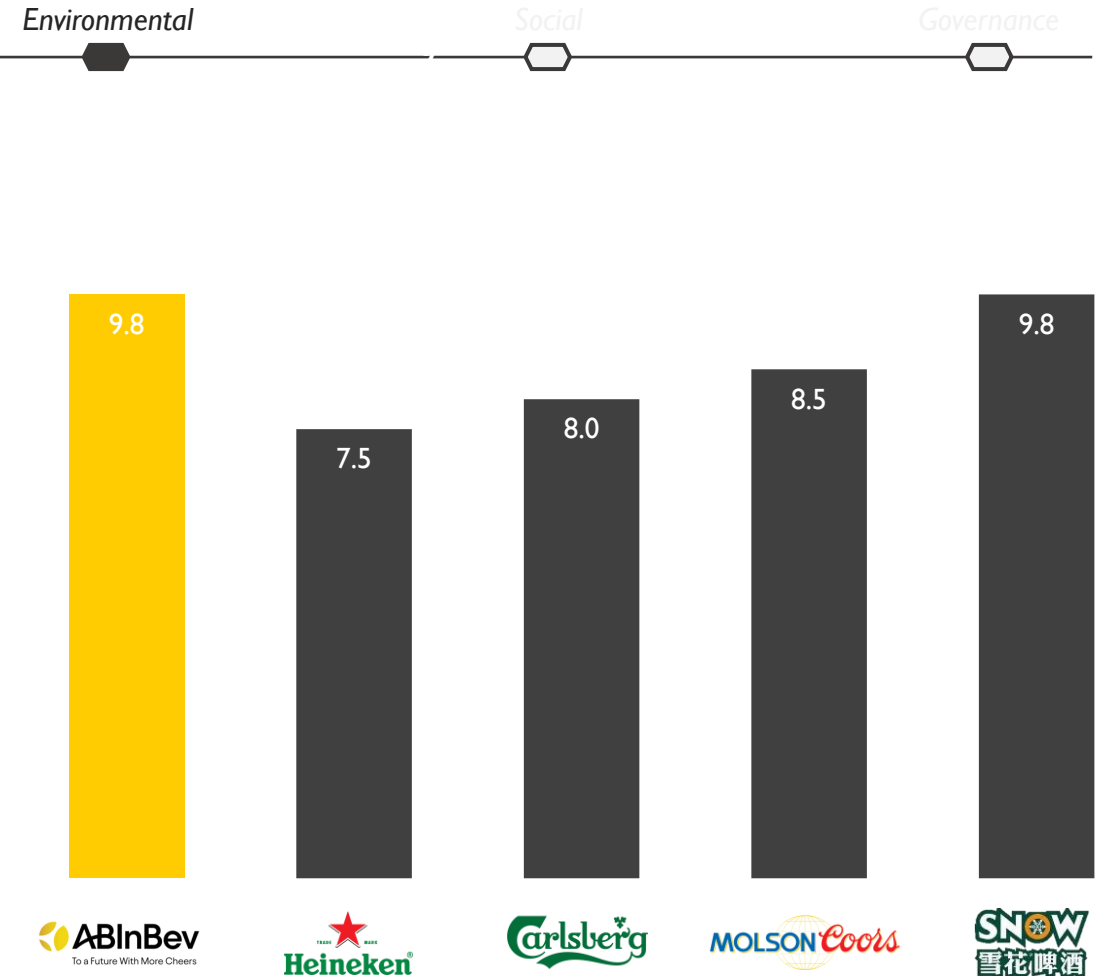
AB InBev	Heineken	Carlsberg	CR Snow	Molson Coors	AB InBev	Heineken	Carlsberg	CR Snow	Molson Coors
1	0	0	0	1	1.75	0	0	0	1.75
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1
0	0	0	0	0	0	0	0	0	0
1	0	0	1	0	1.75	0	0	1.75	0
1	0	0	1	1	1.5	0	0	1.5	1.5
1	1	1	0	1	1.25	1.25	1.25	0	1.25
1	0	0	0	1	1	0	0	0	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1
1	0	0	0	1	1.75	0	0	0	1.75
1	1	0	1	1	1.25	1.25	0	1.25	1.25
1	1	0	1	1	1.25	1.25	0	1.25	1.25
1	1	0	1	1	1.25	1.25	0	1.25	1.25
1	0	0	0	0	1	0	0	0	0
1	1	0	0	1	1	1	0	0	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1

Sources: Team Elaboration

# ESG - Putting Change Into Practice

Old but valuable market

A parallel can be drawn between the **company's excellence** and its **C-Level**, highlighting Carlos Brito and Michel Doukeris as key figures. We believe **the future signals** that merging their distinct values creates the **optimal culture**, combining **efficiency** with an **evolving insight-driven customer-centric mindset**, pushed by Doukeris.



We rely on the Harvard professors' ESG index

*The Impact of Corporate Sustainability on Organizational Processes and Performance*

Robert G. Eccles, Ioannis Ioannou, and George Serafeim | Harvard Business School

### Corona's 6 pack: gathering the raw material to your advantage

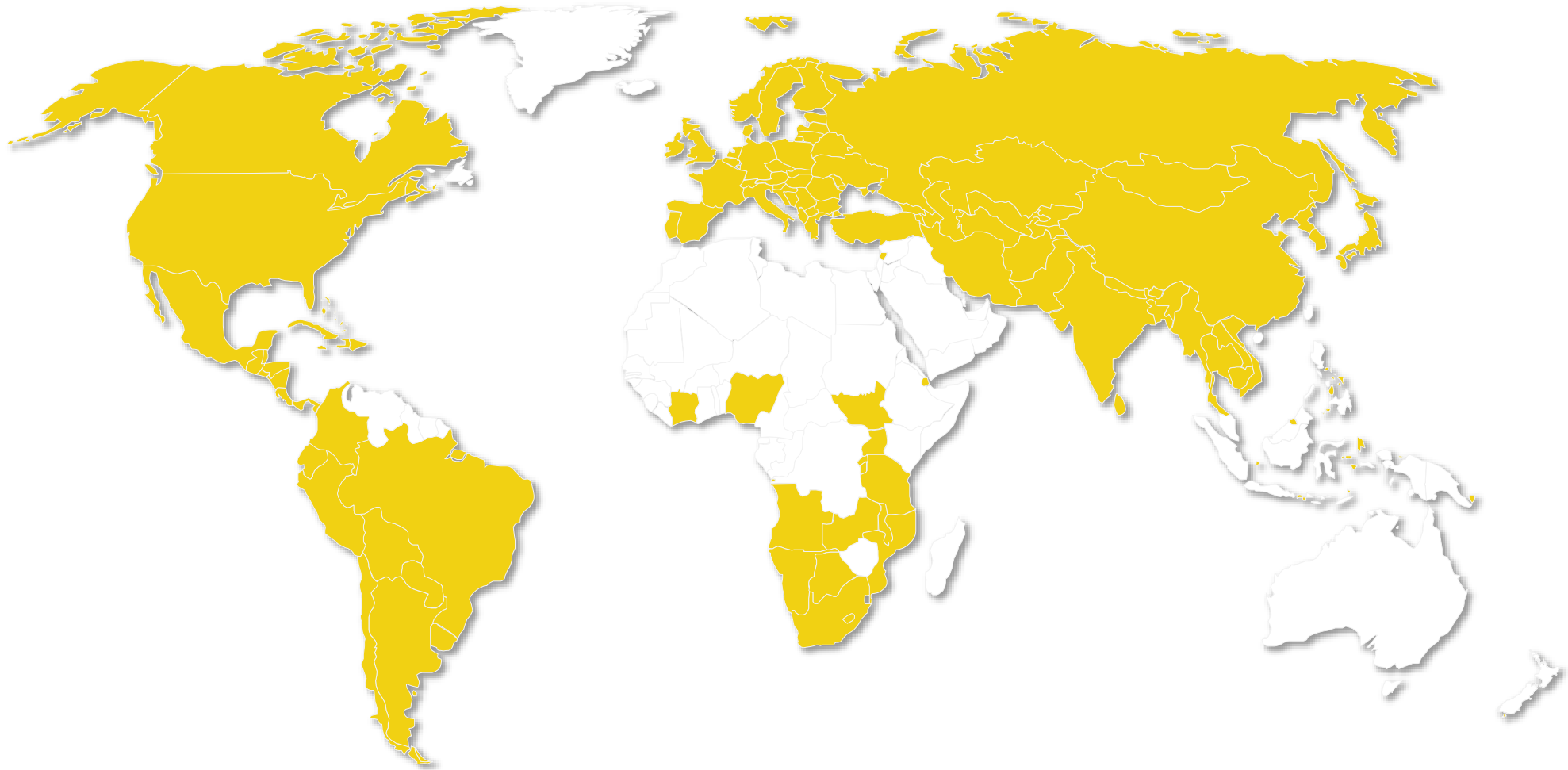
- The **innovation** combines **barley** with recycled wood fibers to crate a paper board that it's as strong and durable as a regular six packs
- Turning barley straw into paper fibres uses **90% less water** in its production
- It **highlights** the Corona brand: near the beach at the same time more resistant and sustainable

Sources: Euromonitor, PipeCandy

# Countries Where ABI Uses Renewable Electricity

The Company cares a lot about ESG

AB InBev has a huge focus on using ESG alternatives. One of them is the use of renewable electricity, which is a practice in most of the countries of the Company's operation



Sources: AB InBev





## Environment

- > Circular Packaging
- > Climate
- > Water Stewardship
- > Sustainable Agriculture



## Social

- > Smart Drinking and Moderation
- > Diversity and Inclusion

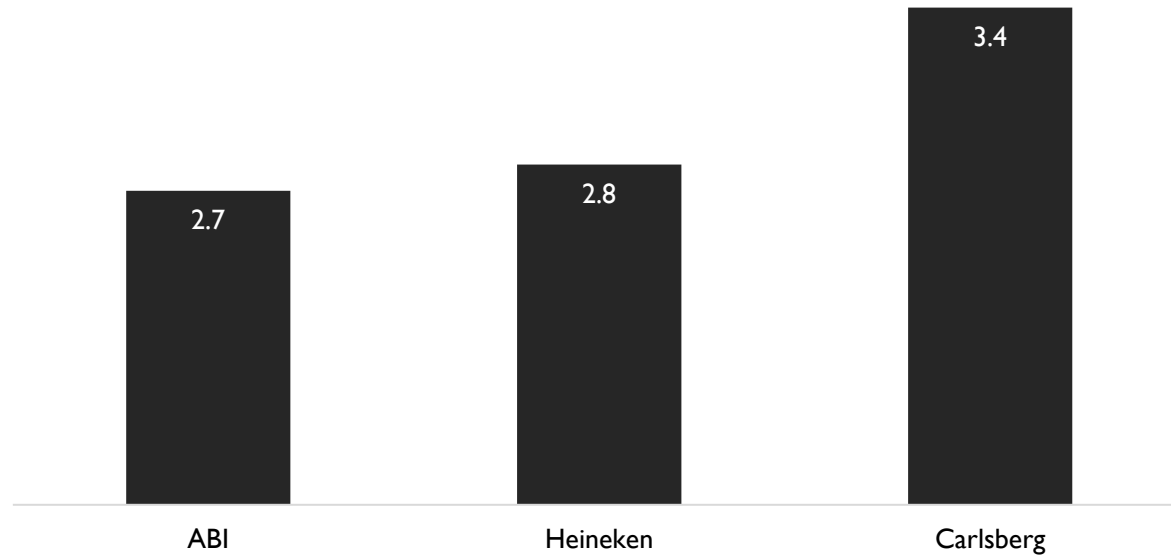


## Governance

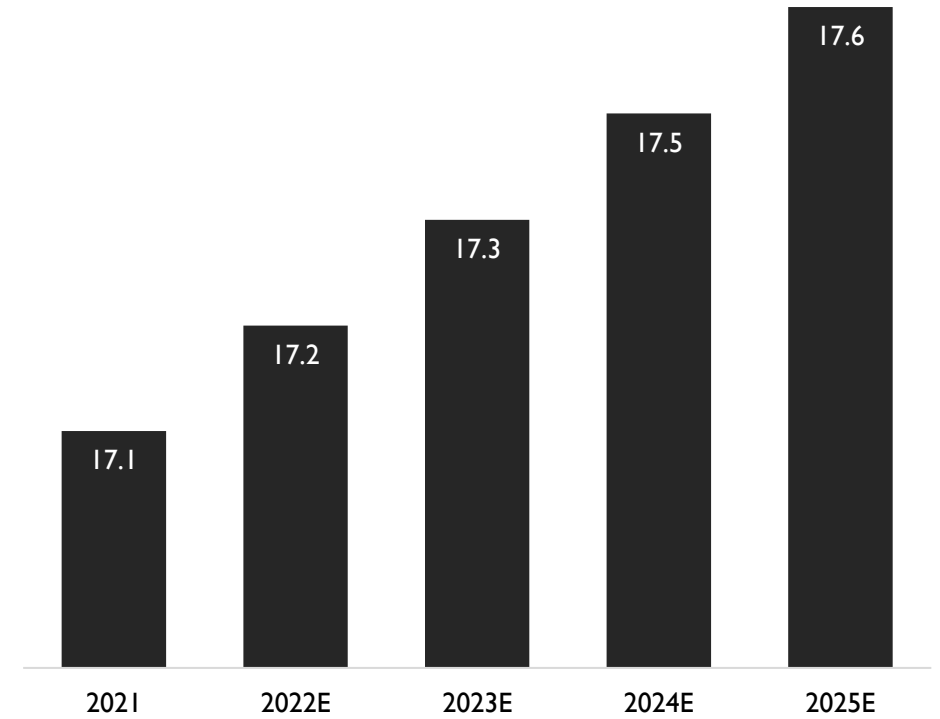
- > Entrepreneurship
- > Ethics and Transparency



Water use per liter for one liter of end product



Beer volume with PET packing (billions liters)



Sources: Team Elaboration

# Python Analysis

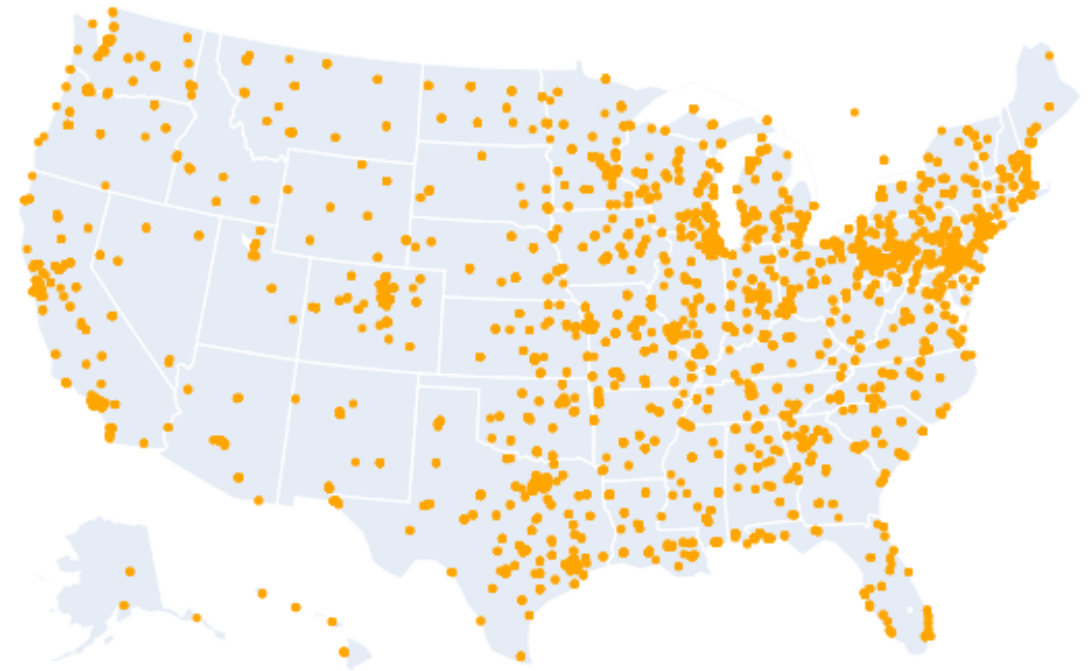
# Breweries Across the United States

A well-developed market

```

1 import openpyxl
2 import googlemaps #pip install googlemaps
3
4 API_KEY = open('API_KEY.txt').read() #private, do not share
5 map_client = googlemaps.Client(API_KEY)
6
7 def get_place_info(location_name):
8     try:
9         # location_name = 'ABC Beverage Sales Inc.'
10        response = map_client.places(query=location_name)
11        results = response.get('results')[0]
12        return results
13    except Exception as e:
14        print(e)
15        return None
16
17 wb = openpyxl.load_workbook('Cervejarias_USA.xlsx')
18 wsList = wb.active
19
20 LastRow = wsList.max_row
21
22 for i in range(2, 50):
23     try:
24         place_info = get_place_info(wsList.cell(i, 1).value)
25         wsList.cell(i, 3).value = place_info['formatted_address']
26         wsList.cell(i, 2).value = place_info['name']
27         wsList.cell(i, 4).value = place_info['place_id']
28         wsList.cell(i, 5).value = place_info['rating']
29         wsList.cell(i, 6).value = place_info['user_ratings']

```



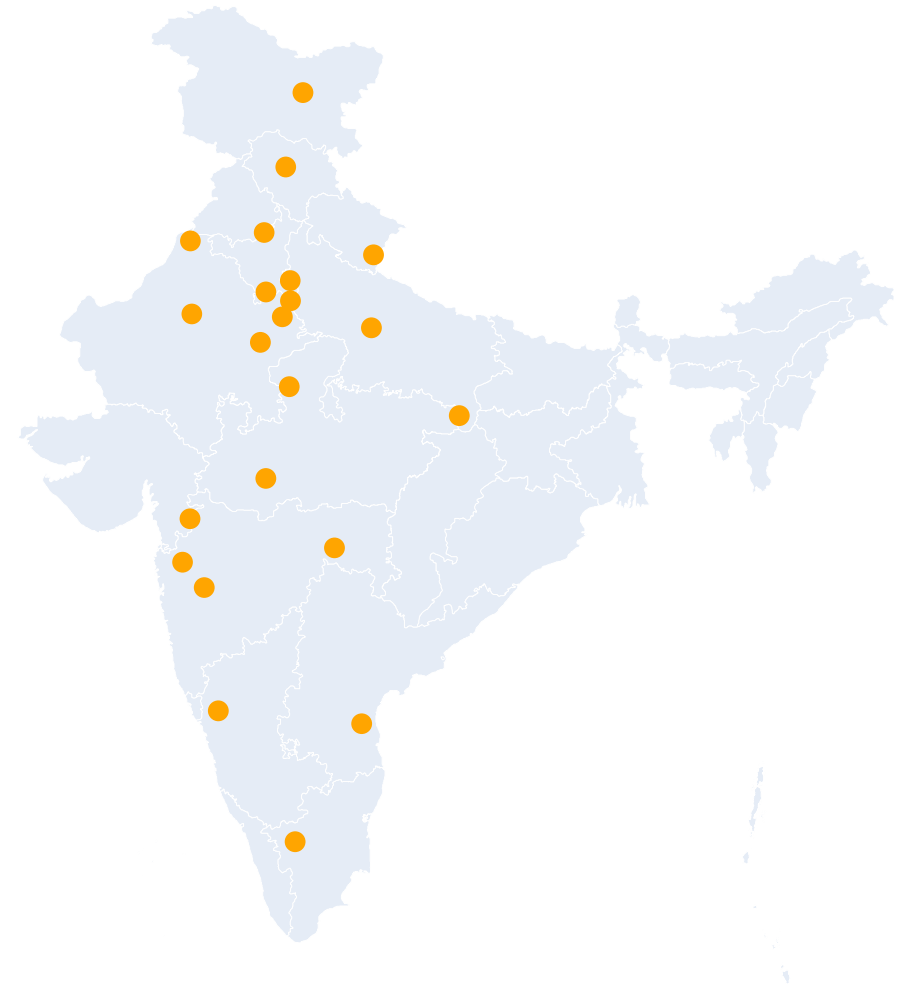
# Opportunity in India

The minds behind a big company

```

1 import openpyxl
2 import googlemaps #pip install googlemaps
3
4 API_KEY = open('API_KEY.txt').read() #private, do not share
5 map_client = googlemaps.Client(API_KEY)
6
7 def get_place_info(location_name):
8     try:
9         # location_name = 'ABC Beverage Sales Inc.'
10        response = map_client.places(query=location_name)
11        results = response.get('results')[0]
12        return results
13    except Exception as e:
14        print(e)
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16
17 wb = openpyxl.load_workbook('Cervejarias_USA.xlsx')
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27         wsList.cell(i, 4).value = place_info['place_id']
28         wsList.cell(i, 5).value = place_info['rating']
29         wsList.cell(i, 6).value = place_info['user_ratings']

```



# Case Studies



# Case Study: Ayds and Corona Brand

The importance of positive brand awareness

Ayds and Corona were two companies with brand image issues due to the dissemination of a disease with the same name as the company's product. However, it is visible how they handled those problems differently and suffered the consequences of their strategies.



According to The New York Times, during the HIV/AIDS epidemic in the 1980s, the diet candy Ayds' **sales dropped 50%** approximately and the brand finally went out of business.

*The New York Times*

Trending: Corona beer memes and that it is willing to pay \$15 Million to change the name of Coronavirus

By - TIMESOFINDIA.COM | Updated: Feb 4, 2020, 14:35 IST



By June 2020, latest Nielsen stats showed sales were up 39% for Constellation Brands, led by the Corona family, **up a staggering 50%.**

**What do booming sales for Corona beer say about brands?**

**WARC**  
AN ASCENTIAL COMPANY



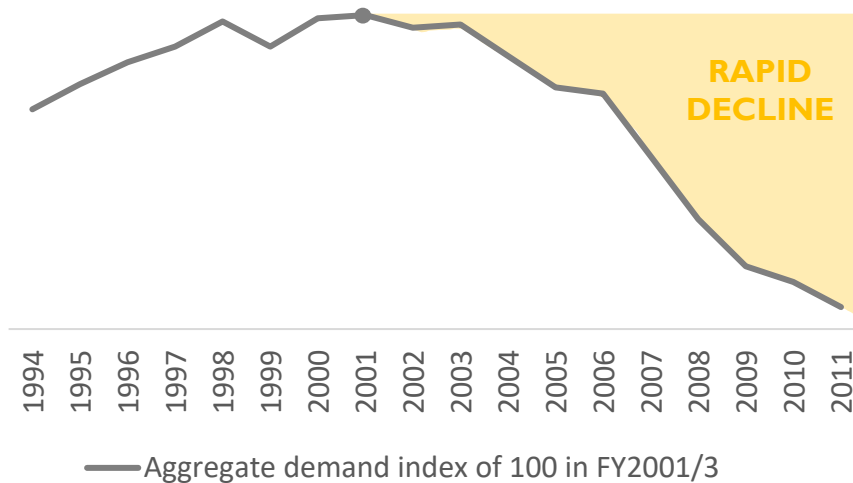
Sources: Team Elaboration, The New York Times, ETimes

# Case Study: Kodak

## Keeping up with industry trends

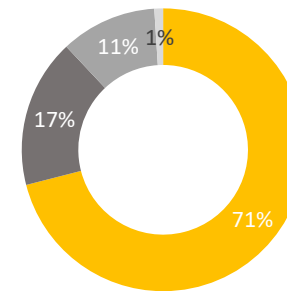
Kodak invented the digital camera but didn't commercialize it for fear of jeopardizing its film business. By the time Kodak realized its digital camera prototype was a game changer, it was too late.

Demand for photographic film dropped rapidly after its peak in 2000 due to digitalization

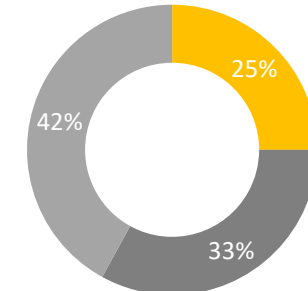


In 2001, FujiFilm was far more diversified than Kodak

Kodak Revenue Streams (2001)



FujiFilm Revenue Streams (2001)



■ Photo Finishing    ■ Health Imaging    ■ Photo Finishing Systems    ■ Imaging Systems  
■ Commercial Imaging    ■ Other    ■ Information Systems

**If Kodak hadn't been afraid of seizing the opportunity and leveraging its capabilities to take share in a market that it had an inherent advantage, it could arguably be the largest company in the digital cameras sector, not having been outpaced by peers due to fear of cannibalization. We believe AB InBev is not making the same mistake.**

Sources: Team Elaboration, Kodak



# BEES and Henry Schein – Case Study

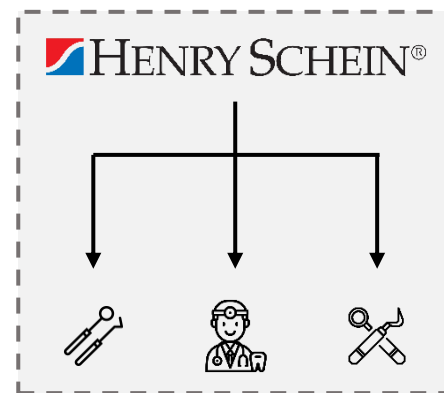
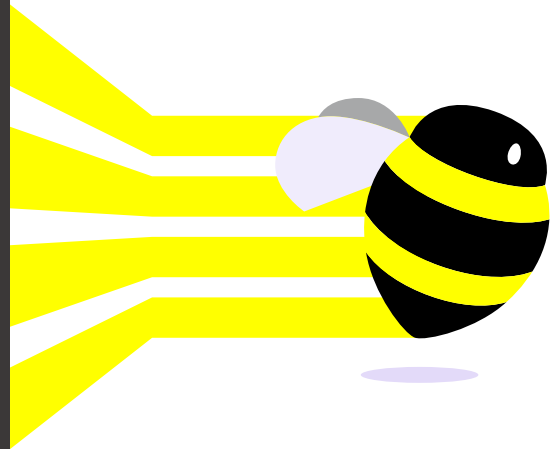
ABI pretends to increase its network effect with their digital brands, Zé Delivery and BEES.

The network effect is a phenomenon whereby **increased numbers of people** or participants **improve the value of a good service**. The Internet is an example of the network effect. Initially, there were few users on the Internet since it was of little value, but as more users gained access to the Internet, they produced more content, information, and services, its value drastically increased.

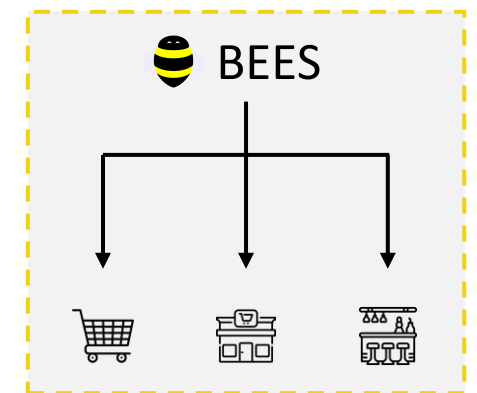
It increases the value of a platform between three channels, one of the being aggregating demand from fragmented parties or consumers. One such company is Henry Schein.



Network effect



The company has created its network effect by gathering sparse demand from local odontology shops for dental materials. BEES pretends to do the same, by centralizing the supply of fragmented bar and restaurant demands.



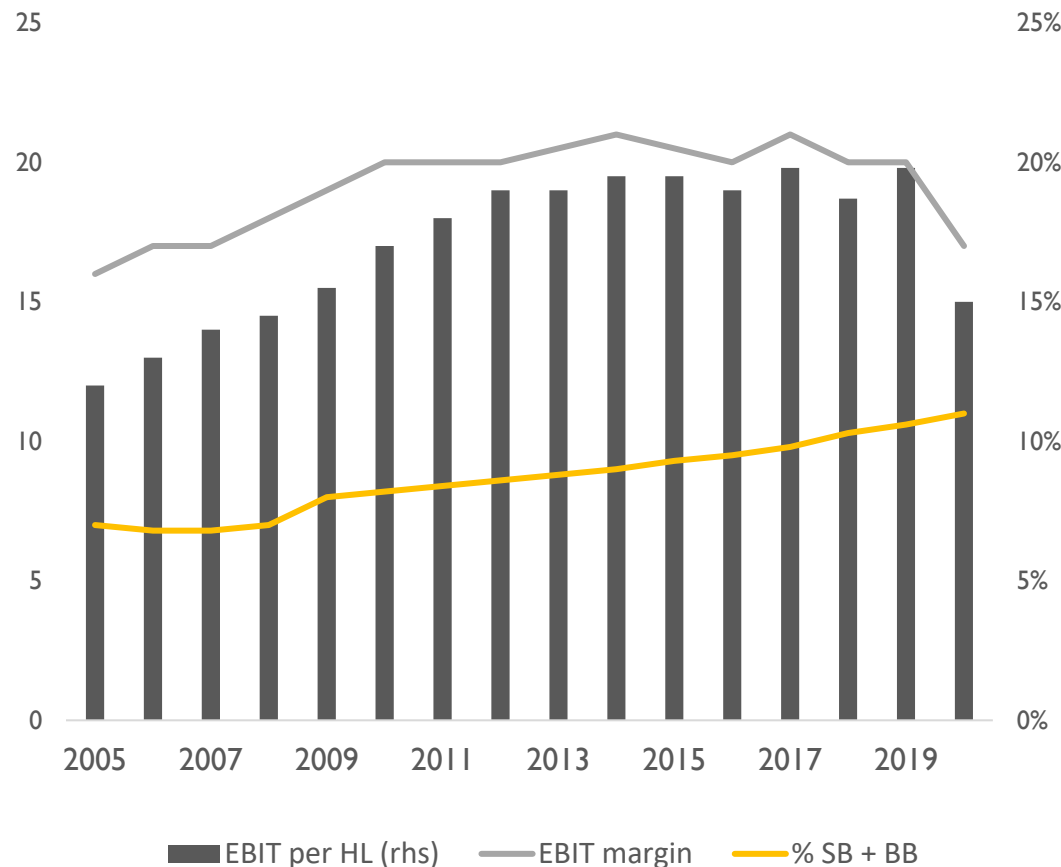
Sources: Team Elaboration, Henry Schein

# Case Study: Tobacco Industry

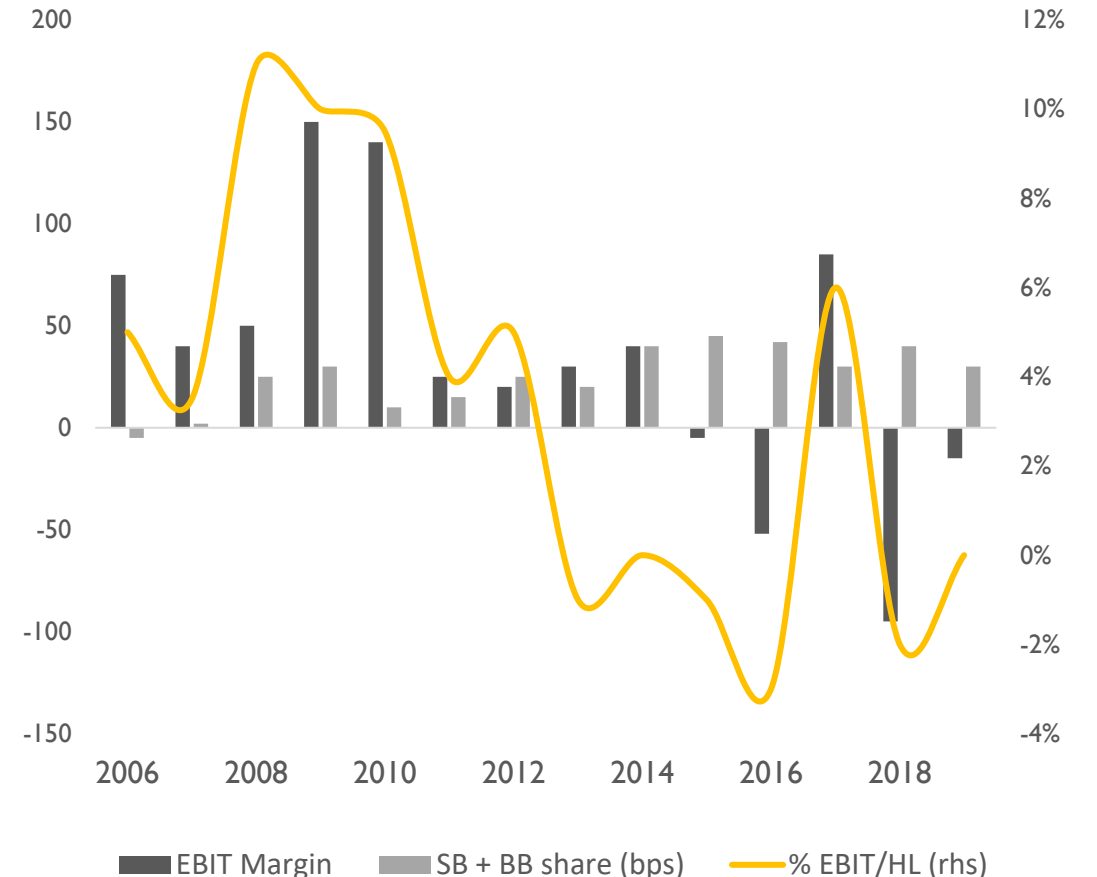
A worthy parallel to be drawn

The team sees similarities between the decay of the Tobacco industry with core lager given consumer's desire for healthier and tastier alternatives in alcoholic beverages as innovation grows in the sector. We view AB InBev positively given this scenario, as they are addressing shifting consumer trends whilst considering ESG factors.

Global Beer + BB industry - % volume share of SB + BB, aggregate EBIT margin and EBIT/HL (USD, 2020 FX – rhs)



Global Beer + BB industry – change in volume share of SB + BB, aggregate EBIT margin (bps) and EBIT/HL (USD, 2020 FX - rhs)



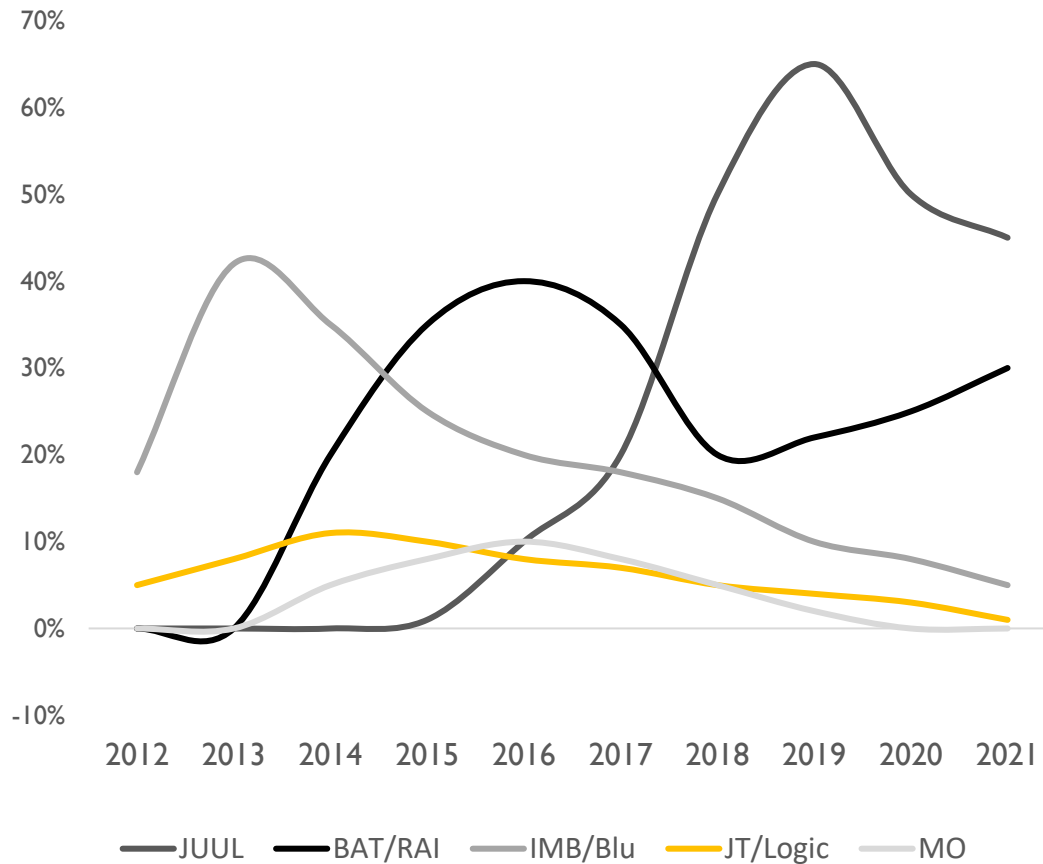
Sources: Bloomberg, Euromonitor, National Library of Medicine

# Case Study: Tobacco Industry

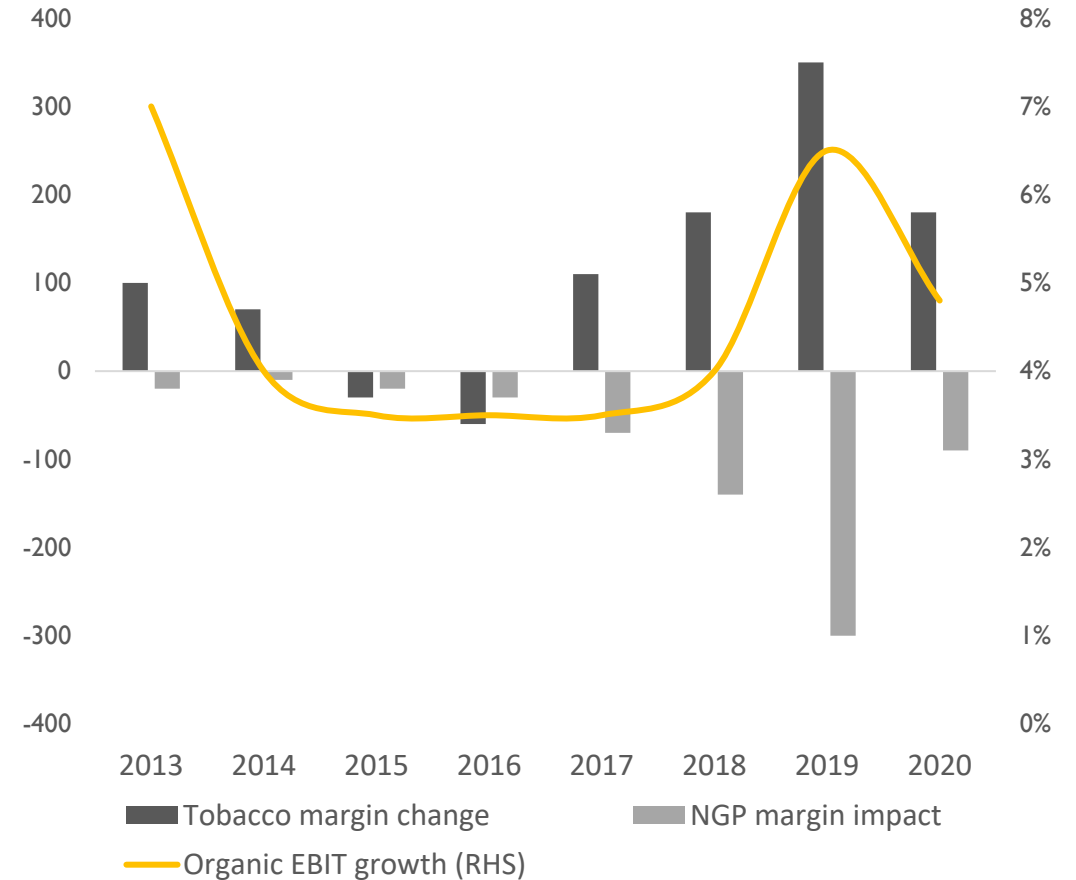
A worthy parallel to be drawn

The team sees similarities between the decay of the Tobacco industry with core lager given consumer's desire for healthier and tastier alternatives in alcoholic beverages as innovation grows in the sector. We view AB InBev positively given this scenario, as they are addressing shifting consumer trends whilst considering ESG factors.

US e-cigarette retail value share – three different leaders since 2012



BAT organic EBIT margin change, Tobacco vs NGP



Sources: Bloomberg, Euromonitor, National Library of Medicine

# Macro Thesis



# Macroeconomic Analysis

Brazil has been raising interest rates to control high inflation for some time now.

Brazil 12-month accumulated CPI

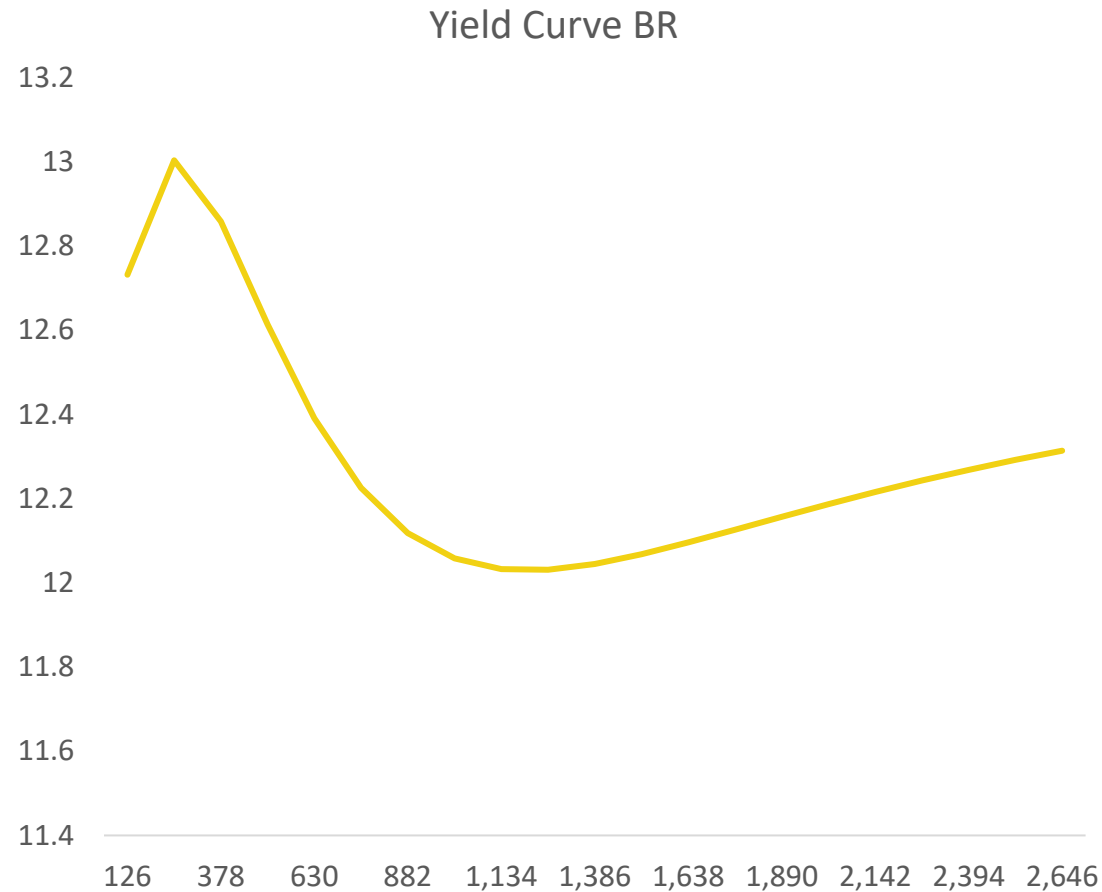


Sources: Federal Reserve Bank of St Louis

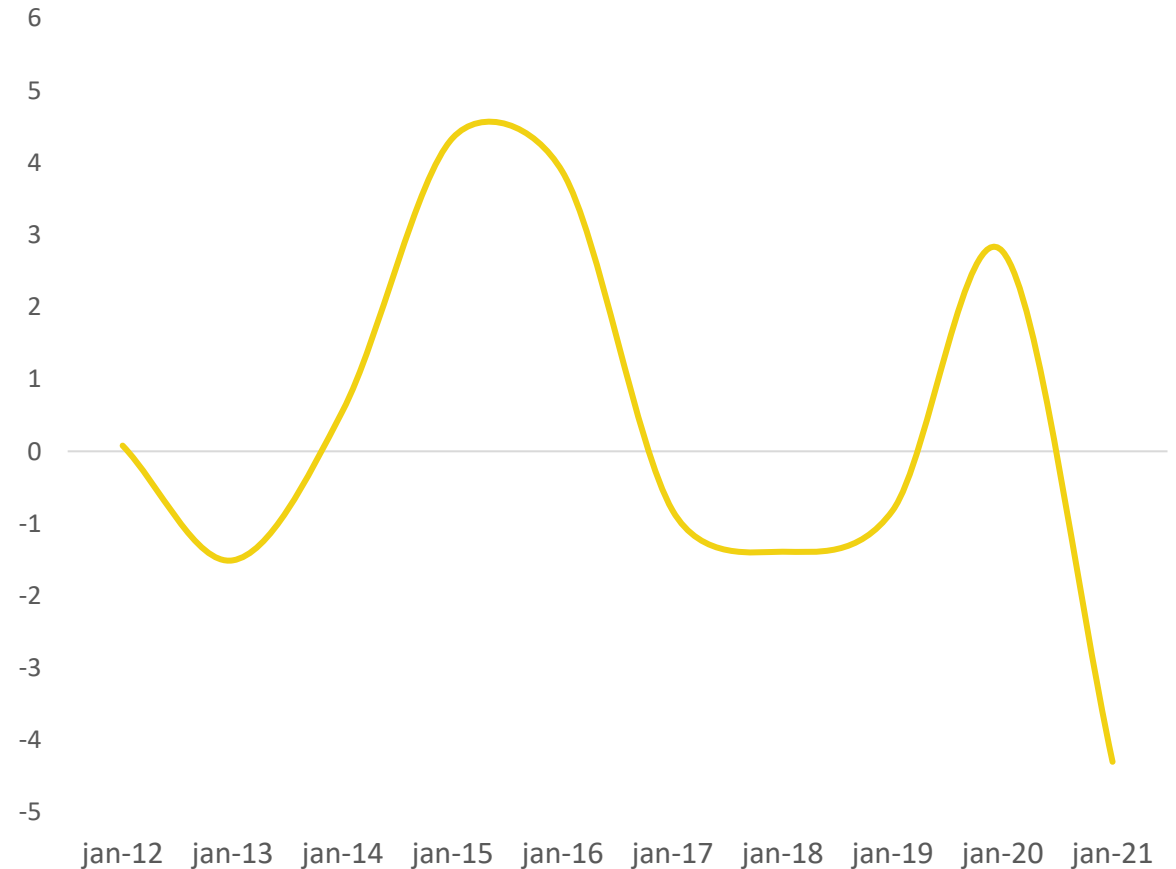
# Macroeconomic Analysis

Unemployment: This is at pre-pandemic levels. But, the last data already showed an increase. Unemployment increasing less inflationary pressure

Yield Curve BR



Product Gap



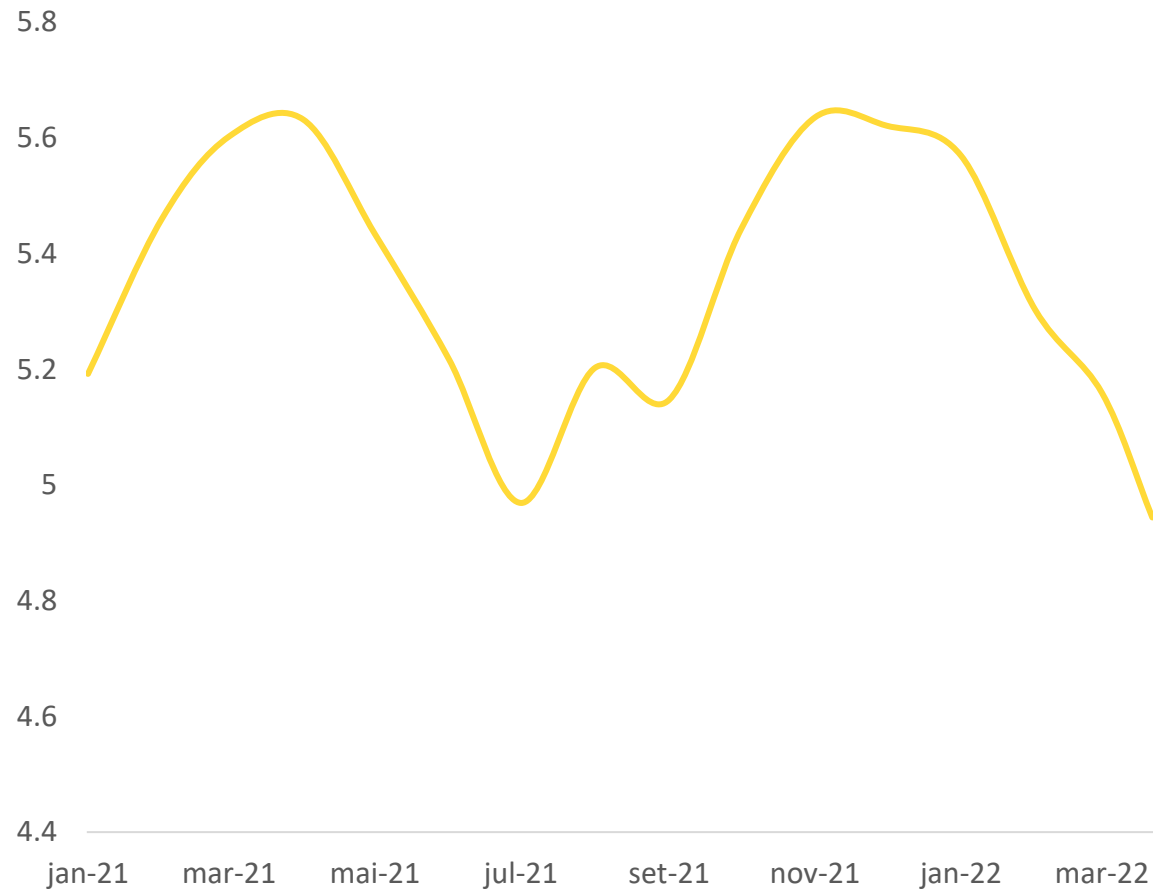
Sources: Federal Reserve Bank of St Louis, BCB sgs, ANBIMA

# Macroeconomic Analysis

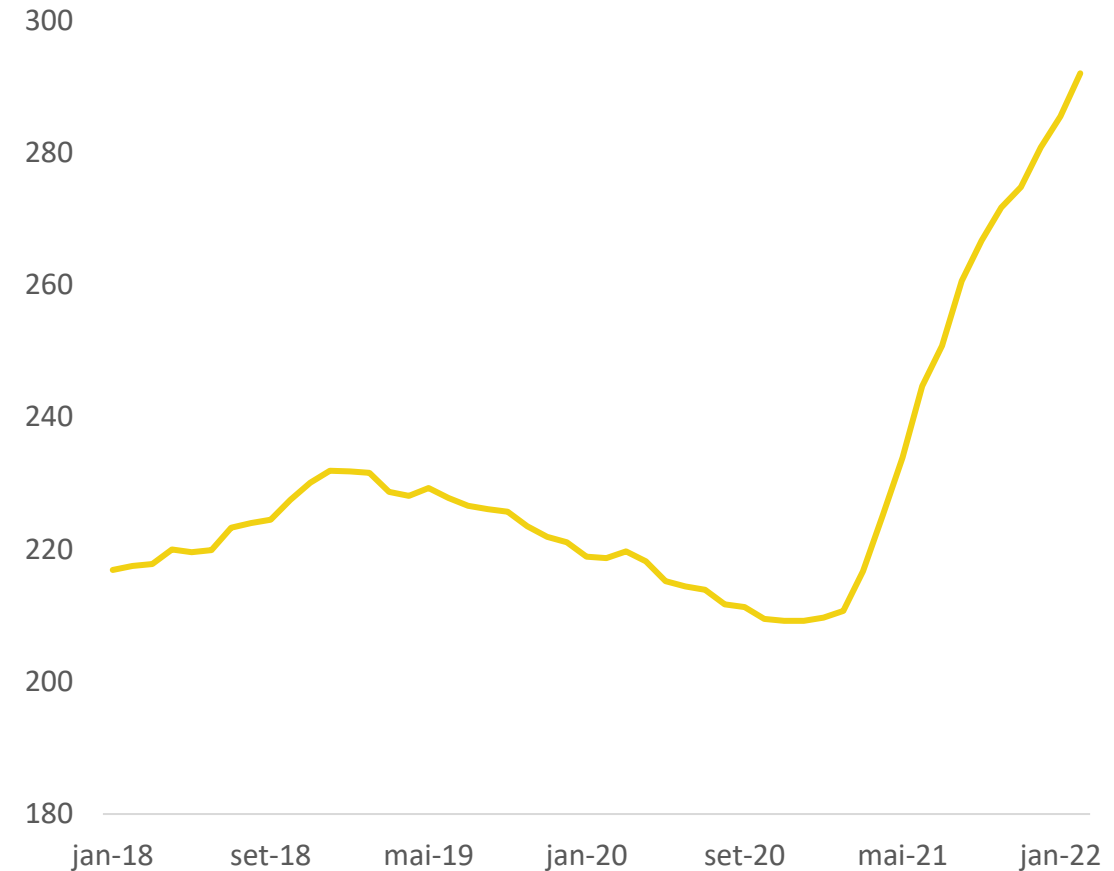
Brazilian exports have increased considerably. Real is appreciating, but always around 5.

With the Selic increasingly higher and the moment of high commodities, mainly because of the war, the BR should have its currency appreciated.

USD/BRL



Brazil Exports (USD Bn)



Sources: BCB sgs

OVERVIEW

PEOPLE

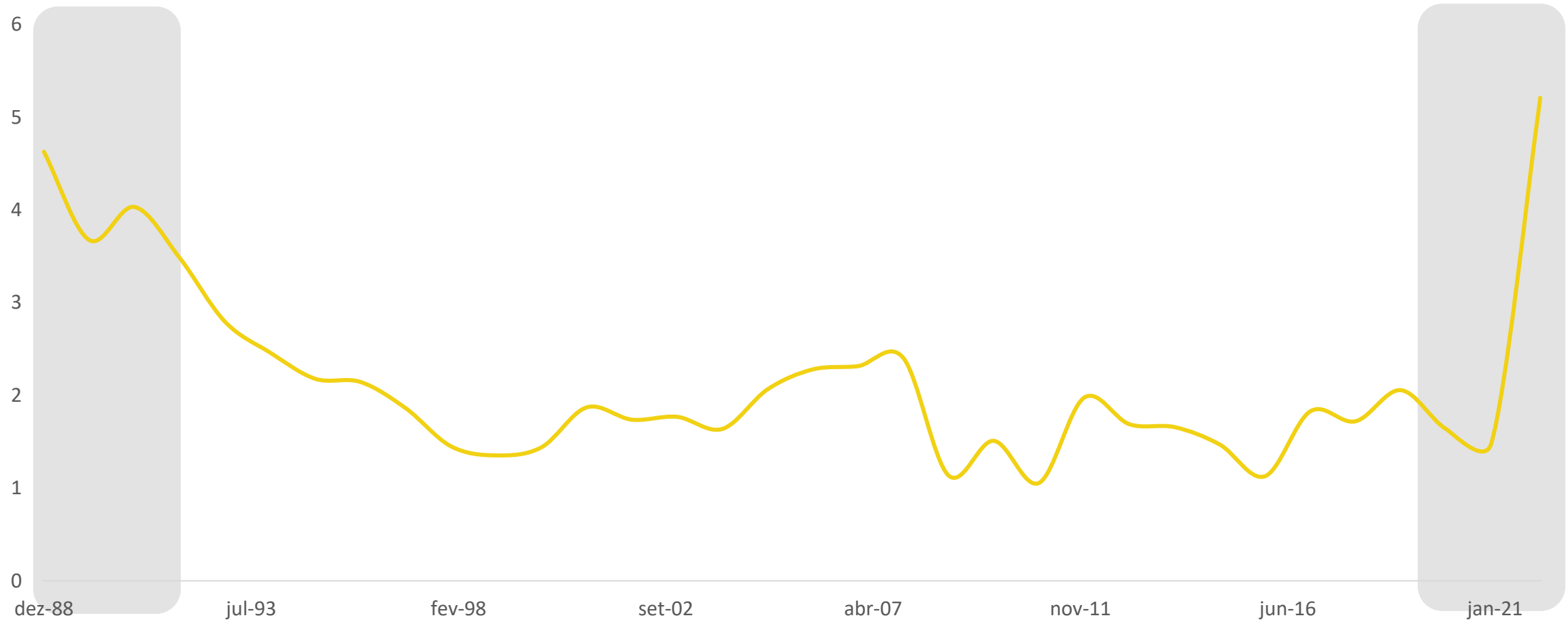
PORTFOLIO

DIGITALIZATION

VALUATION

PCE underwent a large increase from the end of 2020

USD/BRL



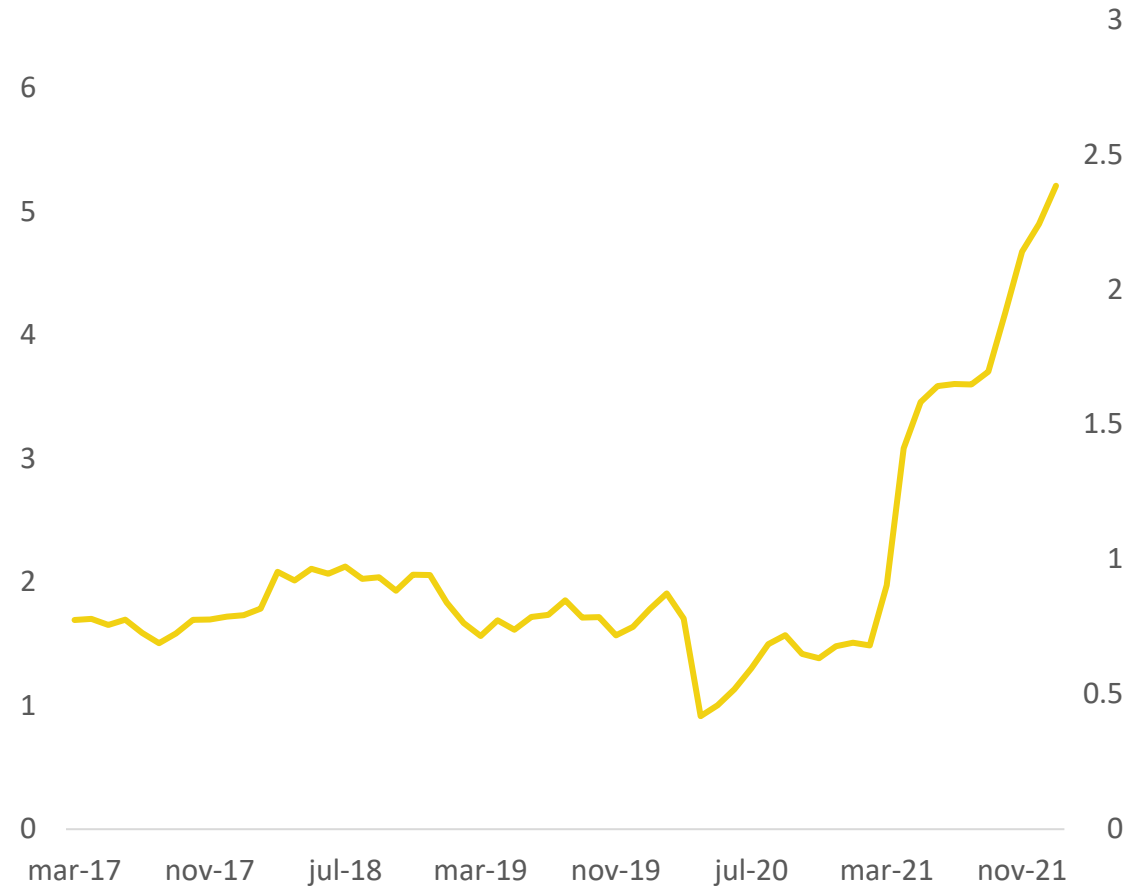
Sources: BCB sgs



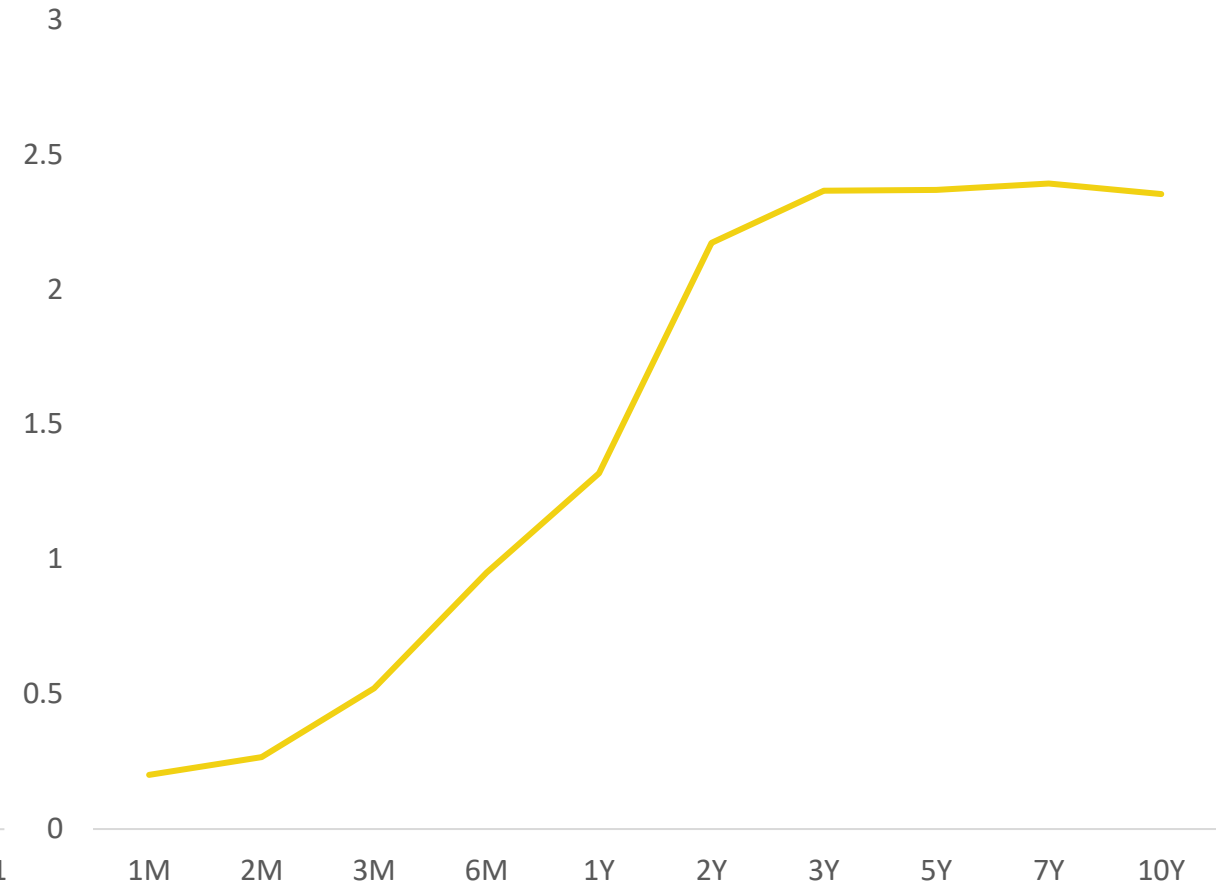
# Macroeconomic Analysis

PCE core and yield curve are growing fast...

Core PCE (%)



Yield Curve

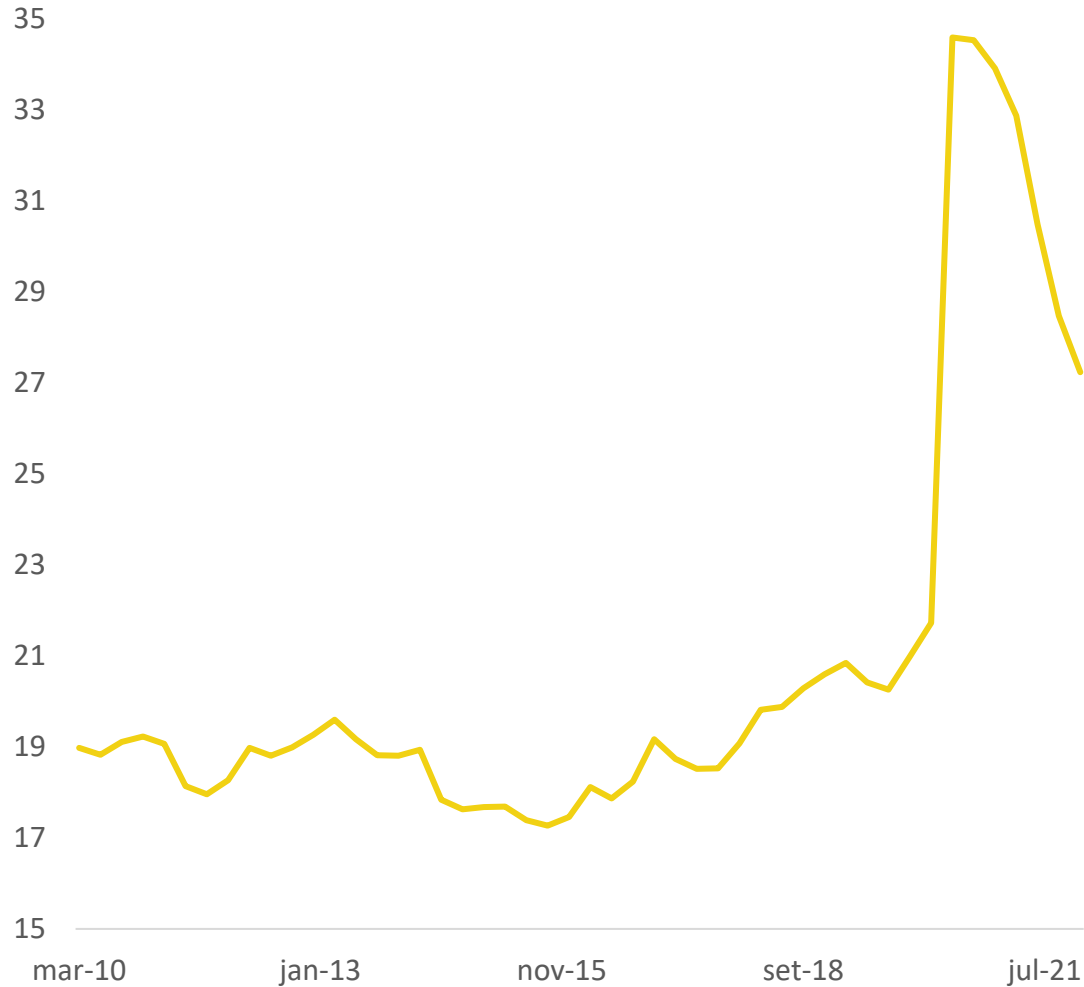


Sources: Federal Reserve Bank of St Louis

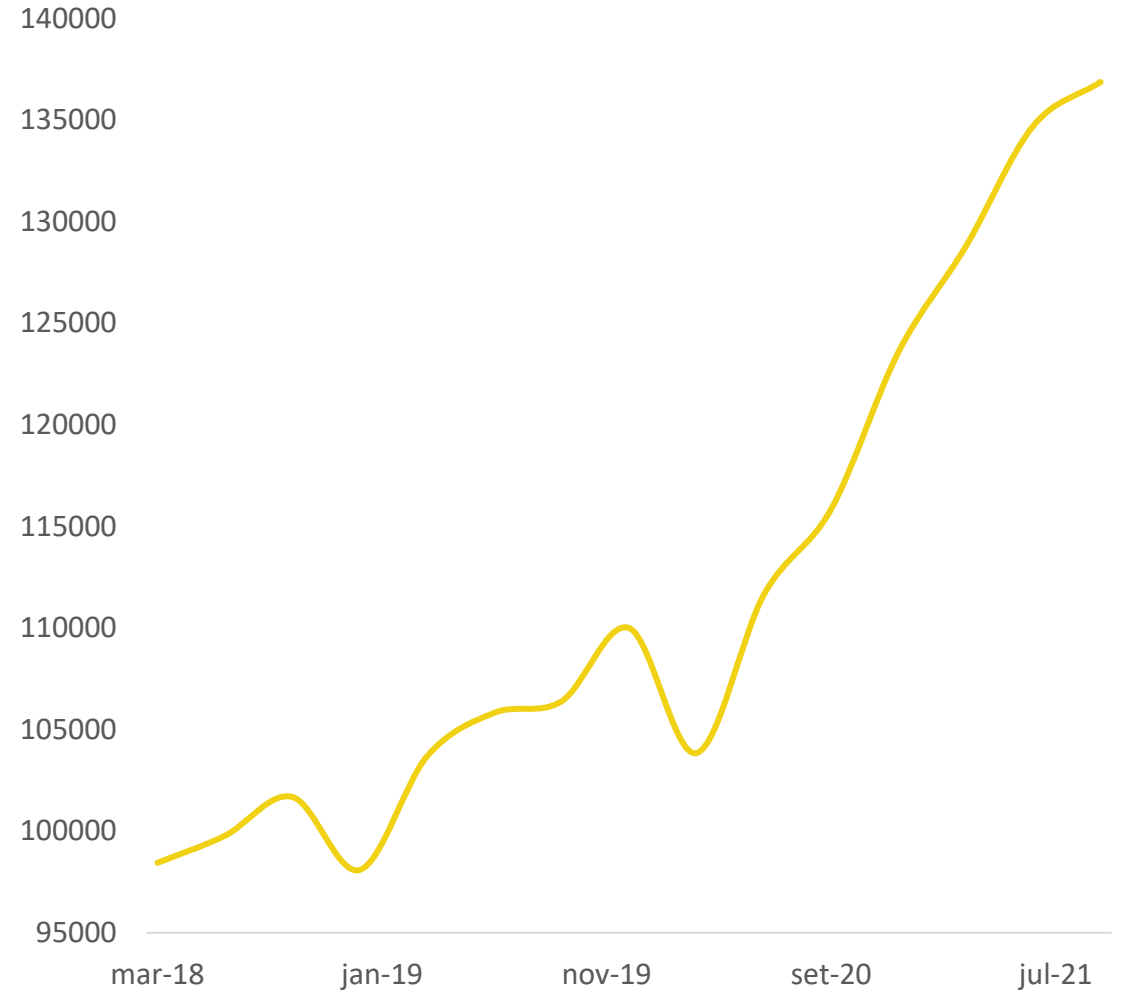
# Macroeconomic Analysis

Brazil has been raising interest rates to control high inflation for some time now.

### Gov debt % of GDP



### Household net worth

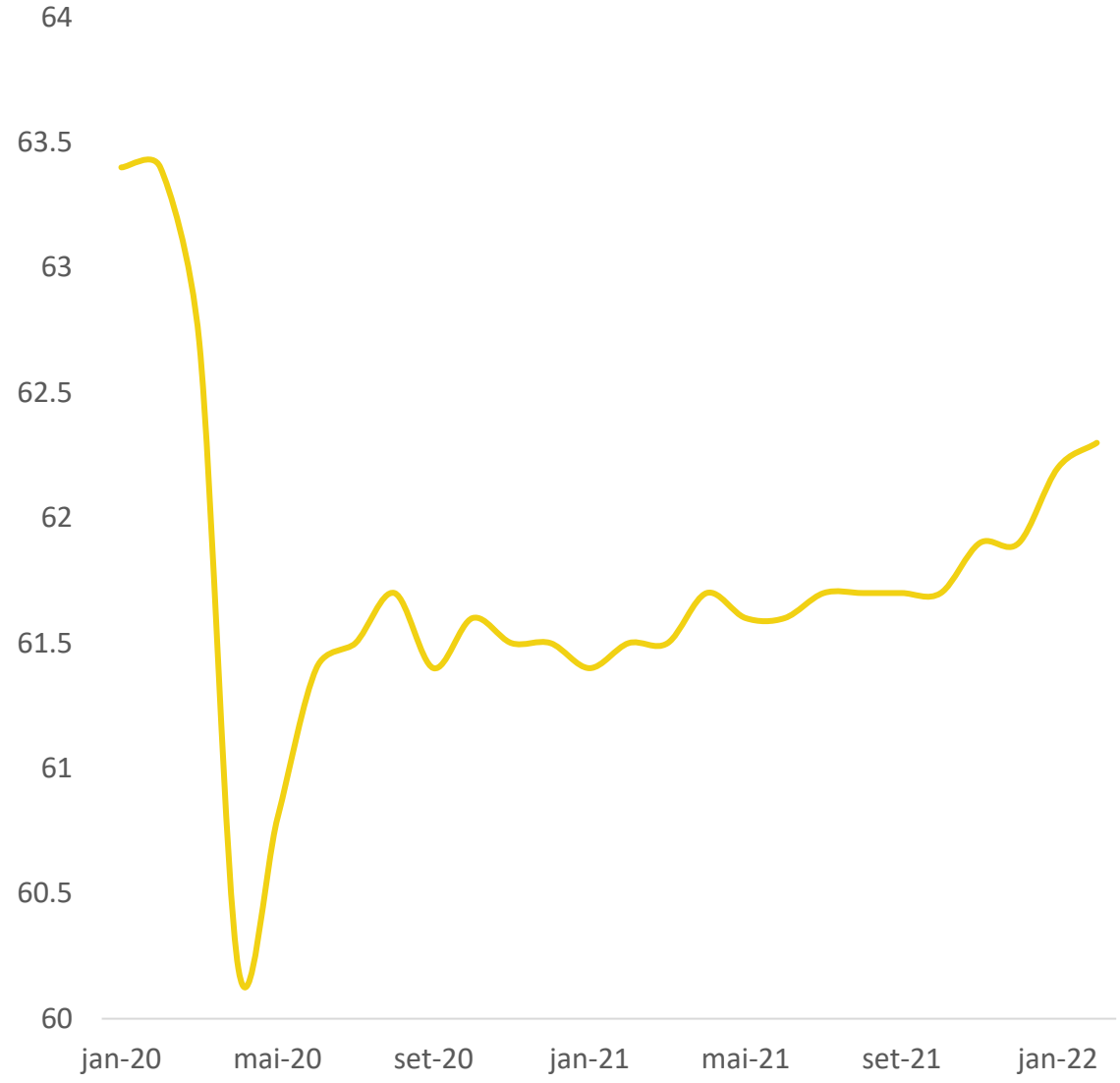
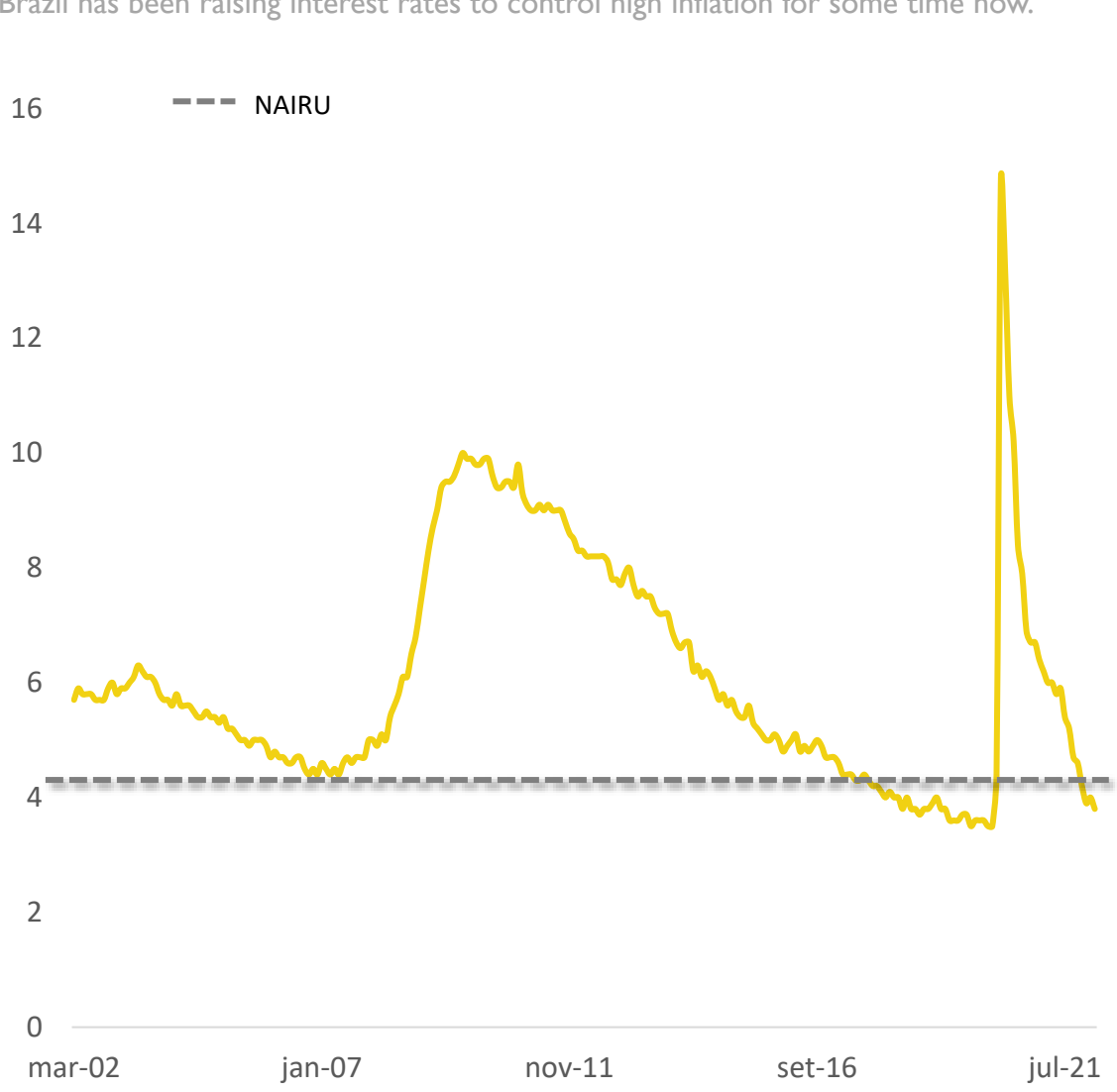


Sources: BCB sgs

# Macroeconomic Analysis

Macro Analysis

Brazil has been raising interest rates to control high inflation for some time now.



Sources: BCB sgs

# Raw Materials I

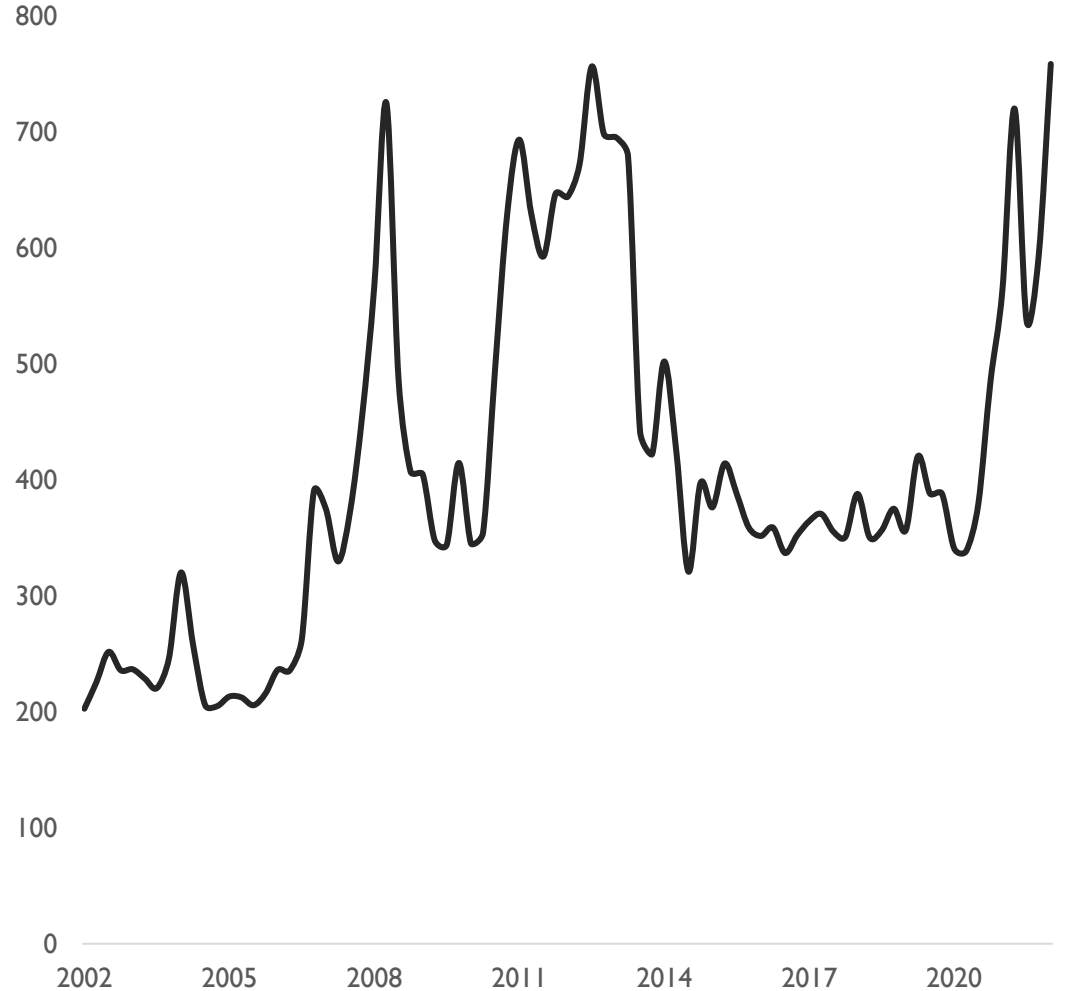
Soybean Price (USD/Bu) (S I COMB Comdty)



Wheat Price (USD/Bu) (W I COMB Comdty)

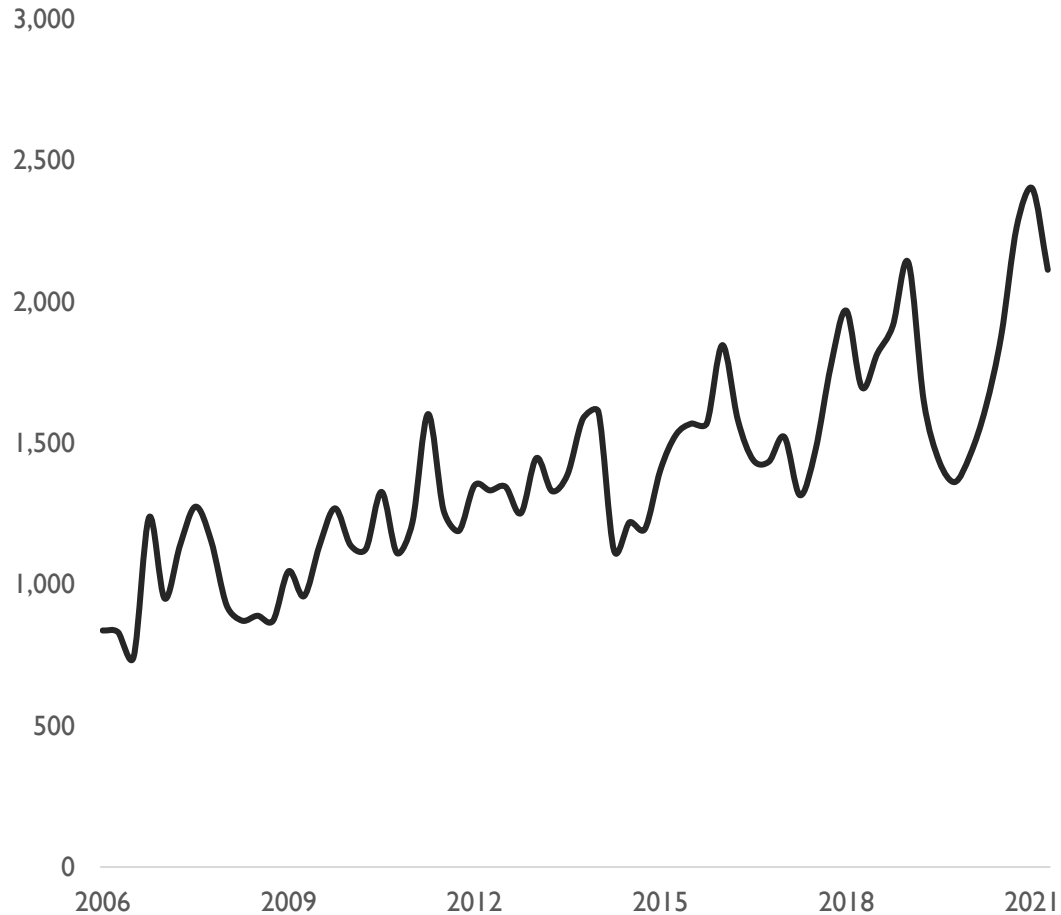


Corn Price (USD/Bu) (C I COMB Comdty)



Sources: Bloomberg

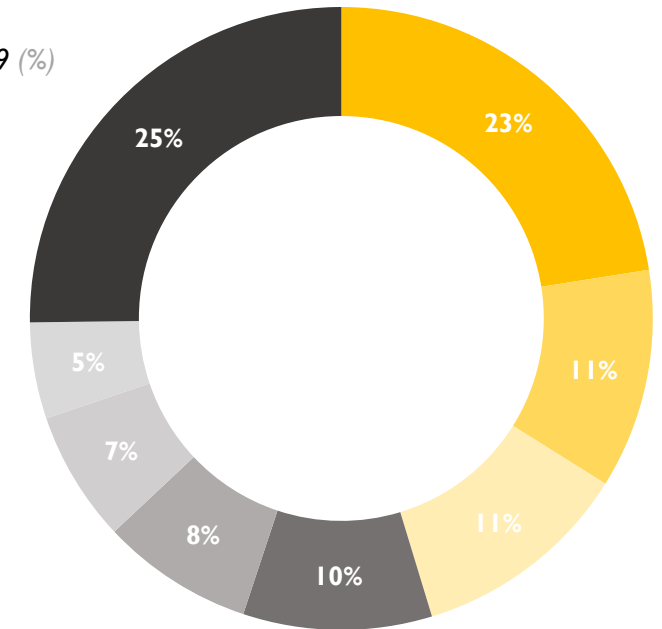
Barley Price (USD/Bu) (FUI Comdty)



Sources: Bloomberg

Exporters of Barley 2019 (%)

- France
- Russia
- Australia
- Argentina
- Canada
- Ukraine
- United Kingdom
- Others



As a large part of the exported volume of **raw materials** comes from **Russia and Ukraine**, its price was **directly affected**. So that companies whose portion of costs is linked to its quotation are also impacted, as in the case of ABI. However, considering its **hedging policy** that aims to **mitigate possible variations** in the prices of raw materials on which the company depends, **the company will suffer this impact in a reduced way**, considering that it had **locked its price** at the level of 1 to 2 years ago, besides the fact that these new contracts are valid for another 2 or 3 years yet.

# Packaging I

Aluminum Price (USD/Tonne) (LMAHDY LME Comdty)



US PPI Aluminum Cans And Can Components (Index 1981 = 100) (WPU1031)

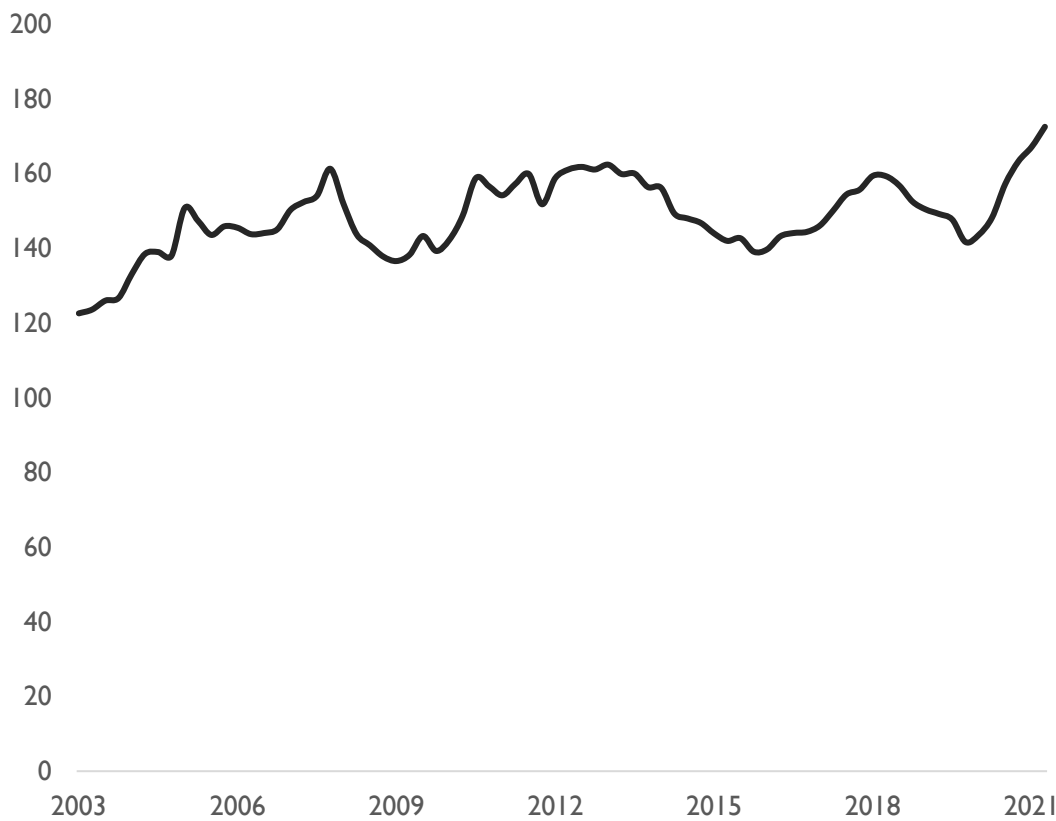


Sources: BCB sgs

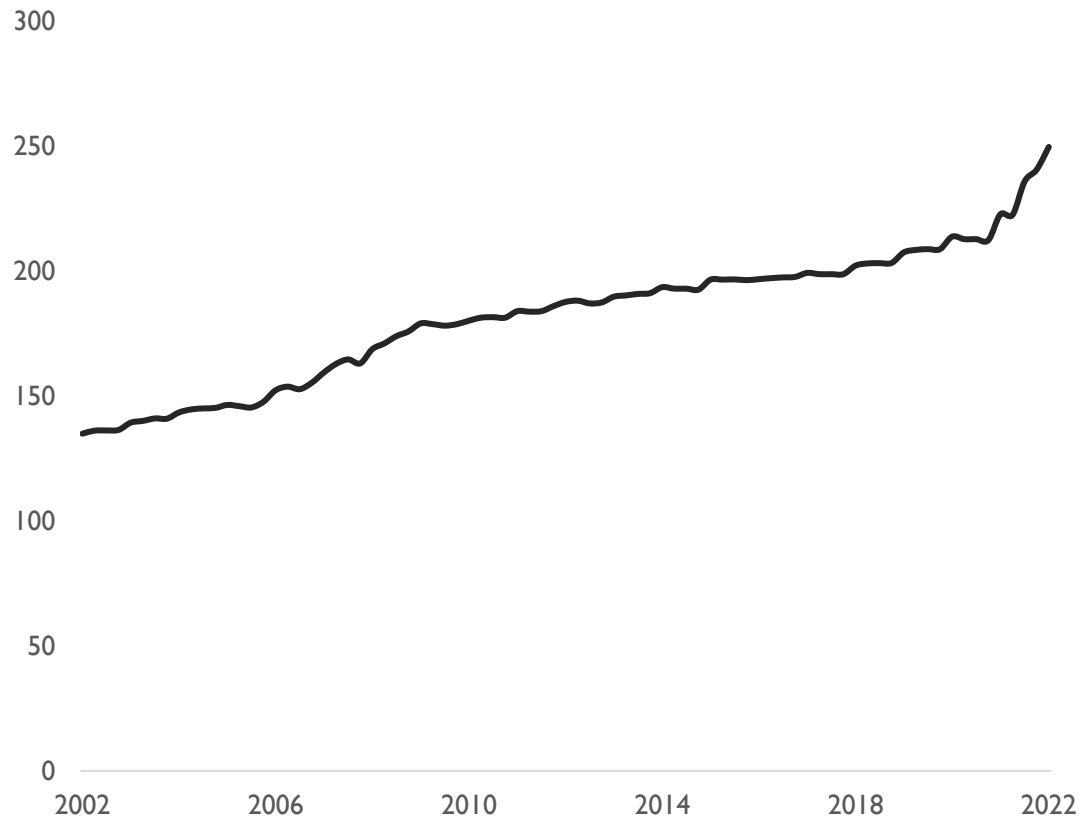
# Packaging II

A look at american freight dynamics, and shipping around the world

US Producer Price Index PPI Plastics Bottles Index (Index 1987 = 100) (PPIDPLBI Index)



US Producer Price Index Glass Containers (Index 1981 = 100) (PPIJGLCO Index)

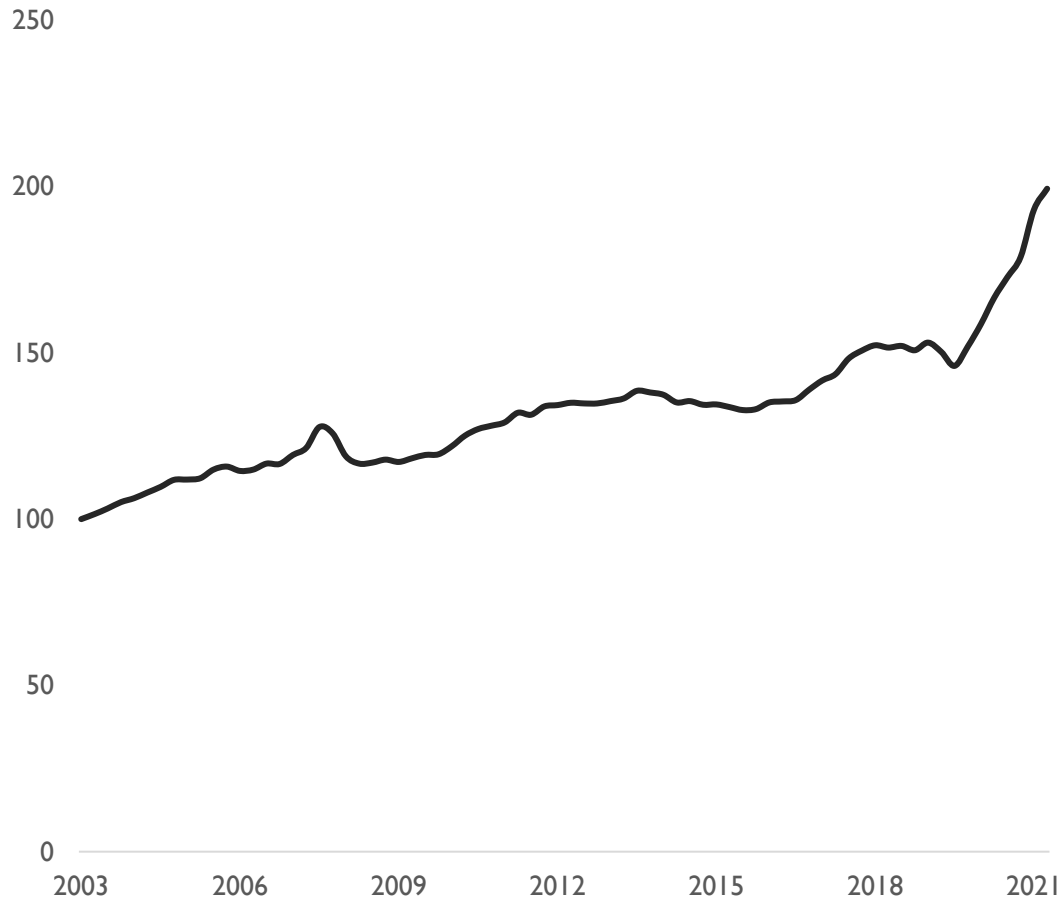


Sources: BCB sgs

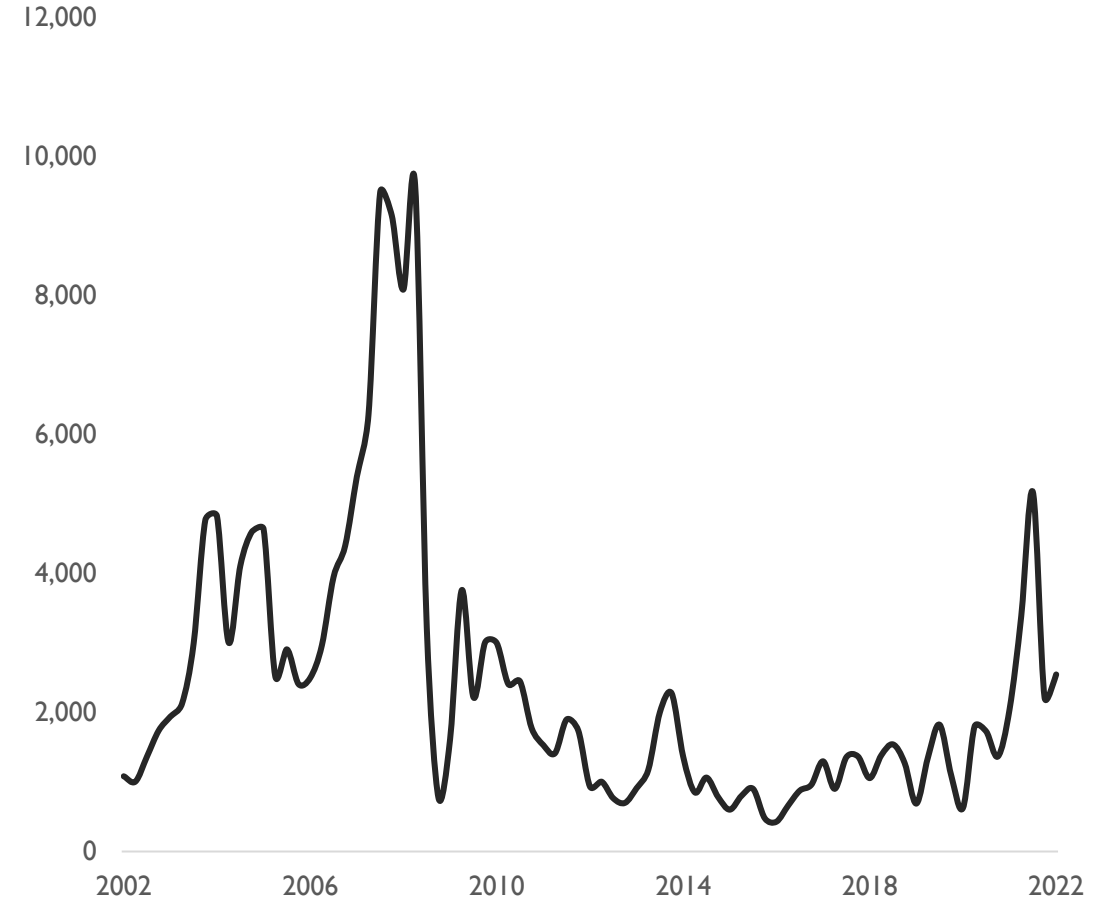
# Freight Costs

A look at american freight dynamics, and shipping around the world

US Producer Price Index General Freight Costs Index (Index 2003 = 100)



Baltic Dry Index (Index 2007 = 1000)



Sources: BCB sgs



# Financial Analysis

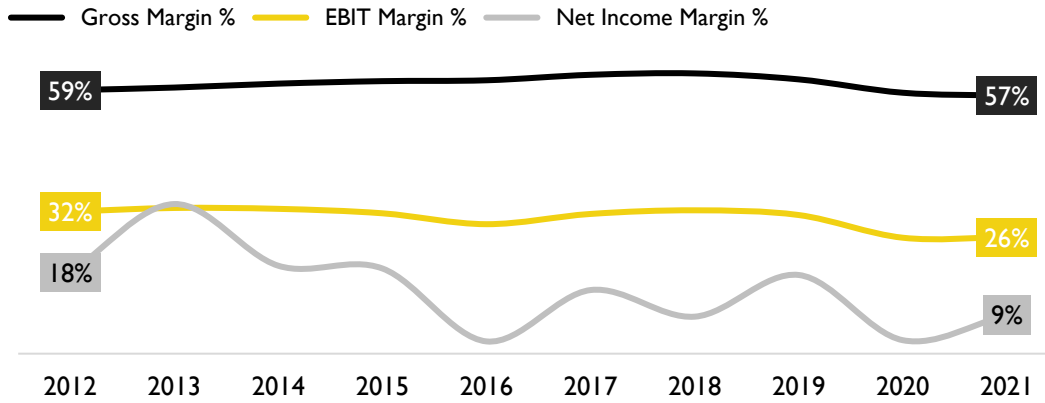


# Peers Comparison

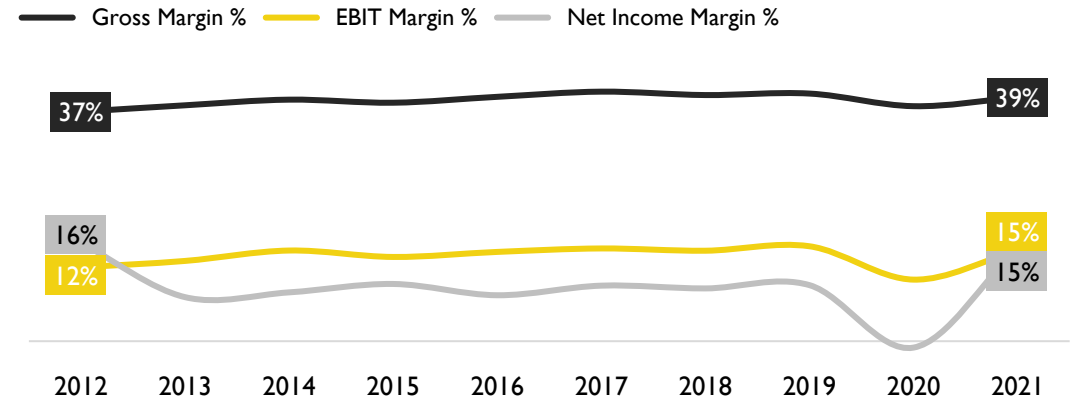
The Margins comparison between the biggest players

Historically, the peers work at relatively **stable Gross Margin** and AB InBev has the highest one. Despite that, the companies have **similar Net Margin**, with short variations along the past ten years

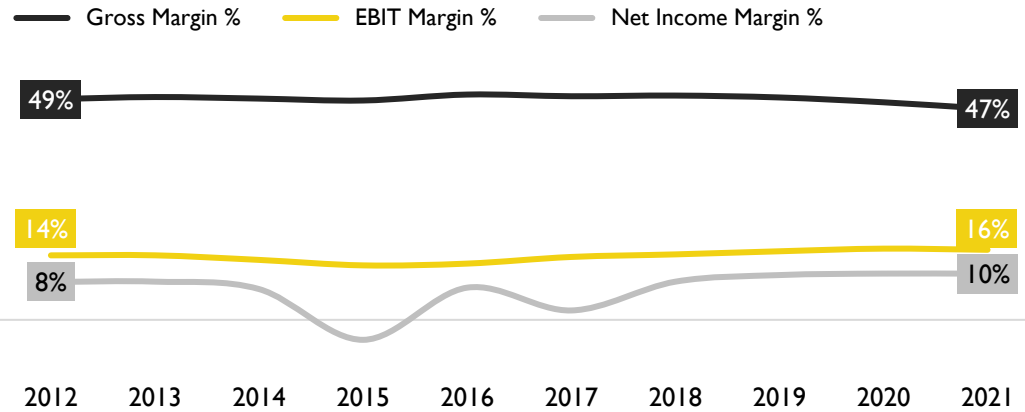
### Anheuser-Busch InBev



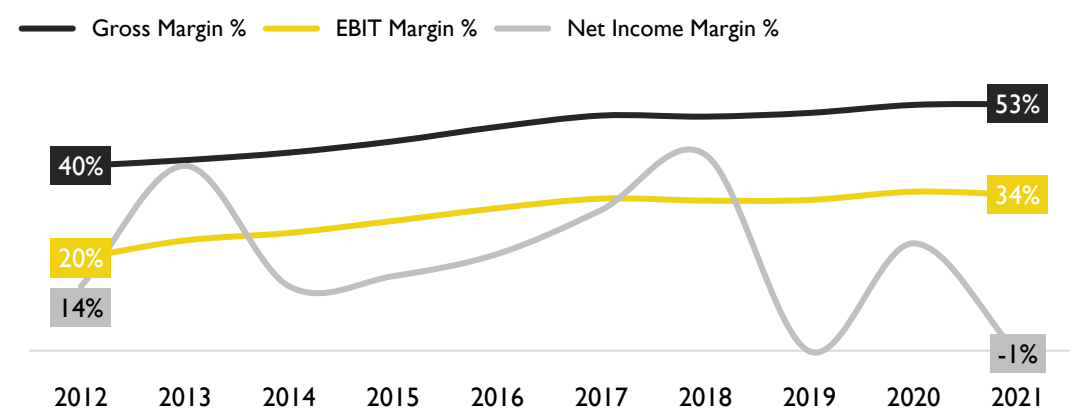
### Heineken



### Carlsberg Group



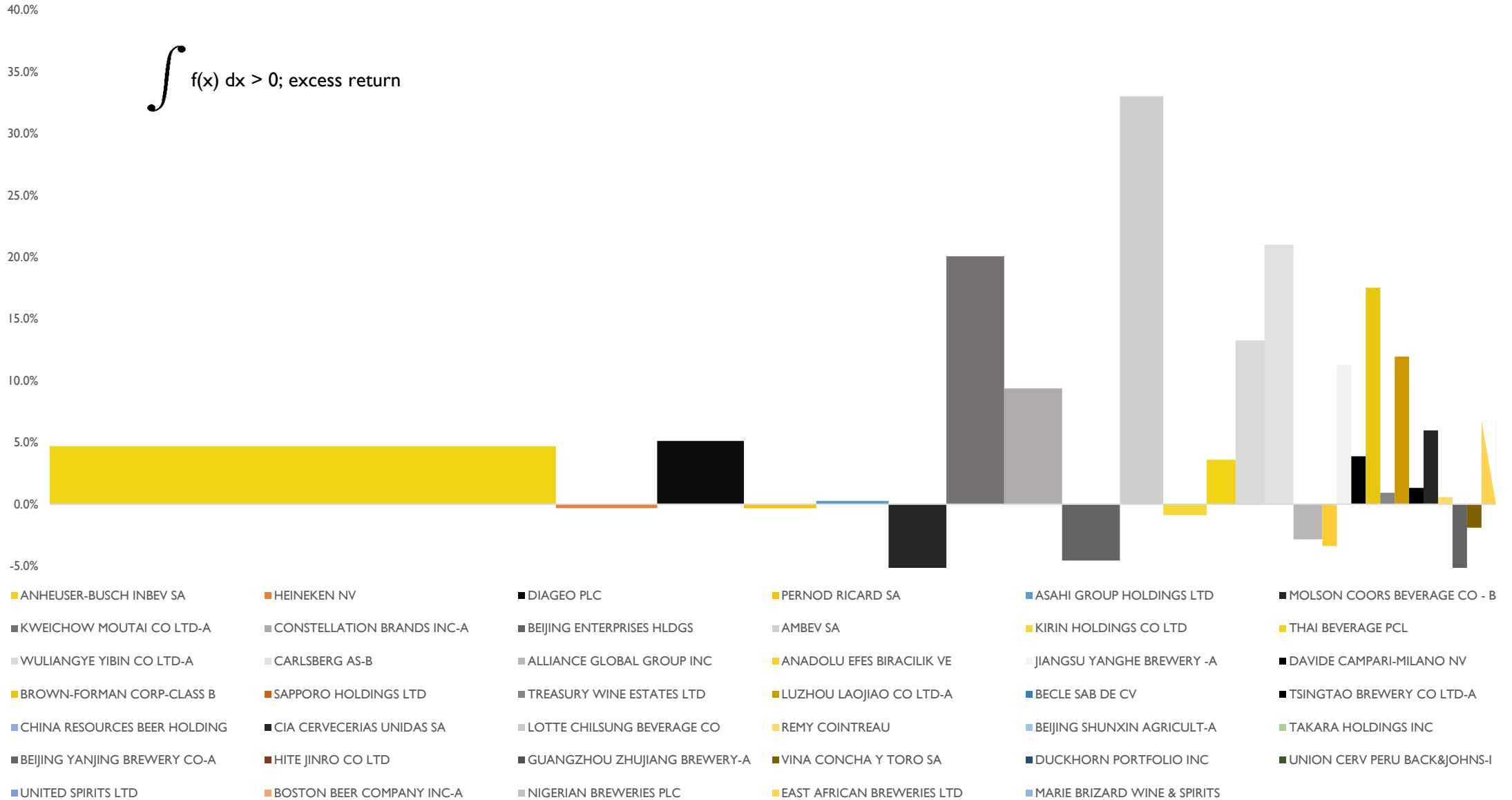
### Constellation Brands



Sources: Team Elaboration

# Maubossin Value Added

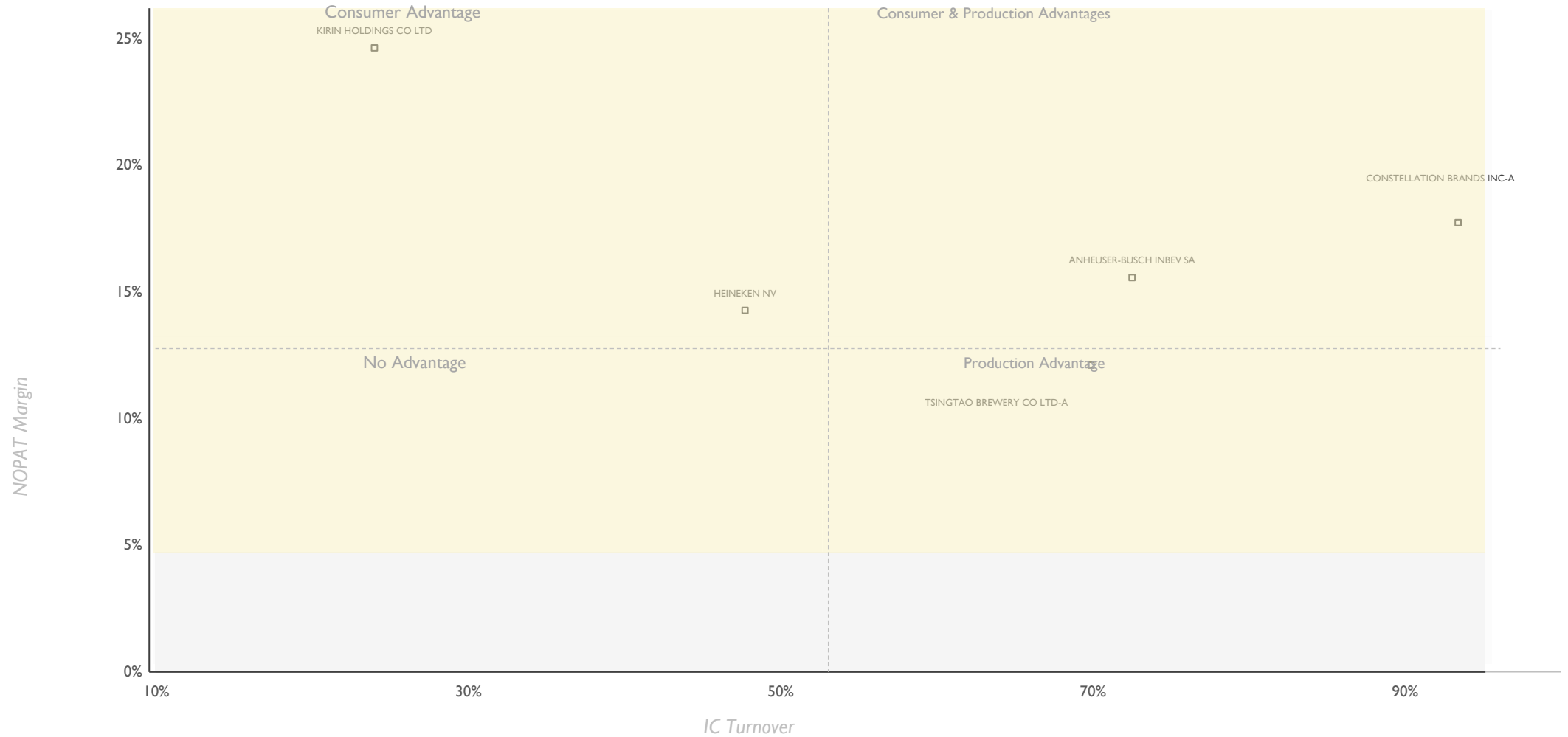
$$\int f(x) dx > 0; \text{excess return}$$



Sources: Bloomberg

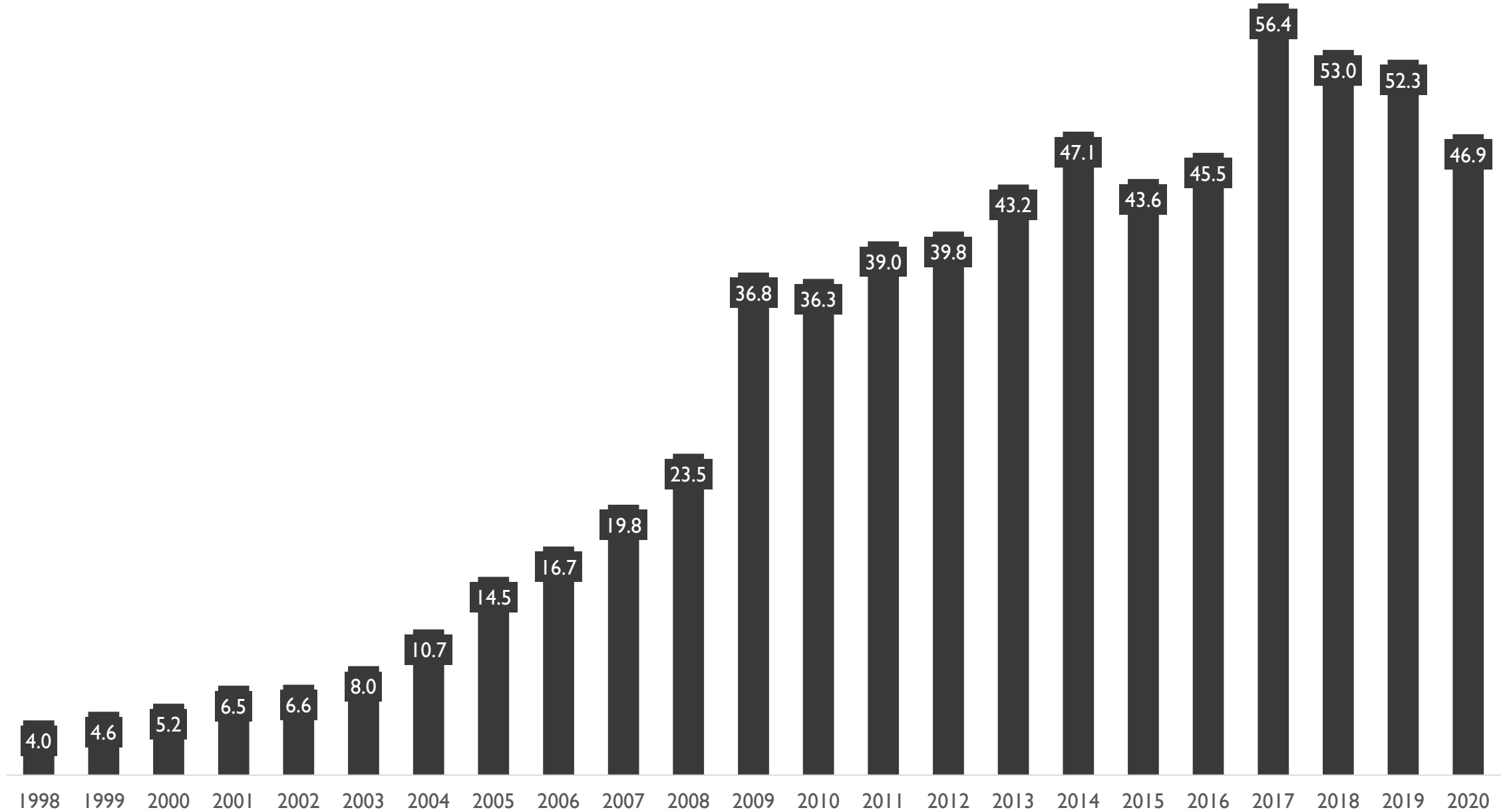
# ROIC Breakdown

30%  
ROIC Breakdown



Sources: Team Elaboration

# AB InBev revenue



Sources: Team Elaboration

OVERVIEW

PEOPLE

PORTFOLIO

DIGITALIZATION

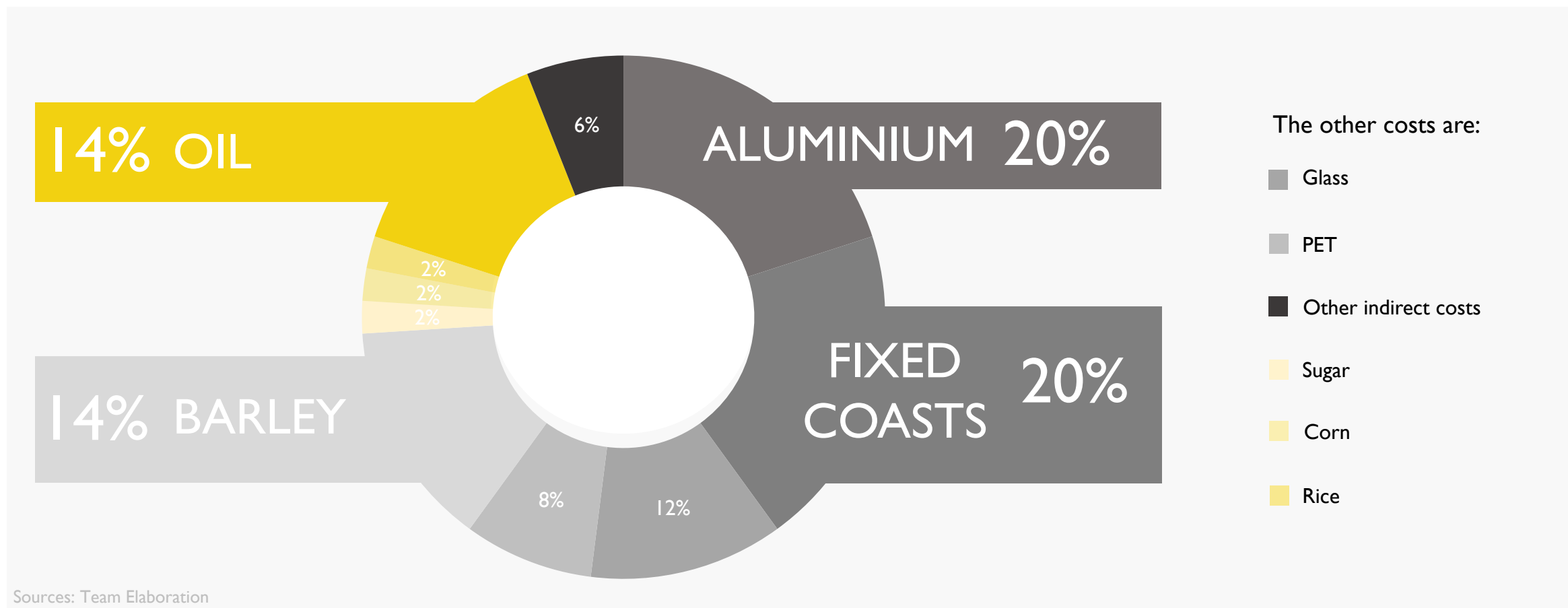
VALUATION

# COGS Breakdown

AMBEV COSTS

COGS (%)

There are 4 main componets that represent 68% of cost of goods and sales



Sources: Team Elaboration

$$\text{Steady State Value} = \frac{\text{Net Operating Profit After Tax}}{\text{Cost of Capital}} + \text{Excess Cash}$$

$$\text{Future Value Creation} = \frac{\text{Investment} \cdot (\text{Return on Capital} - \text{Cost of Capital}) \cdot \text{Competitive Advantage Period}}{\text{Cost of Capital} \cdot (1 + \text{Cost of Capital})}$$

$$\text{Value} = \frac{\text{NOPAT}}{\text{WACC}} + I \cdot (\text{ROIC} - \text{WACC}) \cdot \frac{\text{CAP}}{\text{WACC}} \cdot (I + \text{WACC})$$

$$\text{CAP} = (\text{Value} \cdot \text{WACC} - \text{NOPAT}) \cdot \frac{I + \text{WACC}}{I \cdot (\text{ROIC} - \text{WACC})}$$

Sources: Team Elaboration

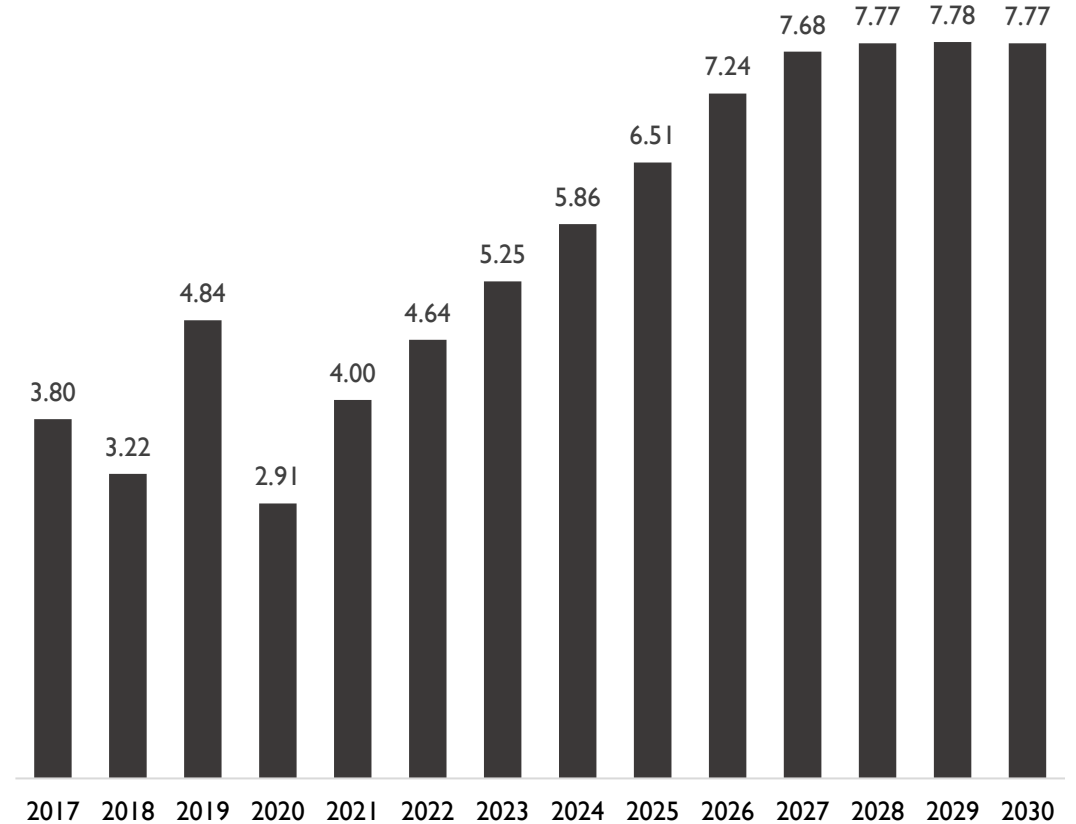
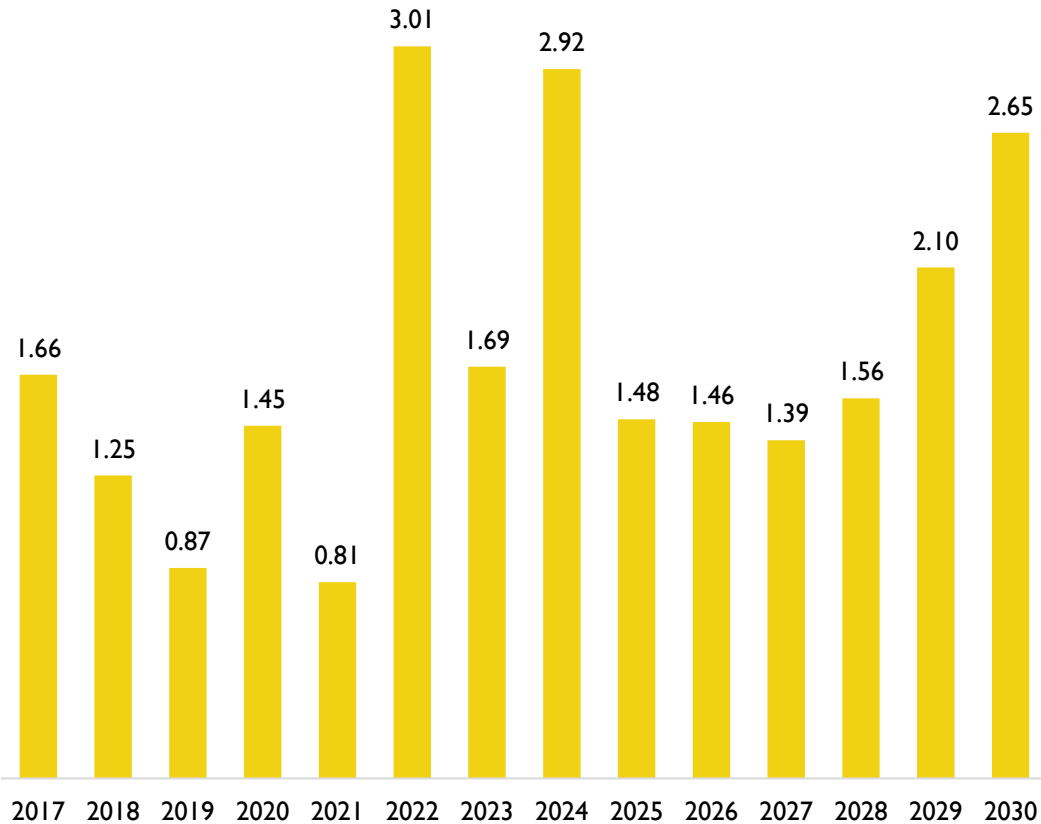
# Debt

## From inorganic to organic growth

Estimates see Zé Delivery and BEES together representing 8% of Brazil Beer sales in 2026, with gradual dilution of last-mile delivery costs, the importance of Zé's EBITDA should also increase over time

■ Debt Service Coverage Ratio

■ Interest Coverage Ratio (ICR)



Sources: AB InBev, Team Elaboration

OVERVIEW

PEOPLE

PORTFOLIO

DIGITALIZATION

VALUATION



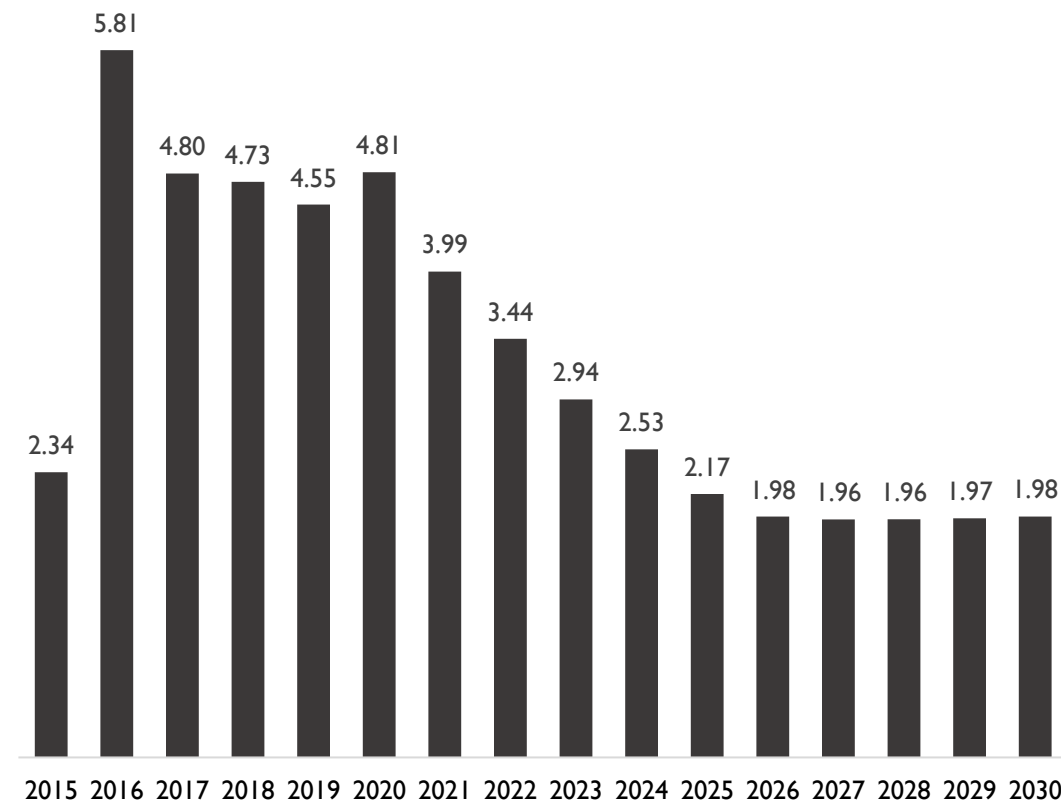
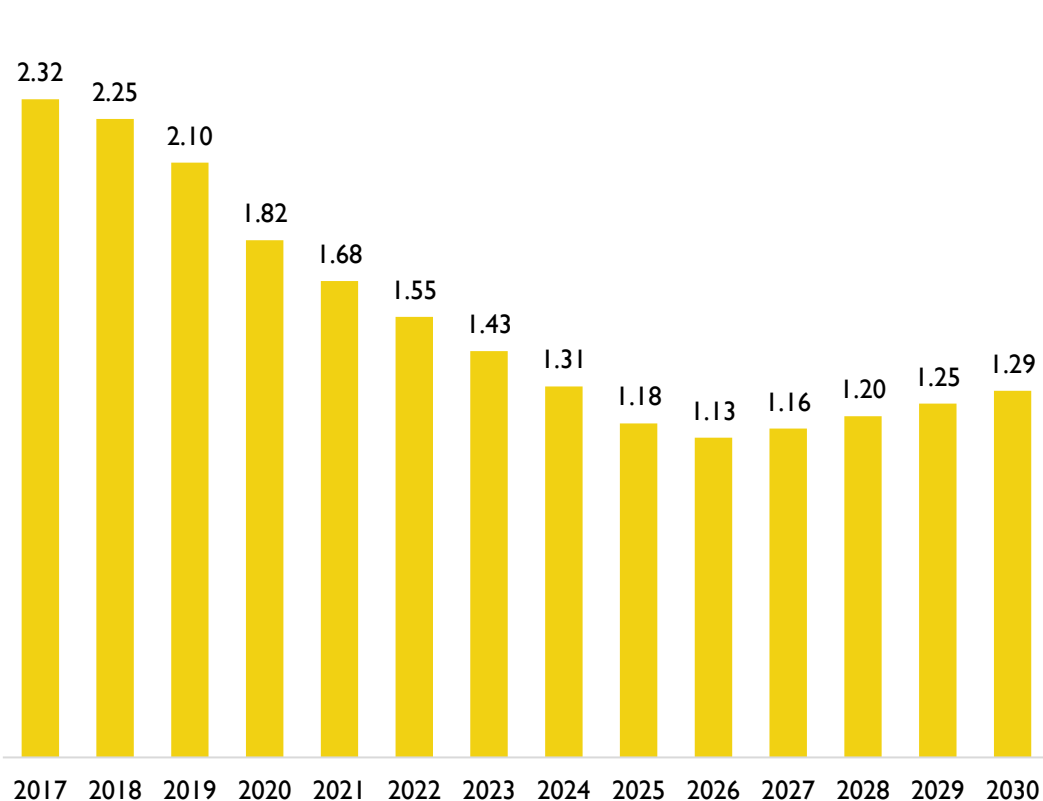
# Debt

## From inorganic to organic growth

Estimates see Zé Delivery and BEES together representing 8% of Brazil Beer sales in 2026, with gradual dilution of last-mile delivery costs, the importance of Zé's EBITDA should also increase over time

■ Net Debt / Equity

■ Net Debt / EBITDA



Sources: AB InBev, Team Elaboration

OVERVIEW

PEOPLE

PORTFOLIO

DIGITALIZATION

VALUATION

# Valuation Model

# P&L – Volume Projected

Consolidated – USD mn	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Total Volume '000hl</b>	<b>502,246</b>	<b>615,882</b>	<b>611,988</b>	<b>559,820</b>	<b>561,426</b>	<b>530,644</b>	<b>581,678</b>	<b>606,888</b>	<b>623,751</b>	<b>639,471</b>	<b>655,415</b>	<b>670,561</b>
y-o-y		22.6%	-0.6%	-8.5%	0.3%	-5.5%	9.6%	4.3%	2.8%	2.5%	2.5%	2.3%
Organic growth ('000hl)			1,008	1,174	6,208	(31,954)	50,979	25,210	16,863	15,719	15,944	15,146
y-o-y			0.2%	0.2%	1.1%	-5.7%	9.6%	4.3%	2.8%	2.5%	2.5%	2.3%
Scope			(4,902)	(53,342)	(4,602)	1,172	55	-	-	-	0	(0)
y-o-y			-0.8%	-8.7%	-0.8%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Revenue</b>	<b>46,926</b>	<b>53,939</b>	<b>56,444</b>	<b>53,042</b>	<b>52,332</b>	<b>46,881</b>	<b>54,305</b>	<b>59,577</b>	<b>63,844</b>	<b>67,557</b>	<b>70,943</b>	<b>74,205</b>
y-o-y		14.9%	4.6%	-6.0%	-1.3%	-10.4%	15.8%	9.7%	7.2%	5.8%	5.0%	4.6%
Organic growth			2,771	2,512	2,268	(1,985)	7,290	5,885	4,947	4,453	4,178	4,103
y-o-y			5.1%	4.5%	4.3%	-3.8%	15.6%	10.8%	8.3%	7.0%	6.2%	5.8%
FX impact			497	(1,853)	(2,663)	(3,412)	326	(614)	(680)	(740)	(792)	(841)
y-o-y			0.9%	-3.3%	-5.0%	-6.5%	0.7%	-1.1%	-1.1%	-1.2%	-1.2%	-1.2%
Scope			(763)	(4,061)	(315)	(54)	(192)	(0)	(0)	0	0	(0)
y-o-y			-1.4%	-7.2%	-0.6%	-0.1%	-0.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Revenue/hl	93.4	87.6	92.2	94.7	93.2	88.3	93.4	98.2	102.4	105.6	108.2	110.7
y-o-y		-6.3%	5.3%	2.7%	-1.6%	-5.2%	5.7%	5.2%	4.3%	3.2%	2.5%	2.2%
Price/mix effect			5.0%	4.3%	3.1%	2.0%	5.4%	6.2%	5.4%	4.3%	3.6%	3.4%
<b>COGS</b>	<b>(18,346)</b>	<b>(21,171)</b>	<b>(21,386)</b>	<b>(19,932)</b>	<b>(20,365)</b>	<b>(19,633)</b>	<b>(23,097)</b>	<b>(25,959)</b>	<b>(27,937)</b>	<b>(29,545)</b>	<b>(31,013)</b>	<b>(32,494)</b>
y-o-y		15.4%	1.0%	-6.8%	2.2%	-3.6%	17.6%	12.4%	7.6%	5.8%	5.0%	4.8%
% of revenues	39.1%	39.2%	37.9%	37.6%	38.9%	41.9%	42.5%	43.6%	43.8%	43.7%	43.7%	43.8%
COGS/hl	(36.5)	(34.4)	(34.9)	(35.6)	(36.3)	(37.0)	(39.7)	(42.8)	(44.8)	(46.2)	(47.3)	(48.5)
y-o-y		-5.9%	1.7%	1.9%	1.9%	2.0%	7.3%	7.7%	4.7%	3.2%	2.4%	2.4%

Sources: Constellation Asset Management, Euromonitor, Own Elaboration

# Volume projected

Consolidated - USD mn	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Total Volume '000hl</b>	<b>502,246</b>	<b>615,882</b>	<b>611,988</b>	<b>559,820</b>	<b>561,426</b>	<b>530,644</b>	<b>581,678</b>	<b>606,888</b>	<b>623,751</b>	<b>639,471</b>	<b>655,415</b>	<b>670,561</b>
<i>y-o-y</i>		22.6%	-0.6%	-8.5%	0.3%	-5.5%	9.6%	4.3%	2.8%	2.5%	2.5%	2.3%
Organic growth ('000hl)			1,008	1,174	6,208	(31,954)	50,979	25,210	16,863	15,719	15,944	15,146
<i>y-o-y</i>			0.2%	0.2%	1.1%	-5.7%	9.6%	4.3%	2.8%	2.5%	2.5%	2.3%
Scope			(4,902)	(53,342)	(4,602)	1,172	55	-	-	-	0	(0)
<i>y-o-y</i>			-0.8%	-8.7%	-0.8%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Revenue</b>	<b>46,926</b>	<b>53,939</b>	<b>56,444</b>	<b>53,042</b>	<b>52,332</b>	<b>46,881</b>	<b>54,305</b>	<b>59,577</b>	<b>63,844</b>	<b>67,557</b>	<b>70,943</b>	<b>74,205</b>
<i>y-o-y</i>		14.9%	4.6%	-6.0%	-1.3%	-10.4%	15.8%	9.7%	7.2%	5.8%	5.0%	4.6%
Organic growth			2,771	2,512	2,268	(1,985)	7,290	5,885	4,947	4,453	4,178	4,103
<i>y-o-y</i>			5.1%	4.5%	4.3%	-3.8%	15.6%	10.6%	8.3%	7.0%	6.2%	5.8%
FX impact			497	(1,853)	(2,663)	(3,412)	326	(614)	(680)	(740)	(792)	(841)
<i>y-o-y</i>			0.9%	-3.3%	-5.0%	-6.5%	0.7%	-1.1%	-1.1%	-1.2%	-1.2%	-1.2%
Scope			(763)	(4,061)	(315)	(54)	(192)	(0)	(0)	0	0	(0)
<i>y-o-y</i>			-1.4%	-7.2%	-0.6%	-0.1%	-0.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Revenue/hl	93.4	87.6	92.2	94.7	93.2	88.3	93.4	98.2	102.4	105.6	108.2	110.7
<i>y-o-y</i>		-6.3%	5.3%	2.7%	-1.6%	-5.2%	5.7%	5.2%	4.3%	3.2%	2.5%	2.2%
Price/mix effect			5.0%	4.3%	3.1%	2.0%	5.4%	6.2%	5.4%	4.3%	3.6%	3.4%
<b>COGS</b>	<b>(18,346)</b>	<b>(21,171)</b>	<b>(21,386)</b>	<b>(19,932)</b>	<b>(20,365)</b>	<b>(19,633)</b>	<b>(23,097)</b>	<b>(25,959)</b>	<b>(27,937)</b>	<b>(29,545)</b>	<b>(31,013)</b>	<b>(32,494)</b>
<i>y-o-y</i>		15.4%	1.0%	-6.8%	2.2%	-3.6%	17.6%	12.4%	7.6%	5.8%	5.0%	4.8%
% of revenues	39.1%	39.2%	37.9%	37.6%	38.9%	41.9%	42.5%	43.6%	43.8%	43.7%	43.7%	43.8%
COGS/hl	(36.5)	(34.4)	(34.9)	(35.6)	(36.3)	(37.0)	(39.7)	(42.8)	(44.8)	(46.2)	(47.3)	(48.5)
<i>y-o-y</i>		-5.9%	1.7%	1.9%	1.9%	2.0%	7.3%	7.7%	4.7%	3.2%	2.4%	2.4%

Sources: Constellation Asset Management, Euromonitor, Own Elaboration

Cash Flow	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
EBIT Normalized	14,882	15,522	17,813	17,111	16,420	12,724	14,440	15,031	16,226	17,221	18,135	18,932	19,740	20,423	21,025	21,542
Depreciation and intangible amortization	3,152	3,477	4,276	4,260	4,658	4,595	4,768	5,530	6,011	6,376	6,703	7,016	7,330	7,644	7,958	8,269
Changes in Working Capital	1,786	173	219	512	(5)	532	2,453	2,081	1,423	1,161	974	938	1,058	1,121	1,187	1,255
Pension contributions and use of provisions	(443)	(470)	(616)	(488)	(715)	(616)	(375)	-	-	-	-	-	-	-	-	-
Dividends received	22	43	142	141	160	51	106	-	-	-	-	-	-	-	-	-
Interest and taxes (paid) / received	(3,964)	(5,377)	(5,382)	(7,064)	(6,876)	(6,391)	(6,395)	(6,342)	(7,087)	(7,191)	(7,269)	(7,326)	(7,465)	(7,639)	(7,930)	(8,141)
Interest	(1,609)	(2,721)	(3,841)	(4,017)	(3,740)	(4,085)	(3,985)	(4,245)	(4,041)	(3,848)	(3,647)	(3,437)	(3,374)	(3,458)	(3,565)	(3,674)
Taxes	(2,355)	(3,256)	(2,141)	(3,047)	(3,136)	(2,306)	(2,410)	(2,696)	(3,046)	(3,343)	(3,622)	(3,889)	(4,032)	(4,241)	(4,365)	(4,467)
% of P&L tax charges	83%	133%	112%	114%	113%	113%	103%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Other items (mainly cash exceptional items & restructuring)	(1,308)	(2,658)	(422)	191	(246)	(64)	(204)	201	53	24	36	33	33	40	43	44
<b>CASH FLOW FROM OPERATIONS</b>	<b>14,121</b>	<b>10,110</b>	<b>15,430</b>	<b>14,663</b>	<b>13,396</b>	<b>10,891</b>	<b>14,739</b>	<b>15,962</b>	<b>16,625</b>	<b>17,591</b>	<b>18,579</b>	<b>19,713</b>	<b>20,702</b>	<b>21,529</b>	<b>22,282</b>	<b>22,969</b>
% of EBITDA	78%	51%	70%	67%	64%	63%	77%	77%	75%	75%	75%	76%	76%	77%	77%	77%
Net capex	(4,337)	(4,768)	(4,124)	(4,649)	(4,854)	(3,687)	(5,499)	(6,851)	(7,342)	(7,769)	(8,158)	(8,534)	(8,910)	(9,286)	(9,661)	(10,034)
% of sales	3.2%	8.8%	7.3%	8.8%	3.3%	7.9%	10.1%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%
Maintenance CAPEX								(5,530)	(6,011)	(6,376)	(6,703)	(7,016)	(7,330)	(7,644)	(7,958)	(8,269)
% of D&A								100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Growth CAPEX								(1,261)	(319)	(338)	(355)	(371)	(387)	(404)	(420)	(436)
% of sales								0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Acquisitions / disposals	(521)	(49,470)	7,708	(285)	(252)	10,315	(444)									
Proceeds from sales (acquisition of) ST debt securities	163	(5,583)	4,337	1,296	-	-	-									
Other (incl. Proceeds from disposal of other assets)	(241)	(256)	(67)	(327)	33	(232)	65									
<b>CASH FLOW FROM INVESTING</b>	<b>(4,930)</b>	<b>(60,077)</b>	<b>7,854</b>	<b>(3,965)</b>	<b>(5,073)</b>	<b>6,336</b>	<b>(5,878)</b>	<b>(6,851)</b>	<b>(7,342)</b>	<b>(7,769)</b>	<b>(8,158)</b>	<b>(8,534)</b>	<b>(8,910)</b>	<b>(9,286)</b>	<b>(9,661)</b>	<b>(10,034)</b>
% of Net Revenues																
Dividends paid (Dividends + Minorities)	(7,966)	(8,450)	(9,275)	(7,761)	(5,015)	(1,800)	(2,364)	(3,261)	(3,684)	(4,044)	(4,381)	(4,866)	(13,257)	(14,250)	(14,667)	(15,003)
Proceeds / (repayments) of loans, borrowings and payment of lease liab	457	62,675	(9,381)	(4,707)	(8,449)	(8,755)	(9,042)	(222)	(3,038)	(659)	(4,594)	(5,121)	(5,909)	(5,172)	(3,255)	(2,033)
Proceeds from the issues of share capital	5															
Share buyback	(1,000)															
Proceeds from Bud Asia IPO					5,575											
Other (incl net finance costs, other than interest)	(777)	(3,494)	(1,748)	(1,477)	(623)	2,080	262									
<b>CASH FLOW FROM FINANCING</b>	<b>(9,281)</b>	<b>50,731</b>	<b>(21,004)</b>	<b>(13,945)</b>	<b>(8,512)</b>	<b>(8,475)</b>	<b>(11,144)</b>	<b>(3,483)</b>	<b>(6,722)</b>	<b>(4,703)</b>	<b>(8,975)</b>	<b>(13,987)</b>	<b>(19,166)</b>	<b>(19,422)</b>	<b>(17,922)</b>	<b>(17,043)</b>

Sources: Constellation Asset Management, Euromonitor, Own Elaboration

<b>CASH FLOW FROM INVESTING</b>	<b>(4,930)</b>	<b>(60,077)</b>	<b>7,854</b>	<b>(3,965)</b>	<b>(5,073)</b>	<b>6,336</b>	<b>(5,878)</b>	<b>(6,851)</b>	<b>(7,342)</b>	<b>(7,769)</b>	<b>(8,158)</b>	<b>(8,534)</b>	<b>(8,910)</b>	<b>(9,286)</b>	<b>(9,661)</b>	<b>(10,034)</b>
% of Net Revenue																
Dividends paid (Dividends + Minorities)	(7,366)	(8,450)	(3,275)	(7,761)	(5,015)	(1,800)	(2,364)	(3,261)	(3,684)	(4,044)	(4,381)	(8,866)	(13,257)	(14,250)	(14,667)	(15,009)
Proceeds / (repayments) of loans, borrowings and payment of lease liabilities	457	62,675	(3,381)	(4,707)	(8,443)	(8,755)	(3,042)	(222)	(3,038)	(653)	(4,534)	(5,121)	(5,903)	(5,172)	(3,255)	(2,033)
Proceeds from the issues of share capital	5															
Share buyback	(1,000)															
Proceeds from Bud Asia IPO					5,575											
Other (incl net finance costs, other than interest)	(777)	(3,434)	(1,748)	(1,477)	(623)	2,080	262									
<b>CASH FLOW FROM FINANCING</b>	<b>(9,281)</b>	<b>50,731</b>	<b>(21,004)</b>	<b>(13,945)</b>	<b>(8,512)</b>	<b>(8,475)</b>	<b>(11,144)</b>	<b>(3,483)</b>	<b>(6,722)</b>	<b>(4,703)</b>	<b>(8,975)</b>	<b>(13,987)</b>	<b>(19,166)</b>	<b>(19,422)</b>	<b>(17,922)</b>	<b>(17,043)</b>
Others		171	(68)	(3)	(45)	(64)										
<b>CONSOLIDATED CASH FLOW</b>		<b>935</b>	<b>2,212</b>	<b>(3,250)</b>	<b>(234)</b>	<b>8,688</b>	<b>(2,629)</b>	<b>5,627</b>	<b>2,561</b>	<b>5,119</b>	<b>1,446</b>	<b>(2,807)</b>	<b>(7,374)</b>	<b>(7,179)</b>	<b>(5,300)</b>	<b>(4,108)</b>
FX Impact	(1,316)	721	(313)	(148)	398	(674)	(526)									
<b>CONSOLIDATED CASH FLOW INCLUDING FX</b>		<b>1,656</b>	<b>1,893</b>	<b>(3,398)</b>	<b>164</b>	<b>8,014</b>	<b>(3,155)</b>	<b>5,627</b>	<b>2,561</b>	<b>5,119</b>	<b>1,446</b>	<b>(2,807)</b>	<b>(7,374)</b>	<b>(7,179)</b>	<b>(5,300)</b>	<b>(4,108)</b>
<b>BoP Cash</b>		<b>6,923</b>	<b>8,579</b>	<b>10,472</b>	<b>7,074</b>	<b>7,238</b>	<b>15,252</b>	<b>12,097</b>	<b>17,725</b>	<b>20,286</b>	<b>25,405</b>	<b>26,850</b>	<b>24,043</b>	<b>16,669</b>	<b>9,490</b>	<b>4,190</b>
Change in cash		1,656	1,893	(3,398)	164	8,014	(3,155)	5,627	2,561	5,119	1,446	(2,807)	(7,374)	(7,179)	(5,300)	(4,108)
<b>EoP Cash</b>	<b>6,923</b>	<b>8,579</b>	<b>10,472</b>	<b>7,074</b>	<b>7,238</b>	<b>15,252</b>	<b>12,097</b>	<b>17,725</b>	<b>20,286</b>	<b>25,405</b>	<b>26,850</b>	<b>24,043</b>	<b>16,669</b>	<b>9,490</b>	<b>4,190</b>	<b>82</b>
<b>FCF</b>		<b>5,342</b>	<b>11,306</b>	<b>10,014</b>	<b>8,542</b>	<b>7,204</b>	<b>9,300</b>	<b>9,110</b>	<b>9,283</b>	<b>9,822</b>	<b>10,421</b>	<b>11,180</b>	<b>11,793</b>	<b>12,243</b>	<b>12,621</b>	<b>12,935</b>
% of EBITDA		27%	51%	46%	41%	42%	48%	44%	42%	42%	42%	43%	44%	44%	44%	43%

Sources: Constellation Asset Management, Euromonitor, Own Elaboration

# Excess Return

Returns	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Adjusted Net Income</b>	<b>3,395</b>	<b>6,308</b>	<b>7,992</b>	<b>6,451</b>	<b>8,089</b>	<b>3,812</b>	<b>5,725</b>	<b>6,471</b>	<b>7,311</b>	<b>8,024</b>	<b>8,693</b>	<b>9,333</b>	<b>9,820</b>	<b>10,179</b>	<b>10,476</b>	<b>10,721</b>
<b>Normalized EBIT</b>	<b>14,882</b>	<b>15,522</b>	<b>17,813</b>	<b>17,111</b>	<b>16,420</b>	<b>12,724</b>	<b>14,440</b>	<b>15,031</b>	<b>16,226</b>	<b>17,221</b>	<b>18,135</b>	<b>18,992</b>	<b>19,740</b>	<b>20,423</b>	<b>21,025</b>	<b>21,542</b>
<b>NOPAT</b>	<b>12,040</b>	<b>12,278</b>	<b>13,759</b>	<b>12,353</b>	<b>12,637</b>	<b>8,799</b>	<b>10,397</b>	<b>11,273</b>	<b>12,169</b>	<b>12,916</b>	<b>13,601</b>	<b>14,244</b>	<b>14,805</b>	<b>15,317</b>	<b>15,769</b>	<b>16,156</b>
<b>Invested Capital</b>																
Net Debt	42,543	114,164	106,027	102,840	95,804	83,311	76,733	70,884	65,285	59,507	53,467	51,154	52,618	54,625	56,670	58,745
Equity	45,719	81,425	80,220	71,904	84,553	78,351	79,340	84,168	89,622	95,608	102,093	104,893	103,911	102,384	100,813	99,204
<b>Total Capital</b>	<b>88,262</b>	<b>195,589</b>	<b>186,247</b>	<b>174,744</b>	<b>180,357</b>	<b>161,662</b>	<b>156,073</b>	<b>155,051</b>	<b>154,907</b>	<b>155,115</b>	<b>155,560</b>	<b>156,046</b>	<b>156,529</b>	<b>157,009</b>	<b>157,483</b>	<b>157,949</b>
<b>WK + PP&amp;E + Intangibles (ex. Goodwill)</b>	<b>38,280</b>	<b>58,160</b>	<b>58,982</b>	<b>58,782</b>	<b>57,746</b>	<b>54,296</b>	<b>52,119</b>	<b>51,300</b>	<b>51,208</b>	<b>51,440</b>	<b>51,921</b>	<b>52,441</b>	<b>52,963</b>	<b>53,483</b>	<b>54,000</b>	<b>54,510</b>
<b>ROE</b>	<b>20.5%</b>	<b>7.7%</b>	<b>10.0%</b>	<b>9.0%</b>	<b>9.6%</b>	<b>4.9%</b>	<b>7.2%</b>	<b>7.7%</b>	<b>8.2%</b>	<b>8.4%</b>	<b>8.5%</b>	<b>8.9%</b>	<b>9.5%</b>	<b>9.9%</b>	<b>10.4%</b>	<b>10.8%</b>
<b>ROIC - inc. Goodwill</b>	13.6%	6.3%	7.4%	7.1%	7.0%	5.4%	6.7%	7.3%	7.9%	8.3%	8.7%	9.1%	9.5%	9.8%	10.0%	10.2%
<b>ROIC - ex. Goodwill</b>		21.1%	23.3%	21.0%	21.9%	16.2%	19.9%	22.0%	23.8%	25.1%	26.2%	27.2%	28.0%	28.6%	29.2%	29.6%

Sources: Constellation Asset Management, Euromonitor, Own Elaboration

# Excess Return

Returns	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Adjusted Net Income</b>	<b>3,395</b>	<b>6,308</b>	<b>7,992</b>	<b>6,451</b>	<b>8,089</b>	<b>3,812</b>	<b>5,725</b>	<b>6,471</b>	<b>7,311</b>	<b>8,024</b>	<b>8,693</b>	<b>9,333</b>	<b>9,820</b>	<b>10,179</b>	<b>10,476</b>	<b>10,721</b>
<b>Normalized EBIT</b>	<b>14,882</b>	<b>15,522</b>	<b>17,813</b>	<b>17,111</b>	<b>16,420</b>	<b>12,724</b>	<b>14,440</b>	<b>15,031</b>	<b>16,226</b>	<b>17,221</b>	<b>18,135</b>	<b>18,992</b>	<b>19,740</b>	<b>20,423</b>	<b>21,025</b>	<b>21,542</b>
<b>NOPAT</b>	<b>12,040</b>	<b>12,278</b>	<b>13,759</b>	<b>12,353</b>	<b>12,637</b>	<b>8,799</b>	<b>10,397</b>	<b>11,273</b>	<b>12,169</b>	<b>12,916</b>	<b>13,601</b>	<b>14,244</b>	<b>14,805</b>	<b>15,317</b>	<b>15,769</b>	<b>16,156</b>
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Net Debt	42,543	114,164	106,027	102,840	95,804	83,311	76,733	70,884	65,285	59,507	53,467	51,154	52,618	54,625	56,670	58,745
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<b>Total Capital</b>	<b>88,262</b>	<b>195,589</b>	<b>186,247</b>	<b>174,744</b>	<b>180,357</b>	<b>161,662</b>	<b>156,073</b>	<b>155,051</b>	<b>154,907</b>	<b>155,115</b>	<b>155,560</b>	<b>156,046</b>	<b>156,529</b>	<b>157,009</b>	<b>157,483</b>	<b>157,949</b>
<b>WK + PP&amp;E + Intangibles (ex. Goodwill)</b>	<b>38,280</b>	<b>58,160</b>	<b>58,982</b>	<b>58,782</b>	<b>57,746</b>	<b>54,296</b>	<b>52,119</b>	<b>51,300</b>	<b>51,208</b>	<b>51,440</b>	<b>51,921</b>	<b>52,441</b>	<b>52,963</b>	<b>53,483</b>	<b>54,000</b>	<b>54,510</b>
<b>ROE</b>	<b>20.5%</b>	<b>7.7%</b>	<b>10.0%</b>	<b>9.0%</b>	<b>9.6%</b>	<b>4.9%</b>	<b>7.2%</b>	<b>7.7%</b>	<b>8.2%</b>	<b>8.4%</b>	<b>8.5%</b>	<b>8.9%</b>	<b>9.5%</b>	<b>9.9%</b>	<b>10.4%</b>	<b>10.8%</b>
<b>ROIC - inc. Goodwill</b>	13.6%	6.3%	7.4%	7.1%	7.0%	5.4%	6.7%	7.3%	7.9%	8.3%	8.7%	9.1%	9.5%	9.8%	10.0%	10.2%
<b>ROIC - ex. Goodwill</b>		21.1%	23.3%	21.0%	21.9%	16.2%	19.9%	22.0%	23.8%	25.1%	26.2%	27.2%	28.0%	28.6%	29.2%	29.6%

Sources: Constellation Asset Management, Euromonitor, Own Elaboration



# Geography SOTP: North America

North America	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Total Volume '000hl</b>	<b>118,151</b>	<b>116,890</b>	<b>113,436</b>	<b>110,726</b>	<b>108,133</b>	<b>106,846</b>	<b>106,365</b>	<b>106,365</b>	<b>106,365</b>	<b>107,072</b>	<b>107,215</b>	<b>107,393</b>	<b>107,608</b>	<b>107,859</b>	<b>108,147</b>	<b>108,471</b>
y-o-y		-1%	-2%	-2%	-2%	-1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Organic growth ('000hl)			(3,817)	(2,846)	(2,643)	(1,525)	47	-	-	107	143	179	215	251	288	324
y-o-y			-3%	-2%	-2%	-1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Scope		423	76	76	50	238	72	-	-	-	-	-	-	-	-	-
y-o-y			0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Revenue</b>	<b>15,603</b>	<b>15,698</b>	<b>15,587</b>	<b>15,504</b>	<b>15,488</b>	<b>15,622</b>	<b>16,257</b>	<b>17,037</b>	<b>17,480</b>	<b>17,981</b>	<b>18,437</b>	<b>18,874</b>	<b>19,328</b>	<b>19,799</b>	<b>20,288</b>	<b>20,797</b>
y-o-y		0%	-0%	-0%	-0%	0%	4%	4%	2%	2%	2%	2%	2%	2%	2%	2%
Organic growth			(278)	(117)	25	114	507	780	443	500	456	437	454	471	490	509
y-o-y			-1%	-0%	0%	0%	3%	4%	2%	2%	2%	2%	2%	2%	2%	2%
FX impact			22	13	(43)	(23)	144	-	-	-	-	-	-	-	-	-
y-o-y			0%	0%	-0%	-0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Scope		145	21	8	43	(16)	-	-	-	-	-	-	-	-	-	-
y-o-y			0%	0%	0%	0%	-0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Revenue/hl	132.1	134.3	137.3	140.0	143.2	146.2	152.0	159.3	163.4	167.9	172.0	175.7	179.6	183.6	187.6	191.7
y-o-y		1%	2%	2%	2%	2%	3%	4%	2%	2%	2%	2%	2%	2%	2%	2%
Price/mix effect			1%	1%	1%	1%	3%	4%	2%	2%	2%	2%	2%	2%	2%	2%
<b>COGS</b>	<b>(6,122)</b>	<b>(5,858)</b>	<b>(5,777)</b>	<b>(5,765)</b>	<b>(5,791)</b>	<b>(5,870)</b>	<b>(6,185)</b>	<b>(6,556)</b>	<b>(6,727)</b>	<b>(6,888)</b>	<b>(7,035)</b>	<b>(7,188)</b>	<b>(7,346)</b>	<b>(7,511)</b>	<b>(7,681)</b>	<b>(7,859)</b>
y-o-y		-4%	-1%	-0%	0%	1%	5%	6%	2%	2%	2%	2%	2%	2%	2%	2%
% of revenues	39.2%	37.3%	37.1%	37.2%	37.4%	37.6%	38.0%	38.5%	38.5%	38.3%	38.2%	38.1%	38.0%	37.9%	37.9%	37.8%
COGS/hl	(51.8)	(50.1)	(50.9)	(52.1)	(53.6)	(54.9)	(57.8)	(61.3)	(62.9)	(64.3)	(65.6)	(66.9)	(68.3)	(69.6)	(71.0)	(72.4)
y-o-y		-3%	1%	2%	2%	2%	5%	6%	2%	2%	2%	2%	2%	2%	2%	2%
Inflation (North America)	0.3%	1.4%	2.3%	2.6%	1.3%	1.3%	4.7%	6.0%	2.6%	2.3%	-	-	-	-	-	-
<b>Gross profit</b>	<b>9,481</b>	<b>9,840</b>	<b>9,810</b>	<b>9,739</b>	<b>9,697</b>	<b>9,752</b>	<b>10,072</b>	<b>10,481</b>	<b>10,754</b>	<b>11,093</b>	<b>11,402</b>	<b>11,686</b>	<b>11,981</b>	<b>12,288</b>	<b>12,607</b>	<b>12,938</b>
y-o-y		3%	-0%	-0%	-0%	0%	3%	4%	2%	3%	2%	2%	2%	2%	2%	2%
Gross margin	60.8%	62.7%	62.8%	62.8%	62.6%	62.4%	62.0%	61%	61%	61%	61%	61%	61%	61%	61%	61%
<b>SG&amp;A</b>	<b>(4,113)</b>	<b>(4,438)</b>	<b>(4,361)</b>	<b>(4,413)</b>	<b>(4,373)</b>	<b>(4,369)</b>	<b>(4,769)</b>	<b>(5,026)</b>	<b>(4,984)</b>	<b>(5,127)</b>	<b>(5,257)</b>	<b>(5,381)</b>	<b>(5,511)</b>	<b>(5,645)</b>	<b>(5,785)</b>	<b>(5,930)</b>
y-o-y		7%	-1%	1%	-0%	-0%	9%	5%	-0%	2%	2%	2%	2%	2%	2%	2%
% of revenues	26.3%	28.0%	28.0%	28.5%	28.2%	28.0%	29.3%	29.5%	28.5%	28.5%	28.5%	28.5%	28.5%	28.5%	28.5%	28.5%

Sources: Constellation Asset Management, Euromonitor, Own Elaboration

# Geography SOTP: Middle Americas

Middle Americas	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Total Volume '000hl</b>	<b>70,205</b>	<b>116,667</b>	<b>122,897</b>	<b>128,803</b>	<b>133,537</b>	<b>120,800</b>	<b>141,447</b>	<b>148,519</b>	<b>154,460</b>	<b>160,418</b>	<b>166,376</b>	<b>172,318</b>	<b>178,226</b>	<b>184,082</b>	<b>189,868</b>	<b>195,564</b>
yoy		65.6%	5.6%	4.6%	3.7%	-9.5%	17.1%	5.0%	4.0%	3.5%	3.7%	3.6%	3.4%	3.3%	3.1%	3.0%
Organic growth ('000hl)			1,908	4,321	4,888	(13,810)	20,648	7,072	5,341	5,358	5,358	5,342	5,308	5,856	5,785	5,636
yoy			1.6%	4.6%	5.6%	-10.3%	15.1%	5.0%	4.0%	3.7%	3.7%	3.6%	3.4%	3.3%	3.1%	3.0%
Scope			2,322	385	(154)	1,073	(1)									
yoy			2.0%	0.8%	-0.1%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Revenue</b>	<b>6,395</b>	<b>9,740</b>	<b>10,719</b>	<b>11,614</b>	<b>11,912</b>	<b>10,032</b>	<b>12,541</b>	<b>14,141</b>	<b>15,660</b>	<b>16,705</b>	<b>17,651</b>	<b>18,625</b>	<b>19,625</b>	<b>20,650</b>	<b>21,697</b>	<b>22,766</b>
yoy		52.5%	10.1%	8.5%	2.6%	-15.6%	25.6%	12.8%	10.7%	6.7%	5.7%	5.5%	5.4%	5.2%	5.1%	4.9%
Organic growth			751	1,039	824	(1,128)	2,488	1,788	1,730	1,280	1,197	1,239	1,279	1,319	1,357	1,334
yoy			7.7%	9.7%	7.1%	-9.5%	34.6%	14.3%	12.2%	8.2%	7.2%	7.0%	6.9%	6.7%	6.6%	6.4%
FX impact			(19)	(153)	(380)	(777)	16	(188)	(212)	(235)	(251)	(265)	(279)	(294)	(310)	(325)
yoy			-0.3%	-1.4%	-3.2%	-6.5%	0.2%	-1.3%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%
Scope			246	3	(146)	25	5									
yoy			2.5%	0.1%	-1.3%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Revenue/hl	91.1	82.1	87.2	90.2	89.2	83.0	88.7	95.2	101.4	104.1	106.1	108.1	110.1	112.2	114.3	116.4
yoy		-9.9%	6.3%	3.4%	-1.1%	-6.9%	6.6%	7.4%	6.5%	2.7%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
Price/mix effect			6.0%	5.5%	5.2%	1.0%	6.6%	6.6%	7.9%	4.2%	3.0%	3.3%	3.3%	3.3%	3.3%	3.3%
<b>COGS</b>	<b>(1,955)</b>	<b>(3,007)</b>	<b>(3,195)</b>	<b>(3,336)</b>	<b>(3,549)</b>	<b>(3,331)</b>	<b>(4,428)</b>	<b>(5,235)</b>	<b>(5,924)</b>	<b>(6,396)</b>	<b>(6,844)</b>	<b>(7,313)</b>	<b>(7,803)</b>	<b>(8,315)</b>	<b>(8,848)</b>	<b>(9,402)</b>
yoy		53.6%	6.3%	4.4%	6.4%	-6.1%	32.8%	16.2%	15.2%	8.0%	7.0%	6.9%	6.7%	6.6%	6.4%	6.3%
% of revenues	30.6%	30.9%	29.8%	28.7%	29.8%	33.2%	35.3%	37.0%	37.8%	38.3%	38.8%	39.3%	39.8%	40.3%	40.8%	41.3%
COGS/hl	(27.8)	(25.3)	(26.0)	(25.9)	(26.6)	(27.6)	(31.3)	(35.2)	(38.4)	(39.3)	(41.1)	(42.4)	(43.8)	(45.2)	(46.6)	(48.1)
yoy		-9.0%	2.6%	-0.4%	2.6%	3.6%	15.5%	12.6%	8.6%	4.0%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%
Inflation (Latin America)	10.3%	11.6%	6.5%	7.4%	9.6%	2.8%	6.2%	12.6%	8.8%							
<b>Gross profit</b>	<b>4,440</b>	<b>6,733</b>	<b>7,524</b>	<b>8,278</b>	<b>8,363</b>	<b>6,701</b>	<b>8,113</b>	<b>8,906</b>	<b>9,736</b>	<b>10,309</b>	<b>10,808</b>	<b>11,312</b>	<b>11,822</b>	<b>12,335</b>	<b>12,850</b>	<b>13,365</b>
yoy		51.6%	11.7%	10.0%	1.0%	-15.9%	21.1%	9.6%	8.5%	5.9%	4.6%	4.7%	4.5%	4.3%	4.2%	4.0%
Gross margin	69.4%	69.1%	70.2%	71.3%	70.2%	66.8%	64.7%	63.0%	62.2%	61.7%	61.2%	60.7%	60.2%	59.7%	59.2%	58.7%
<b>SG&amp;A</b>	<b>(2,170)</b>	<b>(3,140)</b>	<b>(3,292)</b>	<b>(3,176)</b>	<b>(3,051)</b>	<b>(2,710)</b>	<b>(3,149)</b>	<b>(3,664)</b>	<b>(4,058)</b>	<b>(4,329)</b>	<b>(4,574)</b>	<b>(4,826)</b>	<b>(5,085)</b>	<b>(5,351)</b>	<b>(5,622)</b>	<b>(5,899)</b>
yoy		44.7%	4.8%	-3.5%	-3.9%	-11.2%	16.2%	16.4%	8.7%	6.7%	5.7%	5.5%	5.4%	5.2%	5.1%	4.9%
% of revenues	33.3%	32.2%	30.7%	27.3%	25.6%	27.0%	25.1%	25.9%	25.3%	25.3%	25.3%	25.3%	25.3%	25.3%	25.3%	25.3%

Sources: Constellation Asset Management, Euromonitor, Own Elaboration

# Geography SOTP: Middle Americas

Middle Americas	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Total Volume '000hl</b>	<b>70,205</b>	<b>116,667</b>	<b>122,897</b>	<b>128,803</b>	<b>133,537</b>	<b>120,800</b>	<b>141,447</b>	<b>148,519</b>	<b>154,460</b>	<b>160,418</b>	<b>166,376</b>	<b>172,318</b>	<b>178,226</b>	<b>184,082</b>	<b>189,868</b>	<b>195,564</b>
yoy		65.6%	5.6%	4.6%	3.7%	-9.5%	17.1%	5.0%	4.0%	3.5%	3.7%	3.6%	3.4%	3.3%	3.1%	3.0%
Organic growth ('000hl)		1,908	4,321	4,888	4,888	(13,810)	20,648	7,072	5,341	5,358	5,358	5,342	5,308	5,856	5,785	5,636
yoy		1.6%	4.6%	3.6%	-10.3%	17.1%	5.0%	4.0%	3.5%	3.7%	3.6%	3.4%	3.3%	3.1%	3.0%	2.9%
Scope		2,322	385	(154)	1,073	(1)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
yoy		2.0%	0.8%	-0.1%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Revenue</b>	<b>6,395</b>	<b>9,740</b>	<b>10,719</b>	<b>11,614</b>	<b>11,912</b>	<b>10,032</b>	<b>12,541</b>	<b>14,141</b>	<b>15,660</b>	<b>16,705</b>	<b>17,651</b>	<b>18,625</b>	<b>19,625</b>	<b>20,650</b>	<b>21,697</b>	<b>22,766</b>
yoy		52.5%	10.1%	8.5%	2.6%	-15.6%	25.6%	12.8%	10.7%	6.7%	5.7%	5.5%	5.4%	5.2%	5.1%	4.9%
Organic growth		751	1,039	824	(1,128)	2,488	1,788	1,730	1,280	1,197	1,239	1,239	1,279	1,319	1,357	1,394
yoy		7.7%	3.7%	7.1%	-9.5%	34.6%	14.3%	12.2%	8.2%	7.2%	7.0%	6.9%	6.7%	6.6%	6.4%	6.4%
FX impact		(19)	(153)	(380)	(777)	16	(188)	(212)	(235)	(251)	(265)	(279)	(294)	(310)	(324)	(325)
yoy		-0.3%	-1.4%	-3.2%	-6.5%	0.2%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%
Scope		246	3	(146)	25	5	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
yoy		2.5%	0.1%	-1.3%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Revenue/hl		91.1	82.1	87.2	90.2	83.2	89.1	95.2	101.4	104.1	106.1	108.1	110.1	112.2	114.3	116.4
yoy		-9.9%	6.5%	3.4%	-1.1%	-6.9%	6.6%	7.4%	6.5%	2.7%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
Price/mix effect		6.0%	5.5%	5.2%	1.0%	6.6%	6.6%	6.6%	7.9%	4.2%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
<b>COGS</b>	<b>(1,955)</b>	<b>(3,007)</b>	<b>(3,195)</b>	<b>(3,336)</b>	<b>(3,549)</b>	<b>(3,331)</b>	<b>(4,428)</b>	<b>(5,235)</b>	<b>(5,924)</b>	<b>(6,396)</b>	<b>(6,844)</b>	<b>(7,313)</b>	<b>(7,803)</b>	<b>(8,315)</b>	<b>(8,848)</b>	<b>(9,402)</b>
yoy		53.6%	6.3%	4.4%	6.4%	-6.1%	32.8%	16.2%	15.2%	8.0%	7.0%	6.9%	6.7%	6.6%	6.4%	6.3%
% of revenues		30.6%	30.9%	29.8%	28.7%	29.8%	35.3%	37.0%	37.8%	38.3%	38.8%	39.3%	39.8%	40.3%	40.8%	41.3%
COGS/hl		(27.8)	(25.3)	(26.0)	(25.3)	(26.6)	(31.3)	(35.2)	(38.4)	(39.3)	(41.1)	(42.4)	(43.8)	(45.2)	(46.6)	(48.1)
yoy		-9.0%	2.6%	-0.4%	2.6%	3.6%	15.5%	12.6%	8.6%	4.0%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%
Inflation (Latin America)		10.3%	11.6%	6.5%	7.4%	9.6%	6.2%	12.6%	8.8%							
<b>Gross profit</b>	<b>4,440</b>	<b>6,733</b>	<b>7,524</b>	<b>8,278</b>	<b>8,363</b>	<b>6,701</b>	<b>8,113</b>	<b>8,906</b>	<b>9,736</b>	<b>10,309</b>	<b>10,808</b>	<b>11,312</b>	<b>11,822</b>	<b>12,335</b>	<b>12,850</b>	<b>13,365</b>
yoy		51.6%	11.7%	10.0%	1.0%	-15.9%	21.1%	9.6%	8.5%	5.9%	4.6%	4.7%	4.5%	4.3%	4.2%	4.0%
Gross margin		69.4%	69.1%	70.2%	71.3%	70.2%	64.7%	63.0%	62.2%	61.7%	61.2%	60.7%	60.2%	59.7%	59.2%	58.7%
<b>SG&amp;A</b>	<b>(2,170)</b>	<b>(3,140)</b>	<b>(3,292)</b>	<b>(3,176)</b>	<b>(3,051)</b>	<b>(2,710)</b>	<b>(3,149)</b>	<b>(3,664)</b>	<b>(4,058)</b>	<b>(4,329)</b>	<b>(4,574)</b>	<b>(4,826)</b>	<b>(5,085)</b>	<b>(5,351)</b>	<b>(5,622)</b>	<b>(5,899)</b>
yoy		44.7%	4.8%	-3.5%	-3.9%	-11.2%	16.2%	16.4%	6.7%	5.7%	5.3%	5.3%	5.3%	5.3%	5.3%	4.9%
% of revenues		33.3%	32.2%	30.7%	27.3%	25.6%	25.1%	25.9%	25.3%	25.3%	25.3%	25.3%	25.3%	25.3%	25.3%	25.3%

Model

Sources: Constellation Asset Management, Euromonitor, Own Elaboration

# Geography SOTP: South America

South America	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Total Volume '000M</b>	<b>150,268</b>	<b>139,896</b>	<b>140,422</b>	<b>135,618</b>	<b>139,664</b>	<b>144,209</b>	<b>156,622</b>	<b>164,289</b>	<b>167,575</b>	<b>170,926</b>	<b>174,345</b>	<b>177,832</b>	<b>181,388</b>	<b>185,016</b>	<b>188,716</b>	<b>192,431</b>
y-o-y		-6.5%	0.4%	-3.4%	3.0%	3.3%	8.6%	4.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Organic growth ('000M)			1,303	(5,002)	3,857	4,452	12,480	7,667	3,286	3,351	3,419	3,487	3,557	3,628	3,700	3,774
y-o-y		0.9%	-5.4%	2.9%	3.2%	8.7%	4.9%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Scope			(777)	198	189	93	(67)	-	-	-	-	-	-	-	-	-
y-o-y			-0.6%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Revenue</b>	<b>11,281</b>	<b>10,145</b>	<b>11,613</b>	<b>10,239</b>	<b>9,791</b>	<b>8,092</b>	<b>9,494</b>	<b>10,265</b>	<b>11,032</b>	<b>11,864</b>	<b>12,758</b>	<b>13,622</b>	<b>14,449</b>	<b>15,237</b>	<b>15,982</b>	<b>16,683</b>
y-o-y		-10.1%	14.5%	-11.6%	-4.4%	-17.4%	15.5%	8.1%	7.5%	7.5%	6.8%	6.1%	5.5%	4.8%	4.4%	4.4%
Organic growth			1,244	757	924	724	2,116	1,070	931	1,072	1,153	1,141	1,124	1,102	1,076	1,048
y-o-y			12.3%	6.5%	9.0%	7.4%	26.1%	11.3%	9.7%	9.7%	8.3%	8.3%	7.6%	7.1%	6.6%	6.6%
FX impact			321	(2,025)	(1,383)	(2,305)	(653)	(239)	(244)	(258)	(278)	(278)	(287)	(314)	(331)	(347)
y-o-y			3.2%	-17.4%	-15.5%	-23.5%	-6.1%	-2.2%	-2.2%	-2.2%	-2.2%	-2.2%	-2.2%	-2.2%	-2.2%	-2.2%
Scope			(97)	(106)	11	(118)	(61)	-	-	-	-	-	-	-	-	-
y-o-y			-0.9%	-0.9%	0.1%	-1.2%	-0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Revenue/kl	75.1	72.5	82.7	75.5	70.1	56.1	60.6	62.5	65.8	69.4	73.2	76.6	79.7	82.4	84.7	86.7
y-o-y		-3.4%	14.0%	-6.7%	-7.1%	-20.0%	8.0%	3.1%	5.4%	5.4%	4.7%	4.7%	4.0%	3.4%	2.8%	2.5%
Price/mix effect			11.2%	10.5%	6.0%	4.1%	16.1%	6.1%	7.5%	7.6%	7.6%	6.6%	6.1%	5.5%	5.0%	4.5%
<b>COGS</b>	<b>(3,802)</b>	<b>(3,693)</b>	<b>(4,389)</b>	<b>(3,842)</b>	<b>(4,009)</b>	<b>(3,786)</b>	<b>(4,763)</b>	<b>(5,376)</b>	<b>(5,708)</b>	<b>(6,036)</b>	<b>(6,383)</b>	<b>(6,750)</b>	<b>(7,138)</b>	<b>(7,548)</b>	<b>(7,982)</b>	<b>(8,441)</b>
y-o-y		-3.5%	18.8%	-12.5%	-4.5%	-5.6%	25.8%	12.9%	6.2%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%
% of revenues	33.1%	36.4%	37.8%	37.5%	40.9%	46.8%	50.2%	52.4%	51.7%	50.9%	50.0%	49.6%	49.4%	49.5%	49.3%	50.6%
COGS/kl	(25.3)	(26.4)	(31.3)	(28.3)	(28.7)	(26.3)	(30.4)	(32.7)	(34.1)	(35.3)	(36.6)	(38.0)	(39.4)	(40.8)	(42.3)	(43.3)
y-o-y			3%	4%	4%	4%	8%	8%	4%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%
Inflation (Brazil)																
<b>Gross profit</b>	<b>7,480</b>	<b>6,452</b>	<b>7,225</b>	<b>6,397</b>	<b>5,782</b>	<b>4,306</b>	<b>4,731</b>	<b>4,889</b>	<b>5,324</b>	<b>5,827</b>	<b>6,375</b>	<b>6,872</b>	<b>7,311</b>	<b>7,688</b>	<b>8,000</b>	<b>8,242</b>
y-o-y		-13.7%	12.0%	-11.5%	-8.6%	-25.5%	9.8%	3.3%	8.9%	9.5%	9.4%	7.8%	6.4%	5.2%	4.0%	3.0%
Gross margin	66.3%	63.6%	62.2%	62.5%	59.1%	53.2%	49.8%	47.6%	48.3%	49.1%	50.0%	50.4%	50.6%	50.5%	50.1%	49.4%
<b>SG&amp;A</b>	<b>(3,193)</b>	<b>(3,111)</b>	<b>(3,429)</b>	<b>(2,976)</b>	<b>(2,792)</b>	<b>(2,417)</b>	<b>(2,762)</b>	<b>(2,993)</b>	<b>(3,217)</b>	<b>(3,459)</b>	<b>(3,720)</b>	<b>(3,972)</b>	<b>(4,219)</b>	<b>(4,443)</b>	<b>(4,660)</b>	<b>(4,865)</b>
y-o-y		-2.7%	10.2%	-15.2%	-6.2%	-15.4%	14.5%	8.4%	7.5%	7.5%	7.5%	6.8%	6.1%	5.5%	4.5%	4.4%
% of revenues	27.8%	30.7%	29.5%	29.1%	28.5%	29.3%	29.1%	29.2%	29.2%	29.2%	29.2%	29.2%	29.2%	29.2%	29.2%	29.2%
<b>Other operating income/expenses</b>	<b>580</b>	<b>352</b>	<b>354</b>	<b>268</b>	<b>201</b>	<b>521</b>	<b>397</b>	<b>434</b>	<b>466</b>	<b>501</b>	<b>539</b>	<b>575</b>	<b>610</b>	<b>644</b>	<b>675</b>	<b>705</b>
y-o-y		-39.5%	0.7%	-24.4%	-35.0%	159.2%	-25.6%	9.2%	7.5%	7.5%	6.6%	6.1%	5.5%	4.9%	4.4%	4.4%
% of revenues	5.1%	3.5%	3.1%	2.6%	2.1%	6.4%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%

Sources: Constellation Asset Management, Euromonitor, Own Elaboration

# Geography SOTP: EMEA

EMEA	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Total Volume '000hl</b>	<b>63,158</b>	<b>134,821</b>	<b>131,692</b>	<b>87,135</b>	<b>85,888</b>	<b>76,207</b>	<b>86,707</b>	<b>91,042</b>	<b>94,684</b>	<b>97,525</b>	<b>100,450</b>	<b>102,459</b>	<b>104,508</b>	<b>106,539</b>	<b>108,731</b>	<b>110,905</b>
y-o-y			-2.3%	-33.8%	-1.4%	-11.3%	13.8%	5.0%	4.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Organic growth ('000hl)			1,021	1,929	2,825	(9,566)	10,775	4,335	3,642	2,841	2,926	2,003	2,049	2,090	2,132	2,175
y-o-y			0.8%	1.5%	3.2%	-11.1%	14.1%	5.0%	4.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Scope			(4,156)	(46,486)	(4,072)	(115)	(275)									
y-o-y			-5.1%	-55.3%	-4.7%	-0.1%	-0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Revenue</b>	<b>5,638</b>	<b>9,700</b>	<b>10,344</b>	<b>8,368</b>	<b>7,911</b>	<b>6,835</b>	<b>8,032</b>	<b>9,224</b>	<b>10,157</b>	<b>10,936</b>	<b>11,474</b>	<b>11,920</b>	<b>12,384</b>	<b>12,866</b>	<b>13,366</b>	<b>13,886</b>
y-o-y			6.6%	-19.1%	-5.5%	-15.6%	17.5%	14.6%	10.1%	7.7%	4.3%	3.9%	3.9%	3.9%	3.9%	3.9%
Organic growth			566	319	281	(835)	1,184	1,353	1,025	880	647	561	583	606	629	654
y-o-y			5.8%	3.1%	3.4%	-10.6%	17.3%	16.6%	11.1%	8.7%	5.9%	4.9%	4.9%	4.9%	4.9%	4.9%
FX impact			208	163	(529)	(234)	377	(161)	(32)	(102)	(109)	(115)	(119)	(124)	(129)	(134)
y-o-y			2.1%	1.6%	-6.3%	-3.0%	5.5%	-2.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%
Scope			(130)	(2,458)	(209)	(7)	(364)									
y-o-y			-1.5%	-28.6%	-2.5%	-0.1%	-5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Revenue/hl	81.5	71.9	78.5	96.0	92.1	89.7	92.6	101.3	107.3	112.1	114.2	116.3	118.5	120.7	122.9	125.2
y-o-y			-11.7%	9.2%	-2.2%	-4.1%	-2.6%	3.3%	5.4%	4.5%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
Pricemix effect			5.0%	1.6%	0.1%	0.7%	2.6%	11.5%	6.6%	5.5%	2.6%	2.6%	2.6%	2.6%	2.6%	2.6%
<b>COGS</b>	<b>(2,348)</b>	<b>(4,381)</b>	<b>(4,609)</b>	<b>(3,473)</b>	<b>(3,506)</b>	<b>(3,394)</b>	<b>(3,793)</b>	<b>(4,544)</b>	<b>(5,085)</b>	<b>(5,496)</b>	<b>(5,800)</b>	<b>(6,062)</b>	<b>(6,336)</b>	<b>(6,622)</b>	<b>(6,920)</b>	<b>(7,233)</b>
y-o-y			86.6%	4.3%	-24.6%	1.0%	-3.2%	11.8%	15.8%	11.9%	5.1%	4.5%	4.5%	4.5%	4.5%	4.5%
% of revenues	41.6%	45.2%	44.6%	41.5%	44.3%	49.7%	47.2%	49.3%	50.1%	50.3%	50.6%	50.9%	51.2%	51.5%	51.8%	52.1%
COGS/hl	(34.0)	(32.5)	(35.0)	(39.9)	(40.8)	(44.5)	(43.7)	(49.3)	(53.7)	(56.4)	(57.7)	(59.2)	(60.6)	(62.1)	(63.6)	(65.2)
y-o-y			-4.3%	7.7%	15.3%	2.4%	3.1%	-1.8%	14.1%	7.6%	4.9%	2.5%	2.5%	2.5%	2.5%	2.5%
Inflation (EMEA)	8.3%	5.8%	5.8%	5.8%	6.0%	5.1%	8.3%	14.1%	7.6%							
<b>Gross profit</b>	<b>3,290</b>	<b>5,319</b>	<b>5,735</b>	<b>4,895</b>	<b>4,405</b>	<b>3,441</b>	<b>4,239</b>	<b>4,680</b>	<b>5,072</b>	<b>5,440</b>	<b>5,673</b>	<b>5,858</b>	<b>6,048</b>	<b>6,244</b>	<b>6,446</b>	<b>6,653</b>
y-o-y			61.7%	7.8%	-10.0%	-21.9%	23.2%	10.4%	8.4%	7.5%	4.3%	3.3%	3.2%	3.2%	3.2%	3.2%
Gross margin	58.4%	54.8%	55.4%	58.5%	55.7%	50.3%	52.8%	50.7%	49.3%	49.7%	49.4%	49.1%	48.8%	48.5%	48.2%	47.9%
<b>SG&amp;A</b>	<b>(2,017)</b>	<b>(3,197)</b>	<b>(3,336)</b>	<b>(2,878)</b>	<b>(2,862)</b>	<b>(2,696)</b>	<b>(2,855)</b>	<b>(3,418)</b>	<b>(3,764)</b>	<b>(4,052)</b>	<b>(4,252)</b>	<b>(4,417)</b>	<b>(4,589)</b>	<b>(4,767)</b>	<b>(4,953)</b>	<b>(5,146)</b>
y-o-y			58.5%	4.3%	-15.7%	-0.6%	-5.6%	15.7%	10.1%	7.7%	4.9%	3.9%	3.9%	3.9%	3.9%	3.9%
% of revenues	35.8%	33.0%	32.3%	34.4%	36.2%	39.4%	35.5%	37.6%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%	37.1%

Sources: Constellation Asset Management, Euromonitor, Own Elaboration

# Geography SOTP: Asia Pacific

Asia Pacific	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Total Volume *000M</b>	<b>93,203</b>	<b>101,320</b>	<b>101,986</b>	<b>96,116</b>	<b>93,168</b>	<b>81,649</b>	<b>88,379</b>	<b>94,499</b>	<b>98,478</b>	<b>101,925</b>	<b>105,407</b>	<b>108,921</b>	<b>112,461</b>	<b>116,022</b>	<b>119,599</b>	<b>123,187</b>
Organic growth ('000hl)		578	518	2,185	(2,814)	(11,457)	6,730	6,120	3,979	3,447	3,482	3,514	3,540	3,561	3,577	3,588
Scope		148	(8,055)	(134)	(62)											
<b>Revenue</b>	<b>6,220</b>	<b>7,250</b>	<b>7,804</b>	<b>6,735</b>	<b>6,543</b>	<b>5,648</b>	<b>6,848</b>	<b>7,743</b>	<b>8,315</b>	<b>8,837</b>	<b>9,353</b>	<b>9,857</b>	<b>10,344</b>	<b>10,810</b>	<b>11,248</b>	<b>11,655</b>
Organic growth		546	473	130	(832)	826	860	724	685	689	687	681	668	651	627	627
FX impact		(36)	155	(314)	(66)	(420)	35	(152)	(163)	(173)	(183)	(193)	(203)	(212)	(221)	(221)
Scope		44	(1,697)	(8)	3	(46)										
Revenue/hl	66.7	71.6	76.5	70.1	70.2	69.2	77.5	81.9	84.4	86.7	88.7	90.5	92.0	93.2	94.1	94.6
Price/mix effect		7.2%	7.0%	5.6%	5.0%	-0.5%	5.9%	5.5%	4.9%	4.6%	4.2%	3.9%	3.5%	3.2%	2.8%	2.5%
<b>COGS</b>	<b>(2,993)</b>	<b>(3,293)</b>	<b>(3,201)</b>	<b>(3,098)</b>	<b>(2,919)</b>	<b>(2,605)</b>	<b>(3,048)</b>	<b>(3,344)</b>	<b>(3,565)</b>	<b>(3,774)</b>	<b>(3,971)</b>	<b>(4,174)</b>	<b>(4,384)</b>	<b>(4,601)</b>	<b>(4,824)</b>	<b>(5,055)</b>
% of revenues	48.1%	45.4%	41.0%	46.0%	44.6%	46.1%	44.5%	43.2%	42.9%	42.7%	42.5%	42.3%	42.4%	42.6%	42.9%	43.4%
COGS/M	(32.1)	(32.5)	(31.4)	(32.2)	(31.3)	(31.9)	(34.5)	(35.4)	(36.2)	(37.0)	(37.7)	(38.3)	(39.0)	(39.7)	(40.3)	(41.0)
Inflation (APAC)		1.7%	1.8%	2.1%	2.3%	2.2%	1.5%	2.6%	2.3%	2.3%						
<b>Gross profit</b>	<b>3,227</b>	<b>3,957</b>	<b>4,603</b>	<b>3,637</b>	<b>3,624</b>	<b>3,043</b>	<b>3,800</b>	<b>4,399</b>	<b>4,750</b>	<b>5,063</b>	<b>5,382</b>	<b>5,683</b>	<b>5,960</b>	<b>6,209</b>	<b>6,424</b>	<b>6,600</b>
Gross margin	51.9%	54.6%	59.0%	54.0%	55.4%	53.9%	55.5%	56.8%	57.1%	57.3%	57.5%	57.6%	57.4%	57.4%	57.1%	56.6%
<b>SG&amp;A</b>	<b>(2,380)</b>	<b>(2,747)</b>	<b>(2,735)</b>	<b>(2,216)</b>	<b>(2,216)</b>	<b>(2,037)</b>	<b>(2,330)</b>	<b>(2,711)</b>	<b>(2,911)</b>	<b>(3,094)</b>	<b>(3,274)</b>	<b>(3,451)</b>	<b>(3,621)</b>	<b>(3,784)</b>	<b>(3,938)</b>	<b>(4,080)</b>
% of revenues	38.3%	37.9%	35.0%	34.8%	33.9%	37.1%	34.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%
<b>Other operating income/expenses</b>	<b>148</b>	<b>163</b>	<b>168</b>	<b>154</b>	<b>230</b>	<b>146</b>	<b>139</b>	<b>210</b>	<b>225</b>	<b>239</b>	<b>253</b>	<b>267</b>	<b>280</b>	<b>293</b>	<b>305</b>	<b>316</b>
% of revenues	2.4%	2.2%	2.2%	2.3%	3.5%	2.6%	2.0%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%

Sources: Constellation Asset Management, Euromonitor, Own Elaboration

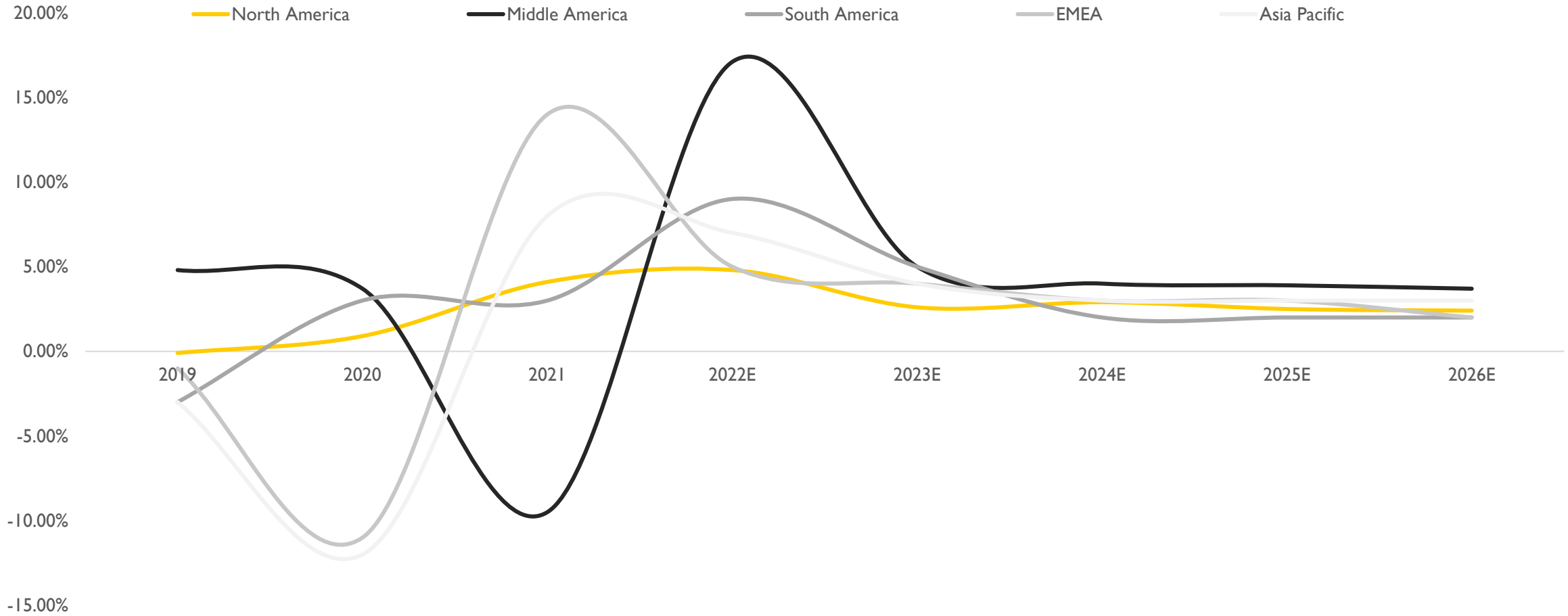
# Geography SOTP: Global Exports

Global Export and Holding companies	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Total Volume '000hl</b>	<b>2,522</b>	<b>1,939</b>	<b>754</b>	<b>1,422</b>	<b>1,036</b>	<b>933</b>	<b>1,558</b>	<b>1,574</b>	<b>1,589</b>	<b>1,605</b>	<b>1,621</b>	<b>1,637</b>	<b>1,654</b>	<b>1,670</b>	<b>1,687</b>	<b>1,704</b>
YoY		-23.1%	-61.1%	88.5%	-27.1%	-9.5%	67.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Organic growth ('000hl)			63	(13)	35	(48)	239	16	16	16	16	16	16	17	17	17
YoY			3.6%	-1.7%	6.7%	-4.6%	32.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Scope			(1,254)	661	(461)	(55)	326	-	-	-	-	-	-	-	-	-
YoY			-64.7%	90.2%	-53.6%	-5.3%	34.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Revenue</b>	<b>1,582</b>	<b>1,218</b>	<b>332</b>	<b>582</b>	<b>687</b>	<b>652</b>	<b>1,133</b>	<b>1,166</b>	<b>1,200</b>	<b>1,235</b>	<b>1,271</b>	<b>1,308</b>	<b>1,346</b>	<b>1,385</b>	<b>1,425</b>	<b>1,467</b>
YoY		-23.0%	-72.6%	75.3%	15.0%	-5.1%	73.6%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Organic growth			(58)	41	84	(28)	169	33	34	35	36	37	38	39	40	42
YoY			-4.6%	12.3%	14.4%	-4.1%	25.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
FX impact			-	(5)	(8)	(7)	22	-	-	-	-	-	-	-	-	-
YoY			0.0%	-1.5%	-1.4%	-1.0%	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Scope			(828)	214	29	-	290	-	-	-	-	-	-	-	-	-
YoY			-66.0%	64.5%	5.0%	0.0%	44.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Revenue/hl	627.3	628.4	440.1	409.3	663.1	698.8	727.2	741.0	755.0	769.3	783.9	798.7	813.8	829.2	844.9	860.9
YoY		0.2%	-30.0%	-7.0%	62.0%	5.4%	4.1%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Price/mix effect			-6.1%	14.3%	7.3%	0.6%	-4.6%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
<b>COGS</b>	<b>(1,190)</b>	<b>(980)</b>	<b>(292)</b>	<b>(418)</b>	<b>(531)</b>	<b>(647)</b>	<b>(880)</b>	<b>(904)</b>	<b>(929)</b>	<b>(954)</b>	<b>(980)</b>	<b>(1,007)</b>	<b>(1,035)</b>	<b>(1,063)</b>	<b>(1,092)</b>	<b>(1,122)</b>
YoY		-17.6%	-70.2%	45.2%	41.4%	3.5%	36.0%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
% of revenues	75.2%	80.4%	88.0%	71.8%	86.0%	93.2%	77.7%	77.5%	77.4%	77.3%	77.1%	77.0%	76.9%	76.8%	76.6%	76.5%
COGS/hl	(471.8)	(505.4)	(387.1)	(294.0)	(510.5)	(693.5)	(564.8)	(574.5)	(584.4)	(594.5)	(604.7)	(615.1)	(625.7)	(636.5)	(647.4)	(658.6)
YoY		7.1%	-23.4%	-24.1%	34.1%	21.6%	-18.5%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%
<b>Gross profit</b>	<b>392</b>	<b>238</b>	<b>40</b>	<b>164</b>	<b>96</b>	<b>5</b>	<b>253</b>	<b>262</b>	<b>271</b>	<b>281</b>	<b>290</b>	<b>301</b>	<b>311</b>	<b>322</b>	<b>333</b>	<b>345</b>
YoY		-39.2%	-85.2%	310.0%	-41.5%	-94.6%	4,960.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Gross margin	24.8%	19.6%	12.0%	28.2%	14.0%	0.8%	22.3%	22.5%	22.6%	22.7%	22.9%	23.0%	23.1%	23.2%	23.4%	23.5%
<b>SG&amp;A</b>	<b>(361)</b>	<b>(1,482)</b>	<b>(950)</b>	<b>(1,016)</b>	<b>(1,129)</b>	<b>(1,080)</b>	<b>(1,709)</b>	<b>(1,759)</b>	<b>(1,810)</b>	<b>(1,863)</b>	<b>(1,917)</b>	<b>(1,973)</b>	<b>(2,030)</b>	<b>(2,089)</b>	<b>(2,150)</b>	<b>(2,213)</b>
YoY		54.2%	-35.8%	6.5%	11.1%	-4.5%	56.2%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
% of revenues	60.7%	121.6%	286.1%	174.6%	164.3%	165.6%	150.8%	150.8%	150.8%	150.8%	150.8%	150.8%	150.8%	150.8%	150.8%	150.8%
<b>Other operating income/expenses</b>	<b>34</b>	<b>155</b>	<b>79</b>	<b>25</b>	<b>35</b>	<b>23</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
YoY		355.8%	-49.0%	-66.4%	40.0%	-54.5%	-100.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
% of revenues	2.1%	12.7%	23.8%	4.3%	5.1%	3.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Sources: Constellation Asset Management, Euromonitor, Own Elaboration

# Volume Expectation

AB InBev's volume y-o-y change (Mn hl)



Sources: Constellation Asset Management, Euromonitor, Own Elaboration