

BRINGING PEOPLE TOGETHER FOR A BETTER WORLD

Ambev Annual and ESG Report **2020**



**BRINGING PEOPLE
TOGETHER FOR A
BETTER WORLD**

CONTENTS

Introduction	04
Highlights for the year	06
Letters from Management	08

About Us	15
Business context	23
Fighting Covid-19	25
Corporate governance	31
Ethics and transparency	33
Participation in associations and initiatives	35
Awards and recognition	36

Our Strategy	37
Creating value	38
Business model	40
Financial performance	41

Risk management	46
Process management	47
Logistics management	48
Data protection	49
Customer relations	50
Supplier relations	52
Advertising and consumer protection	55
Strategy	56
Materiality	58
Sustainability governance	60

Our Agenda	61
Water Stewardship	64
Smart Agriculture	70
Climate Action	76
Energy management	78

Circular Packaging	84
Entrepreneurship	87
Smart Drinking	88

Our People	92
Compensation and benefits	94
Talent program	95
Development programs	96
Diversity & Inclusion	98
Health and safety	101

GRI content index	103
--------------------------	------------

Letter of Assurance	142
----------------------------	------------

Credits	146
----------------	------------



Introduction

GRI 102-46, 102-54

Introducing the Ambev 2020 Annual and ESG Report, providing an account of one of the toughest years ever and how together we continue to work for a better world.

This report, however, goes far beyond telling how we dealt with the effects of the covid-19 pandemic. In it, we show how our company and our people help to build an ecosystem with a positive impact, with the overriding purpose of helping make a better world.

To do this, we have a materiality matrix (see more in Materiality, on page 58) containing the themes most relevant to our business and to the main groups that are part of our value chain: customers, suppliers, employees, consumers, investors, communities and people, the government, associations, etc. These themes, organized along the environmental, social and governance axes (forming the ESG acronym), and how we manage our performance are discussed throughout this publication, particularly in the Our Agenda

chapter, which lists the areas where we have a greater capacity to reduce negative impacts and amplify positive ones, in dialog with the United Nations Sustainable Development Goals (SDGs), proposed by the 2030 Agenda, aimed at building a more just and prosperous planet that is committed to environmental agendas and the sustainable use of natural resources.

First, however, we introduce our company in the About Us chapter in a more open, more human and more innovative way, along with the members in our value chain, an ecosystem built based on the values of unity and connection to work toward a better world. In the Our Strategy chapter, we talk about our business model and how we organize to create value, in dialog with the framework of Integrated Reporting methodology, while also discussing



how we organize to contribute to creating value for all of our stakeholders. Our proactive social impact initiatives (perennial projects that we have maintained for years) and reactive initiatives (like covid-19) are, in turn, discussed throughout the report.

This is how we are showing our ESG performance, which goes far beyond a simple acronym. It is a strategic and multi-stakeholder vision to create long-term value aligned with a positive and transformative social and environmental impact.

This report was prepared in compliance with GRI Standards: Core option and its scope covers Ambev operations in Brazil, Latin America South

- LAS, Central America and the Caribbean - CAC, and Canada (see more in Our Operations). The performance indicators represented by GRI content are shown according to the range and development of the theme's management, with variable scopes, presented along with information as well as ESG guidelines practiced in the market. We have sought to make the Company's information more and more transparent and complete by including data for our operations outside of Brazil in the report.

Cheers to everyone who wants to learn more about our commitment and our practices within the pages of this report.

Happy reading.



Highlights for the year



1. In response to consumer tastes, we launched Brahma Duplo Malte, a light, creamy beer with a very delicate bitterness - considered the biggest innovation at Ambev in the last 20 years.

2. Quilmes 0.0% and Stella Gluten Free are our new options for those who want a healthier diet.

3. We grew our portfolio of local beers with Berrió do Piauí and Esmera de Goiás, focused on developing small producers.

4. We enlarged the Zé Delivery platform to increase our digital presence and foster the ecosystem of bars and restaurants.

5. In Lages (SC), we started a pilot project to incentivize domestic production of hops in Brazil, one of the main ingredients in beer.

6. We started up operations on our first can factory, located in Sete Lagoas (MG), with an annual production capacity of 1.5 billion aluminum cans. We are aiming to eliminate plastic pollution from our packaging by 2025, a goal that is over 35% complete by now.

7. We made our Trainee Program more inclusive and saw a record 120,000 young people register.

8. Thirteen goals were launched to make the company more racially equitable over the coming years.



9.

One example of increased female representation at the Company is the mashing team at the Itapissuma Brewery (PE), which is now led entirely by women.

10.

We received recognition as one of the best places to work from the Great Place to Work survey. The Company rose 39 positions from 2019, occupying 27th place. Ambev Tech was ranked 6th among IT companies with 1,000 or more employees.

11.

We made and donated bread, bars of soap, tapioca flour, hospital beds, protective masks and hand sanitizer to thousands of communities and health institutions.

12.

In partnership with other companies and institutions, we collaborated on Brazil's two biggest covid-19 vaccine initiatives.

13.

We built 100 beds for covid-19 patients at the M'boi Mirim Hospital in São Paulo in record time (in just 36 days), through a partnership with São Paulo's Municipality, Gerdau and Hospital Albert Einstein.

14.

On the Smart Drinking, we were able to take an important step by nationalizing the highway security platform and making it public policy, in an effort to bring down traffic deaths.

15.

We mobilized to help our entire ecosystem of bars, restaurants, street vendors and waste pickers during the pandemic, with a variety of initiatives.

16.

Our consolidated net revenue rose by 4.7% in 2020 and we grew by 4.2% in Brazil.

Letter from the Board of Directors

GRI 102-14, 102-23

2020 was a year marked by enormous challenges for the Company. With the covid-19 pandemic, companies around the world had to change how they operate and sell overnight, within a scenario of uncertainty that affected business and heightened social and public health problems.

In the 18 countries where we operate, we have spared no effort to confront this sensitive time along with our people and communities. Our team has shown great tenacity and dedication, filling us with pride. Right at the start of the pandemic, we turned ethanol from our breweries into millions of units of hand sanitizer, which were distributed to 146 cities, with 3.3 million going to Brazil alone - 2.1 million bottles were donated to the Electoral Supreme Court (TSE) to ensure safe elections in 2020.

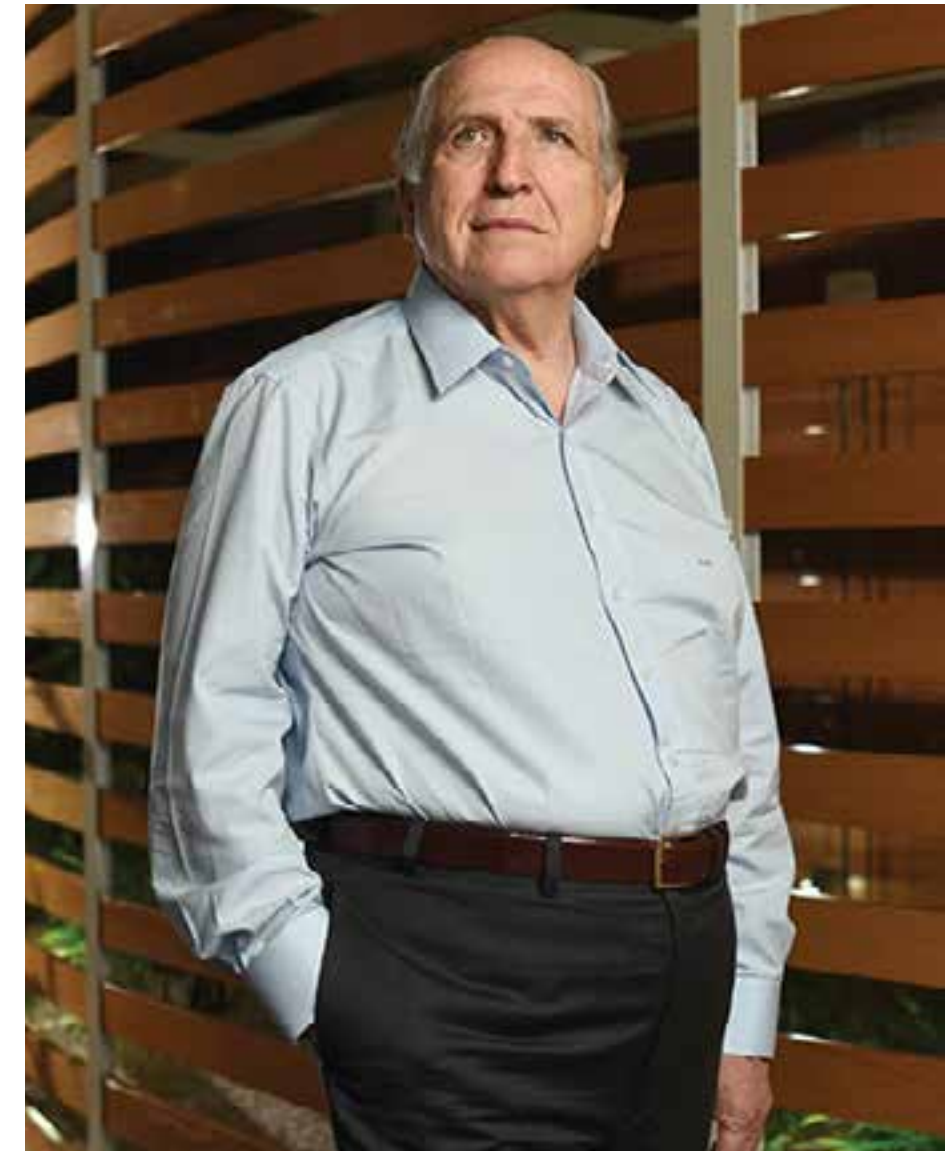
With ideas and solutions proposed by our teams, we tried to meet society's chief demands in relation to health and food, while strengthening our ecosystem of bars and restaurants, so that they could resume their operations with less financial impact. Stella Artois and Bohemia were, for instance, leaders on this front, helping in the recovery of over 15,000 establishments.

The pandemic reinforced our belief in the importance of unity to build a better world. This is the Ambev spirit. For us, the key to success lies in collaboration, technology and innovation. If we want organic growth, our network of consumers, customers and suppliers should also be moving in the same direction.

We have undertaken commitments in important areas related to our business. We have global sustainability goals for 2025 for climate actions, water management, smart agriculture, circular packaging and the entrepreneurial ecosystem.

Although the year was not very favorable for the macro economy, with Latin American currencies losing value, we were able to remain leaders in our sector, making investments across the production chain to be there at more consumption occasions, with unique recipes and exclusive ingredients.

We held record market share in Chile and Bolivia. Our consolidated net revenue rose by 4.7% in 2020, as a result of growth in Brazil (7.3%), LAS (+10.4%) and Canada (0.1%), offsetting a decline in CAC (10.1%). Brazil saw a



growth in volume of 4.2%, in combination with net revenue per hectoliter up by 3.0%, just like in LAS, where we saw volume increase by 0.2%.

These figures are a reflection of how well launches have performed, such as Brahma Duplo Malte, a creamy beer with a very delicate bitterness, created based on consumer tastes. Indeed this is a trend at the Company. We have taken a more active attitude in listening to consumers.

We've taken another major step in our local beverage portfolio, which values regional culture and generation of income for smallholders, with the addition of Berrió do Piauí, Esmera de Goiás, and Chicha Taquiña (Bolivia).

Our projects for the coming years are focused on creating new flavors and new value proposals,

focusing on health and wellness. We also want to drive convenience services for consumers and bring our customers more innovative services.

Our employees are our engine; they are the Company's foundation and strength. We want to create new perspectives for the future so that we can continue to be there during consumers' special times, sharing the achievements that help make the world a better place to live in.

Victorio Carlos De Marchi
Co-Chairman and Member of the Board of Directors

Letter from the CEO

GRI 102-14

Collaboration and resilience are what best expresses 2020 at Ambev. Even in a scenario marked by a global pandemic, we had the opportunity to reaffirm our purpose with society and with the environment. We joined forces and accelerated projects that we believe are the path for business, for our people and for a better world.

We continue to work hard to meet our sustainability goals, which were designed to have a positive impact on our stakeholder communities. To eliminate plastic pollution by 2025, we were able to neutralize over 35% of the pollution from our packages in 2020. AMA canned water and the replacement of Do Bem plastic straws with biodegradable paper ones were major contributions made in this sense.

In a year when demand for cans rose, with growth in supermarket sales while bars were closed, we moved up the debut of our first can factory. Located in Sete Lagoas (MG), the industrial plant has an annual production capacity of 1.5 billion aluminum cans.

Continuing our local farming incentive projects, a pilot program developed in Lages (SC) encourages domestic production of hops in Brazil - one of the main ingredients in beer, which is usually imported.

Innovation plays precisely this role at Ambev: come out with solutions that create value not only for consumers, but for our entire ecosystem. Launches like Stella Gluten Free and Quilmes 0.0% are examples of giving the public what it wants, which is healthier beverage options - one of our priorities for the coming years. Because of this commitment, we were recognized as one of the year's most innovative corporations by Fast Company.

We must not fail to mention the social distance imposed by covid-19. At this difficult moment, we are trying to stay near customers, consumers and our people. For example, with Brahma Duplo Malte, our biggest launch for the year, we were brought into millions of Brazilian homes, bringing joy and fun with music livestreams.



We want to do more than launch products; we want to be there when our customers, consumers and suppliers have special occasions, whether it is a celebration or joining forces at times as sensitive as the covid-19 pandemic. During 2020, we were able to do this in a variety of ways. We brought 1.4 million liters of water to communities with AMA. To help fight covid-19, we donated 2.5 million units of bread, 100,000 bars of soap, 20 tons of tapioca flour, 100 hospital beds, 3 million protective masks and 3.3 million units of hand sanitizer. Through the VOA volunteer program, our employees mobilized to feed 10 million families.

Bohemia, Stella Artois and Corona led major initiatives to help reopen bars and restaurants and to resume tourism, strengthening the chain and inspiring people to join these movements.

As a global company, we look for solutions to problems and we are always waiting to create more reasons to celebrate and commemorate. This also means pushing forward urgent social agendas. Within our culture, we seek to foster a

more diverse and inclusive environment, since we believe that this is how we reach a win-win-win: we can go further and provide everyone with a more equal and just life.

We have engaged and well-structured fronts across Brazil to expand this discussion at the Company. We took an important step in our racial equality agenda, establishing 13 objectives with effective actions to increase black representation at the Company in the coming years.

There is still much to do, but we know that we are moving in the right direction, side-by-side with our over 38,000 employees, who are our main ingredient. If the goal is to bring people together for a better world, the support of suppliers, customers, consumers and our people has been essential for us to continue moving in this direction. We continue on this journey together.

Thanks.

Jean Jereissati Neto
Chief Executive Officer

Letter from the Corporate Affairs Vice President

When the covid-19 pandemic began to devastate nations in late 2019, I don't think we imagined the proportion that it would take not just in the world, but here in Brazil. In situations like this, which place organizations, governments, health institutions and civil society on alert, it is time to join forces and outline a plan that guarantees the health of people and the economy.

From the start, we have understood our responsibility and have helped in every way to minimize impacts as much as possible. It was not just the way that organizations work that changed; an entire scenario of uncertainty and fear was created, especially among thousands of families and entrepreneurs.

We sought to mitigate this scenario with empathy, solidarity and creativity, challenging ourselves to put strategies into practice that were implemented in record time and that made a difference in communities, health institutions and our ecosystem of bars and restaurants. We produced hand sanitizer, hospital beds, bread and tapioca flour, with supplies coming from our own production processes. We donated drinking water to communities and helped bars and restaurants to weather this challenging time.

And we entered 2021 with the same commitment. We donated 500 cylinders of oxygen when the distribution of oxygen began to be compromised in hospitals in São Paulo and especially in Manaus, which saw



exceptionally high numbers of virus mutations and whose health system collapsed. In March, we announced the manufacture and bottling of oxygen in Ribeirão Preto (SP), where we have a Colorado brewery. The production system has the capacity to supply enough oxygen for 166 people each day. The initiative was replicated in our operation in Bolivia.

We also donated coolers for storing and transporting Covid-19 vaccine doses in Brazil and Bolivia. These recipients would have been used by street vendors for beverage sales at Carnaval 2021. They were adapted with a thermometer to control vaccine temperature. Around 5,000 coolers were delivered to the Ministry of Health, according to the demand of the National Covid-19 Immunization Plan.

If we want to build a better world, it is only possible when we look to our entire ecosystem and prioritize people's health, well-being and quality of life. We are not just looking inside, to our employees, but to all of society. We have been in this fight against Covid-19 for over a year and we continue united in the certainty that #thiswillpass, contributing to actions with large social impacts and joining forces with governments and institutions. This is our role, this is how we do things at Ambev.

Ricardo Gonçalves Melo
Corporate Affairs Vice President

Letter from the Legal and Compliance Vice President

This year, we are trying to show how the ESG (Environmental, Social and Corporate Governance) concept has guided our business and our investments. Our strategic vision and ecosystem is aimed at generating long-term value and creating positive and transformative social and environmental impact, in dialog with the Sustainable Development Goals set forth by the United Nations in the 2030 Agenda.

We are committed to helping build a more just and prosperous world. To do this, environmental agendas, conscientious consumption and sustainable use of natural resources are a priority within our business. The choice of this publication's title, ESG Report - Bringing people together for a better world, is a precise reflection of where we are at Ambev and our purpose of connecting people for a better world. This was all consolidated with our ESG Committee in 2020 as well. There, we strengthened the other Committees already in place at the Company since 2014, such as Reputation and Sustainability, to discuss

topics that are even more current with market expectations as well as what was happening in practice internally.

In recent years, we have become a more open, more human and more innovative company, with a network based on bolstering and growing our value chain. Around Ambev, we usually say that we are a company of owners. And owners personally take care of every aspect affecting business, contributing to longevity. ESG is not just an acronym to us; it is a business practice. Not only are we looking for ways to minimize our environmental impacts, we are also committed to maintaining best business practices along with a diverse and innovative work environment, where respect and collaboration are priorities.

Throughout these chapters, the reader will be able to learn how our management and projects guarantee consistency in how we work and help us transform the world into a better place.

Leticia Rudge Barbosa Kina
Legal and Compliance Vice President





About Us



Reference, quality, tradition

GRI 102-1, 102-3, 102-7

Ambev's story begins in 1999, when the centenarian Cervejaria Brahma and Companhia Antarctica companies joined to create the Companhia de Bebidas das Américas. The aim was to drive the Brazilian beverage sector, expand the range of quality products, encourage innovation and generate jobs and income.

In 22 years, we became the largest beer and soft drink manufacturer in Latin America. We have operations in 18 countries in the Americas and we are leaders in 10 of these, including Brazil, with a portfolio of alcoholic and non-alcoholic beverages, carefully produced and bottled to deliver the best experiences for consumers.

A reference in quality, public popularity and tradition, we hold established brands in Brazil, such as Skol, Brahma, Antarctica, Bohemia, Original and Guaraná Antarctica; and in other countries, with Quilmes (Argentina), Presidente (Dominican Republic), Paceña (Bolivia), Labatt Blue, Alexander Keith's and Kokanee (Canada).

Since 2004, we have been part of Anheuser-Busch InBev, a multinational known as AB InBev, which connected Ambev's pioneering spirit with the Belgian quality of Interbrew and the American tradition of Anheuser-Busch. The AB InBev portfolio includes beers like Budweiser, Bud Light, Stella Artois, Corona and Beck's.

Headquartered in São Paulo, in the Itaim Bibi neighborhood (in the city's South Zone), we have a vast distribution network spread strategically across the Americas, guaranteeing maximum efficiency in our logistics operations. In Brazil, we serve approximately 1 million points of sale, among beverage distributors, franchises and commercial establishments, guaranteeing a solid presence across the nation.

We are also one of the world's largest independent PepsiCo bottlers. We produce, sell and distribute products including Pepsi, Guaraná Antarctica, H2OH!, Lipton Ice Tea and Gatorade sports drink in Brazil and other Latin American countries. We also distribute the Red Bull portfolio in some specific sales channels in Brazil and other markets.

Our operations

GRI 102-4, 102-6

We operate in 18 countries in the Americas and our operations are grouped by region as follows:

Brazil: includes the beer sales division and the NAB (non-alcoholic beverages) division.

Central America and the Caribbean (CAC): we have direct operations in the Dominican Republic, Cuba, Saint Vincent and the Grenadines, Dominica, Antigua and Barbuda, Barbados, Panama and Guatemala (which also supplies El Salvador, Honduras and Nicaragua).

Latin America South (LAS): this region holds our operations in Argentina, Bolivia and Uruguay; and beer production and sales in Chile and Paraguay.

Canada: represented by Labatt operations, which includes domestic sales in Canada and some exports to the North American market.





Beer

GRI 102-2

This is our specialty and our great passion. We bring together the world's best brands to surprise even the most demanding palates.

There is an interactive map of brands on our [website](#), where you can see our types of beer, which range from a classic pilsen to bolder IPAs.

Mixed beverages



Draft beers



Sports drinks, energy drinks and functional beverages



Soft drinks and juices



Water and tea



Our values

GRI 102-16

Ambev has undergone a shift in its culture and values, which are converging toward a vision that is increasingly aimed at the Company's entire ecosystem. This means incorporating technologies, making processes more innovative, working more closely with partners, providing a workplace that is more and more humanized, generating more social impact and strengthening corporate governance and the entire production chain, with sustainability serving as the principle spanning all of these fronts. In this context, the guiding principles for our business in 2020 were updated to be more closely aligned with the Company's strategy, as shown below:

Mission

To create strong and lasting bonds with consumers and customers, providing them the best brands, products and services.

Purpose

To bring people together for a better world.

Our ten guiding principles

How we work

1. We dream big. We are building a profitable, growth company.

Our people

2. Our greatest strength is our people. Great people grow at the pace of their talent and are rewarded accordingly. Great people deliver and transform.
3. We recruit, develop and retain people who can be better than ourselves. We are measured by the quality and diversity of our teams.

Our culture

4. We are a company of owners. Owners take results personally and lead by example.

5. We are never completely satisfied with our results. We embrace change, take smart risks and learn from our mistakes.
6. The consumer is our boss. We go where consumers go, because that is where growth is.
7. We strive to be the best at serving and partnering with our customers, who are the gateway to our consumers.
8. We believe in common sense and simplicity. We operate with excellence and efficiency in all we do, always having our customers and consumers in mind.
9. We manage our costs tightly to free up resources that will support profitable top line growth.
10. We never take shortcuts. Integrity, hard work, quality and responsibility are key to building our company and our reputation.

Launched this year



Brahma Duplo Malte

This brand came about from an understanding of consumer demands for flavor and creaminess as well as to deliver a product that combines Pilsner malt and Munich malt giving it remarkable character, in addition to offering consumers a new way to think about pure malt brands. This product has a complete value proposal within the core plus segment, growing consistently since launch.

Stella Gluten Free

Made for those who love to enjoy an ice-cold Stella, but are looking for diet options with or without a reduced gluten content. This new version has the same taste as a regular Stella, to the delight of beer-drinkers.

Quilmes 0.0%

One of Argentina's most popular beers now in an alcohol-free version, following the trend of consumers who want to celebrate unforgettable moments with healthier options.

In strengthening our portfolio of regional beverages that relate with the culture and agriculture of the communities where we operate, while also helping to develop the native economy by using raw materials purchased from regional suppliers, we innovated once more and very proudly created three major brands:

Berrió do Piauí: a light and refreshing brew, celebrating the essence of the people of Piauí, made with the cashew fruit typically found in the region.

Esmera de Goiás: inspired by the identity, customs and traditions of the people of Goiás, whose ingredients include cassava.

Chicha Taquiña: a traditional beer of the Cochabamba region of Bolivia, whose main ingredient is corn.



Business context

GRI 102-15

The beer world has been changing in Brazil and the world. Consumer preferences, both in terms of flavors and when they drink, are no longer the same.

In an era of technology and increasingly virtual environments, popularizing digital media and driving the emergence of e-commerce, breweries need to innovate and reinvent themselves.

New generations that already have this more globalized profile are entering the beer market and looking for breweries that are different, like craft, premium and super premium breweries.

With markets maturing, there is a long-term trend toward at-home consumer growth, which is also related to consumer desires for greater convenience. In line with this trend, we have seen gradual growth in the share of sales made in off-trade channels. Under these conditions, consumers have sought alternatives that provide greater convenience for at-home consumption, powering growth in online sales and on D2C (direct-to-consumer) sales platforms.

E-commerce is exactly where we are focusing. With the growth of the Zé Delivery platform,

which serves as a virtual point of sale for small vendors, the Empório da Cerveja portal and Sempre em Casa subscription services, making periodic beverage deliveries, we have guaranteed a place in millions of Brazilian homes. Zé Delivery started in 2016, with growth over the years. In 2020 it saw a boom as a result of the pandemic.

The pandemic scenario, which has challenged nations all over the world since late 2019, further entrenched this change in behavior. With bars closed, supermarket sales were up. Social isolation meant that canned beverages, very commonly found in supermarkets and associated with more practical consumption, ended up gaining more space, which led us to move up the opening of our Can Factory in Sete Lagoas, Minas Gerais - the first beverage industry unit in Brazil focused on producing aluminum cans for bottling the beverages produced by the Company.



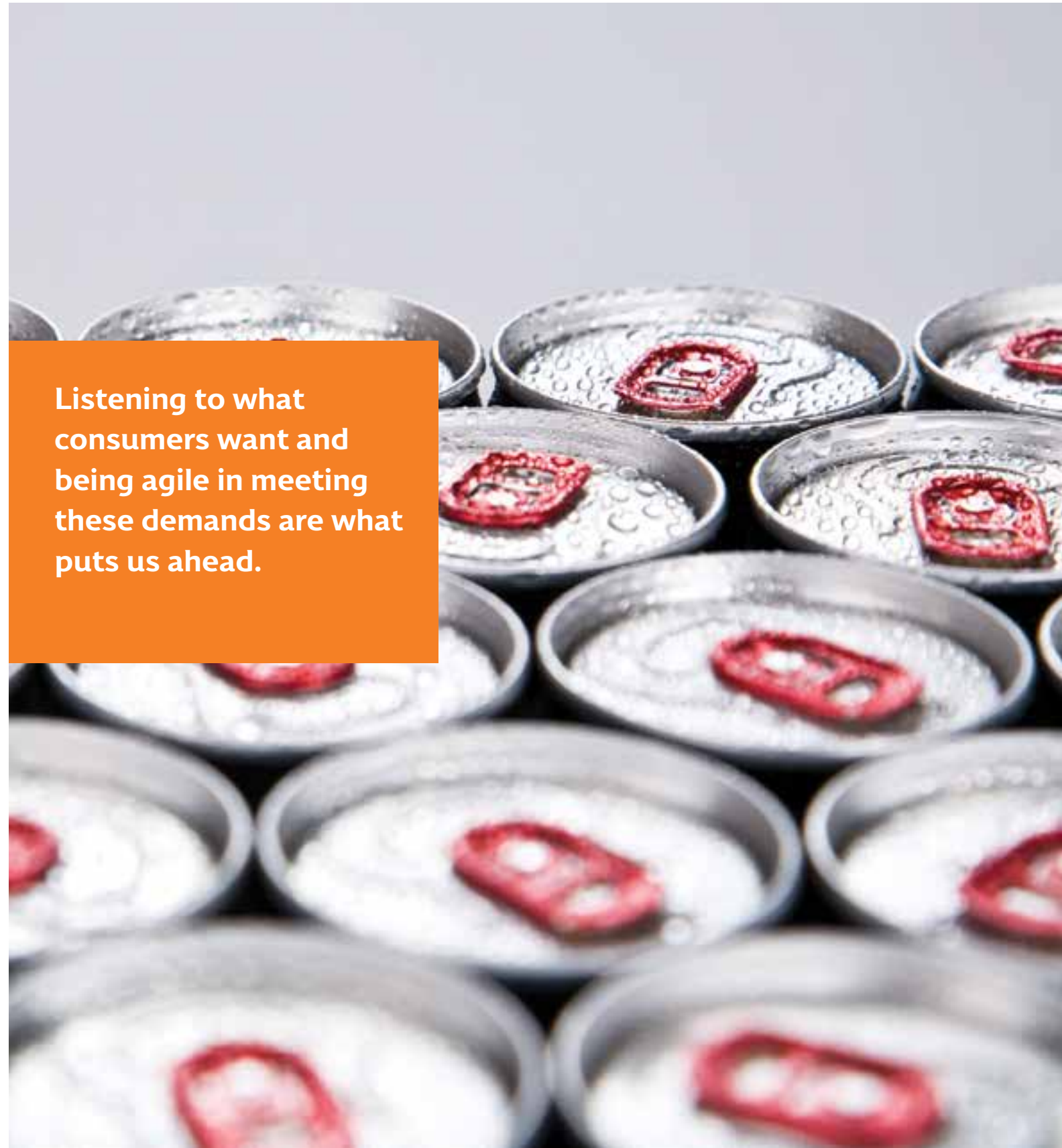
To create products and align with consumers' tastes and new lifestyles, we have revolutionized and transformed our internal culture. We increased the range of distribution systems to points of sale like supermarkets, and we are making consistent investments in developing solutions for our customers' biggest problems, using technology.



In addition to launching more products that meet consumer expectations, we want to be there at more consumption occasions, and we are already seeing results. Listening to what consumers want and being agile in meeting these demands are what puts us ahead, gaining more space and prestige in the beer world.

Examples of this are the creation of Brahma Duplo Malte and the arrival of Beck's in Brazil. We saw that there was a trend toward a creamier and bitter brew. While the new Beats and GT options were a response to the demands of a new generation that is more open to trying new beverages.

Varying the flavor portfolio, developing specific flavors, diversifying and guaranteeing participation in more celebratory moments strengthens our bonds with consumers. This is precisely what we want: to be closer and closer to our customers, so that we can continue to grow in a healthy way, creating value for our stakeholders by offering a large portfolio and tools for the best consumer options.



Listening to what consumers want and being agile in meeting these demands are what puts us ahead.

Fighting covid-19

GRI 203-2, 403-6

Together, caring for each other, even from afar

With covid-19 coming to the countries where we operate in early 2020, a scenario of insecurity and uncertainty was created by the spread of a virus that scientists still knew little about around the world. We experienced one of history's greatest challenges. Institutions, governments, companies and civil society joined forces and are doing their best to fight the pandemic.

The same goes for us. Our top priority was to keep our employees safe. To do this, we created a committee whose members included all of the Company's leaders, to coordinate discussions related to covid-19 and develop actions to truly impact people's lives. Months of daily meetings were held with management and our teams, so that we could come up with relevant and urgent ideas.

Our second concern was to help the community and ecosystem at this delicate moment, which calls for unavoidable social issues to be resolved. We wanted to make a contribution for people to be able to resume their social lives as

soon as possible, to once again have occasions to celebrate, commemorate and party.

Our third concern was to assure that the ecosystem of bars and restaurants would regain its financial health as quickly as possible, therefore guaranteeing jobs for employees.

It was with this vision of a safer environment for everyone that we practiced empathy throughout 2020, dedicating efforts, competencies, creativity and innovation to developing actions with significant social impact. Our team worked hard to create solutions that brought a bit of hope and relief to this very difficult period for society. Many of these initiatives were finalized in record time, totaling over R\$ 150 million in investments. See all of the details on the Company portal <https://www.ambev.com.br/juntosadistancia>. We have highlighted some of the initiatives we are most proud of below, carried out in Brazil and in other countries:



Health

GRI 203-2

Production and donation of 3.3 million units of hand sanitizer

With hand sanitizer in short supply on the market, Ambev made the quick decision to use alcohol from breweries to produce 1.2 million units of hand sanitizer in 237ml packages. This was done in conjunction with companies in our ecosystem, such as Plastek and Lorenpet, who were fundamental to this undertaking. The first 500,000 units were delivered to public hospitals and the areas most affected in São Paulo, Rio de Janeiro and Brasília. The rest was sent to every state in the country. The initiative was replicated in practically every other country where we operate, including Argentina and Chile, adding hundreds of thousands more units.

Over 2.1 million units were also produced for the Supreme Electoral Court (TSE) to use in Brazil's 2020 elections.

Production of covid-19 vaccines

Since the pandemic began, we have been closely monitoring discussions and studies on a vaccine against covid-19. The approach we believe here at Ambev is to help the country to be self-sufficient. That is why we helped two of the country's biggest vaccine production projects.





Hospital M'Boi Mirim: 100 new beds to help in treating covid-19

Through a partnership with São Paulo's Municipality, Gerdau and Hospital Albert Einstein, we added 100 beds to the M'boi Mirim Hospital in São Paulo in record time: 36 days. It was the fastest hospital project in Brazil's history. Not only did this help in treating patients with covid-19, the beds will also continue to be part of the public health system after this turbulent period passes.

3 million masks for healthcare professionals

Face coverings are one way to prevent covid-19. That is why Ambev decided to produce 3 million face shield masks, which cover the entire face, donating them to health workers in Brazil. This amount would be enough for every health worker in Brazil, considering that there are nearly 3 million officially registered with Datasus. Masks were made out of PET, the same material used for Guaraná Antarctica packaging.

The company also provided free educational material that can be accessed by other companies interested in making this equipment.

Quilmes made hospital beds out of PET bottles

Joining sustainability and innovation, Quilmes sponsored production of 600 hospital beds made using recycled plastic. The beds were delivered to the Sanitário Institucional at the National University of Quilmes, which housed patients with light covid-19 symptoms, but who were unable to isolate in their homes. This meant that 780 cubic meters of plastic were used more opportunely, preventing them from going to landfills, with most of the material being collected and recovered by the city's residents.



Social

GRI 203-2

Tool makes it easy to provide online care for possible cases of covid-19

One of our main technology arms, AmbevTech, supports Doktor - a project that helps the public to fight covid-19. The tool lets public health system physicians provide care online over video. The platform allows patients with virus symptoms to undergo triage, helping to reduce the burden on the city's healthcare system. To date, 5,697 in Blumenau have received care through the system.

Legítima and Nossa donate 20 tons of tapioca flour

Regional beers Legítima, made in Ceará, and Nossa, made in Pernambuco, were there to help families in these regions by offering local cassava producers a sustainable source of income. During the covid-19 pandemic, these brands decided to help more by donating 20 metric tons of tapioca flour to 20,000 families in Ceará and Pernambuco. Seven metric tons of cassava starch, which is used to make beer, were sent for food production. With the help of partners

Goma Fresca Pinheiro (Ceará) and Zé de Lima (Pernambuco), the starch was turned into tapioca flour.

Magnífica donated 100,000 units of soap to communities in Maranhão

Regional brew Magnífica donated 100,000 units of soap to communities in Maranhão. "Maguinha," as it is popularly called, is made using cassava starch purchased from local producers in the state.

Turning barley into bread for communities

In partnership with Bimbo, we donated 500,000 slices of bread made using the malts in Brahma Duplo Malte to communities in need in São Paulo, Rio de Janeiro, Brasília and Rio Grande do Sul. The idea originally came from Argentina and Chile. There, the isolation of vulnerable communities and the difficult socio-economic situation meant the most basic need was in demand: food. Over 2 million loaves of barley bread and barley grain dishes were made and donated.



AMA donates 1.4 million liters of water to communities

There is limited access to drinking water in many Brazilian communities. In the end, this is a big problem that is even bigger during the pandemic. That is why AMA water, which puts 100% of its earnings to bringing potable water to Brazilian communities with limited access, decided to donate 700,000 2-liter bottles to 140 communities and 18 hospitals that had no access to water during the covid-19 pandemic in São Paulo and Rio de Janeiro. Over 223,000 people benefited. Water is distributed in partnership with Central Única das Favelas (Cufa).

Bars and restaurants

GRI 203-2

Stella Artois: #SupportARestaurant

In March, Stella Artois created the #ApoieUmRestaurante (#SupportARestaurant) platform, where consumers could purchase a R\$ 100 voucher for future use when the restaurant re-opened at a 50% discount, paying just R\$ 50. Establishments covered R\$ 25 of the voucher, with Ambev, in partnership with Nestlé and Nespresso, donating R\$ 25 for each voucher sold. Over 4,000 establishments in total benefited from this initiative, which provided over 140,000 vouchers and also involved work by tourism agencies, consulting firms and law firms.

Bohemia: Help a bar

To give bars a hand, Bohemia beer created the “Ajude um Buteco” (“Help a Bar”) platform, where consumers were able to purchase R\$ 25, R\$ 50 or R\$ 100 vouchers to be used at bars when they re-opened. Bohemia defrayed 20% of the cost of each voucher. Nearly 43,000 vouchers were sold in total, raising more than R\$ 4.1 million and benefiting 11,000 establishments.



Movimento NÓS

In Brazil, we took part in Movimento NÓS (US Movement), a coalition of 8 consumer goods companies that have helped and will continue to help to re-open 300,000 points of sale, with a total of R\$ 370 million in investments to support the establishments' working capital and indirectly impacting over three million people.

Accessible energy

In partnership with the Lemon Energia and Stella GD startups, we are providing POSs with access to solar energy credits that help to lower their power bills, which is normally one of the most significant costs at these small businesses, while also reducing their respective carbon footprints. At the end of 2020, over 500 POSs were using the solutions provided. We plan to continue to expand this initiative's reach throughout Brazil, providing clean and more affordable energy to more than 50,000 small vendors by 2023.





Distribution partnership with Zé Delivery

In order to guarantee extra income for bar owners and other entrepreneurs, we accelerated transformation of businesses in different regions in Brazil. Establishments registering as partners on the Zé Delivery platform relied on publicity and expanded service in the region, with direct repercussions in increased sales. Zé Delivery has partners registered nationwide, with the platform making millions of deliveries during the year in all of Brazil's 27 states.



Tourism

GRI 203-2

Corona: help a hotel now, travel when you feel safe

The Rediscover Paradise project, created by the Corona brand, gave a boost to tourism during the period of social isolation. Through the project, people could purchase a trip and only use their voucher when they felt safe, with Corona paying for the first night at their hotel. Over 200 hotels benefited from payment of 5,000 overnight stays.



Corporate governance

GRI 102-5, 102-18, 102-22

Our corporate governance system is made up of the Shareholders General Meeting, Board of Directors (with the support of its advisory committees), Executive Board and Fiscal Council. It is built based on respect, transparency and best market practices in handling important themes related to our business.

The Shareholders General Meeting is the Company's highest body and is empowered to elect members to the Board of Directors, which will decide on the directions of business. The Board of Directors has 11 sitting members (nine men and two women) and two alternate members. All of them are recommended by controlling shareholders, based on culture and expertise, and are elected at the Shareholders General Meeting to three-year re-electable terms. Three of the 11 sitting members of the Board of Directors are independent members, pursuant to Ambev's bylaws. Members of the Board of Directors do not hold executive positions at the Company.

The Board of Directors is responsible for the strategic direction of our business in the short, medium and long term, as well as for guaranteeing our corporate values, ethics

and culture are practiced and spread among employees. The Company bylaws and internal regulations for the Board of Directors determine that members may not, in the exercise of their duties, have access to information or participate in resolutions related to matters in which they have or that represent a conflict of interest with the Company. The members of the Board of Directors appoint Executive Board members. The Co-Chairman and CEO positions at the Company may not be held by the same person. The Board of Directors elects members to and is advised by two committees:

Operations, Finance and Compensation Committee (COF): assists the Board of Directors with annual and quarterly planning, the management and employee compensation policy, merger and acquisition operations, capital and cash flow structure, corporate restructuring and other matter; and

Competition Compliance and Related Parties Committee: assists the Board of Directors in assuring compliance with standards related to competitive conduct and operations with related parties.



The Executive Board is the body responsible for managing our business and for submitting medium- and long-term planning proposals to the Board of Directors. Its members include a Chief Executive Officer and 12 executive officers, all appointed by the Board of Directors to three-year re-electable terms. Compensation of Ambev's administrators (Board of Directors and Executive Board) is consistent with a high-performance culture, splitting earnings into a fixed component, in line with the market average, and a variable component, aimed at encouraging and rewarding significant results through profit sharing and long-term incentives.

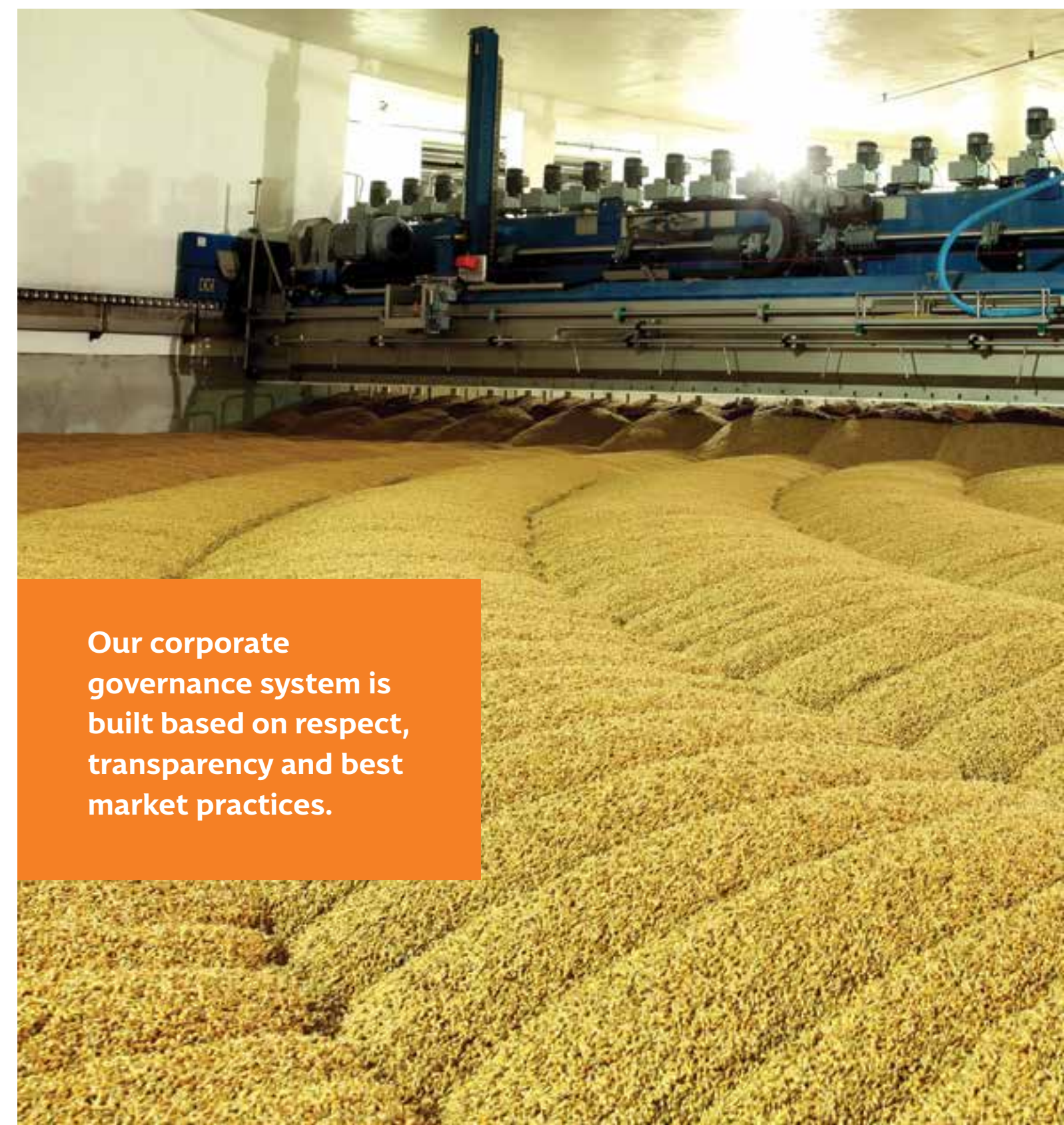
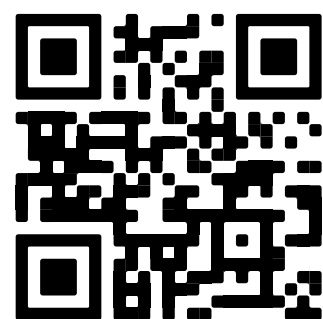
Finally, the Fiscal Council is the permanent body responsible for oversight of administrative actions and for issuing reports concerning the Company's financial statements. Its members do not serve on the Executive Board, Board or Directors or advisory committees.

Because it is a publicly-traded company, with common shares traded on B3 S.A. – Brasil, Bolsa, Balcão (B3) and ADRs traded on the New York Stock Exchange (NYSE), Ambev is subject to

the regulations of the Securities & Exchange Commissions in Brazil (CVM) and the USA (SEC). The company is controlled by Interbrew International B.V. (IIBV), by AmBrew S.A. (AmBrew) - both subsidiaries of Anheuser-Busch InBev (AB InBev) - and by Fundação Antonio e Helena Zerrener (FAHZ) - Instituição Nacional de Beneficência.

Visit

<https://ri.ambev.com.br/governanca-corporativa/administracao/> to learn about the members of administrative bodies.



Our corporate governance system is built based on respect, transparency and best market practices.



Ethics and transparency

GRI 102-16, 103(205), 103(206), 103(419)

Ethics and integrity are intrinsic to our culture and to how work is done.

We do not tolerate any kind of corruption and try to spread the importance of ethical conduct in business among stakeholders.

The Code of Conduct, the Ambev Brewery Global Responsible Sourcing Policy and the Human Rights Policy are the main documents guiding daily operations at the company and are available online at: <https://ri.ambev.com.br/governanca-corporativa/policies-codes-and-internal-regulations-teste/>.

A communications and training plan covering ethics, compliance and anti-corruption rules is defined by the Ethics and Compliance and Internal Communications teams and is applied on an annual basis with employees. The plan is adjusted whenever necessary in relation to business risks and/or retention rates, as measured through employee surveys. Communications occur through e-mail, posters, posts to internal social media, training and videos.

In an effort to generate discussion among employees about ethics and integrity, we hold an annual Ethics Week, with conversations, training, a chance to ask questions and communications. The 2020 edition was held entirely online.

Local or corporate leaders also undergo annual online compliance training and complete a statement swearing to follow anti-corruption rules, in addition to being responsible for engaging employees in ethical matters. Employees in strategic areas, including Executive Board members, receive annual remote compliance training. As a rule, all new employees receive online ethics and integrity training upon entering the Company.

We provide an online channel, managed by the Ethics and Compliance team, so that employees can find answers to any questions they may have on this theme. A platform analyzing data coming from various systems helps to detect and prevent fraud and corruption in operations. The number of confirmed cases of corruption is confidential, but this indicator is treated by the Compliance team.

The Compliance Policy, Code of Conduct, Anti-Corruption Policy and Government Relationship Policy are the foundation of relations with government agencies and public employees. The Company has no connection with political organizations, but recognizes as legitimate the right of employees to take part in political parties and/or organizations. Any exchanges, donations or favors that surpass the limits set by current anti-corruption laws or our policies are prohibited.

We are monitoring 759 National Congressional bills. Of these, 24 are high-priority. At the state and municipal levels, we are monitoring 1,536 bills, 57 of which are high-priority. They mostly concern measures to restrict sales and distribution, in addition to tax and environmental matters. Our annual expenses with the Patri, Monitor Legislativo, V-Tracker and Torabite consulting firms is R\$704,160.00.

In relation to associations, we have memberships in 12 organizations, with annual contributions of R\$4,892,084.05, with some of these memberships falling under the legal cost center.

Wages, charges, vacation pay, provisions, bonuses and social security for the Institutional Relations team totals R\$ 2,007,052.52, totaling R\$ 2,355,295.06 for the tax team. These figures do not include expenditures on benefits, incentive programs and distribution of earnings/dividends, nor do they consider area Vice Presidents.

GRI 205-2, 206-1

Ombudsman

Our Ombudsman channel in Brazil is operated by an outside company and managed by the Compliance team, which is responsible for periodically reporting any filings that violate Ambev's Code of Conduct to the Board of Directors and the Fiscal Council, according to each body's authority. This channel is open to all Company stakeholders. Reports can be filed confidentially by phone at 0800-250011 or online at <http://www.ouvidoriaambev.com.br>

We do not tolerate any kind of corruption and try to spread the importance of ethical conduct in business among stakeholders.

Membership of associations

GRI 102-12, 102-13

Maintaining a close relationship with trade associations and organizations related to our operations is extremely important for us to strengthen networks and ecosystems.

By exchanging experiences and participating in programs, projects, events and discussions related to our business, we implement our goal of bringing people together for a better world.

See the main organizations with which Ambev has active relationships:

- Brazilian Association of Advertisers (ABA);
- Brazilian Food Industry Association (ABIA);
- Brazilian Association of Soft Drinks and Non-Alcoholic Beverages Industries (ABIR);
- Brazilian Association of Publicly-Traded Companies (Abrasca);
- Brazilian Business Council for Sustainable Development (Cebds);
- Center for Fiscal Citizenship (CCiF);
- Center for the Study of Economic and Social Law (Cedes);
- Business Commitment for Recycling (Cempre)
- Center for Information on Health and Alcohol (Cisa);
- Brazilian Institute of Ethics in Competition (Etco);
- Industry Federation of the State of Rio de Janeiro (Firjan);
- Applied Tax Studies Group (Getap);
- Entrepreneurial Leaders Group (Lide);
- United Nations (UN) Global Compact
- Plastic Cooperation Network
- National Beer Industry Trade Association (Sindicerv).



Awards and recognition

- **United Nations** – In recognition of the role we have played since the start of the covid-19 pandemic, we proudly received the United Nations Solidarity Award, which recognizes the impactful work done by individuals and organizations providing community support during the pandemic.
- **Best reputation** – We were ranked second among the companies with the best reputation in Brazil by the Merco Ranking, one of Brazil's most respected reputation surveys.
- **Best workplace** – We were recognized as one of the best workplaces in the 24th edition of the Great Place to Work survey, which assessed over 3,000 companies. The Company rose 39 positions from 2019, coming in at 27th.
- **Health management** – We are ranked in the Outstanding Health Management ranking from GPTW. There were 88 companies registered in this second edition of the study, with 10 being named outstanding because of their high scores in items such as health, prevention, employee stress level and healthy diet, among others.
- **Committed to ESG** – XP Investimentos, one of Brazil's biggest brokerage houses, listed us among the 10 best-performing companies in relation to Environmental, Social and Corporate Governance (ESG).
- **Advertiser of the year** – We were awarded in the Advertiser of the Year category at the 41st edition of the Caboré Awards, the largest event recognizing communications, marketing and media in Brazil. A total of 42 professionals and companies competed for the 14 prizes given out at the awards.
- **World's most innovative** – We were recognized for using creativity and innovation in initiatives such as producing hand sanitizer, masks made out of Guaraná PET bottles, tapioca flour and soap made with cassava from local farmers. Coming in eighth place, we were the only company in Brazil in the Corporate Social Responsibility category. The survey is done by the Fast Company, naming the world's 10 most innovative companies in a variety of areas.





Our Strategy

Creating value

GRI 103(201), 103(202)

Being a company that creates value for all of society is what guides our business decisions and impacts the entire cycle: how we relate with stakeholders, how products are made and sold, and how we connect with consumers.

Our business goes beyond the labels. Along with society, we want to make the world a better place to live. In order for us to make this goal a reality, our decision-making prioritizes projects that can, among other aspects, contribute to local development in the cities where we operate.

Our decision to launch local beers was made out of a desire to bring the market an option inspired by tradition and community culture and that could foster regional economic growth, providing a sense of pride. That was the case with Magnífica (Maranhão), Nossa (Pernambuco) and Legítima (Ceará), made with regional cassava crops and benefitting a total of 381 small farmers.

Joining our family of local beers was one of this year's launches, Berrió do Piauí, a light, refreshing and more delicate beer made using cashew fruit. The beer's own name was inspired by an expression used in Piauí: B-R-O

Bro - alluding to the state's hottest time of year, between September (or setembro, in Portuguese) and October (or outubro), when the temperature can reach 40° C (over 100° F). Production of Berrió impacts 600 family farmers in the municipalities of Monsenhor Hipólito, Francisco Santos, Pio IX, Canto do Buriti and Campo Grande do Piauí.

In the Amazon, Maués has become known worldwide as the city of guarana. The fruit used to make Guaraná Antarctica comes from there, from Fazenda Santa Helena. Because the municipality's economy depends on this product, we have used research to incorporate new technologies into growing guarana fruit, helping make plants heartier and more sustainable. This allows us to generate more seedlings and donate them to riparian populations.

Concern for farmers is one of our global sustainability targets: we want 100% of the farmers with whom we have relations to be trained, be connected and financially structured by 2025. See other projects we have with our production chain in the chapter on Sustainable agriculture.



Our business goes #BeyondLabels. Along with society, we want to make the world a better place to live.

VOA - our social impact volunteering program

Creating value also means joining forces and contributing to Brazil's development. That is why we created VOA in 2017, a volunteer program where our employees share their knowledge and experience with people management, budgeting, projects, target setting, fund-raising and strategic planning with institutions across the country.

Interaction between organizations and mentors is based on an exchange of knowledge and experiences: they hold the expertise in their areas of action and our team are experts at applying management tools.

The program lasts two years, with organizations also undergoing an audit by our internal team and external validation by Instituto DOAR, a reference in non-profit certification and the institute responsible for the Best NGOs in Brazil award. Institutions evaluate the program on a monthly basis and points for improvement are developed by mentors. Since 2017, nearly 400 organizations have benefitted.

Enrollment of institutions is done on the program's website (www.ambev.com.br/voa) to take part in VOA and is only open during the annual selection process. Institutions are chosen based on creation of educational, employment

and income opportunities, while also considering criteria such as potential social impact on future generations, future vision and commitment.

Highlights for this year include support by VOA of the 10 x 10 challenge, an online treasure hunt whose goal was to mobilize 10 million people to feed 10 million families during the pandemic. On Volunteer Day (August 28), we launched the #HistóriasQueVoam (#StoriesThatFly) campaign, a platform that tells how stories were transformed by VOA's volunteer work and that contain messages of resilience, diversity and inclusion. The debut film was narrated by musician Emicida, with four simultaneous projections on Rua Augusta.

The main results of an assessment survey given to institutions found that 79% of participants feel that VOA influenced the organization's social and/or environmental impact, with 83% stating that these impacts tend to be sustainable and lasting. Participants were also positive in their assessments of the ability to "think outside the box" and get a new perspective on certain facets, in addition to sharing experiences and knowledge, the repercussion of which was organizational strength at institutions, in professionalization, in strategic vision and in planning.



The program's success led to the creation of VOA Empreendedores in 2020, which works to share the Company's best management practices. Through the program, our partners are able to further leverage results at their businesses, using management guides, action plans and diagnoses available online. Over 1850 users were on the platform at the end of 2020. We also included partner content on the platform during the year, including from Falconi Consulting.

Business model

GRI 102-9

Ecosystem

How we make a difference in our value chain and beyond.



Farmers

We use the best ingredients and support local and family farmers in crop production, under a partnership regime. Production of local beers Magnífica, Nossa and Legítima has, for example, generated income for 381 small cassava farmers.



Our people

We are invested in the creativity and autonomy of our people. Diversity, empathy, learning and entrepreneurship are at the heart of our revenue. In 2020, 25,432 people received over 1.2 million hours of training.



Suppliers

It is our duty to support suppliers, so that they grow with us. That is why in addition to our four global sustainability goals, we have a fifth - our entrepreneurship platform, consisting of four main pillars: (i) relationships and partnerships (ii) inclusion and growth, (iii) innovation and (iv) development, all supported by governance and technology. We use this platform to share our commitment to sustainability, encouraging local economic development with the “Buy Local” initiative, while furthermore offering development tools to thousands of suppliers in every country where we operate.



Communities

We believe in connection and relationships. We are partners to the communities where we operate, respecting and supporting their cultures and specificities.



Volunteering

Through the VOA volunteer program, our employees are encouraged to share knowledge and experience with social impact institutes.



Social Investment

We support projects that bring education, potable water and food security to thousands of people in every country where we operate.



Consumers

We invest in promoting actions and campaigns whose goal is to discourage the harmful use of alcoholic beverages, working to educate consumers and create a shift in behavior through social norms, fostering responsible drinking.



Eco-efficiency

Voyager Plant Optimization (VPO) is a standardized management process aimed at reducing environmental impacts, with less water and power consumption, fewer emissions and less waste.



Conservation

The Watersheds & Forests Program works to restore and conserve soil and forests in areas that are critical to the replenishment of water sources as well as to preserve water quality and availability in watersheds.

Financial results

GRI 201-1

2020 was marked by the profound impact created by the covid-19 pandemic. The international health crisis led to significant changes in the social dynamic and even produced substantial shifts in habits in consuming our products in markets in general, impacting results.

Our traditional capacity to adapt to a changing market means that we are able to guarantee a solid financial position, preserving the Company's short- and long-term liquidity. We were also able to quickly react to changes to dynamics in the on-trade and off-trade channels and, thanks to our operational excellence, the strength of our innovations and our efficacy in commercial execution, our sales volume rose by 1.4%, reaching organic net revenue growth of 4.7% within an extremely challenging scenario.



On the other hand, as the pandemic advanced, there were significant changes in consumer behavior and in the dynamic of distribution and sales channels that began in mid-March, when governments imposed a variety of restrictions, in terms of scope and intensity, in response to covid-19, which continue to impact and permeate 2020 as a whole. We faced significant pressures in the cost of products sold, as a result of one-way products accounting for a larger share of our portfolio and also because of currency depreciation in our largest markets, leading to a significant organic decrease in EBITDA of 11.1%, with organic margin down by at 590 basis points.

It was also a notable year for innovations and for the transformation of our business via technology, with major launches and projects (see page 22). Find the Company's financial results below.

Statement of economic value generated and distributed

	2018	2019	2020
Revenue	76,976,596	79,589,129	90,116,499
Sale of goods, products and services	76,727,601	79,473,627	88,156,331
Other net income/(expenses)	298,778	154,993	2,063,125
Allowance for loan and lease losses	(49,783)	(39,491)	(102,957)
Inputs acquired from third parties	(28,097,877)	(31,166,492)	(38,610,116)
Cost of products, goods and services sold	(18,947,213)	(21,981,152)	(27,651,734)
Materials, electricity, outsourced services and others	(8,971,154)	(9,032,294)	(10,771,829)
Impairment of assets	(179,510)	(153,046)	(186,553)
Gross value added	48,878,719	48,422,637	51,506,383
Retentions	(4,268,919)	(4,522,182)	(4,980,797)
Depreciation and amortization	(4,268,919)	(4,522,182)	(4,980,797)
Net value added generated by the Company	44,609,800	43,900,455	46,525,586
Value added received in transfer	300,306	1,271,636	2,403,512
Share of profit (loss) of joint ventures	1,040	(22,310)	(43,284)
Financial income	653,893	1,638,866	2,996,019
Other	(354,627)	(344,920)	(549,223)
Total value added left for distribution	44,910,106	45,172,091	48,929,098
Distribution of value added	44,910,106	45,172,091	48,929,098
Personnel	4,464,939	4,831,364	5,446,674

	2018	2019	2020
Direct compensation	3,949,345	4,323,359	4,907,312
Benefits	248,894	229,362	251,803
Government Severance Indemnity Fund for Employees (FGTS)	118,113	123,043	125,058
Other	148,587	155,600	162,501
Taxes, fees and contributions	24,684,634	23,388,888	26,530,709
Federal	9,606,260	8,034,601	10,168,026
State	15,049,487	15,323,893	16,329,747
Municipal	28,887	30,394	32,936
Remuneration of third-party capital	4,412,823	4,763,507	5,219,806
Cost of finances, excluding Financial Transaction Tax	4,346,567	4,546,350	5,095,429
Rentals	66,256	217,157	124,377
Remuneration of own capital	11,347,710	12,188,332	11,731,909
Payment of interest on own capital	5,030,507	7,717,420	6,509,499
Dividends	2,515,101		1,206,868
Retained earnings	3,449,353	4,062,545	3,663,027
Non-controlling interests	352,749	408,367	352,515

GRI 102-45

¹The financial and operational results below are shown in nominal Brazilian reais, unless indicated otherwise, according to the International Financial Reporting Standards (IFRS) criteria, and should be read along with the financial reports for the fiscal year ending on December 31, 2019, as filed with the Securities and Exchange Commissions in Brazil (CVM) and the USA (SEC). In this report, we have separated the impact of the organic result of changes to scope and differences in the exchange rate. Changes to scope represent the impact of acquisitions and sales of assets, the start or end of activities or the transfer of activities between segments, changes to year-over-year accounting estimates, and other premises that the administrators do not consider to be part of the business performance. Unless otherwise specified, variations in percentages contained in the document are organic and are by nature adjusted. As it is used in this report, the term “adjusted” refers to performance measure (EBITDA, EBIT, Net Income, EPS) before non-recurring items. Non-recurring items are gains or losses that do not occur in the normal course of Company business. They are shown separately, given their importance to understanding the Company’s performance, due to their nature and magnitude. Adjusted measures are additional measures used by Management and should not be a replacement for measures calculated

in compliance with the IFRS as indicators of Company performance. Unless stipulated otherwise, comparisons are in regards to 2018 results. Totals may not match as a result of rounding.

The entities covered by Ambev’s financial statements are:

- **Brazil**, encompassing the production and sale of beer, soft drinks and non-alcoholic and non-carbonated beverages.
- **Central America and the Caribbean (“CAC”)**, encompassing direct operations in the Dominican Republic, Cuba, Saint Vincent and the Grenadines, Dominica, Antigua and Barbuda, Guatemala (which also supplies El Salvador, Honduras and Nicaragua), Barbados and Panama.
- **Latin America South (“LAS”)**, encompassing our beer, soft drink and non-alcoholic and non-carbonated beverage operations in Argentina, Bolivia and Uruguay, in addition to beer production and sales in Chile and Paraguay; and
- **Canada**, with beer production and sales and a portfolio of mixed drinks and ciders, including exports to the United States of America.



Net Revenue (NR)

Our consolidated net revenue rose by 4.7% in 2020, as a result of growth in Brazil (7.3%), LAS (10.4%) and Canada (0.1%), offsetting a decline in CAC (10.1%). Brazil saw a growth in volume of 4.2%, in combination with net revenue per hectoliter up by 3.0% (NR/hl), just like in LAS, where we saw volume increase by 0.2% and NR/hl up by 10.1%. Despite growth in our volume in Canada, our NR/hl was down 2.1%, while NR/hl growth in CAC was 8.8% higher, partially offsetting a 17.4% reduction in volume.

Cost of goods sold (COGS)

Our COGS and COGS excluding depreciation and amortization were 16.7% and 18.2% higher, respectively. COGS per hectoliter rose by 15.0%, while COGS per hectoliter excluding depreciation and amortization was 16.5% higher, mostly impacted by the shift in the dynamic between channels, as a result of restrictions on people circulating imposed by local governments amidst the covid-19 pandemic and of depreciation in the biggest local currencies in relation to the US dollar.

Selling, general and administrative expenses (SG&A)

SG&A and SG&A excluding depreciation and amortization grew by 6.7% and 7.1%, respectively.

EBITDA Gross Margin and EBITDA Margin

Our adjusted EBITDA was R\$ 21,591.5 million, falling by 11.1% on an organic basis, with Gross Margin down by 480 basis points and EBITDA Margin lower by 590 basis points.

Net income, Adjusted net income and EPS

Our net income saw a 3.7% decrease, falling to R\$ 11,731.9 million; while when adjusted for non-recurring items, net income was dropped to 3.6%, to R\$ 12,104.3 million, as a result of a hike in the effective income tax rate. For 2020, earnings per share (EPS) were at R\$ 0.72 and adjusted earnings per share was R\$ 0.75.

Operating cash flow and CAPEX

Cash flow from operating activities reached R\$ 18,855.8 million during the year, up by 2.6%. CAPEX investments totaled R\$ 4,692.7 million in 2020, which is 7.4% less than the previous year.

Dividends, shares and financial discipline

Our bylaws establish minimum mandatory dividends corresponding to 40% of the Company's annual adjusted net income, including any amounts paid by way of interest on own capital. During 2020, we returned R\$ 6,509.5 million in interest on own capital to our shareholders, along with R\$ 1,206.9 in dividends related to the 2020 fiscal year. Our net cash position on December 31, 2020 was R\$ 13,998.1 million.

Approximately R\$ 104.8 billion in common stock in the Company was traded during 2020 on the B3 S.A. - Brasil, Bolsa, Balcão. During this period, the Bovespa Index rose by 2.9%; while our share price ended the year at R\$ 15.65, appreciating by 14.0% compared to 2020.

Financial highlights - consolidated

R\$ millions	2019	2020	% Reported	% Organic
Volume ('000 hl)	163,243.0	165,797.9	1.6%	1.4%
Net revenue	52,005.1	58,379.0	12.3%	4.7%
Gross profit	30,327.0	31,312.9	3.3%	-3.9%
Gross margin (%)	58.3%	53.6%	-470 bps	-480 bps
Adjusted EBITDA	21,147.1	21,591.5	2.1%	-11.1%
Adjusted EBITDA margin (%)	40.7%	37.0%	-370 bps	-590 bps
Net income	12,188.3	11,731.9	-3.7%	
Adjusted net income	12,549.9	12,104.3	-3.6%	
EPS (R\$/share)	0.75	0.72	-3.4%	
Adjusted EPS	0.77	0.75	-3.3%	

Note: Earnings per share is calculated based on current shares (total existing shares less shares in treasury).

Our consolidated net revenue rose by 4.7% in 2020, as a result of growth in Brazil, LAS and Canada.

Risk management

GRI 102-11

We have a risk management team responsible for mapping and monitoring any events that could create risks for the business.

With two of the major pillars in the Company’s strategy being financial discipline and limited exposure to avoid the ups and downs of the market, we have categorized risks into five types: strategic, operational, regulatory and legal, financial, and image.

Every year, we revise the risk matrix and make any necessary adaptations when there are new findings. We also closely monitor unlikely risks in an effort to reinforce monitoring. Management is conducted entirely by the Company’s Board of Directors (which may call upon the Operations, Finance and Compensation Committee) and by its Executive Board.

Along with these management efforts, suppliers and service providers should follow the guidelines in the Ambev Brewery Code of

Conduct and undergo a risk analysis and, in some cases, they are subject to compliance due diligence, which includes completion of an anti-corruption questionnaire (where the partner needs to indicate agreement with rules), a check of lists of restricted companies, and assessment of media and attitudes toward environmental issues.

Partners are also subject to our anti-corruption compliance training, depending on their degree of risk, aimed at reinforcing their monitoring and sharing knowledge on environmental issues to encourage a sustainable chain. All sourcing contracts with suppliers include specific clauses regarding standards, and any conduct in violation of these principles may result in termination of the contract by Ambev.

ambev
#BeyondLabels
risk categories:



Process management

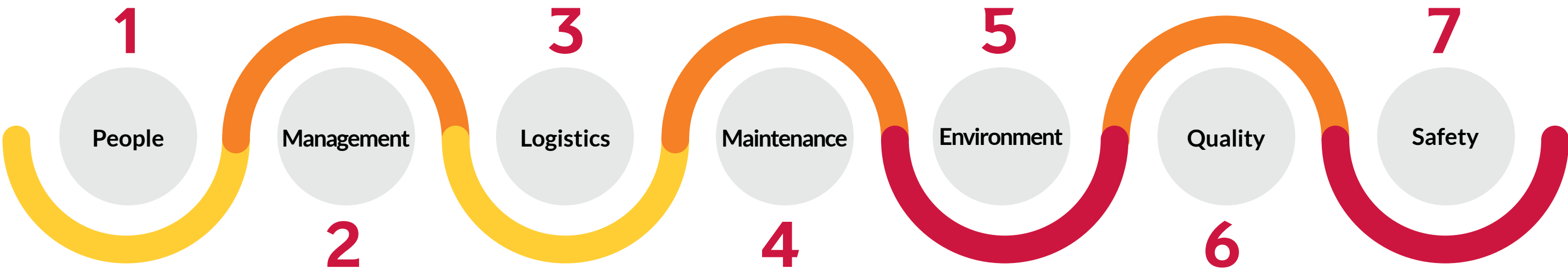
Our production process uses renewable and non-renewable natural resources. Water is the main raw material in soft drinks and beer, along with other ingredients.

We use a standardized management process - Voyager Plant Optimization (VPO), conducting factory efficiency for over 20 years, using uniform processes and measurable standards in operations. VPO makes it possible to achieve goals to reduce environmental impacts and ensure quality and security day-to-day at industrial plants. We invest in modernization and enhancement of production process controls,

sharing best practices in management between our factories.

There are seven pillars governing daily operations and guaranteeing factory excellence: People, Management, Logistics, Maintenance, Environment, Quality and Safety. Internal audits are also performed, while financial procedures undergo continual assessments. Sales Process

Optimization (SPO), a management system focused on improving service quality in sales and customer services, and Distribution Process Optimization (DPO), providing quality assurance and sustainable results, also support industrial plant management.



Logistics management

Our logistics process, with its focus on quality and sustainability, follows the DPO and VPO operations manual and uses a technological platform - TecLog, optimizing every step in the operation. This high-tech data-based platform provides drivers with a variety of tools, with solutions to improve vehicle allocation, optimize delivery routes to more quickly serve points of sale and reduce environmental impacts from pollutant gas emissions, since trucks are on the road for less time.

One way that Ambev creates a more sustainable logistics process is through the Collaborative Project, also known as Shared Fleet, where the Company and its partners come together to get rid of the so-called empty mile on the product transport route. In 2020, we covered over 2 million km in synergy with 31 partners, preventing approximately 2,700 metric tons of CO₂ emissions.



Data Protection

GRI 103(418), 418-1

With digital transformation, which accelerated with the covid-19 pandemic, data sharing activity has taken on new meaning, to the extent that data is a strategic asset for us.

Our commercial activities generate a large volume of personal data, including on customers, consumers, employees, partners and service providers. Within this context, we always treat personal data with the utmost care. With the establishment of the General Data Protection Act (LGPD), which took effect in September 2020, we have revised and reinforced our processes for treatment of personal data.

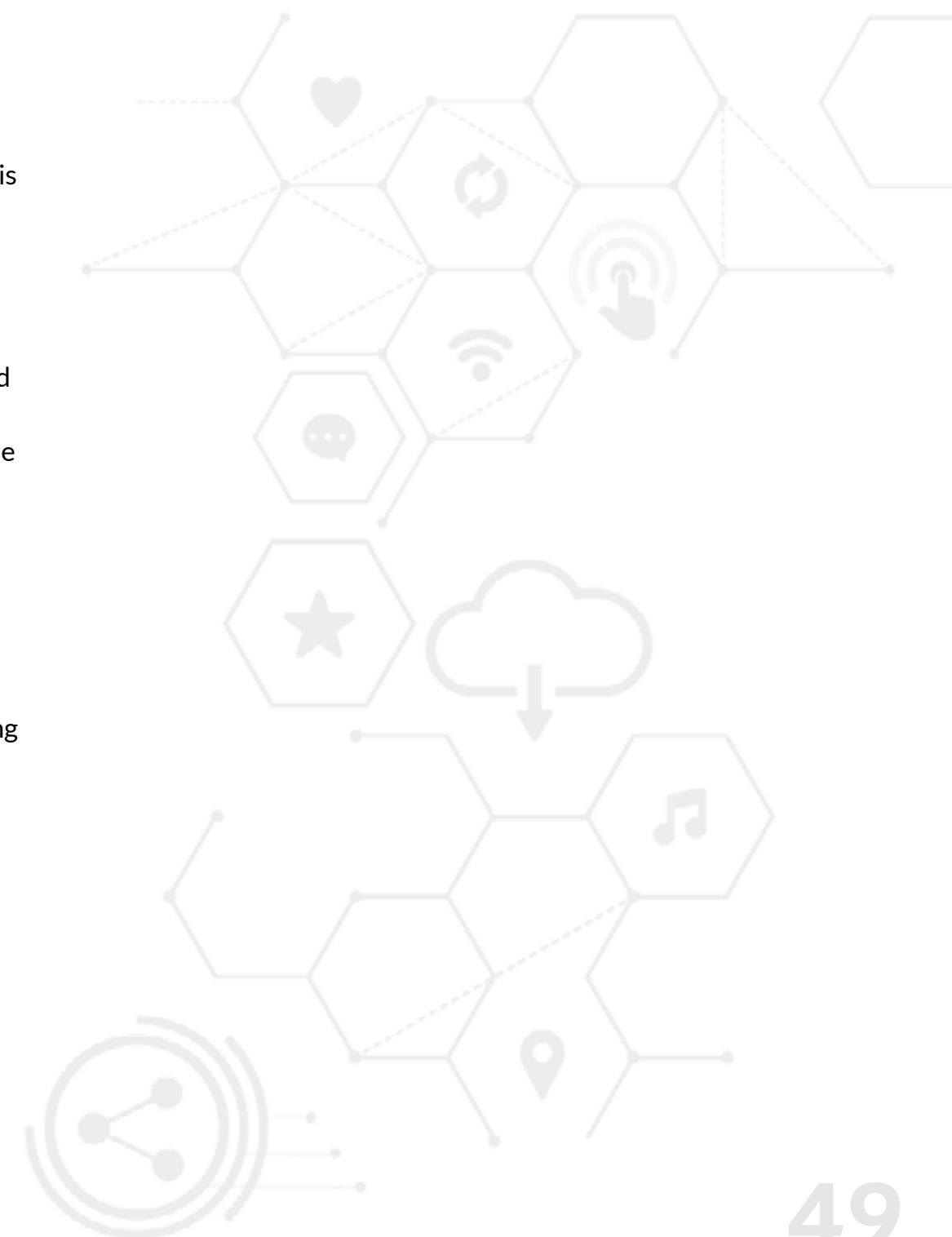
We adapted to the LGPD based on the experiences of our parent company, AB Inbev, and based on the European Union's General Data Protection Regulation (GDPR). A multidisciplinary privacy governance structure, reporting to Ambev's upper management, was created to handle this issue, mapping how personal data is treated by the many areas in the Company, analyzing the impact of treatment

activities, and implementing preventive or corrective actions (if necessary), applying the privacy by design and by default concepts. This is all managed by a specific system and monitored using performance indicators.

Additionally, we also have corporate policies regulating treatment of personal data along with security measures that were implemented to protect databases and prevent cyber-attacks, therefore reducing the risk of exposure to data violations and information security incidents. All platforms are subject to global certification auditing, with Zé Delivery and Empório having additional rules to control for minors under age 18.

Training also plays an important role in sharing this culture of data protection. Around 30 training sessions on the LGPD were held in 2020.

There were no complaints or concerning incidents found in relation to violation of customer privacy and loss of customer data.



Customer relations

GRI 102-43

We maintain a transparent and continual relationship with our customers, considering their different profiles and sizes - warehouses, bakeries, diners, kiosks, gyms, bars, mini-marts, convenience stores, franchises, etc. We have four channels of communication to meet demands efficiently and responsibly:

- **Technical Assistance Center (CAT)**, responsible for providing preventive maintenance on leased equipment, such as refrigerators, beer coolers and postmix systems. There were 209,035 maintenance requests in 2020, compared to 117,910 in 2019. Even in this higher-demand scenario, the percentage of maintenance calls answered on time rose from 48.9% in 2019 to 78.1% in 2020.
- **Customer Service Department (SAC)**, a channel for consumers to contact us and ask questions, find information, provide criticism or make suggestions. There were 18,277 calls on

record for 2020, compared to 51,277 in 2018. This information was not reported in 2019 due to a change in the company responsible for this service.

- **Retail Customer Service (SAV)** fulfills all post-sales demands from customers, such as request related to payment terms, order status, product exchanges and other demands. This channel had a total of 1,781,074 calls answered in 2020, versus 492,376 in the second half of 2019.
- **Net Promote Score (NPS)**, a survey to see how much customers would recommend us to another establishment similar to their own. This also provides us with customer perceptions on their experiences with the Company. Based on the results of the NPS, we direct our strategy toward improving the customer experience together with the corporate and regional areas, always seeking to deliver a service of excellence to customers.

• Beer Lovers •

Sharing our passion with consumers is always a pleasure and a way for us to travel back in time through the wonderful world of beer.

Spread across Ceará, Minas Gerais, Paraná, Pernambuco, Rio de Janeiro and São Paulo, our breweries welcome Beer Lovers (our name for our visitors) on tours where they can get to take a firsthand look at every stage in production of our products and sample a fresh beer straight from the tank. Because of the pandemic, visits were suspended after March 16, 2020; up to this date, our 12 breweries welcomed 8,552 visitors during the year. Interactions were then moved online, with a virtual tour of the breweries and brewer training on the Ambev Learning platform on YouTube and other social networks, hitting over 61,000 views.

Without brewery tours and with bar conversations being transferred to the kitchen table, beer lovers were given another option to enter this world. In July, we launched an entertainment platform called Hoppy, joining content and gamification. Developed in New York, Hoppy (available at <<https://hoppy.ab-inbev.com/>>) is totally interactive, with topics covering beer history, ingredients, types, production stages and pairing tips. Throughout each chapter, users can have fun by taking tests and quizzes and accumulating “beercoins” - used in scoring to create a global ranking with people around the world. The platform had 5,165 visitors during the year.



Beer Academy

Aimed at sharing knowledge and contributing to all things beer, we offer beer lovers and entrepreneurs the Academia da Cerveja (Beer Academy), an online learning platform created in partnership with brewing schools in Brazil and around the world. Courses held on a dedicated company webpage <<https://www.academiadacerveja.com>> with varying degrees of intensity and frequency and can last 2, 15 or 45 hours, for instance, with both paid and free classes covering topics such as introduction to the world of beer, fermentation types, technology for craft brewers and the brewing process, among others.

Supplier relations

GRI 102-9, 102-43, 103(204), 103(414), 204-1

Helping suppliers to grow along with us is a duty and an essential pillar of our sustainability. That is why we have created development tools geared mostly toward small and medium businesses all across Brazil that operate in sectors including raw materials, packaging, logistics and general services. We have increasingly focused on suppliers in the communities closest to our operations, through our Buy Local initiative, which has already added over 1,900 new partners to our network, in addition to providing sustainable development for the local communities near us. All of the work done in supplier relations follows the Ambev Entrepreneurship Platform, based on the following pillars:

- **Relationships and partnerships** – we use Net Promoter Score (NPS) surveys given to our suppliers to outline actions to continually improve relationships with our suppliers. To do this, we created Connect, a portal joining the information and functionalities most important to our suppliers, such as access to systems, management tools, news and order tracking.

#procurement for a better world

Ambev's Board of Directors and Executive Board monitor actions developed with partners, which are managed through the Global Responsible Sourcing Policy, based on environmental, social and governance indicators. All of our suppliers must comply with the Responsible Sourcing Policy, which covers topics related to social, environmental and governance matters. Without compliance, suppliers will be unable to maintain a business relationship; in other words, a commitment to these aspects of compliance is a pre-condition for establishing partnerships. (GRI 414-1)

We hold the Net Promoter Score (NPS) survey in every country in Latin America where we operate; the survey is anonymous and one point that it covers is supplier perception of the Global Responsible Sourcing and Anti-Corruption Policies, which can be found at:

Brazil:
www.ambev.com.br/sobre/etica

Bolivia:
https://www.cbn.bo/Proveedorestrabajando_juntos/

Chile:
<https://www.abinbev.cl/compliance>

Results of the satisfaction survey in 2020

Brazil 61

Chile 28

Paraguay 54

Uruguay 37

Argentina 27

Bolivia 36

LAS 35

SAZ 50

Also regarding partnerships in 2020, we worked with the UN Global Compact to promote “Connecting for a Better World,” an event with 23 suppliers who registered over 40 initiatives aimed at sustainability, with the goal of sharing the best practices, which creates value for our supply chain while also connecting the ecosystem. Moreover, in a partnership with SEBRAE (Brazilian Micro and Small Business Support Service) and Falconi Consulting, we held the Connecting Partners webinar, broadcast on YouTube and featuring a discussion by executives of topics related to enterprise management during the crisis brought about by covid-19.

- **Inclusion and Expansion** – since the creation of our platform, we have had a “Buy Local” initiative, which has already added over 1,900 new partners to our network and enabled sustainable development of the local communities near us. We hold regional fairs to recruit new micro and small businesses to our partner network, which contributes to developing the communities neighboring operations. In 2020, 23% of the budget came from local partners (suppliers within a radius of 80 km from our Breweries and Distribution Centers), down 4% from the previous year, as a result of adjustment to the calculation methodology.

In September 2020, we announced our commitment to increase the number of black-led suppliers by 200. To do this, we had already established partnerships to help connect us with these types of suppliers, with aims that go beyond our business partnerships. To contribute to inclusion in and expansion of the chain, we implemented a rule providing flexibility in payment terms, according to each partner’s level of revenue. Companies with annual revenue of R\$ 100,000, which represent 62% of the supplier base, have 30 calendar days to make payment. While those with revenue of up to

In 2020, we launched Boto Fé (I Have Faith), a brand new and comprehensive course to train point of sales professionals registered on the BEES platform on responsible drinking.

R\$ 200,000 have up to 60 calendar days to pay. Terms are negotiated individually for those with revenue in excess of R\$ 200,000.

- **Innovation** – we are always aware of the innovations that can make our day-to-day operations and our people better. When we launched our sustainability goals for 2025, we knew that they were ambitious and that to reach them we would have to find innovative solutions and partners interested in finding these solutions with us. That was when we created the 100+ Accelerator, helping us to find startups that have interesting and viable solutions, but oftentimes lack scale; in exchange, we provide management, organization and a very rich network of contacts for these businesses that are just starting out. This is how we reinforce our vision of shared growth - if our partners grow, so do we. We selected

18 new startups for acceleration in our 100+ Accelerator Class of 2020, including startups in Argentina and Uruguay. In Chile, we launched a 100+ Accelerator class in partnership with SocialLab. Two years after the first class was launched, we are doing business and scaling up 23 out of the 39 total startups accelerated by our program.

- **Development** – We provide the <<https://voa.ab-inbev.com/aluno>> portal to share knowledge and management tools with our partners, contributing to business development. Among the topics covered by this platform are people management, cash flow, strategic planning and productivity, in video classes or written materials. We also share what we know about water and power efficiency, through the SaveH <<https://saveh.ambev.com.br>> and SaveE <<https://savee.ambev.com.br>> platforms so that business

owners can save water and power day-to-day at their companies. Since creating the entrepreneurship platform, over 1,850 suppliers have accessed our management training as well as our VOA entrepreneurs platform, with 800 new users in 2020. In addition, over 700 companies have accessed our SAVEh and SAVEe platforms and have applied shared knowledge for more water- and energy-efficient operations.

Our Responsible Sourcing Policy sets forth standards and principles for the Company to follow with its partners and covers topics such as compliance related to working hours, human rights, accident prevention, anti-corruption, environmental management and waste treatment. You can find this Policy at <www.ambev.com.br/sobre/etica>.

Advertising and consumer protection

GRI 103 (417), 417-1, 417-2

The consumer is our boss. Whenever we are going to launch a new product, one procedure that is mandatory is to try to understand consumer needs, carrying out studies to assess impacts related to consumer health and safety and correct disposal of packaging. Our portfolio contains not only beer, the heart of our business, but healthier non-alcoholic, sugar-free and preservative-free options as well.

The Company's promotion of products is based on ethics and responsibility. The approval process goes through an internal committee and external advisers, who not only check for alignment with these guidelines, but also follow the standards of Brazil's National Council on Self-Regulation in Advertising (Conar), a regulatory agency.

In addition to industry mandates, we understand the responsibility to appropriately communicate our products, particularly those containing alcohol, avoiding any indication of excessive use, use by minors or of drinking and driving. Rules and recommendations on good practices in communications and actions were reinforced in 2020 when the entire marketing, sales, legal

and innovation team underwent training on the Marketing and Responsible Communications Code. These guidelines are audited by the internal campaign approval committee.



Strategy

Developing the right taste and providing a portfolio of flavors to please a wide variety of people: this is our goal. We want to be there with consumers at the best times of their lives, on different occasions and sharing experiences. Yet making it to such important commemorations starts far earlier, in developing research where we identify which demands are not being met by our product portfolio and beer brands.

Understanding the consumer allows us to offer proposals that meet consumer needs and create value. These opportunities come not only in products, but also in packaging, sizes and consumption occasions. The Do Bem line of juices, for instance, debuted a 269ml canned version to serve in bars and at premium restaurants.

We have prioritized exploration of new categories beyond beer, one example being 150 BPM, an alcoholic beverage launched in 2019, and the recent acquisition of the Dante Robino

winery, in Argentina. The launch of Gin Comunal also took place in Argentina - the first gin made using beer alcohol, created in partnership with craft breweries in Bariloche.

For all of this to happen, innovation has become a central pillar in business and a fundamental element in our strategy. The covid-19 pandemic accelerated consumer trends in which we were already investing, reinforcing the need for an innovative and consumer-centered mindset. Our growth framework is based on five aspects:

- **New flavors and more added value** – The best example of an innovation strategy, which starts with actively listening to consumer demands and trying to generate value in launches, one example being our local beers.
- **Consumer convenience** – We want to offer consumers more practicality when shopping for their favorite beverages and





snacks. The Zé Delivery platform is a great example of this: it connects consumers to registered bars in the region, with a commitment to deliveries in under an hour.

- **Innovation in customer service** – We are implementing the BEES platform, aimed at improving our service level and helping our customers to improve their sales performance through suggestions made based on establishment and product profiles.
- **Health and wellness** – We have invested in reducing sugar content and have expanded our portfolio of non-alcoholic beverages. Natu, for example, is our version of Guaraná, made with 100% natural ingredients. In Argentina, we launched our first non-alcoholic beer, Quilmes 0.0%, as well as Sendero SUR - the country's first certified organic beer. New this year in Brazil was Stella Gluten Free.

- **Beverages of the future** – We continue to explore new opportunities in the wine segment, with the Dante Robino winery, in Argentina, and the #4LetterWordWine! brand, in Canada. We are also expanding our Nutrl ready-to-drink beverages portfolio in Canada and introducing a whiskey brand into the portfolio.

We are on the XP Investimentos list of the 10 best-performing companies in the Environmental, Social and Corporate Governance (ESG) areas.



Materiality

GRI 102-40, 102-42, 102-44, 102-47, 102-48

Our management and reporting of ESG performance are aligned with our materiality matrix, revised in 2020 in partnership with a third-party consultant, a representative of academia and a specialist in sustainability. During revision, we assessed the material aspects for previous years and supplemented items based on academic studies and executive reports on positive and negative impacts of the beer industry and its value chain, in addition to interviews conducted with Company executives.

At the end of this stage, we listed 38 themes for assessment by our stakeholders through an online survey. Themes considered to be priorities are now included in the new version of the matrix. In 2020, for the purposes of clarity and concise reporting, we have grouped some converging themes together.



Socio-economic themes in internal management and in the supply chain

- 1 Product safety and quality
- 2 Governance, Ethics and Transparency
- 6 Customer satisfaction
- 8 Focus on the customer
- 10 Equal treatment of people of different genders, sexual orientations, races
- 13 Responsibility in the supply chain
- 14 Economic and financial performance
- 16 Prevention of discrimination and harassment
- 20 Working conditions
- 23 Development of human capital
- 24 Development of the retail chain
- 26 Information privacy

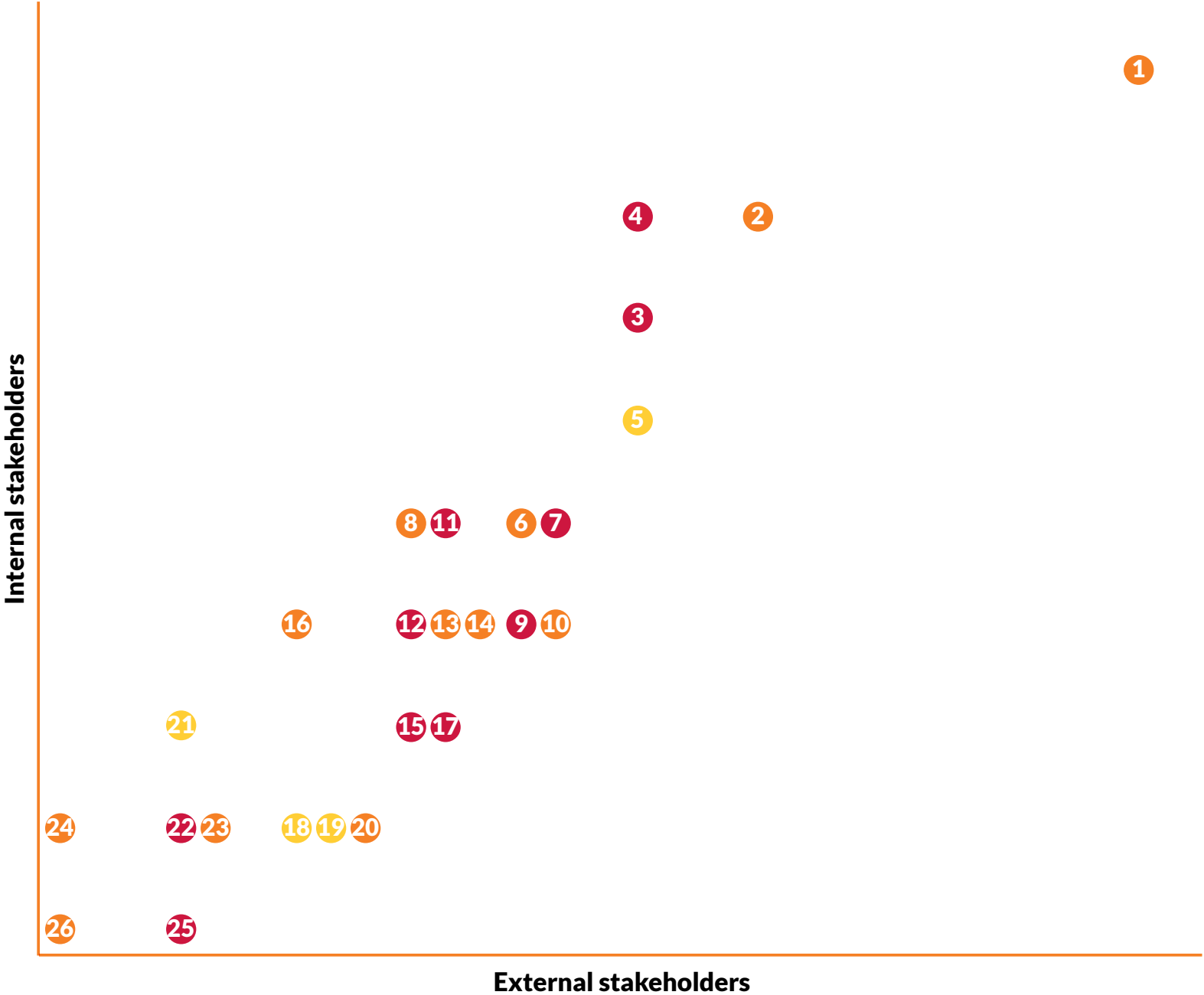
General socio-economic themes

- 5 Sustainable and Smart Drinking
- 18 Respect for surrounding communities
- 19 General Human Rights
- 21 Creation of jobs and income

Environmental themes

- 3 Water resources
- 4 Waste and effluents
- 7 Packaging
- 9 Innovation
- 11 Sustainable agriculture
- 12 Energy use
- 15 Inputs
- 17 Conservation and regeneration of biodiversity / Land use
- 22 Climate change / atmospheric emissions
- 25 Use of chemicals

* Themes are listed from highest to lowest priority (descending order)



Sustainability governance

GRI 102-47

We have built a trajectory focused on celebrating not just today, but tomorrow as well. To guarantee a prosperous future, we work sustainably, considering both preservation of natural resources and care for people and the entire ecosystem.

This commitment is publicly undertaken through goals and actions developed by the Company and that are reflected across the chain. We always want to go further. When we reach or exceed a goal, we set another more challenging one.

This is how we believe we are able to continually improve our rates of eco-efficiency and have more and more of a positive impact on society. As a result, in 2018, we stipulated our current sustainability goals, to be reached by 2025, as shown in the list below:

- **Climate actions** – 100% of electricity purchased by the Ambev Brewery should come from renewable sources. In addition, the brewery will lower carbon emissions across its value chain by 25%.
- **Water management** – Measurably improve the availability and quality of water for 100% of our communities in areas of significant water scarcity.
- **Sustainable agriculture** – 100% of the brewery's agricultural partners should be trained, connected and have a financial structure to develop increasingly sustainable crops.
- **Circular packaging** – 100% of Ambev Brewery products should be in returnable packages or be mostly made with recycled content.
- **Entrepreneur ecosystem** – 100% of our entrepreneurs should have access to the tools they need for their development. We see our 2025 goals as a guideline, but we are not limited to just these goals. If we find something that needs to be addressed and is not covered by our goals, without hesitation we will undertake new challenges and work hard to achieve them.

We have undertaken a commitment to the United Nations (UN) Global Compact Network Brazil, which joins international communities and companies that are willing to work together sustainably.





Our Agenda

Environment, social practices and governance

GRI 103(307)

Because sustainability is business at Ambev, our work is based on the ESG - Environmental, Social and Corporate Governance concept, which measures our commitment to environmental, social and corporate governance practices, whose themes are reported and supervised by the executive board. From this perspective, we have sought ways to minimize our environmental impacts, help to build a fairer and more responsible world, and maintain the best administrative practices.

This is incorporated across day-to-day operations at the organization, at offices and in industrial plants, engaging employees in every country and at every hierarchical level where we operate. One example of this is the 100+ Accelerator, an innovation project that encourages ideas for a more sustainable planet through startups (learn more under the Entrepreneurship topic).

Cervepar (a Paraguayan subsidiary) is, in turn, preparing for B Corporation certification, which is given to companies that join financial prosperity with the planet's preservation and

that commit to building a favorable ecosystem that resolves social and environmental problems.

We took an important step in Joinville, launching Ambev's first sustainable DDC (Direct Distribution Center) in Brazil. It will be the pilot for the new DDCs we are planning to build, serving as a model for the nearly 100 others already operating across the country. The building, with 12,000 sqm of floorspace, is able to connect the greatest number of sustainable initiatives that already take place separately in other centers, in addition to those planned specifically for the Joinville plant.

Sustainable initiatives include: solar energy, electric vehicle fleet (including forklifts, cars, motorcycles and, in the future, trucks for distribution at points of sale), electric machinery, reuse of rainwater, processing of 100% of recyclable waste and coprocessing of organic waste. All of this will create a 75% reduction in CO2 emissions and will cut monthly water and energy consumption by 40%. Other initiatives to lower consumption include motion detectors, dimmers and LED lighting.

With the sustainable DDC in Joinville, we are making progress on environmental conservation actions.



#inclusion for a better world

Our CEO, Jean Jereissati Neto, represented the private sector at the panel for the 20th edition of the UN Global Compact Leaders Summit - the world's biggest sustainability initiative. The meeting, which takes place annually in New York, was held virtually this year due to the covid-19 pandemic, bringing together major government leaders, academics, executives and civil society movements to discuss approaches to creating a more inclusive and sustainable economy.

With so many ideas, projects and goals, in 2019 we decided to map the main work fronts related to our business in order to set the direction for current and future actions. The priority themes identified are: Water Stewardship, Circular Packaging, Smart Agriculture, Climate Action, Entrepreneurship and Smart Drinking. Our most valuable capital spans across all of these: people.

With this direction, we intend to drive our progress in relation to the Sustainable Development Goals (SDGs). Thirteen of the 17 SDGs are directly or indirectly incorporated into our business strategy and our actions.

We have goals to broaden our positive impact on society, based on the UN's Sustainable Development Goals.

Our priority SDGs



Water stewardship

GRI 103(303),
303-1, 303-2,
303-3, 303-4

As a beverage company, water is the main raw material used by us and our business strategy includes its preservation, not just because it accounts for 90% of beer, our chief product, but because it is also an essential resource for society’s economic, social and environmental well-being. That is why we have worked for over 20 years to bring down water consumption rates at our breweries and our factory units. Our vision of sustainability prioritizes management based on less consumption, preservation of watersheds and access to clean water.

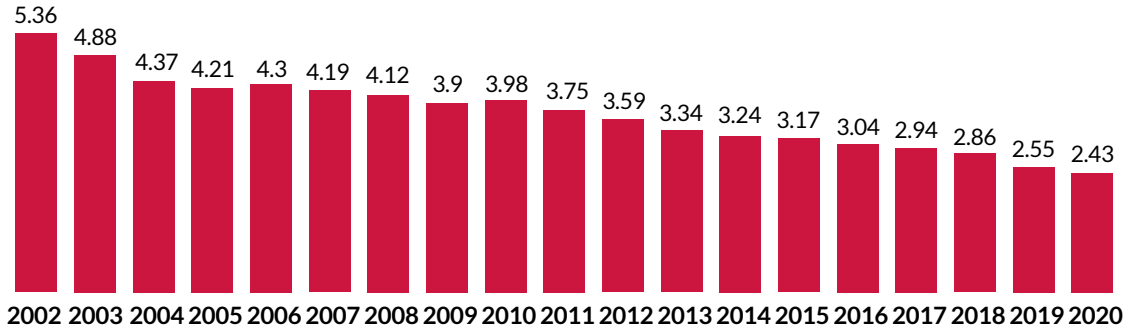
Internally, we prioritize actions to make water use more efficient. We invest in and train a team of technicians, managers and specialists, encouraging them to innovate and use cutting-edge technologies to ensure water savings, while engaging both partners and the community in exchanging knowledge, best practices and development of new processes.

By investing in innovation, using technology and active listening, sharing operational improvements, and implementing more technologically advanced equipment for

reuse of water, we prevented waste and were able to reduce water consumption by 55% at our plants in the last 18 years, surpassing the water efficiency target for 2025. The average per each 1 liter of beer produced dropped from 5.36 liters of water to 2.4 liters - a rate that is an international benchmark in the beverage industry. And over 70% of breweries located in areas with significant water risk have already seen results of 2hl per hl of beer produced, a target that was also established for 2025.

Reduced water consumption intensity 2002-2020 - In hectoliter of water to hectoliter of drink

In 2020, we surpassed the goal it set for 2020, of 2.5 liters of water for every liter of beer produced.



We lead discussions with society on water security, working in collaboration with institutions and governments to preserve and recover this resource.

The water used in our industrial operations is taken from three sources: surface water, groundwater and third-party water. We comply with the discharge volumes and characteristics set forth by the competent authorities, considering limits so as not to cause significant impacts on water resources.

Discharge of effluents is defined according to the law in each state and country where we operate, following the standards set by the appropriate environmental agency, and it is continually monitored. Regarding the quality of water in rivers where we discharge treated effluents, we perform monitoring before and after discharging to assure that the river’s quality is maintained or improved. The volume of water consumed is measured daily using calibrated meters, and each unit has a monthly goal to meet.

The global ABI methodology is used to assess water risk, considering the current situation and a future outlook by operation.

In addition to analyzing water quality and availability in water collection, regulatory

issues and the local context of water access are also considered. There are currently seven operations in Brazil, three in Bolivia and one in Argentina classified as high risk.

Our environment policy has a specific pillar for effluents, which has internal guidelines, monitoring parameters and control of industrial wastewater treatment station processes to guarantee greater stability and treatment performance. Flow meters help to manage water consumption by department, in an effort to support water efficiency work and benchmarking actions to contribute to our continued enhancement.

We establish internal targets to reduce water consumption and external targets to improve water quality and availability in 100% of our communities in areas of high water risk by 2025. To reach this goal, we have developed work with the community, NGOs, and the public and private sectors, so that we may work together to achieve water security, guarantee access to water and conserve watersheds.

Total water collection (in megaliters)

Total water collection (in megaliters)	2019	2020
Surface water	17,546.23	18,231.07
Groundwater	13,131.61	23,660.47
Seawater	0.00	0.00
Water produced	35,038.98	0.00
Third-party water	4,361.14	4,713.09
TOTAL	70,077.96	46,604.63

Areas with water scarcity

Surface water	9,353.25	9,709.98
Groundwater	2,831.23	3,915.18

Water disposal

Surface water	22,287.92	29,317.28
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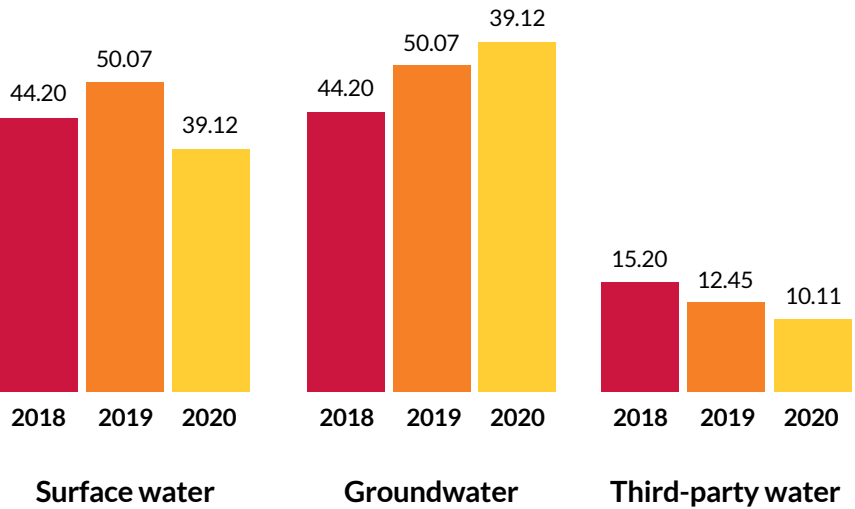
Third-party water and total volume sent for use in other organizations

	914.79	16,648.95
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Disposal in areas with water scarcity

Fresh water	8,954.16	8,501.99
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Percentage of water withdrawn by source (m³)



Cities for Water Coalition - a collective action initiative led by The Nature Conservancy (TNC) Brazil, of which we are anchor; the coalition also works within the Watershed & Forests Program and has been fundamental to the project’s success. TNC works with farmers living near important sources or headwaters, who receive financial incentives from the PSA. Over R\$ 20 million was leveraged in the first cycle.

Where we are active

There are six watersheds spread across different regions of Brazil

We have three projects aimed at improving water quality and availability in all of our communities located in areas of high water risk by 2025, as shown below:

Watersheds & Forests Program

Celebrating its 10th anniversary in 2020, the Watersheds & Forests Program works to restore and conserve soil and forests in areas that are critical to the replenishment of water sources as well as to preserve water quality in watersheds. The program engages watershed users to create a joint plan to preserve and restore the watershed and provide technical information on conservation, environmental

education and ecological restoration to partners and the local community.

The project leverages resources for nature conservation and restoration practices by using native tree species, supporting conservation of over 10,000 hectares over the last 10 years, as well as forest restoration of over 700 hectares of headwaters and riparian forests. Restoration of forest fragments and ecologic corridors also contributes to local biodiversity.

The Watersheds & Forests Program moreover fosters Payment for Environmental Services (or PSA, its acronym in Portuguese) - an economic government instrument set forth by law that

offers financial incentives to farmers who commit to using conservation practices on their properties, through a partnership with TNC (The Nature Conservation) in Jaguariuna, Jundiaí and Jacareí (SP), Rio Claro (RJ), and Anápolis (GO), in Brazil, and Mendoza, in Argentina; and with the World Wildlife Fund (WWF) in Sete Lagoas (MG), Brazil.

Where we are active: There are six watersheds spread across different regions of Brazil.

In the project’s 10 years, the program has managed to rehabilitate over 10,000 hectares of vegetation - equal to over 12,000 Maracanã stadiums - and has already planted around 1.8 million trees.



SAVEh

SAVEh (Water Efficiency Self-Assessment System) shares the knowledge and management tools that Ambev has developed over more than 20 years, so that companies across Brazil can replicate good water resource management practices, leading to reduced water consumption.

Shared knowledge not only contributes to conserving water, but companies also lower their production costs and become more productive while increasing water security and guaranteeing a solid production chain and job maintenance.

By registering on the platform, the company can create customized reports and monitor indicators to improve performance and ensure increasingly efficient water management. To learn more, go to: <<https://saveh.ambev.com.br/>>.

With AMA, we join consumers and communities around the same high-impact cause: guaranteeing access to water for those in need.

To learn more, go to:
<https://www.ambev.com.br/ama/>

AMA

Created with the goal of transforming the reality of thousands of people without access to water. AMA is the first social business from a major company in Brazil. With one of our values being transparency, all of the earnings from every sale of AMA go to projects that bring clean water to semi-arid communities and low-income suburban areas.

To guarantee long-term access to water, in addition to dedicating resources to these local programs, intelligence and training support is offered. Examples of projects supported include deep drilling of wells; revitalization of distribution systems that were not operational; and construction of tanks at schools.

Four versions of AMA water are sold: 500 ml and 1.5 l plastic bottles and 350 ml cans of sparkling and still water, all 100% recyclable. We were the first company to launch canned water in Brazil. Over R\$ 5.9 million has already been earned in product sales, with proceeds going to 57 projects to access drinking water, benefiting over 50,000 people in the semi-arid region, as well as another 200,000 living in communities located in Brazil's low-income suburban zones.



When you drink AMA, you are helping to bring water to those without.



All of the proceeds from sales of AMA go to social projects.



We use these earnings to jointly promote access to drinking water in Brazil.

#water for a better world

We are signatories to the UN's CEO Water Mandate and to the Brazilian Business Commitment to Water Security, an initiative of the Brazilian Business Council for Sustainable Development (CEBDS), whose goals are to: increase inclusion of the theme of water in business strategy; mitigate water risks to business; publicly measure and communicate the company's water management and encourage shared projects to benefit water; contribute technologies, knowledge, processes and human resources and promote engagement of the chain.

Clean water for communities

GRI 303-1

We believe that if we leave the problem of water scarcity for later, it could be too late. So, we have rolled up our sleeves and are leading this discussion in society. With the support of science and technology, we have developed solutions that also help to ensure drinking water for communities without access to it.

We are very proud to be developing a project in Chile, for example. The country is ranked 18th among nations most affected by significant water scarcity, according to a survey carried out in 2019 by the World Resources Institute.

Quilicura, the location of the group's only brewery in Chile, is one of the most acutely affected regions in the country in terms of water supply problems. In partnership with Plasma Waters, we created a project that uses Plasma Water Sanitation System (PWSS)

technology, a modular solution consisting of portable equipment that provides safe water for vulnerable locations and eliminates 100% of viruses and bacteria in water obtained from different sources, guaranteeing permanent, sustainable and affordable access to clean water. Each portable PWSS unit has a capacity to produce 5,000 liters of water daily. The project has 7 portable units, placed within communities and prioritized according to the need to access drinking water.

The project not only brings water to the region, it also performs monitoring using social and economic indicators and holds public workshops on efficient water use and management, preparing the public to take over management of the project and guarantee the initiative's sustainability.

Protected areas

GRI 103(304), 304-2, 304-3, 304-4

For 25 years, we have been developing initiatives to contribute to society and the environment. Year after year, we have acted with an even greater awareness that we are part of a larger ecosystem, of a chain that we need to care for. This commitment is in the entire process, from preservation of areas under our influence to disposal of our products' packaging. We want to do more than comply with legal requirements, we want to help the world to be more sustainable and just.

Part of the land of our operations unit in Guarulhos lies within an Environmental Preservation Area (or APA, its acronym in Portuguese), as part of the Protected and

Environmental Interest Areas in the State of São Paulo - SIGAP. This region is part of the Sector 3 (south) Buffer Zone of Itaberaba State Park - Full Nature Protection Conservation Unit as well as in the Guarulhos State Forest Buffer Zone - Sustainable Use Nature Conservation Unit, both of which were created by State Decree no. 55.662 in 2010.

Due to this condition, the Guarulhos unit, which produces beers and draft beers, has every environmental control and containment measure to prevent impact from this activity.

We took part in a program to reintroduce animal species along with the local zoo and Itaberaba Park, including 14 endangered species.

Preservation areas

GRI 304-1

Units	Total area	Area used	Biodiversity value
Guarulhos	8,479,750 m ²	66,716 m ²	Biodiversity and water resources (land and freshwater ecosystem)

Smart agriculture

The main raw materials other than water in our production process come from agriculture. In addition to water, malt and hops, which are, along with yeast, the main ingredients in beer, recipes also include fruit and roots, seasonings, plants, flowers and seeds. Sugars are, in turn, made from corn, rice, wheat and rye.

There are countless recipes, which is why we depend on the harvest to produce beverage. In this sense, one of our concerns is excluding transgenic food from use. Yet in addition to guaranteeing that inputs have quality, they must also be produced within a sustainable process.

That is why we develop training projects with producers, allowing them to improve grain yield and sustainably manage natural resources, such as soil and water. We work hard to help drive the sustainable transformation of agriculture, therefore ensuring supply chains, improving subsistence for farmers and strengthening natural ecosystems. So much so that our sustainability goal is for 100% of our farmers to be trained, connected and financially structured by 2025. This development and training work is developed through three fronts:



○ Raw material quality

We provide grains developed by our research team and by partner companies. For over 30 years, we have worked in partnership with the Brazilian Agricultural Research Corporation (Embrapa) to incentivize barley crops in Brazil. With gradual enhancement, we hope to improve barley crops by 7% by 2025, joining better quality with minimal environmental impact.



○ Good practices protocol

We developed a technical protocol that includes recommended dates for planting and harvest, fertilization and disease control, which improves management, optimizes production and minimizes use of natural resources. Another practice that is encouraged is reduced use of pesticides, against the backdrop of innovations achieved by our team at the Colorado Laboratory, in the USA, as well as innovations introduced by startups accelerated by our 100+ Accelerator for sustainability.



○ Specialist team

Making periodic technical visits, a field team whose members include agronomists,

phytopathologists, and quality and efficiency professionals assist and enhance management by producers. One example of this is the annual Field Day, held by Ambev in Rio Grande do Sul, where best practices for barley production are shared with farmers.

The SmartBarley app, which has connected farmers around the world, makes the connection and exchange of experiences even stronger. This tool helps farmers to resolve challenges and improve their productivity and environmental performance by providing information on the regions soil and farm performance, for example. Moreover, producers are able to assess their progress and share best practices through this global network, which has 500 registered producers in Brazil, 562 in Argentina and 678 in Uruguay.

In 2020, we reached or exceeded our annual 2025 Goals for sustainable agriculture, with the sole exception of the “Connected” item in Argentina, which reached 99%. On the other hand, results in Brazil and Uruguay were two or even three times the targets set.

2025 Goal - 2020 results

	Brazil	LAS	CAC	CANADA	AMBEV	2025 TARGET	2020 STATUS
Water stewardship							
Watersheds and Forests (High-risk locations in the implementation phase, according to the 7 Stage Plan.)	71.0%	0.0%	0.0%	-	33.3%	100.0%	In progress
Climate action							
Sustainable energy (% of total energy contracted)	65.0%	66.7%	0.0%	42.3%	38.8%	100.0%	Better
GHG Emissions - Intensity (kg Co ₂ e/HI) (% reduction of CO ₂ vs emissions, baseline (2017); Scope 1, 2 and 3)	-4.2%	-25.8%	-48.8%	25.3%	-9.6%	-25.0%	Low
GHG Emissions - Intensity (kg Co ₂ e/HI) (% reduction of CO ₂ vs emissions, baseline (2017); Scope 1 and 2 - Company operations)	-34.4%	-37.0%	-52.6%	132.8%	-23.1%	-	-
Circular packaging							
Glass (% of recycled glass used in glass bottles)	47.7%	58.8%	43.6%	49.0%	4.0%	≥ 50.1%	Better
Aluminum (% of recycled aluminum used in cans)	75.0%	75.0%	47.1%	71.0%	73.8%	≥ 50.1%	Better
Plastic (PET) (% of recycled PET used in plastic packaging)	45.0%	5.7%	1.2%	0.0%	32.7%	≥ 50.1%	Better
Smart agriculture							
Skilled producers	55.0%	49.0%	-	-	54.0%	100.0%	Better
Connected producers	67.0%	54.0%	-	-	65.0%	100.0%	Better
Financially trained producers	87.0%	100.0%	-	-	88.0%	100.0%	Better

For all of this to happen, we rely on partnerships and on Agtech, which uses technology and innovation to help explore new perceptions that combine data collected at the field level by the SmartBarley app with other data sources, such as historical climate and soil data and crop imaging.

Another important topic that is connected directly to sustainable farms is financial structure. We have an agricultural insurance project that contributes to this aspect, reducing the financial risks in crop production for partner producers, adopting regional policies to encourage the planting of barley. We offer seed subsidies, financing for fertilizers, guarantees to purchase barley for brewing in advance of planting and, additionally, the option of purchasing forage barley, even when barely harvested is not at the quality level needed for use in beverage production. In these cases, we send these inputs to companies in other sectors that are able to use these crops.

Additional help for producers in this aspect includes the Radar project, gathering climate data, collected from various stations, which allow for preventive decision-making in crop management, providing farmers with higher profits as a result of optimizing resources, while also favoring a more sustainable production system, with fewer losses.

All of the barley obtained from the over 2,400 producers supplies the six malt houses we have in Latin America: two in Rio Grande do Sul (Navegantes Malt House in Porto Alegre and Passo Fundo Malt House), two in Uruguay (Cympay in Paysandu and MUSA in Nueva Palmira), and two in Argentina (Pampa Malt House in Puan and Tres Arroyos Malt House). In recent years, Argentina has become the biggest exporter of barley and malt in the region: one out of every four beers we sell worldwide is made with barley from the province of Buenos Aires.



Guarana crops

Maués, Amazonas, is a city that has become known worldwide as the birthplace of guarana, and we have contributed to local development through research and by incorporating new technologies into growing this fruit, helping plants to become heartier and more sustainable to become seedlings. Because the city has a guarana-based economy, we have invested in training, consulting and periodic technical assistance for sustainable production. The guarana ecosystem has become stronger and more efficient with the use of seedlings, since losses from seeds that do not thrive are minimized. This allows more seedlings to be generated and donated to riparian populations. Each year, around 50,000 seedlings are donated each year to more than 100 local producers, benefiting in excess of 500 people.

Fazenda Santa Helena, the farm where we have been developing the best guarana farming techniques since 1971 is considered the world's biggest cradle of guarana. The Fazenda covers an area of 1,070 hectares, with 20% being used for guarana farming and 80% reserved as an environmental preservation area. Not only does this benefit the environment, but these efforts can also be seen in the numbers: the rate of productivity has risen by 140% in the last decade in relation to the first. All of this work is based on

family farming, it is 100% manual and it involves over 1,000 families.

A network of partners, created in 2019, has worked in Maués to improve quality of life for the city's people. Work groups promote activities related to Education, Tourism, Sociocultural Production and Sustainable Production, so that the community develops while always valuing its culture and biodiversity. The initiative receives technical support from Idesam, an organization working with social and environmental projects in the Amazon for over 15 years. It had the following results in 2020:

- 53% increase in farmer earnings from direct sales to Ambev;
- 337 producers selling directly to Ambev and with traceability processes;
- 12 organizations selling directly to Ambev and with traceability processes;
- 3 sustainable products supported from the Amazon
- 25 groups trained or that took part in practical activities or processes
- 900 producers with the potential to receive seals of geographical indication (GI)





Incentivizing hops production in Brazil

We took a huge step in 2020 with a pilot project called Hildegarda, developed in Lages, Santa Catarina, to incentivize domestic production of hops, one of the main ingredients in beer. Because hops are best suited to colder climates with ample sunlight, they are most commonly grown in countries such as the Czech Republic, Germany, the USA, Argentina, South Africa and New Zealand. That is why we always import this ingredient. However, the project, which is being carried out on the Santa Catarina Hops Farm, encourages development of local farming and includes a nursery and experimental one-hectare field, with the Chinook, Cascade, Comet and Nugget varieties being grown in management tests.

One stage of the project consists of building a pilot plant for processing hops, where crops supplied by producers will be processed and turned into ready-to-use pellets. In addition to donating seedlings and nursery access, small farmers will receive comprehensive support on techniques for excellence in growing hops, given the country's climate and soil conditions.

Local beers

In an effort to guarantee a sustainable source of income for family farmers, we have invested in launching local beers that value regional ingredients and culture. Esmera (Goiás), launched in 2020, Nossa (Pernambuco), Legítima (Ceará), and Magnífica (Maranhão) are made from cassava. While one of the main ingredients in Berrió do Piauí, also launched in 2020, is cashew fruit.

This project benefits the entire chain: from farmer to consumer. These beers are each produced within these states using local suppliers, reaching consumers at a much more affordable price. A total of over 7,300 family farmers and other workers benefit from these five labels.

The big new launch for the year in Bolivia was Chicha Taquiña, a light and refreshing brew typical of the Cochabamba region, made mostly of corn. Over the next three years, we have committed to purchase over 14,000 metric tons of corn from 2,000 family farmers, contributing to local social and economic development and helping to keep traditions alive.



Climate action

GRI 103(305), 201-2

Climate change is one of the biggest challenges of this time, a pressing matter being faced by the planet, destabilizing societies and ecosystems. We know what our role is in collaborating to leverage the sustainable growth of business, which is why we develop actions to reduce our environmental impact.

We are increasingly concerned that carbon dioxide and other greenhouse gases in the atmosphere could adversely affect global temperatures, weather patterns, and the frequency and severity of extreme weather and natural disasters. In the event that this change in climate has a negative effect on agricultural production, we may be subject to less availability or less favorable prices for certain agricultural commodities that we need for our products, such as barley, hops, sugar and corn.



Moreover, public expectations raise the costs of energy, transportation and raw materials, possibly requiring us to make additional investments in facilities and equipment as a result of greater regulatory pressure. Consequently, the effects of climate change can have a significant adverse impact in the long term on our business and operating results.

Our goal is for 100% of our electricity to come from renewable sources by 2025. We are also committed to lowering carbon emissions across our entire value chain by 25% - this would be like taking nearly one million cars off of the road every year.

We began working for the climate within our operations over 20 years ago, introducing routines geared toward energy efficiency and changing the energy matrix in our production process. As the basis for reducing greenhouse gasses, the management model focuses on lowering energy consumed by production unit, with each area measured and with goals being set for each department, guaranteeing

continued improvement in our routines to achieve energy efficiency. One example of this is the integration between production planning and resource optimization. We also rely on maintenance management, which enables equipment to operate at maximum efficiency, fostering innovation and continued improvements in processes. From then until now, we have lowered our Brazilian breweries' carbon emissions by over 60%.

In addition, 20 years ago we installed the first biomass boilers, which currently account for a large portion of our heat matrix. We replaced the use of fossil fuels with vegetable oil in all of our Brazilian operations and we reuse the biogas generated in our Wastewater Treatment Stations in energy production, making advancements in establishing a more and more renewable matrix. We are also working toward this goal through green logistics and innovation programs across our supply chain, which we will discuss below.

Energy management

GRI 103(302), 302-1, 302-3, 302-4

In 2020, we continued to make investments in renewable energy - one of our priorities. Internally, some electricity is generated by Ambev, through the use of natural gas, reducing the cost of purchasing energy and ensuring reliable operations. We are always looking for alternatives to replace fossil fuels and electricity with renewable resources like vegetable oil, biomass and biogas. Residual fuel oil was replaced with renewable vegetable oil and the energy matrix includes boilers for making steam and development of sources such as biomass and biogas.



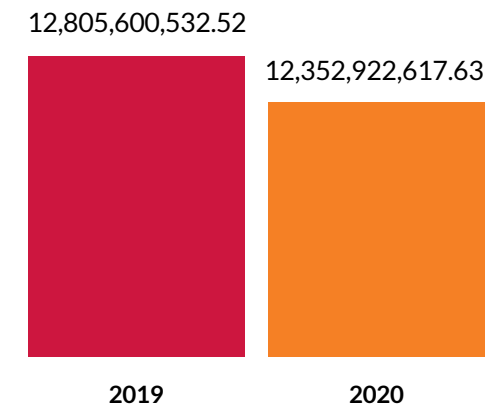
Energy consumption within the organization – In megajoules (MJ)

GRI 102-48, 302-1

	2019		2020	
	Brazil	SAZ*	Brazil	SAZ
Non-renewable resources				
Electricity purchased	3,210,983,714.41	4,101,032,283.80	3,394,797,405.67	3,394,797,405.67
Electricity generated (natural gas)	184,315,151.02	184,315,151.02	99,703,674.51	99,703,674.51
Natural gas purchased	2,977,825,519.51	4,442,578,267.56	2,930,625,439.47	2,930,625,439.47
Steam purchased (natural gas)	611,092,061.77	611,092,061.77	627,533,140.62	627,533,140.62
Total	6,984,216,446.7	9,339,017,764.15	7,052,659,660.27	7,052,659,660.27
Renewable resources				
Biogas	71,863,096.4	74,571,319.88	52,398,466.01	81,146,473.14
Biomass purchased	1,983,272,806.8	2,160,455,883.47	1,512,287,287.03	1,560,273,703.79
Electricity - Biogas	-	-	6,034,371.66	6,034,371.66
Electricity purchased	-	-	-	651,812,647.44
Vegetable oil purchased (BR) / FuelOil (ABC)	340,094,337.46	605,793,892.87	336,345,484.44	336,345,484.44
Steam purchased	340,094,337.5	625,761,672.15	574,913,233.21	574,913,233.21
Total	3,020,991,912.9	-	-	2,552,678,894.58
Electricity consumption	4,285,347,434.82	4,285,347,434.82	4,438,691,878.48	4,438,691,878.48
Heating consumption	8,520,253,097.7	2,840,821,096.22	7,832,998,784.78	2,297,598,578.64
Steam consumption	1,236,853,734	1,236,853,733.92	1,202,446,373.83	1,202,446,373.83

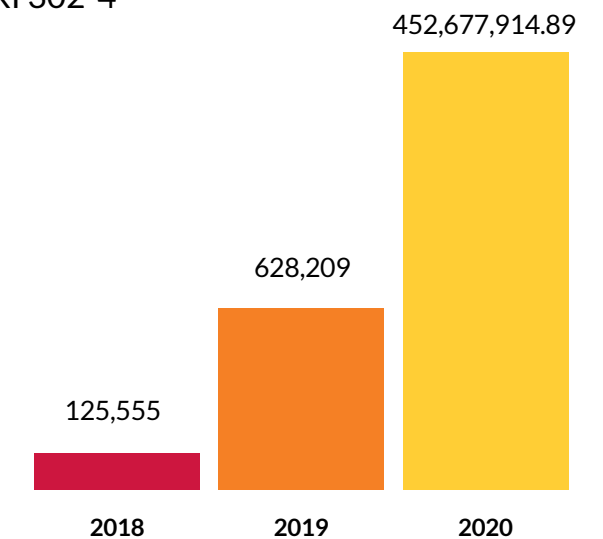
*SAZ: area including Brazil and five other South American countries (Argentina, Bolivia, Chile, Paraguay and Uruguay)

Total energy consumption within the organization – Brazil



Reduction in total energy consumption per hectoliter of beverage – In GJ

GRI 302-4



Energy consumption fell by 4% year-over-year, even with production volume rising by 4%. This is an indication of the success of Ambev's energy efficiency actions.

Renewable energy

GRI 201-2

We are building a wind farm with a capacity of over 80 MW on an area of 1,600 hectares in Bahia, to be used in production activities at the five factories producing Budweiser in Brazil. This means that production and distribution of Budweiser and other brands produced in these breweries will be done using 100% clean energy in 2022. We will stop emitting 20,000 metric tons of carbon dioxide (CO₂) per year, which is equivalent to taking 35,000 cars off the road annually.

We have contracts to build solar parks, adding capacity to the grid to power our breweries. Starting in 2023, 90% of our operations will be supplied with renewable energy.

We are also building 48 solar plants in Brazil. The aim is to have them supply energy to every Ambev distribution center in the country. In partnership with the Lemon Energia and Stella GD startups, Ambev is providing small and medium points of sale with access to solar energy credits that help to lower their power bills, which is normally one of the most significant costs at these small businesses, while also reducing their respective carbon footprints. This will result in preventing 810,000 metric tons of CO₂ emissions per year. In Argentina, Quilmes inaugurated its Budweiser

Wind Park in 2020, in Achiras, Córdoba, and has been transforming the energy matrix at the company, whose breweries already operate on 100% renewable energy. The park has the capacity to power 10 beer and soft drink factories, two malt houses and one bottle cap factory. This has brought about a 25% drop in CO₂ emissions at the company during the year, which is the same as taking 500,000 cars off the road.

In Chile, we are the first company in the industry to be given the Enel Green Power Chile Seal, in recognition of the lower environmental impact our operations have, through implementation of a system that guarantees 100% clean energy that comes from the Diego de Almagro solar plant, located in the Atacama Desert. Each year, 19,200 MWh of solar energy will supply company facilities, which is the same amount consumed by 6,400 households in one year.

In the Dominican Republic and Panama, the largest distribution centers will have their own solar panels to operate on 100% renewable energy. These migrations to solar energy, as well as migration of our fleet to electric vehicles, will close the cycle, since vehicles will recharge at our distribution centers using renewable energy.



Electric vehicles

By 2023, electric vehicles will make up half of our fleet. This commitment is supported by a variety of partners, including Volkswagen, which has developed Latin America's first 100% electrical truck, as well as FNM, a startup accelerated by the 100+ Accelerator with which we have established a business model that involves not only clean energy, but also embedded technology to help with management at Ambev and in driver's daily routines.

Trucks are powered entirely by solar energy from distribution centers, with smart systems to optimize battery use and energy recovery when braking, in addition to making no noise, contributing to lessening sound pollution in cities.

In Chile, through a partnership with Iveco, 40% of the Company's primary fleet will be powered by natural gas, allowing us to reduce CO2 emissions per kilometer traveled by 30%. And at industrial plants in Brazil, we replaced 18% of our forklifts during the year with electric models, with the entire fleet being replaced by 2024.

Knowledge

Sharing knowledge and helping companies to lower their energy consumption is another important action for us to combat climate change. In the steps of SAVEh, we partnered with Schneider Electric to do this, developing the SAVEe (Electricity Efficiency Self-Assessment System) - a platform created with a focus on reducing consumption and enhancing energy management. Companies that use electricity in their production process or in providing services can use it to receive advice and online consulting.

Recovering of refrigerators

We developed a project to recover refrigerators, extending the useful life of equipment that was no longer functional, performing extensive maintenance of cooler components and reusing most of the materials since 2008.

This prevented the purchase of nearly 753,000 units of condensers, evaporators and interiors by reusing these components, which are made using raw materials that include copper, aluminum and iron - preventing total emissions of nearly 48,000 CO₂e.

Materials from Reused components

Copper: 314 metric tons



Enough for 566,073 Olympic medals or 174k coolers

934 metric tons of CO₂e

Aluminum: 172 metric tons



Equal to the volume of cans discarded over 11 Carnival holidays in São Paulo or 246k coolers

1,680 metric tons of CO₂e

Iron: 19,553 metric tons



Enough to make 2.6 Eiffel Towers or 300k coolers

45,363 tons of CO₂e

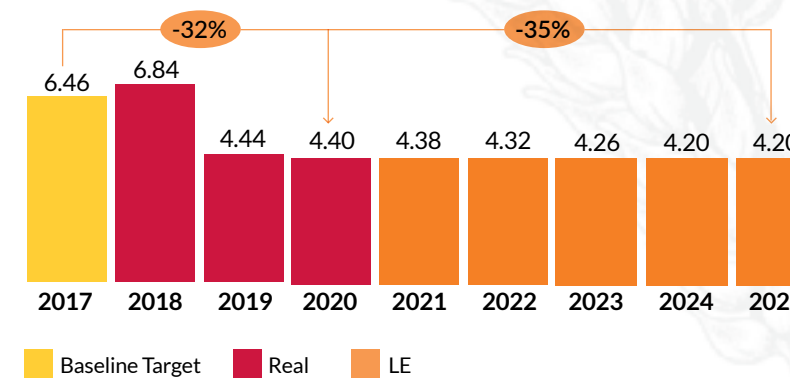
Eco coolers

We developed a project in partnership with Metalfrio to lower energy consumption, bring down operating costs and boost performance at the point of sale. This resulted in a 32% drop in energy consumption in SAZ over the last two years, with a goal of reaching 35% by 2025.

These so-called eco coolers contain sensors that identify the times when a point of sale is open for business and that activate stand-by mode when there is no movement, turning off internal lights and optimizing the cooling system. Refrigerator fans are a huge culprit in energy consumption. This technology not only saves electricity at the point of sale, it also lengthens the cooling system's useful life.

All of our new coolers have had these technologies since 2019 and they are also being implemented in all of the coolers recovered during this time.

Reduction in CO₂e/hL with eco coolers



Emissions

All of our breweries, soft drink factories and verticalized operations prepare annual Greenhouse Gas (GHG) Emissions inventories, which are sent to the Company’s Engineering Center, for consolidation of our emissions inventory. The inventory is done based on the

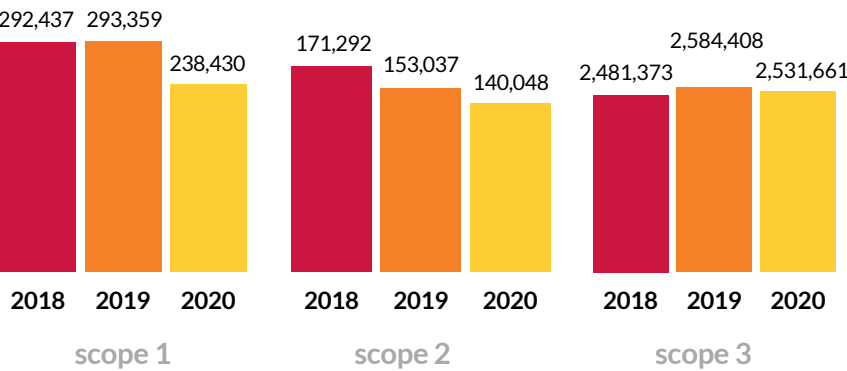
ISO 14064 standard and the Brazilian GHG Protocol Program. The global inventory (AB InBev) consolidates the data and information from each unit, which is then audited by KPMG. Our inventory includes the following gasses: CO₂, SF₆, CH₄, N₂O, HFCs, PFCs and NF₃.

Our emissions volume remained unchanged for 2020, despite growth in production. With this, we continued to reduce the intensity of emissions per hectoliter of beverage, which was lower across every region where we operate, with the exception of Canada.

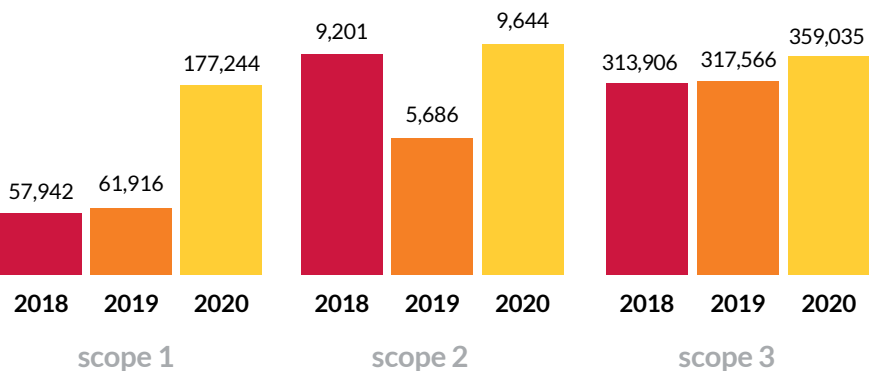
Greenhouse gas emissions – In tons of CO₂e

GRI 305-1, 305-2, 305-3

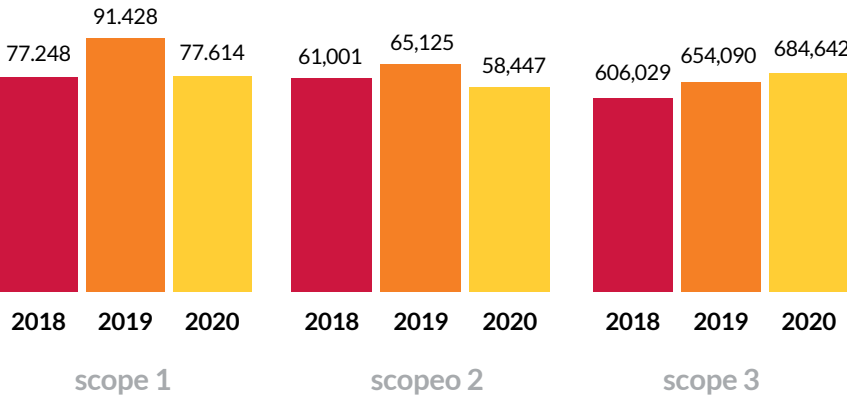
Brazil



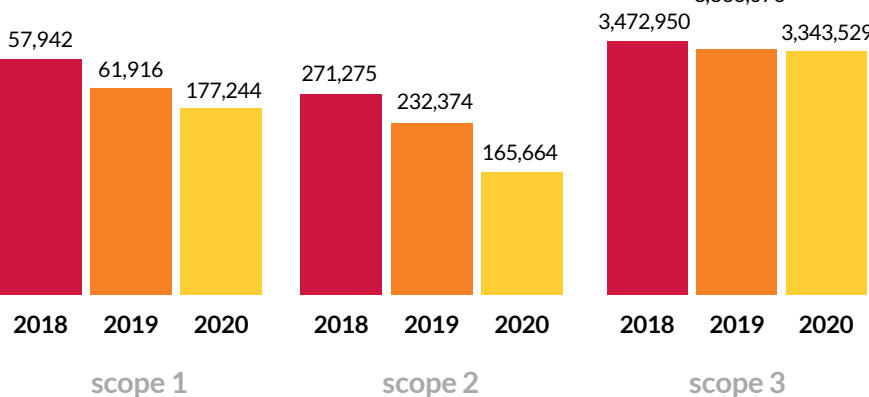
Canada



CAC



SAZ



Carbon emissions intensity – In kgCO₂e/hl

GRI 305-4

	2018	2019	2020
Brazil	30.91	28.15	26.06
CAC	60.41	46.17	38.62
Canada	46.67	46.45	61.04
SAZ	33.72	29.28	27.27

Circular packaging

GRI 103(306), 306-1

Responsibility for our product does not end at the last drop. We are constantly looking for ways to recycle more material in our packages and to raise rates of recycling around the world, through recovery and reuse of glass, aluminum and PET. One of our goals for 2025 is to ensure that 100% of our products use returnable packaging or packaging made mostly of recycled material.

To do this, we have increased the recycled content in our packages year after year, and we continue to encourage the use of returnable packages. Ten years ago, we were the first company to introduce a PET bottle made entirely of recycled material, with the Guaraná Antarctica 2-liter bottle.

Manufacturing of this bottle currently consumes 70% less energy and 20% less water than bottles made with virgin resin.

We have a factory in Rio de Janeiro producing glass bottles, most of which come from recycled glass. This is one of the largest recyclers of glass in Latin America. Over 50% of the raw material used at the unit is broken glass that comes from partnerships with reverse logistics companies and cooperatives. The factory also has equipment that can purify the gas generated in the oven, removing up to 99.95% of pollutants. We generate energy savings of 35% by recycling glass.

Waste generated – In metric tons

GRI 306-3

	2019	2020	2019	2020
	SAZ		Brazil	
Total waste weight (recyclable and non-recyclable waste)	1,946,059.85	2,144,539.21	1,461,836.91	1,597,406.57
Recyclable waste weight (total sent for recycling)	1,938,241.75	2,138,281.49	1,458,661.96	1,595,531.59

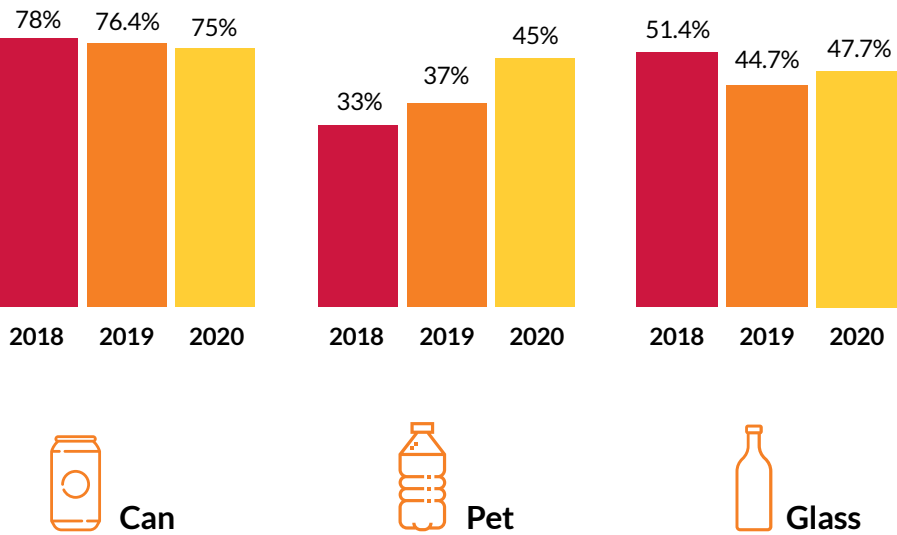
Hazardous waste
2019: 1702.03 metric tons
2020: 124.76
* Data for Brazil



In addition to glass recycling, we invest in returnable glass bottles, which can be reused over 20 times in one year, preventing the need to produce more bottles.

We also started up operations on our first Can Factory, located in Sete Lagoas (MG). The can factory, with an annual production capacity of 1.5 billion aluminum cans, is the first in Brazil that belongs to a beverage manufacturer.

Percentage of materials used in packaging that are recycled



*Data from Brazil

#sustainability for a better world

For Carnaval 2020, we collected and recycled waste from the biggest street parties in São Paulo, Rio de Janeiro, Belo Horizonte, Salvador and Recife. A total of 324 metric tons of material were collected, 127 metric tons of which was plastic. Some of this waste collected was transformed into 2,000 trash bins to be installed in these cities starting in March 2021, leaving a positive and sustainable legacy for the public after the celebrations. This initiative was developed in partnership with the National Association of Waste Pickers (Ancat), mobilizing around 3,000 waste pickers who also collect other materials, correctly disposing of them.





No more plastic pollution from our packaging

By joining forces to reach our global sustainability goals, in Brazil we have committed to getting rid of plastic pollution from our packaging by 2025. To do this, we work on three fronts: elimination and replacement; returnable and recycled packages; and innovation and partnerships.

This commitment consists of eliminating unessential plastics in our chain and replacing them with other materials. The canned version of AMA is one example of this and is an innovation in the Brazilian market. We are also replacing the straws that come with Do Bem juice boxes with biodegradable paper models which, in addition to being more resistant than other models made of the same material, take 120 days to decompose, while plastic straws can take up to 200 years.

We are increasing the number of packages made out of recycled materials. In 2020, we will increase total use of recycled PET from 37% to 45%.

To take this very important and ambitious step, we have forged an even closer relationship with our partners in developing and researching technology to enable us to reach our goal. We continue to look for synergies with startups, universities, NGOs and recycling cooperatives

where there is a desire to change the world together. To follow our steps along this journey, we launched the <<https://www.ambev.com.br/plasticos/>> portal in 2020, which intuitively discusses all of our actions toward reaching zero plastic pollution.

#recycling for a better world

In partnership with Coca-Cola Brazil, we created the Reciclar pelo Brasil (Recycling for Brazil) platform, which currently includes partnerships with various other companies. The project develops waste picker cooperatives in an effort to leverage their income, while also giving them more access to the recycling industry. The initiative offers advice on management, donating equipment and fostering collaborative actions with other cooperatives.

Entrepreneurship

GRI 103(203)

We want 100% of our entrepreneurs to have access to the tools they need for their development. That is why we have invested in technology and innovation, hallmarks of our trajectory.

In this sense, one front is the 100+ Accelerator, which was developed to find innovative solutions to today's biggest social and environmental challenges, while also helping us to reach our social and environmental goals for 2025.

We have now had two acceleration classes (2019 and 2020), where 39 startups were accelerated, with classes being administered by the Conquer school and with mentoring from specialists and Ambev's upper management. Five of these startups were also selected to take part in the global ABI program.

Two years after the first class was launched, we are doing business and scaling up 23 startups that were accelerated by our program. Moreover, we have already invested R\$10 million in business with them.

In Chile, we launched a 100+ Accelerator class in partnership with Socialab during 2020.

Other initiatives to foster innovative entrepreneurship include fairs, open

innovation programs, and actions at universities. Some examples are the 100+ Academy for Startups and the Open Innovation Program | Ideas that transform, which were executed along with Socialab. We provide training and workshops on different business areas at the 100+ Academy and there is also a post-acceleration program supplementing the 100+ Accelerator, driving startups so that they can have an even bigger impact. Because of the atypical year with the pandemic, we did not have a 100+ Academy for Startups in 2020. The program will however return in 2021.

We have a Brewing Innovation and Technology Center (or CIT, its acronym in Portuguese), located in Rio de Janeiro, with a collaborative and technological environment to bring even more innovation to consumers and customers. We also have Ambev Tech, focused on developing expertise and technology to facilitate and streamline people's lives by creating solutions that transform the sales and logistics areas. Whether at our headquarters in Blumenau, at our branch offices or in one of our projects in Latin America and Europe, we work using

collaborative processes in a simple, close and uncomplicated way.

At the Brewery of the Future all of these new technologies are being tested out to build a brewery from scratch. Modern systems and all of the necessary infrastructure are used, including control rooms and more in-depth oversight, with greater efficiency in preventing accidents. This space additionally relies on data for increased efficiency and sustainability by monitoring each stage of production, with the capability to predict the final quality of beer and adjust variables to optimize environmental issues, such as gasses emitted from machines.

Startups are chosen for the 100+ Accelerator based on the UN's 2030 Agenda for Sustainable Development and our own sustainability goals.

Smart drinking

GRI 103(416), 416-1

One of our fronts for social impact is related to responsible drinking. We have global goals we want to reach by 2025, and to do this, we invest in promoting actions and campaigns whose goal is to discourage the harmful use of alcoholic beverages. Our work here is based on two major themes, which are: educating consumers and creating a shift in behavior through social norms.

These two fronts are aimed at:

- **Cutting harmful use of alcoholic beverages by at least 10%** in six cities by 2020 and implementing best practices worldwide by the end of 2025, with Brasilia (DF) serving as the pilot city for development of the project in Brazil.
- **Influencing social norms and individual behaviors to reduce harmful consumption** of alcoholic beverages and investing at least US\$ 1 billion in every market, with dedicated social marketing campaigns and corresponding programs by the end of 2025.
- **Guaranteeing that products without alcohol and with a low alcohol content account for at least 20%** of the Company's global volume of beer by the end of 2025.

- **Placing informative labels on every beer product in every market** by the end of 2020 and expanding education on alcohol and health by the end of 2025.

In line with our global goals, Quilmes 0.0% was launched in 2020 as Argentina's first non-alcoholic beer, along with the <<http://www.poneloenpalabras.com.ar>> portal, aimed at promoting dialog on responsible drinking and providing tools to guarantee that every beer-related experience is positive. In Brazil, we also launched a page on our website that invites consumers to learn more about themselves and understand their relationship with alcohol.

This channel lets visitors take a test so that they can increase their awareness about their drinking habits, encouraging people to improve their relationship with alcohol. This page also has tips on low-alcohol or non-alcoholic drinks, interesting tidbits, and our portfolio of non-alcoholic or low-alcohol beverages. To learn more go to: <<https://www.ambev.com.br/sustentabilidade/consumo-responsavel/>>

To foster a culture of moderation, we joined an extensive network of partners and developed a series of actions and projects to encourage people to practice responsible drinking, through

these key fronts: don't drink and drive; consume in moderation; and consumption solely by those of legal drinking age. The highlights of the year included development in Bolivia of a campaign related to responsible drinking during Carnaval for interdepartmental transport drivers, with talks and training for over 1,600 people.

In Chile, there was a Becks Blue campaign aimed at demystifying this non-alcoholic beer, with blind tests for people inside and outside of the Company to see their expression when they found out they were drinking a Becks Blue.

And in Paraguay, a series called "Chake Pea" aimed to raise awareness about road safety among young people. The show used a comedic approach to depicting day-to-day life, with 10 episodes whose themes were related to common incidents on roadways caused by distracted driving, alcohol and drugs, misunderstanding of traffic lights, incorrect use of helmets, failure to stop for crosswalks and/or jaywalking, among other things.

Ninety-five percent of the volume at Ambev also now adheres to the labeling program, which is stricter than required by local law and includes, for example, icons on alcoholic beverages warning against drinking by pregnant women and in relation to drinking and driving.

More safety in traffic



As part of responsible drinking actions, we lead two movements aimed at reducing the risks of traffic accidents and raising public awareness of the dangers of drinking and driving. One of them is the National Road Safety Movement, which has performed diagnoses in Brazilian states since 2018, pursuant to the National Plan for the Reduction of Traffic Deaths and Injuries (Pnatrans), in an effort to understand maturity and improve traffic safety management. This work is being done by Denatran, Instituto Tellus and Falconi Consulting.

The other movement, which has been active since 2015 and inspired the emergence of the National Road Safety Movement, is the São Paulo State Traffic Safety Movement, the result of actions carried out through a network between the São Paulo state government, private organizations and civil society, to improve traffic safety in the state.

2020 was an important year in our advancement on these projects. We were able to nationalize and make the road safety platform public policy - an effort we have been undertaking since 2013, first in São Paulo, then in Brasília and finally at the federal executive level. The model for reducing traffic fatalities through management, cooperation and data use proved to be very powerful in states, and based on this we designed the cooperation agreement signed in March 2020 with the Ministry of Infrastructure.

In a collaborative effort, we formed the RENAESTE system and coordinated participation by 27 states in creating the Brazilian accident intelligence and statistics dashboard. Prior to RENAESTE, this information took around three years to access and breakdown; now, preventive actions and allocation of public resources is done based on coordinated data.



Brasilia City Pilot: Brasilia Vida Segura

A pilot project has been developed since 2016 in Brasilia, one of the cities chosen for the Global Goals for Smart Consumption, through public-private cooperation. It is backed by research and has an academic foundation, working in four areas:

- **Health** – In partnership with the Health Secretariat in the Federal District, we created a brief triage and intervention protocol to identify and prevent cases of alcohol abuse, providing training to professionals in the Family Health Strategy Program to implement the protocol. This measure brought down hospitalizations due to alcohol abuse by 15%. With this, 12,000 people received care by the end of the year. We also innovated in the tele-medicine model and protocol with a good practice Toolkit for the government. In 2020, medical questionnaires given by family health agents and at Basic Health Units during primary care appointments had to be adapted to a virtual format. However, this change resulted in efficiency that allowed application coverage to be accelerated by 400%.
- **Education** – Several public schools in the Federal District have implemented Social Skills Training as a program to prevent alcohol use by children and adolescents. In 2020, the program was active in three public schools in Ceilândia, impacting 357 students

age 12 to 14 completely online. In 2021, we will continue to carry out the program at Ceilândia schools, bringing the class to another 800 students and promoting even more prevention of drinking by minors under 18.

- **Road safety** – The project supports government agencies in the Federal District in traffic engineering initiatives, in traffic education and safety, and in managing responses to accidents, in an effort to half the number of fatalities from traffic accidents. Over the project's four years, a wide-ranging diagnosis was also performed, outlining the profile of victims of traffic accidents in the country's capital, in addition to mapping the stretches of roadway most critical to helping with preventive and engineering actions to improve roads as well as distribution of breathalyzers.
- **Responsible service** – This project includes training of events and points of sale professionals on recognizing and engaging with best practices in responsible sales. The free online course can be done through the website or using a WhatsApp bot. A certificate signed by Abrasel is provided upon completion.

Starting in 2021, the program will serve as a template for other countries, with a focus on sustainability and lasting integration with the government. To find out more go to: <https://brasiliavidasegura.com.br/>.





Global Be(er) Responsible Day

Created over 10 years ago in an effort to call the internal public's attention to excessive drinking, Global Be(er) Responsible Day is an international event where employees are invited to be bloggers for a day. All operations are halted at this time and employees work to put out creative and spontaneous messages on their social media, to draw more people's attention to the campaign.

The 2020 edition in Brazil was carried out in partnership with the Harvard Business Review and included a panel that was held with health specialists and company directors. One of them talked about putting health first and changing habits, while another discussed technology and scale in changing behavior. The panels were attended by 400,000 people, impacting 2.5 million on social media with #BeerResponsibleDay2020. The annual event launched a new Moderation platform, which will serve as the basis for the work done with responsible drinking over the coming years, bringing new solutions to excessive drinking. To find out more go to: <https://www.ambev.com.br/sustentabilidade/consumo-responsavel/>.



Our People



We were once again recognized as one of the best places to work by the Great Place to Work survey, a result of our constant actions to improve climate and engage our team, with internal survey scores on the rise. In 2020, we rose 39 positions from 2019, taking 27th place.

Cooperation, autonomy, diversity

Our people are our strength. Our employees are the first ones to embrace our causes with us, lending their talent to the world. Everyday operations at Ambev are based on an atmosphere of cooperation and autonomy, so that our teams can do business, innovate and guarantee that customers' and consumers' experiences are more special.

We are proud to continually develop our culture, creating belonging, inclusion and diversity. Innovating to us means being bold, letting go of traditional processes and incorporating the best and most modern corporate practices that value an exchange of experiences and the specificities of each person, so that our employees can express themselves authentically.

With shared goals and teamwork, since 2019 the People team has focused its work on three major fronts to strengthen our culture of innovation: availability of more modern structures and continual investments in technology, as well as application of a culture of agile methodologies; recruitment and development of future talent, mapping competencies to be developed on our team and looking toward diversity and a culture of continual learning; and optimization of the employee experience, prioritizing more simplified and less bureaucratic processes to guarantee a more productive and easier experience.

The Company has therefore become a more and more inspirational place for our talent to have ideas, get things right and get them wrong, create, develop and improve. This guidance from the People team is aligned with our cultural shift in recent years, which has sought to connect more with society and to create increasingly innovative products and processes (read more in our chapter on Our Strategy, page 37).

In order to encourage our employees to get into this climate with us, we offer opportunities for professional growth, building consistent long-term results. Encouragement of an entrepreneurial and innovative spirit is reflected in the sense of ownership, leadership, empowerment and responsibility that each person has who joins us to embrace a commitment to make the world a better place (see our 10 principles on page 21).

All of this is conducted with the support of solid, transparent and efficient internal communications, valuing every form of expression so that we can always be in sync with employees.

For sales teams to be able to stay up on campaigns, TV Ambev features our launches and highlights, along with current challenges, on a weekly basis. Employees can rely on the Business Shared Center (BSC) to consult corporate information and indicators, which gathers general data from People, as well as on the Zone Brewery Support (ZBS), which has consolidated production information and environmental results.

Compensation and benefits

GRI 103(401), 401-2, 401-3

We feel that ensuring the well-being of our employees and providing a safe, welcoming and diverse workplace is a priority. That is why we have a compensation and benefits policy that is compatible with the market, with equal salaries for men and women and profit sharing.

The benefits package includes: six months of maternity leave and 20 days of paternal leave for the secondary caregiver (responsible for the child for less than 50% of the time). Parents wishing to use this benefit should take a parental guidance course and formally express their interest. We also provide lactation rooms and allow for flexible job roles and working hours for new mothers during this very important time of life.

In 2020, we incentivized collaboration at the Company in the sense that 100% of workers shared at least one goal with the team.

With a focus on employees' mental health and wellness, we offered the Employee Support Program, providing psychological, legal, financial and social assistance. A team of specialists provides service by phone, Monday through Friday, with legal, civil, criminal, tax-related and social security-related (except for labor matters) advice. There is also financial consulting and psychosocial service, with family assistance and support for critical situations. Whenever necessary, this service is provided in person. All employees are covered by collective bargaining and also rely on support from specialists in negotiations and determinations with their respective unions.



Talent programs

Our arms are always open to new talents with a desire to continually develop and transform our business ecosystem and our society, bringing people together for a better world, ideas and experiences.

The Internship Program is the entryway to the Company. It includes comprehensive training that joins theoretical knowledge, practice and stimulation to learn, turning young people into great leaders. In 2020, we implemented the League Program, which is a unified version of two other programs that we had up until 2019: Next and Intern League.

All League interns take part in regional, individual or group projects that bring innovations or improvements to the Company. Various training sessions and chats are held with leaders, who share knowledge and help in the process of developing new talent. Interns also serve as our ambassadors at their universities, holding several events including talks, internship fairs and livestreaming.

In 2020, students across Brazil also had the chance to form groups of two to four people to register in the Brewer Challenge. The group's mission was to create a beer from scratch, from

the recipe to the packaging and the label. The Ambev Learning channel gave students advice during the challenge on how to set up their projects.

The winning group developed a light, versatile and refreshing Catharina Sour-style beer, inspired by Brazil's five regions. Batches of the winning brew were also produced at the Ambev Innovation and Technology Center. The four university students behind it were also awarded with a class at the Beer Academy.

Since 2019, we have also had the Represent Program, an addition to the traditional internship program, exclusively for black college students. Find out more under Diversity & Inclusion, on page 98.

The Trainee Program, which saw a record 120,000 registrations in 2020, provides young people with a more holistic view of the business beyond one particular area. This orientation is aimed at getting new talent to become more deeply involved with processes and to have a broader understanding of the entire company. At the end, the approved trainees are allocated to projects in Brazil or sent abroad to continue their training.

With the covid-19 pandemic, we adapted the process and all of the stages in the Internship and Trainee Programs took place completely online. We made significant changes to the Trainee Program to make it more inclusive: there is now a greater emphasis on the backgrounds and unique trajectories of each candidate, recognizing the added value that this can bring to team competency. Instead of requiring that those accepted into the program have fluent English, they are offered a language scholarship.

On the educational content platform, we introduced tips on how to prepare and information on trainee processes, with more contemporaneous and inclusive communications. Resumes of candidates who do not make it to the final stage are shared with the ecosystem (customers, suppliers and partners). During the year, 58 trainees were hired along with 237 interns through the traditional program and 113 interns through Represent.

Development programs

GRI 103(404)

The culture of education at Ambev is led using platforms and programs that continually develop employees, providing diverse opportunities and encouraging self-directed learning for this moment of personal and business transformation that the world has been experiencing in recent years. Within this scenario, digital tools like LinkedIn Learning, CompartilhAI (our internal series of educational livestreams) and Instagram are highly relevant for us to share learning in different ways.

New this year was the launch of AmbevOn, in replacement of Ambev University, with a younger look and more connected, modern and agile. With this new platform, employees have greater autonomy and are more empowered in their continual learning process, while also being encouraged to share their experiences. AmbevON provides content that can be accessed wherever and whenever by the user, therefore choosing the journey they find most relevant for their development.

With this new approach, we foster a culture focused on collaboration, active listening and long-term vision. Development journeys

are continual experiences that include topics such as psychological confidence, diversity, benchmarking, experiences abroad and curiosities. After all, an open mind is fundamental for us to blaze the path toward our future. Additional content is moreover provided on the platform and goes beyond business. Content also deals with mental health, personal development and current global affairs.

We also intend to promote the culture of trying things without being afraid to make mistakes, since we believe that this is how employees are more easily able to experience their potential. For example, in one of the webinars held during the year, our leaders talked about the biggest mistakes in their careers, using a very laid-back approach. We received a lot of positive feedback as a result.

Created to bring brewing knowledge to our employees, the Beer Academy provides historical background on brands and explains the process of making beer. The initiative has trained 12,200 employees since 2017.



Fundação Zerrenner

Created in 1936 with the aim of bringing education and health to children of employees and in the surrounding community, Fundação Antonio e Helena Zerrenner (FAHZ) is a foundation providing scholarships for graduate, undergraduate and professional studies, subsidies for educational materials, and medical care, hospital services and dental care to brewery and distribution center employees and their dependents in Brazil.

As a pioneer in industrial technical education in Brazil, FAHZ has two learning institutions serving young people in their communities, as well as the children of employees. One is Colégio Dr. Walter Belian, in São Paulo (SP), providing free Primary, Secondary and Technical schooling to 1,340 students (in partnership with Senai). Community members are guaranteed 87% of the spots at the Primary and Secondary schools.

The other is Colégio Prof. Roberto Herbster Gusmão, in Sete Lagoas (MG), providing nearly 1,900 students with Primary, Secondary and Professional education (also in partnership with Senai). At the Primary and Secondary levels, around 71% of spots go to children and young people in the community. Both schools use the

Khan Academy platform, in partnership with Fundação Lemann, in which video classes are given and which integrates Math and IT, so that students are more easily able to remember content.

High school seniors also have access to a course to help them prepare for college entrance exams, giving them a greater chance to enter the country's best universities.

We are one of the main partners of the National Industrial Education Service (Senai) in Brazil - an institution that is a national reference in learning. Since 2013, over 6,000 employees have taken technical courses.



Diversity & Inclusion

GRI 103(405)

It will only be possible to build a better world for everyone when we have made progress in the areas of diversity and inclusion, which are aimed at a more egalitarian and fairer life, free of discrimination based on race, gender, sexual orientation, disability and other personal characteristics. At Ambev, policies and guidelines rooted in respect and recognition of differences are what guide our work dynamic and our internal recruitment processes, with the support of the Diversity and Inclusion Committee, fostering an increasingly diverse and inclusive environment. Each employee is responsible for maintaining this culture.

We continually hold courses for leaders, aimed at calling attention to entrenched behaviors that can oftentimes work against inclusion at the Company. Any report of harassment or discrimination can be taken to the Ombudsman. Follow-up is done by the compliance team, through a committee that analyzes cases and applies corrective measures.

We also have a policy to fight domestic violence in every country where we operate, and in 2020, we joined the Business Coalition to End Violence against Women and Girls.

We also held a census on diversity, inclusion and respect, to gain a better understanding of our context and ensure an increasingly inclusive workplace. The census covers topics such as ethnicity, sexual orientation, gender, religion and physical fitness, serving as a contribution for us to be able to identify any gaps and develop action plans. The biggest point for attention raised in the last survey, given in 2019, were the low numbers of women and black associates at the company, which our Weiss and Bock work groups have been working on, as shown on the next page. The next census will be held in 2021.

One highlight this year was development of the SOMOS program, focused on developing women for senior leadership roles and which covers topics such as leadership, mentoring, imposter syndrome and sisterhood. This initiative, in which 70 women participated, provided a safe space for women leaders to be able to share experiences and strengthen their connections.

We have over 40 ambassadors dealing with diversity and inclusion across Brazil. These are people from our team who are designated to train, develop, hold talks and answer questions, among other roles, at every unit in Brazil.



For 2021, we will expand this network with ambassadors in every region of the country to spread key initiatives. Four discussion groups currently develop these topics at the Company. They are:

- **Weiss (Women Empowered Interested in Successful Synergies)** female empowerment and gender equality.
- **Lager (Lesbian and Gay and Everyone Respected)** gays, lesbians, bisexuals, transsexuals and other publics.
- **Bock (Building Opportunities for Colleagues of all Kinds)** equal opportunities for people of all races.
- **IPA (Improve People Accessibility)** representation and inclusion of people with disabilities.

We hold training, talks and lectures on the importance of greater equality in female representation in key positions. Currently,

30% of our leaders are women. We took an important step along these lines at the Itapissuma (PE) Brewery. In an effort to create more balance in gender equity at the factory, the entire mashing team - which is the first step in the beer production process - was replaced and the new team is made up entirely of women. Eight women now run this stage, one of the most important to production.

One highlight for the year in the Weiss group is the creation of a mentoring program for development and empowerment of women leaders, as well as reconfiguration of the performance assessment and bonus process, to make employees feel more welcome upon returning from maternity leave.

In the Bock group, the company took a huge step this year, creating 13 goals to promote racial equity and raise awareness on the topic. The Ambev portal contains the latest versions of this goals, on a page created specifically for this topic. To learn more go to: <<https://www.ambev.com.br/sobre/equidade-racial/>>

We assembled a committee of external experts related to the theme of race, which included:

- **Adriana Barbosa, creator of Festival Feira Preta**, recognized as the largest black culture event in Latin America;
- **Liliane Rocha, founder of Gestão Kairós**, a company focused on diversity and sustainability and the author of “Como ser um líder inclusivo” (How to Be an Inclusive Leader);
- **Ítala Herta, co-founder of Vale do Dendê**, an accelerator in northeastern Brazil focusing on diversity, and founder of Iniciativa Diver.SSA, fostering entrepreneurship with a social impact in the North and Northeast;



- Helio Santos, who holds an MBA and is the CEO of Instituto Brasileiro de Diversidade
- Internal Ambev leaders.

We have Represent for black university students, an exclusive internship program in addition to our traditional internship program. Created in 2019 with the goal of knocking down barriers to black representation at the Company, students participating in Represent have benefits that include additional wages in the first month of the internship, mentoring, psychological support, and financial and legal advice. During the year, 113 black candidates were hired.

Total SAZ employees

GRI 102-8

	Men		Women		Total
	Number	%	Number	%	
Permanent	30,744	83.9	5,909	16.1	36,653
Temporary	944	51.1	905	48.9	1,849
Total	31,688	82.3	6,814	17.7	38,502

Employee diversity

Brazil

By age group	Under 30	30-50	51+
	31.02%	62.4%	6.58%

By gender	Men	Women
	84.53%	15.47%

Diversity in governance bodies

GRI 405-1

Por gênero

	Men	Women
Board of Directors	90.91%	9.09%
Executive Board	79.48%	20.52%

Note: In March 2021, Ambev replaced four members of the Board of Directors. The Board went from female representation of 9.09% to 18.18%.

By age group

	Under 30	30-50	51+
Board of Directors	0%	0%	100%
Executive Board	9.35%	87.01%	3.64%

Health and safety

GRI 103 (403), 403-1, 403-3, 403-6, 403-9

Worker health and safety are priorities at Ambev. Because of the covid-19 pandemic in 2020, this concern was reinforced with the creation of a committee responsible for leading our actions in this serious and sensitive time the world faces.

In March 2020, we adapted commercial centers and plants to operate safely, fulfilling all health agency requirements, with employees at offices moving to the home office format. We also created an internal communication channel, with information, guidelines and medical and emotional support specialized in covid-19.

To reinforce health and safety at breweries, the innovation team worked in partnership with the NearBee startup to develop a smartphone app that uses bluetooth to map physical distance between factory employees. The app helps to keep operations running safely and in isolating cases with greater risk, keeping the virus from spreading.

Additionally, in the event that an employee tests positive for covid-19, there is a record of their interactions with other people and how long they lasted. This is used for risk classification: anyone exposed for more than 15 minutes and who is within less than two meters of distance is at a high risk of infection and enters preventive isolation. The entire process is coordinated by our medical team.

During the pandemic's early months, we surveyed employees to understand each one's family context and to find the percentage of workers who would feel comfortable returning to work on-site in the second semester.

The return to offices took place gradually starting in August and only included administrative roles. Maximum capacity was initially reduced to 20%, reaching a maximum of 50% in subsequent months. Each employee was given a "return kit" containing a handbook with information and tips to prevent covid-19, masks, hand sanitizer produced by us, 70% alcohol wipes to clean equipment and surfaces, chocolate and tea - as a treat.

Ambev creates Mental Health Department

One major highlight this year was the creation of the Mental Health Department, an innovative corporate initiative focused on knowledge and culture, aimed at helping people to live better by encouraging self-awareness and practices geared toward physical, mental and emotional health. It was launched on World Mental Health Day (October 10), with the introduction of the first Ambev Mental Health Handbook.

The new department is aligned with our strategy of increasingly using an integral vision of the human being, something we have been incorporating into our new culture, considering characteristics such as vulnerability, empathy and listening to others. To discuss this topic with employees, we have provided support tools for people who are experiencing emotional instability as a result of the pandemic. The next step will be to re-signify self-awareness in terms of high performance so that everyone can access their own consciousness and get in touch with their vulnerabilities while exercising self-awareness.

Safe factories

In relation to safety in the factory production process, we have a computerized system called Credit 360, which ensures standardization of items related to incidents, making it possible to register and describe the details of the incident’s management.

Registering an incident on Credit 360 sends a safety alert to the workers serving on the Specialized Safety Engineering and Occupational Medicine Service (SESMT). Each occupational accident is classified by level of severity, according to our corporate guidelines. In order to share knowledge and foster learning, the technology used by Credit 360 can be accessed and improved by other companies or by individuals.

Bolstering this monitoring is a smartphone app available to all industrial plant employees, which also collects data on exposure to risks and occurrences of accidents.

GRI 403-9

Occupational accidents with serious outcomes (excluding death)		
	Employees	Third-Parties
Brazil	22	27
Center-West	1	3
Northeast	4	0
North	0	2
Southeast	11	18
South	6	4
Argentina	1	3
Bolivia	0	0
Chile	1	0
Paraguay	0	0
Uruguay	0	0

Just as in 2019, there were no on-the-job deaths of Ambev workers or third-party workers related to occupational accidents in 2020.

Occupational accidents with required reporting		
	Employees	Third-Parties
Brazil	68	98
Center-West	3	7
Northeast	11	7
North	2	6
Southeast	35	60
South	17	18
Argentina	3	5
Bolivia	2	0
Chile	5	1
Paraguay	0	1
Uruguay	0	0



GRI content index

GRI 102-55: GRI content index

Standard	Contents	Page/ answer/ omission	SDG
GRI 101: Foundation 2016			
GRI 102: General disclosures 2016			
Organizational profile	102-1 Name of the organization	16	
	102-2 Activities, brands, products, and services	18 - 19	3
	102-3 Location of headquarters	16	
	102-4 Local of operations	17	
	102-5 Ownership and legal form	31	
	102-6 Markets served	17	3
	102-7 Scale of the organization	16	
	102-8 Information on employees and other workers	100, 115 - 117	
	102-9 Supply chain	52	12
	102-10 Significant changes to the organization and its supply chain	Not available	
	102-11 Precautionary Principle or approach	46	12
	102-12 External initiatives	35	17
	102-13 Membership of associations	35	17
Strategy	102-14 Statement from senior decision-maker	11	3
	102-15 Key impacts, risks, and opportunities	23 - 24	
Ethics and integrity	102-16 Values, principles, standards, and norms of behavior	20, 21, 34	3
Governance	102-18 Governance structure	31	
	102-22 Composition of the highest governance body and its committees	31	
	102-23 Chair of the highest governance body	8, 31	

Standard	Contents	Page/ answer/ omission	SDG
Stakeholder engagement	102-40 List of stakeholder groups	58-59	
	102-41 Collective bargaining agreements	All Ambev employees are covered by collective bargaining agreements	8
	102-42 Identifying and selecting stakeholders	58-59	
	102-43 Approach to stakeholder engagement	50 - 54	17
	102-44 Key topics and concerns raised	58-59	
Reporting practice	102-45 Entities included in the consolidated financial statements	43	
	102-46 Defining report content and topic Boundaries	4 - 5	
	102-47 List of material topics	58 - 61, 118	
	102-48 Restatements of information	79	
	102-49 Changes in reporting	Not available	
	102-50 Reporting period	1/1/2020 to 12/31/2020	
	102-51 Date of most recent report	April-2020	
	102-52 Reporting cycle	Annual	
	102-53 Contact point for questions regarding the report	146	
	102-54 Claims of reporting in accordance with the GRI Standards	4 - 5	
	102-55 GRI content index	104	
	102-56 External assurance	142 - 145	

Standard	Contents	Page/ answer/ omission	SDG
Economic performance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	38	
	103-2 The management approach and its components	38	
	103-3 Evaluation of the management approach	38	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	41, 114	
	201-2 Financial implications and other risks and opportunities due to climate change	76 - 77, 80 - 82	
Market Presence			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	38	
	103-2 The management approach and its components	38	
	103-3 Evaluation of the management approach	38	
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	1.21%	10
Indirect economic impacts			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	87	
	103-2 The management approach and its components	87	
	103-3 Evaluation of the management approach	87	
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	25 - 30	10
Procurement practices			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	52 - 54	
	103-2 The management approach and its components	52 - 54	
	103-3 Evaluation of the management approach	52 - 54	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	52	10

Standard	Contents	Page/ answer/ omission	SDG
Anti-corruption			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	33 - 34	
	103-2 The management approach and its components	33 - 34	
	103-3 Evaluation of the management approach	33 - 34	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	34	16
Anti-competitive behavior			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	33 - 34	
	103-2 The management approach and its components	33 - 34	
	103-3 Evaluation of the management approach	33 - 34	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	34	16
Energy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	78 - 79	
	103-2 The management approach and its components	78 - 79	
	103-3 Evaluation of the management approach	78 - 79	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	78 - 79	7,8,12,13
	302-3 Energy intensity	78 - 79	7,8,12,13
	302-4 Reduction of energy consumption	78 - 79	7,8,12,13

Standard	Contents	Page/ answer/ omission	SDG
Water and effluents			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	64 - 68	
	103-2 The management approach and its components	64 - 68	
	103-3 Evaluation of the management approach	64 - 68	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	64 - 68	6, 12
	303-2 Management of water discharge-related impacts	64 - 68	6
	303-3 Water withdrawal	64 - 66	6
	303-4 Water discharge	64 - 66	6
Biodiversity			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	69	
	103-2 The management approach and its components	69	
	103-3 Evaluation of the management approach	69	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	69	6, 14, 15
	304-2 Significant impacts of activities, products, and services on biodiversity	69	6, 14, 15
	304-3 Habitats protected or restored	69	6, 14, 15
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	69	6, 14, 15

Standard	Contents	Page/ answer/ omission	SDG
Emissions			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	76 - 77	
	103-2 The management approach and its components	76 - 77	
	103-3 Evaluation of the management approach	76 - 77	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	83	3, 12, 13, 14, 15
	305-2 Energy indirect (Scope 2) GHG emissions	83	3, 12, 13, 14, 15
	305-3 Other indirect (Scope 3) GHG emissions	83	3, 12, 13, 14, 15
	305-4 GHG emissions intensity	83	13, 14, 15
Waste			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	84 - 86	
	103-2 The management approach and its components	84 - 86	
	103-3 Evaluation of the management approach	84 - 86	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	84 - 86	3, 6, 12, 14, 15
	306-3 Waste generated	84	3, 6, 12, 14, 15

Standard	Contents	Page/ answer/ omission	SDG
Environmental compliance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	62 - 63	
	103-2 The management approach and its components	62 - 63	
	103-3 Evaluation of the management approach	62 - 63	
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Three notices of violation, registered on May 14, 2020, by the Environment Secretariat of Pará, involving environmental irregularities at the Marituba Distribution Center, with fines being assessed by way of penalty in the record amounts of R\$ 1,800,000.00, R\$ 1,500,000.00 and R\$ 400,000.00.	16
Employment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	94	
	103-2 The management approach and its components	94	
	103-3 Evaluation of the management approach	94	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	127	5, 8, 10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	94	3, 5, 8
	401-3 Parental leave	94	5, 8

Standard	Contents	Page/ answer/ omission	SDG
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	101 - 102	
	103-2 The management approach and its components	101 - 102	
	103-3 Evaluation of the management approach	101 - 102	
GRI 403: Occupational Health and Safety 2016	403-1 Occupational health and safety management system	101 - 102	3, 8, 12
	403-3 Occupational health services	101 - 102	3, 8, 12
	403-6 Promotion of worker health	25, 101, 102	3, 8, 12
	403-9 Work-related injuries	101 - 102	3, 8, 12
Training and Education			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	96	
	103-2 The management approach and its components	96	
	103-3 Evaluation of the management approach	96	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	133	4, 8
	404-3 Percentage of employees receiving regular performance and career development reviews	95	4, 8
Diversity and Equal Opportunity			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	98 - 100	
	103-2 The management approach and its components	98 - 100	
	103-3 Evaluation of the management approach	98 - 100	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	100, 134	5, 10

Standard	Contents	Page/ answer/ omission	SDG
Supplier Social Assessment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	52 - 54	
	103-2 The management approach and its components	52 - 54	
	103-3 Evaluation of the management approach	52 - 54	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	52	12
Customer Health and Safety			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	88 - 91	
	103-2 The management approach and its components	88 - 91	
	103-3 Evaluation of the management approach	88 - 91	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	88	3, 12
Marketing and Labeling			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	55	
	103-2 The management approach and its components	55	
	103-3 Evaluation of the management approach	55	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	55	3, 12
	417-2 Incidents of non-compliance concerning product and service information and labeling	55	12

Standard	Contents	Page/ answer/ omission	SDG
Customer Privacy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	49	
	103-2 The management approach and its components	49	
	103-3 Evaluation of the management approach	49	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	49	
Socioeconomic Compliance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	33	
	103-2 The management approach and its components	33	
	103-3 Evaluation of the management approach	33	
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	There was no non-compliance with laws and regulations in the social and economic area in 2020.	12, 16



Complementary content

GRI 102-8

Total number
of employees
by employment
contract, by gender

Total number of employees by employment contract, by gender

	2018			2019			2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
SAZ	-	-	-	-	-	-	31,711	6,782	38,493
Permanent	-	-	-	-	-	-	30,744	5,909	36,653
Temporary	-	-	-	-	-	-	967	873	1,840
Brazil	24,899	4,614	29,513	24,378	4,528	28,906	23,847	5,306	29,153
Permanent	23,993	3,736	27,729	23,412	3,663	27,075	22,895	4,444	27,339
Temporary	906	878	1,784	966	865	1,831	952	862	1,814
Brazil (Central-West)	2,549	414	2,963	1,477	270	1,747	1,540	320	1,860
Permanent	2,457	316	2,773	1,422	208	1,630	1,442	249	1,691
Temporary	92	98	190	55	62	117	98	71	169
Brazil (Northeast)	4,148	608	4,756	4,284	683	4,967	4,216	692	4,908
Permanent	3,972	451	4,423	4,112	505	4,617	4,039	538	4,577
Temporary	176	157	333	172	178	350	177	154	331

Total number of employees by employment contract, by gender

	2018			2019			2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Brazil (North)	802	162	964	1,232	241	1,473	900	199	1,099
Permanent	765	126	891	1,180	192	1,372	869	159	1,028
Temporary	37	36	73	52	49	101	31	40	71
Brazil (Southeast)	13,549	2,764	16,313	14,027	3,011	17,038	13,878	3,433	17,311
Permanent	13,059	2,308	15,367	13,459	2,544	16,003	13,353	2,938	16,291
Temporary	490	456	946	568	467	1,035	525	495	1,020
Brazil (South)	3,851	666	4,517	3,358	323	3,681	3,313	662	3,975
Permanent	3,740	535	4,275	3,239	214	3,453	3,192	560	3,752
Temporary	111	131	242	119	109	228	121	102	223

Total number of employees by employment contract, by gender			
	2020		
	Men	Women	Total
Argentina	4,942	784	5,726
Permanent	4,935	784	5,719
Temporary	7	0	7
Bolivia	1,525	345	1,870
Permanent	1,525	345	1,870
Temporary	0	0	0
Chile	350	92	442
Permanent	347	92	439
Temporary	3	0	3
Paraguay	424	96	520
Permanent	424	96	520
Temporary	0	0	0
Uruguay	623	159	782
Permanent	618	148	766
Temporary	5	11	16

GRI 102-47

List of
material
topics

Relationship between material topics and GRI standards		
Environmental		
Material topics	Standards/reported topics	GRI Standards
Water resources	Water and effluents (303)	303-1, 303-2, 303-3, 303-4
Waste and effluents	Water and effluents (303), Waste (306)	306-1, 306-3
Packaging	Waste (306)	306-1
Innovation	Strategy	
Sustainable agriculture	Sustainable agriculture	102-9
Energy use	Energy (302)	302-1, 302-3, 302-4
Inputs	Sustainable agriculture	
Conservation and regeneration of biodiversity and land use	Biodiversity (304)	304-1, 304-2, 304-3, 304-4
Use of chemicals	Advertising and consumer protection	
Climate change and e atmospheric emissions	Emissions (305) and Economic performance (201)	201-2, 305-1, 305-2, 305-3, 305-4
General socio-economic themes		
Material topics	Standards/ reported topics	GRI Standards
Sustainable and Smart Drinking	General disclosures (102)	102-9, 102-11
General Human Rights	Supplier Social Assessment (414)	414-1
Respect for the surrounding communities	Business model	
Creation of jobs and income	Market Presence (202),Indirect economic impacts (203) and Procurement practices (204)	202-2, 203-2, 204-1

Relationship between material topics and GRI standards

Socio-economic themes in internal management and in the supply chain

Material topics	Standards/ reported topics	GRI Standards
Product safety and quality	Customer Health and Safety (416)	"416-1 (Assessment of the health and safety impacts of product and service categories)"
Governance, ethics and transparency	General disclosures (102), Anti-corruption (205), Anti-competitive behavior (206)	102-16, 102-18, 102-22, 102-23 205-2 and 206-1
Customer satisfaction	General disclosures (102)	102-9
Focus on the constomer	General disclosures (102)	102-9
Equal treatment of people of different sexual orientations, races and genders	Diversity and Equal Opportunity (405)	405-1
Responsibility in the supply chain	General disclosures (102) and Supplier Social Assessment (414)	102-9 and 414-1
Economic and financial performance	Economic performance (201)	201-1
Work conditions	Employment (401), Occupational Health and Safety (403), Diversity and Equal Opportunity(405)	401-1, 401-2, 401-3 403-1, 403-3, 403-6, 403-9 405-1
Development of human capital	Training and Education (404)	404-1, 404-3
Development of the retail chain	General disclosures (102)	102-9
Information privacy	Customer Privacy (418)	418-1

GRI 201-1

Direct
economic
value
generated
and
distributed

Consolidated income statement

Ambev

R\$ millions	2019	Scope 2019	Scoped 2019	Scope 2020	Currency Translation	Organic Growth	12M20	% Reported	% Organic
Volume ('000 hl)	163,243.0		163,243.0	196.2		2,358.7	165,797.9	1.6%	1.4%
Net revenue	52,005.1		52,005.1	180.1	3,765.1	2,428.7	58,379.0	12.3%	4.7%
NR/hl (R\$)	318.6		318.6	0.7	22.7	10.1	352.1	10.5%	3.2%
COGS	(21,678.2)		(21,678.2)	(93.3)	(1,675.7)	(3,618.9)	(27,066.1)	24.9%	16.7%
COGS/hl (R\$)	(132.8)		(132.8)	(0.4)	(10.1)	(19.9)	(163.2)	22.9%	15.0%
COGS excl. deprec. & amort.	(19,005.8)		(19,005.8)	(93.3)	(1,526.2)	(3,463.8)	(24,089.1)	26.7%	18.2%
COGS/hl excl. deprec. & amort. (R\$)	(116.4)		(116.4)	(0.4)	(9.2)	(19.2)	(145.3)	24.8%	16.5%
Gross profit	30,327.0		30,327.0	86.8	2,089.4	(1,190.3)	31,312.9	3.3%	-3.9%
Gross margin (%)	58.3%		58.3%				53.6%	-470 bps	-480 bps
SG&A excl. deprec. & amort.	(13,324.9)		(13,324.9)	(74.2)	(1,033.9)	(944.9)	(15,377.8)	15.4%	7.1%
SG&A deprec. & amort.	(2,002.6)		(2,002.6)	(0.8)	(99.1)	(87.7)	(2,190.3)	9.4%	4.4%
Total SG&A	(15,327.5)		(15,327.5)	(75.0)	(1,133.0)	(1,032.6)	(17,568.1)	14.6%	6.7%
Net other operating income / (expenses)	1,472.7	594.6	878.1	2,121.2	(16.2)	(303.8)	2,679.4	81.9%	-34.6%
Adjusted EBIT	16,472.1	594.6	15,877.5	2,133.1	940.2	(2,526.7)	16,424.2	-0.3%	-15.9%
Adjusted EBIT margin (%)	31.7%		30.5%				28.1%	-360 bps	-600 bps
Adjusted EBITDA	21,147.1	594.6	20,552.5	2,133.9	1,188.9	(2,283.8)	21,591.5	2.1%	-11.1%
Adjusted EBITDA margin (%)	40.7%		39.5%				37.0%	-370 bps	-590 bps

Brazil

R\$ millions	12M19	Scope 2019	12M19 Scoped	Scope 2020	Currency Translation	Organic Growth	12M20	% Reported	% Organic
Volume ('000 hl)	106,806.7		106,806.7			4,478.7	111,285.4	4.2%	4.2%
Net revenue	28,129.9		28,129.9			2,066.6	30,196.5	7.3%	7.3%
NR/hl (R\$)	263.4		263.4			8.0	271.3	3.0%	3.0%
COGS	(12,096.3)		(12,096.3)			(2,016.6)	(14,112.9)	16.7%	16.7%
COGS/hl (R\$)	(113.3)		(113.3)			(13.6)	(126.8)	12.0%	12.0%
COGS excl. deprec. & amort.	(10,592.0)		(10,592.0)			(1,996.8)	(12,588.8)	18.9%	18.9%
COGS/hl excl. deprec. & amort. (R\$)	(99.2)		(99.2)			(14.0)	(113.1)	14.1%	14.1%
Gross profit	16,033.6		16,033.6			50.1	16,083.6	0.3%	0.3%
Gross margin (%)	57.0%	0.0%	57.0%				53.3%	-370 bps	-370 bps
SG&A excl. deprec. & amort.	(7,220.9)		(7,220.9)			(704.2)	(7,925.1)	9.8%	9.8%
SG&A deprec. & amort.	(1,364.8)		(1,364.8)			(25.6)	(1,390.4)	1.9%	1.9%
Total SG&A	(8,585.7)		(8,585.7)			(729.8)	(9,315.5)	8.5%	8.5%
Net other operating income (expenses)	1,421.0	594.6	826.4	2,121.2		(60.5)	2,887.2	103.2%	-7.3%
Adjusted EBIT	8,868.9	594.6	8,274.3	2,121.2		(740.2)	9,655.3	8.9%	-8.9%
Adjusted EBIT margin (%)	31.5%	0.0%	29.4%				32.0%	50 bps	-440 bps
Adjusted EBITDA	11,737.9	594.6	11,143.3	2,121.2		(694.9)	12,569.7	7.1%	-6.2%
Adjusted EBITDA margin (%)	41.7%	0.0%	39.6%				41.6%	-10 bps	-500 bps

Brazil - Beer

R\$ millions	12M19	Scope 2019	12M19 Scoped	Scope 2020	Currency Translation	Organic Growth	12M20	% Reported	% Organic
Volume ('000 hl)	80,263.7		80,263.7			4,527.9	84,791.7	5.6%	5.6%
Net revenue	23,765.5		23,765.5			2,187.6	25,953.0	9.2%	9.2%
NR/hl (R\$)	296.1		296.1			10.0	306.1	3.4%	3.4%
COGS	(10,037.9)		(10,037.9)			(1,903.7)	(11,941.7)	19.0%	19.0%
COGS/hl (R\$)	(125.1)		(125.1)			(15.8)	(140.8)	12.6%	12.6%
COGS excl. deprec. & amort.	(8,736.5)		(8,736.5)			(1,875.2)	(10,611.7)	21.5%	21.5%
COGS/hl excl. deprec. & amort. (R\$)	(108.8)		(108.8)			(16.3)	(125.2)	15.0%	15.0%
Gross profit	13,727.5		13,727.5			283.9	14,011.4	2.1%	2.1%
Gross margin (%)	57.8%	0.0%	57.8%				54.0%	-380 bps	-380 bps
SG&A excl. deprec. & amort.	(6,038.5)		(6,038.5)			(671.3)	(6,709.8)	11.1%	11.1%
SG&A deprec. & amort.	(1,214.0)		(1,214.0)			(9.4)	(1,223.4)	0.8%	0.8%
Total SG&A	(7,252.5)		(7,252.5)			(680.7)	(7,933.2)	9.4%	9.4%
Net other operating income (expenses)	1,110.3	538.8	571.6	1,824.3		(15.5)	2,380.3	114.4%	-2.7%
Adjusted EBIT	7,585.4	538.8	7,046.6	1,824.3		(412.4)	8,458.5	11.5%	-5.9%
Adjusted EBIT margin (%)	31.9%	0.0%	29.7%				32.6%	70 bps	-410 bps
Adjusted EBITDA	10,100.8	538.8	9,562.0	1,824.3		(374.4)	11,011.9	9.0%	-3.9%
Adjusted EBITDA margin (%)	42.5%	0.0%	40.2%				42.4%	-10 bps	-480 bps

Brazil - NAB

R\$ millions	12M19	Scope 2019	12M19 Scoped	Scope 2020	Currency Translation	Organic Growth	12M20	% Reported	% Organic
Volume ('000 hl)	26,542.9		26,542.9			(49.2)	26,493.7	-0.2%	-0.2%
Net revenue	4,364.4		4,364.4			(121.0)	4,243.5	-2.8%	-2.8%
NR/hl (R\$)	164.4		164.4			(4.3)	160.2	-2.6%	-2.6%
COGS	(2,058.4)		(2,058.4)			(112.8)	(2,171.2)	5.5%	5.5%
COGS/hl (R\$)	(77.5)		(77.5)			(4.4)	(82.0)	5.7%	5.7%
COGS excl. deprec. & amort.	(1,855.5)		(1,855.5)			(121.6)	(1,977.1)	6.6%	6.6%
COGS/hl excl. deprec. & amort. (R\$)	(69.9)		(69.9)			(4.7)	(74.6)	6.8%	6.8%
Gross profit	2,306.0		2,306.0			(233.8)	2,072.2	-10.1%	-10.1%
Gross margin (%)	52.8%	0.0%	52.8%				48.8%	-400 bps	-400 bps
SG&A excl. deprec. & amort.	(1,182.4)		(1,182.4)			(32.9)	(1,215.4)	2.8%	2.8%
SG&A deprec. & amort.	(150.8)		(150.8)			(16.2)	(167.0)	10.7%	10.7%
Total SG&A	(1,333.2)		(1,333.2)			(49.1)	(1,382.3)	3.7%	3.7%
Net other operating income (expenses)	310.7	55.8	254.8	297.0		(45.0)	506.8	63.1%	-17.6%
Adjusted EBIT	1,283.5	55.8	1,227.7	297.0		(327.9)	1,196.8	-6.8%	-26.7%
Adjusted EBIT margin (%)	29.4%	0.0%	28.1%				28.2%	-120 bps	-690 bps
Adjusted EBITDA	1,637.1	55.8	1,581.3	297.0		(320.5)	1,557.8	-4.8%	-20.3%
Adjusted EBITDA margin (%)	37.5%	0.0%	36.2%				36.7%	-80 bps	-650 bps

CAC

R\$ millions	12M19	Scope	Currency Translation	Organic Growth	12M20	% Reported	% Organic
Volume ('000 hl)	13,859.5			(2,408.3)	11,451.2	-17.4%	-17.4%
Net revenue	6,757.9		1,245.8	(684.4)	7,319.3	8.3%	-10.1%
NR/hl (R\$)	487.6		108.8	42.8	639.2	31.1%	8.8%
COGS	(2,934.1)		(571.4)	198.0	(3,307.5)	12.7%	-6.7%
COGS/hl (R\$)	(211.7)		(49.9)	(27.2)	(288.8)	36.4%	12.9%
COGS excl. deprec. & amort.	(2,592.7)		(498.9)	209.9	(2,881.7)	11.1%	-8.1%
COGS/hl excl. deprec. & amort. (R\$)	(187.1)		(43.6)	(21.0)	(251.7)	34.5%	11.2%
Gross profit	3,823.9		674.4	(486.4)	4,011.8	4.9%	-12.7%
Gross margin (%)	56.6%				54.8%	-180 bps	-160 bps
SG&A excl. deprec. & amort.	(1,289.0)		(246.4)	191.8	(1,343.6)	4.2%	-14.9%
SG&A deprec. & amort.	(205.0)		(45.1)	(5.2)	(255.3)	24.5%	2.5%
Total SG&A	(1,494.0)		(291.5)	186.6	(1,598.9)	7.0%	-12.5%
Net other operating income (expenses)	85.8		(3.7)	(105.6)	(23.5)	-127.4%	-123.1%
Adjusted EBIT	2,415.6		379.2	(405.4)	2,389.4	-1.1%	-16.8%
Adjusted EBIT margin (%)	35.7%				32.6%	-310 bps	-260 bps
Adjusted EBITDA	2,962.0		496.7	(388.3)	3,070.4	3.7%	-13.1%
Adjusted EBITDA margin (%)	43.8%				41.9%	-190 bps	-140 bps

LAS

R\$ millions	12M19	Scope	Currency Translation	IAS 29 9M Impact	Organic Growth	12M20	% Reported	% Organic
Volume ('000 hl)	32,991.1				71.3	33,062.4	0.2%	0.2%
Net revenue	10,028.7		492.8		1,039.3	11,560.8	15.3%	10.4%
NR/hl (R\$)	304.0		14.9		30.8	349.7	15.0%	10.1%
COGS	(3,998.0)		(301.2)		(1,638.2)	(5,937.4)	48.5%	41.0%
COGS/hl (R\$)	(121.2)		(9.1)		(49.3)	(179.6)	48.2%	40.7%
COGS excl. deprec. & amort.	(3,356.4)		(280.8)		(1,527.9)	(5,165.2)	53.9%	45.5%
COGS/hl excl. deprec. & amort. (R\$)	(101.7)		(8.5)		(46.0)	(156.2)	53.6%	45.2%
Gross profit	6,030.7		191.6		(599.0)	5,623.3	-6.8%	-9.9%
Gross margin (%)	60.1%					48.6%	-1150 bps	-1100 bps
SG&A excl. deprec. & amort.	(2,264.5)		(92.6)		(550.2)	(2,907.4)	28.4%	24.3%
SG&A deprec. & amort.	(276.0)		(5.6)		(44.2)	(325.9)	18.1%	16.0%
Total SG&A	(2,540.5)		(98.3)		(594.5)	(3,233.3)	27.3%	23.4%
Net other operating income (expenses)	(18.0)		(7.0)		(134.9)	(159.9)	ns	ns
Adjusted EBIT	3,472.2		86.2		(1,328.3)	2,230.2	-35.8%	-38.3%
Adjusted EBIT margin (%)	34.6%					19.3%	-1530 bps	-1520 bps
Adjusted EBITDA	4,389.8		112.3		(1,173.8)	3,328.3	-24.2%	-26.7%
Adjusted EBITDA margin (%)	43.8%					28.8%	-1500 bps	-1470 bps

Canada

R\$ millions	12M19	Scope	Currency Translation	Organic Growth	12M20	% Reported	% Organic
Volume ('000 hl)	9,585.7	196.2		217.0	9,998.9	4.3%	2.3%
Net revenue	7,088.6	180.1	2,026.5	7.2	9,302.4	31.2%	0.1%
NR/hl (R\$)	739.5	3.6	202.7	(15.4)	930.3	25.8%	-2.1%
COGS	(2,649.8)	(93.3)	(803.1)	(162.1)	(3,708.3)	39.9%	6.1%
COGS/hl (R\$)	(276.4)	(4.0)	(80.3)	(10.1)	(370.9)	34.2%	3.7%
COGS excl. deprec. & amort.	(2,464.6)	(93.3)	(746.5)	(149.0)	(3,453.4)	40.1%	6.0%
COGS/hl excl. deprec. & amort. (R\$)	(257.1)	(4.4)	(74.7)	(9.2)	(345.4)	34.3%	3.6%
Gross profit	4,438.8	86.8	1,223.5	(154.9)	5,594.2	26.0%	-3.5%
Gross margin (%)	62.6%				60.1%	-250 bps	-220 bps
SG&A excl. deprec. & amort.	(2,550.5)	(74.2)	(694.8)	117.8	(3,201.6)	25.5%	-4.6%
SG&A deprec. & amort.	(156.8)	(0.8)	(48.4)	(12.7)	(218.7)	39.5%	8.1%
Total SG&A	(2,707.3)	(75.0)	(743.2)	105.1	(3,420.4)	26.3%	-3.9%
Net other operating income (expenses)	(16.1)	-	(5.4)	(2.9)	(24.4)	51.7%	18.0%
Adjusted EBIT	1,715.4	11.8	474.9	(52.7)	2,149.4	25.3%	-3.1%
Adjusted EBIT margin (%)	24.2%				23.1%	-110 bps	-80 bps
Adjusted EBITDA	2,057.4	12.7	579.9	(26.9)	2,623.0	27.5%	-1.3%
Adjusted EBITDA margin (%)	29.0%				28.2%	-80 bps	-40 bps

GRI 401-1

New hires and
employee turnover

New hires and turnover (by age group)

	Hires				Turnover			
	2019	(%)	2020	(%)	2019	(%)	2020	(%)
Brazil Total	3,228	0.12	5,293	0.14	3,786	0.44	6,251	0.52
30 and under	2,173	0.08	3,384	0.09	1,368	0.16	2,245	0.20
30 to 50	1,040	0.04	1,861	0.05	2,135	0.13	3,509	0.16
Over 50	15	0.00	48	0.00	283	0.16	497	0.17
Brazil (Central-West)	184	0.67	181	0.49	295	59.89	359	35.80
30 and under	131	0.48	149	0.41	107	20.23	131	2.24
30 to 50	53	0.19	31	0.08	166	16.50	216	21.56
Over 50	0	0.00	1	0.00	22	23.16	12	12.00
Brazil (Northeast)	468	1.70	456	1.25	617	43.52	559	39.97
30 and under	344	1.25	332	0.91	211	15.61	175	13.26
30 to 50	124	0.45	121	0.33	360	12.10	338	11.43
Over 50	0	0.00	3	0.01	46	15.81	46	15.28
Brazil (North)	155	0.56	89	0.24	162	32.95	138	36.06
30 and under	106	0.39	60	0.16	56	12.64	41	13.36
30 to 50	49	0.17	29	0.08	99	11.67	90	14.06
Over 50	0	0.00	0	0.00	7	8.64	7	8.64

New hires and turnover (by age group)								
	Hires				Turnover			
	2019	(%)	2020	(%)	2019	(%)	2020	(%)
Brazil (Southeast)	1,954	7.11	1,952	6.15	2,224	44.73	2,733	54.55
30 and under	1,300	4.73	1,144	3.94	806	15.26	936	17.64
30 to 50	641	2.33	779	2.13	1,249	12.74	1,585	15.88
Over 50	13	0.05	29	0.08	169	16.73	212	21.03
Brazil (South)	467	1.70	426	1.17	488	41.54	657	54.02
30 and under	292	1.06	298	0.81	188	16.25	257	23.45
30 to 50	173	0.63	124	0.35	261	11.26	355	15.00
Over 50	2	0.01	4	0.01	39	14.03	45	15.57
Argentina			1,215	2.32			1,141	56.37
30 and under	NA	NA	630	1.72	NA	NA	430	27.30
30 to 50	NA	NA	579	0.58	NA	NA	635	18.57
Over 50	NA	NA	6	0.02	NA	NA	76	10.50
Bolivia			293	0.80			168	45.69
30 and under	NA	NA	234	0.64	NA	NA	49	8.99
30 to 50	NA	NA	59	0.16	NA	NA	45	4.10
Over 50	NA	NA	0	0.00	NA	NA	74	32.60

New hires and turnover (by age group)								
	Hires				Turnover			
	2019	(%)	2020	(%)	2019	(%)	2020	(%)
Chile			96	0.26			235	157.12
30 and under	NA	NA	49	0.13	NA	NA	67	43.51
30 to 50	NA	NA	45	0.12	NA	NA	147	59.76
Over 50	NA	NA	2	0.01	NA	NA	21	53.85
Paraguay			40	0.11			40	24.69
30 and under	NA	NA	30	0.08	NA	NA	23	13.29
30 to 50	NA	NA	10	0.03	NA	NA	15	4.73
Over 50	NA	NA	0	0.00	NA	NA	2	6.67
Uruguay			241	0.66	0	0.00	221	76.51
30 and under	NA	NA	158	0.43			136	53.13
30 to 50	NA	NA	80	0.22			83	21.84
Over 50	NA	NA	3	0.01			2	1.54

New hires and turnover (by gender)								
	Hires				Turnover			
	2019	(%)	2020	(%)	2019	(%)	2020	(%)
Brazil Total	3,228	11.76	5,293	14.44	3,786	0.29	6,251	0.33
Men	2,435	8.87	3,949	10.77	3,169	0.13	5,337	0.17
Women	793	2.89	1,344	3.67	617	0.16	914	0.15
Brazil (Central-West)	194	0.67	181	0.49	295	39.21	359	40.85
Men	142	0.52	122	0.33	250	17.58	311	21.57
Women	52	0.15	59	0.16	45	21.63	48	19.28
Brazil (Northeast)	468	1.70	456	1.24	617	27.51	559	24.31
Men	377	1.37	352	0.96	545	13.25	494	12.23
Women	91	0.33	104	0.28	72	14.26	65	12.08
Brazil (North)	155	0.57	89	0.24	162	25.50	138	26.16
Men	120	0.44	64	0.17	135	11.44	118	13.58
Women	35	0.13	25	0.07	27	14.06	20	12.58

New hires and turnover (by gender)								
	Hires				Turnover			
	2019	(%)	2020	(%)	2019	(%)	2020	(%)
Brazil (Southeast)	1,954	7.12	2,252	6.14	2,194	29.00	2,733	32.68
Men	1,425	5.19	1,598	4.36	1,800	13.51	2,273	17.02
Women	529	1.93	654	1.78	394	15.49	460	15.66
Brazil (South)	467	1.70	430	1.17	488	28.00	657	38.55
Men	371	1.35	300	0.82	409	12.63	535	16.76
Women	96	0.35	130	0.35	79	15.37	122	21.79
Argentina			1,215	3.32			1,141	32.03
Men	NA	NA	1,081	2.95	NA	NA	1,058	21.44
Women	NA	NA	134	0.37	NA	NA	83	10.59
Bolivia			293	0.79			168	16.85
Men	NA	NA	152	0.41	NA	NA	142	9.31
Women	NA	NA	141	0.38	NA	NA	26	7.54

New hires and turnover (by gender)								
	Hires				Turnover			
	2019	(%)	2020	(%)	2019	(%)	2020	(%)
Chile			96	0.26			235	83.70
Men	NA	NA	70	0.19	NA	NA	215	61.96
Women	NA	NA	26	0.07	NA	NA	20	21.74
Paraguay			40	0.11			40	15.88
Men	NA	NA	29	0.08	NA	NA	32	7.55
Women	NA	NA	11	0.03	NA	NA	8	8.33
Uruguay			241	0.65			221	67.62
Men	NA	NA	181	0.49	NA	NA	159	25.73
Women	NA	NA	60	0.16	NA	NA	62	41.89

404-1

Average hours of training per year, by gender and by job category 2020

Packaging					
People trained		Gender		Hours	
Total	Male	Female	Undeclared	Total Hours	Hours per Employee
8,346	7,428	247	671	495,000	13h
Route sales					
People trained		Gender		Hours	
Total	Male	Female	Undeclared	Total Hours	Hours per Employee
6,913	5,566	619	728	349,000	6h
Logistics					
People trained		Gender		Hours	
Total	Male	Female	Undeclared	Total Hours	Hours per Employee
2,793	2,151	390	252	32,000	3h
Brewing process					
People trained		Gender		Hours	
Total	Male	Female	Undeclared	Total Hours	Hours per Employee
2,134	1,757	212	165	112,000	11h
Sales as					
People trained		Gender		Hours	
Total	Male	Female	Undeclared	Total Hours	Hours per Employee
1,425	1,051	219	155	68,000	9h

Maintenance					
People trained		Gender		Hours	
Total	Male	Female	Undeclared	Total Hours	Hours per Employee
1,392	1,251	70	71	82,000	14h
Quality assurance					
People trained		Gender		Hours	
Total	Male	Female	Undeclared	Total Hours	Hours per Employee
830	369	398	63	116,000	4h
Supply apprentice					
People trained		Gender		Hours	
Total	Male	Female	Undeclared	Total Hours	Hours per Employee
577	218	205	154	712	1h
Production					
People trained		Gender		Hours	
Total	Male	Female	Undeclared	Total Hours	Hours per Employee
773	669	66	38	51,000	15h
People and management					
People trained		Gender		Hours	
Total	Male	Female	Undeclared	Total Hours	Hours per Employee
1,022	383	564	75	22,000	5h
TOTAL (AMBEV Brazil)					
25,432.00	20,174.00	2,924.00	2,334.00	1,276,712.00	50.20

GRI 405-1

Diversity of
governance
bodies and
employees

Total number and percentage of people with disabilities by employee category (Brazil)									
	2018			2019			2020		
	Ambev	PwDs	%	Ambev	PwDs	%	Ambev	PwDs	%
Board of directors	291	1	0.34%	310	2	0.65%	341	1	0.29%
Management	3,322	53	1.60%	3,885	60	1.54%	4,580	62	1.35%
Leadership	4,441	99	2.23%	4,318	107	2.48%	4,610	109	2.36%
Operations	19,675	1,228	6.24%	18,952	1,299	6.85%	19,028	1,147	6.03%
Apprentices and interns	1,784	39	2.19%	1,831	20	1.09%	1,810	14	0.77%
Total	29,513	1,420	4.81%	29,296	1,488	5.08%	30,369	1,333	4.39%

Total number and percentage of employees by category and gender (SAZ)					
	Men	(%)	Women	(%)	Total
Argentina					
Board of directors	38	77.55%	11	22.45%	49
Management	231	68.55%	106	31.45%	337
Leadership	284	65.44%	150	34.56%	434
Operations	4,382	89.45%	517	10.55%	4,899
Total	4,935	86.29%	784	13.71%	5,719
Bolivia					
Board of directors	9	90.00%	1	10.00%	10
Management	46	85.19%	8	14.81%	54
Leadership	71	68.27%	33	31.73%	104
Operations	1,399	82.20%	303	17.80%	1,702
Total	1,525	81.55%	345	18.45%	1,870
Brazil					
Board of directors	287	79.72%	73	20.28%	360
Management	1,958	64.66%	1,070	35.34%	3,028
Leadership	1,848	67.84%	876	32.16%	2,724
Operations	18,802	88.58%	2,425	11.42%	21,227
Total	22,895	83.74%	4,444	16.26%	27,339

	Men	(%)	Women	(%)	Total
Brazil (Central-West)					
Board of directors	7	87.50%	1	12.50%	8
Management	83	59.71%	56	40.29%	139
Leadership	93	69.92%	40	30.08%	133
Operations	1,259	89.23%	152	10.77%	1,411
Total	1,442	85.27%	249	14.73%	1,691
Brazil (Northeast)					
Board of directors	14	93.33%	1	6.67%	15
Management	159	69.74%	69	30.26%	228
Leadership	227	70.94%	93	29.06%	320
Operations	3,639	90.66%	375	9.34%	4,014
Total	4,039	88.25%	538	11.75%	4,577
Brazil (North)					
Board of directors	7	100.00%	0	0.00%	7
Management	67	67.68%	32	32.32%	99
Leadership	72	70.59%	30	29.41%	102
Operations	723	88.17%	97	11.83%	820
Total	869	84.53%	159	15.47%	1,028

Número total e percentual de colaboradores por categoria funcional, por gênero (SAZ)					
	Homens	(%)	Mulheres	(%)	Total
Brazil (Southeast)					
Board of directors	240	78.18%	67	21.82%	307
Management	1,498	64.21%	835	35.79%	2,333
Leadership	1,231	66.33%	625	33.67%	1,856
Operations	10,384	88.04%	1,411	11.96%	11,795
Total	13,353	81.97%	2,938	18.03%	16,291
Brazil (South)					
Board of directors	19	82.61%	4	17.39%	23
Management	151	65.94%	78	34.06%	229
Leadership	225	71.88%	88	28.12%	313
Operations	2,797	87.76%	390	12.24%	3,187
Total	3,192	85.07%	560	14.93%	3,752
Chile					
Board of directors	13	92.86%	1	7.14%	14
Management	32	66.67%	16	33.33%	48
Leadership	45	66.18%	23	33.82%	68
Operations	257	83.17%	52	16.83%	309
Total	347	79.04%	92	20.96%	439

	Homens	(%)	Mulheres	(%)	Total
Paraguay					
Board of directors	5	71.43%	2	28.57%	7
Management	25	65.79%	13	34.21%	38
Leadership	36	62.07%	22	37.93%	58
Operations	358	85.85%	59	14.15%	417
Total	424	81.54%	94	18.08%	520
Uruguay					
Board of directors	3	100.00%	0	0.00%	3
Management	13	65.00%	7	35.00%	20
Leadership	14	38.89%	22	61.11%	36
Operations	588	83.17%	119	16.83%	707
Total	618	80.68%	148	19.32%	766
Total	30,744		5,909		36,653

Total number and percentage of employees by category and age group*				
	2018		2019	
	Employees	(%)	Employees	(%)
Board of directors				
30 and under	23	7.90%	15	4.84%
31 to 50	245	84.19%	269	86.77%
Over 50	23	7.90%	26	8.39%
Total	291	100.00%	310	100.00%
Management				
30 and under	1,299	39.10%	1,323	34.05%
31 to 50	1,853	55.78%	2,386	61.42%
Over 50	170	5.12%	176	4.53%
Total	3,322	100.00%	3,885	100.00%
Leadership				
30 and under	2,250	50.66%	1,955	45.28%
31 to 50	1,973	44.43%	2,134	49.42%
Over 50	218	4.91%	229	5.30%
Total	4,441	100.00%	4,318	100.00%

	2018		2019	
	Employees	(%)	Employees	(%)
Operations				
30 and under	6,807	34.60%	5,470	28.86%
31 to 50	11,533	58.62%	12,158	64.15%
Over 50	1,335	6.79%	1,324	6.99%
Total	19,675	100.00%	18,952	100.00%
Apprentices and interns				
30 and under	1,769	99.16%	1,807	98.69%
31 to 50	15	0.84%	24	1.31%
Over 50	0	0.00%	0	0.00%
Total	1,784	100.00%	1,831	100.00%
Total	29,513		29,296	

* 2018 and 2019: Brazil numbers

Total number and percentage of employees by category and age group							
	2020**						
	30 and under	(%)	31 to 50	(%)	Over 51	(%)	Total
Argentina							
Board of directors	1	2.04%	47	95.92%	1	2.04%	49
Management	63	18.69%	260	77.15%	14	4.15%	337
Leadership	177	40.78%	242	55.76%	15	3.46%	434
Operations	1,334	27.23%	2,871	58.60%	694	14.17%	4,899
Total	1,575	27.54%	3,420	59.80%	724	12.66%	5,719
Bolivia							
Board of directors	0	0.00%	8	80.00%	2	20.00%	10
Management	5	9.26%	47	87.04%	2	3.70%	54
Leadership	33	31.73%	68	65.38%	3	2.88%	104
Operations	507	29.79%	975	57.29%	220	12.93%	1,702
Total	545	29.14%	1,098	58.72%	227	12.14%	1,870
Brazil							
Board of directors	22	6.11%	326	90.56%	12	3.33%	360
Management	986	32.56%	1,917	63.31%	125	4.13%	3,028
Leadership	1,134	41.63%	1,477	54.22%	113	4.15%	2,724
Operations	6,475	30.50%	13,223	62.29%	1,529	7.20%	21,227
Total	8,617	31.52%	16,943	61.97%	1,779	6.51%	27,339

** 2020: SAZ numbers

Total number and percentage of employees by category and age group							
	2020**						
	30 and under	(%)	31 to 50	(%)	Over 51	(%)	Total
Brazil (Central-West)							
Board of directors	2	25.00%	6	75.00%	0	0.00%	8
Management	72	51.80%	66	47.48%	1	0.72%	139
Leadership	52	39.10%	77	57.89%	4	3.01%	133
Operations	463	32.81%	853	60.45%	95	6.73%	1,411
Total	589	34.83%	1,002	59.25%	100	5.91%	1,691
Brazil (Northeast)							
Board of directors	0	0.00%	14	93.33%	1	6.67%	15
Management	63	27.63%	158	69.30%	7	3.07%	228
Leadership	103	32.19%	202	63.13%	15	4.69%	320
Operations	1,154	28.75%	2,582	64.32%	278	6.93%	4,014
Total	1,320	28.84%	2,956	64.58%	301	6.58%	4,577
Brazil (North)							
Board of directors	0	0.00%	6	85.71%	1	14.29%	7
Management	33	33.33%	64	64.65%	2	2.02%	99
Leadership	32	31.37%	66	64.71%	4	3.92%	102
Operations	242	29.51%	504	61.46%	74	9.02%	820
Total	307	29.86%	640	62.26%	81	7.88%	1,028

Total number and percentage of employees by category and age group							
	2020**						
	30 and under	(%)	31 to 50	(%)	Over 51	(%)	Total
Brazil (Southeast)							
Board of directors	19	6.19%	279	90.88%	9	2.93%	307
Management	764	32.75%	1,464	62.75%	105	4.50%	2,333
Leadership	846	45.58%	943	50.81%	67	3.61%	2,333
Operations	3,676	31.17%	7,292	61.82%	827	7.01%	11,795
Total	5,305	32.56%	9,978	61.25%	1,008	6.19%	16,768
Brazil (South)							
Board of directors	1	4.35%	21	91.30%	1	4.35%	23
Management	54	23.58%	165	72.05%	10	4.37%	229
Leadership	101	32.27%	189	60.38%	23	7.35%	313
Operations	940	29.49%	1,992	62.50%	255	8.00%	3,187
Total	1,096	29.21%	2,367	63.09%	289	7.70%	3,752
Chile							
Board of directors	0	0.00%	14	100.00%	0	0.00%	14
Management	5	10.42%	41	85.42%	2	4.17%	48
Leadership	42	61.76%	25	36.76%	1	1.47%	68
Operations	107	34.63%	166	53.72%	36	11.65%	309
Total	154	35.08%	246	56.04%	39	8.88%	439

Total number and percentage of employees by category and age group							
	2020**						
	30 and under	(%)	31 to 50	(%)	Over 51	(%)	Total
Paraguay							
Board of directors	0	0.00%	6	85.71%	1	14.29%	7
Management	10	26.32%	27	71.05%	1	2.63%	38
Leadership	34	58.62%	24	41.38%	0	0.00%	58
Operations	129	30.94%	260	62.35%	28	6.71%	417
Total	173	33.27%	317	60.96%	30	5.77%	520
Uruguay							
Board of directors	0	0.00%	3	100.00%	0	0.00%	3
Management	1	5.00%	17	85.00%	2	10.00%	20
Leadership	17	47.22%	19	52.78%	0	0.00%	36
Operations	238	33.66%	341	48.23%	128	18.10%	707
Total	256	33.42%	380	49.61%	130	16.97%	766
Total	11,320		22,404		2,929		36,653

Letter of Assurance

GRI 102-56



KPMG Assessores Ltda.

Rua Arquiteto Olavo Redig de Campos, 105, 6º andar - Torre A

04711-904 - São Paulo/SP - Brasil

Caixa Postal 79518 - CEP 04707-970 - São Paulo/SP - Brasil

Telefone +55 (11) 3940-1500

kpmg.com.br

Limited verification report issued by independent auditors

To the Board of Directors and Shareholders

Ambev S.A.

São Paulo - SP

Introduction

We have been engaged by Ambev S.A. ("Ambev" or "Company") to apply limited verification procedures on the sustainability information disclosed in Ambev's 2020 ESG Report attached in this report, related to the year ended December 31st, 2020.

Responsibilities of Ambev's Management

The Management of Ambev is responsible for adequately preparing and presenting the sustainability information in the 2020's ESG Report in accordance with the Standards for Sustainability Report of Global Reporting Initiative – GRI (GRI-Standards), as well as the internal controls determined necessary to ensure this information is free from material misstatement, resulting from fraud or error.

Independent auditors' responsibility

Our responsibility is to express a conclusion about the information in the Report based on a limited verification engagement conducted in accordance with the Standards for Sustainability Report of Global Reporting Initiative - GRI (GRI-Standards) and the methodology developed globally by KPMG for verification of social and environmental information disclosed in sustainability reports denominated KPMG Sustainability Assurance Manual - KSAM, applicable to historical non-financial information.

These standards require compliance with ethical requirements, including independence ones, and the engagement is also conducted to provide limited verification that the information disclosed in the Ambev's Report, taken as a whole, is free from material misstatement.

A limited verification engagement conducted in accordance with the Standards for Sustainability Report of Global Reporting Initiative - GRI (GRI Standards) and the KPMG Sustainability Assurance Manual - KSAM consists mainly of questions and interviews with the Management of Ambev and other professionals of the Company involved in the preparation of the information disclosed in the Report and use of analytical procedures to obtain evidence that enables us to reach a limited verification conclusion about the sustainability information taken as a whole. A limited verification engagement also requires additional procedures when the independent auditor acknowledges issues which may lead them to believe that the information disclosed in the Report taken as a whole could present material misstatement.

The selected procedures were based on our understanding of the issues related to the compilation, materiality and presentation of the information disclosed in the Report, on other engagement circumstances and also on our considerations regarding areas and processes associated with material sustainability information disclosed where relevant misstatement could exist. The procedures consisted of:

- (a) engagement planning: considering the material aspects for Ambev activities, the relevance of the information disclosed, the amount of quantitative and qualitative information and the operational systems and internal controls that served as a basis for preparation of the information in the Ambev's Report. This analysis defined the indicators to be checked in details;
- (b) understanding and analysis of disclosed information related to material aspects management;
- (c) analysis of preparation processes of the Report and its structure and content, based on the Principles of Content and Quality of the Standards for Sustainability Report of the Global Reporting Initiative - GRI (GRI-Standards);
- (d) evaluation of non-financial indicators selected:
 - understanding of the calculation methodology and procedures for the compilation of indicators through interviews with management responsible for data preparation;
 - application of analytical procedures regarding data and interviews for qualitative information and their correlation with indicators disclosed in the Report;
 - analysis of evidence supporting the disclosed information;
- (e) analysis of whether the performance indicators omission and justification are reasonable to be accepted associated to aspects and topics defined as material in the materiality analysis of the Company;
- (f) comparison of financial indicators with the financial statements and/or accounting records.

We believe that the information, evidence and results we have obtained are sufficient and appropriate to provide a basis for our limited verification conclusion.

Scope and limitations

The procedures applied to a limited verification engagement are substantially less extensive than those applied to a reasonable verification engagement. Therefore, we cannot assure that we are aware of all the issues that would have been identified in a reasonable verification engagement, which aims to issue an opinion. If we had conducted a reasonable verification engagement, we may have identified other issues and possible misstatements within the information presented in the Report.

Nonfinancial data is subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate or estimate these data. Qualitative interpretation of the data's materiality, relevance and accuracy are subject to individual assumptions and judgments. Additionally, we have not examined data related to prior periods, to evaluate the adequacy of policies, practices and sustainability performance, nor future projections.

Conclusion

Based on the procedures carried out, described earlier in this report, we have not identified any relevant information that leads us to believe that the information in Ambev's 2020 ESG Report is not fairly stated in all material aspects in accordance with the Standards for Sustainability Report of Global Reporting Initiative - GRI (GRI-Standards), as well as its source records and files.

São Paulo, February 29th, 2021
KPMG Assessores Ltda.

CREDITS

GRI 102-53

General coordination

Ambev Brewery's Corporate Affairs

GRI consulting, content and design

Approach Comunicação

Photographs

Ambev image bank

Marlon Diego/ Ambev

Questions about content or more information requests can be sent by e-mail to ri@ambev.com.br.
Or visit our website at www.ambev.com.br.



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