

# The Global **Smart** Drinking Goals

---

AB InBev's Ten-Year Commitment to  
Reducing Harmful Use of Alcohol and  
the Future of Moderation

**November 2025**

**Business for Impact**

*GEORGETOWN UNIVERSITY*  
McDONOUGH SCHOOL *of* BUSINESS

## Official Publication Citation

Business for Impact at Georgetown University's McDonough School of Business (2025)

The Global Smart Drinking Goals: AB InBev's Ten-Year Commitment to Reducing Harmful Use of Alcohol and the Future of Moderation. Washington, DC: Georgetown University.

Copyright © 2025 Business for Impact

## CONTACT INFORMATION

### Business for Impact

Leslie Crutchfield, Executive Director  
Business for Impact  
McDonough School of Business  
Georgetown University

111 Massachusetts Ave, NW  
Office 7214  
Washington, DC 20001

**Email:** [businessforimpact@georgetown.edu](mailto:businessforimpact@georgetown.edu)

**Website:** [businessforimpact.georgetown.edu](https://businessforimpact.georgetown.edu)

### Brands on a Mission

Myriam Sidibé, Chief Mission Officer and Founder  
Brands on a Mission

PO Box 30062  
00100 Nairobi  
Kenya

**Email:** [mission@brandsonamission.com](mailto:mission@brandsonamission.com)

**Website:** [brandsonamission.com](https://brandsonamission.com)

# Authorship and Attributions

This publication was produced by Business for Impact at Georgetown University's McDonough School of Business. The case study author is [Ladan Manteghi, Senior Advisor and Adjunct Faculty](#) at Georgetown's Business for Impact, with [Myriam Sidibé, Chief Mission Officer and Founder](#) of Brands on a Mission. [Bill Novelli, Professor of the Practice Emeritus and Founder](#) of Business for Impact, and [Leslie Crutchfield, Executive Director](#) of Business for Impact, are editorial advisors. [Marcia Brown Mintz, Adjunct Faculty](#) at Georgetown's McDonough School of Business, is editor of this study.

**Ms. Manteghi** brings her executive experience in business, government, and nonprofit sectors to Georgetown where she launched Business for Impact (formerly Global Social Enterprise Initiative) with Bill Novelli. She teaches and advises on corporate responsibility, nonprofit revenue models, and leadership. Prior to Georgetown, she led global policy and membership reciprocity focusing on health, economic security, and the age 50+ market as AARP's Senior Vice President of International Affairs and President of the AARP Global Network (formerly an AARP affiliate organization).

Prior to founding Brands on a Mission, **Dr. Sidibé** spent 15 years at Unilever leading the single largest global hygiene behavior-change effort, which

impacted one billion people, and co-founding the widely celebrated Global Handwashing Day. She combines rare expertise in purpose-driven branding with proven, large-scale impact. She is the award-winning and best-selling author of *Brands on a Mission*, a former Senior Fellow at Harvard Kennedy School's Mossavar-Rahmani Center, an Honorary Professor at the London School of Hygiene & Tropical Medicine, a member of the Board of Directors of the AB InBev Foundation, and a member of the Board of Trustees of MSI Reproductive Choices.

Both Business for Impact and Brands on a Mission received funding from AB InBev to conduct research as well as to provide technical assistance for the implementation of the Global Smart Drinking Goals initiatives analyzed in this business case. This case draws on publicly available information, field research and expert interviews, and internal information and perspectives. It is intended for use in professional and educational settings to support discussion and learning. The authors have made every effort to ensure the accuracy of the information presented. The findings and recommendations are those of the authors and do not necessarily reflect the views of AB InBev or the AB InBev Foundation.



At the Paris 2024 Olympics, AB InBev promoted Corona Cero, a no-alcohol beer, and offered responsible beverage service guidance for servers.

# Contents

Authorship and Attributions

Part One: Introduction

Industry and Global Health Context

Research Approach and Foundational Frameworks

Part Two: Ten Years of Global Smart Drinking 2015-2025

Establishing the Global Smart Drinking Goals

Toward the Global Smart Drinking Goals

Toward a SAFER World

Part Three: Future Impact Toward 2030

Recommendations for the Next Five Years

Endnotes

References

Exhibits

Acknowledgments

About the Case Study Team

# Part One

## Introduction

## Context

Over its 600-year history, Anheuser-Busch InBev (AB InBev) has grown into the world's largest beer company. It supplies over 27% of the global beer market across more than 50 countries. With this market position comes increased scrutiny and responsibility, especially as the public health community continues to raise concerns about harmful alcohol consumption.

AB InBev launched the Global Smart Drinking Goals (GSDG), a bold 10-year strategy backed by \$1 billion USD to invest in initiatives that support the World Health Organization's (WHO) goal to reduce harmful use of alcohol globally by 10% by 2025. The strategy included four key initiatives: (1) piloting new public health interventions in six cities; (2) shifting societal norms and consumer behavior through social marketing; (3) launching new lower-alcohol beer and no-alcohol beer products; and (4) using product packaging to educate consumers about preventing harmful drinking behaviors. AB InBev's strategy was also shaped by a goal to build partnerships with all stakeholders, allies and critics alike, and work together as collaborators.

This was AB InBev's big bet. The company had championed moderation for over 100 years, mainly through awareness campaigns that leveraged the power of its brands to incentivize consumers to drink responsibly. In an evolving business environment where consumers, governments, and noncommercial organizations increasingly hold companies accountable, AB InBev was determined to go beyond raising awareness. It wanted to be part of the solution.

### AB InBev Fast Facts

- ◆ Anheuser-Busch InBev SA/NV (official name)
- ◆ NYSE: BUD
- ◆ \$60 billion USD revenue (2024)
- ◆ 144,000 employees
- ◆ 150 countries
- ◆ 500 beer brands

### Global brand examples



### Multi-country and local brand examples



“The implementation of the global strategy will require active collaboration with Member States, with appropriate engagement of international development partners, civil society, the private sector, as well as public health and research institutions.”<sup>1</sup>

### World Health Organization

When WHO committed to tackle harmful alcohol use in 2010, it recognized that public health officials could not solve the issue alone. Reducing alcohol-related harm globally required collective action from governments, nongovernmental organizations (NGOs), academia, and, importantly, the private sector. In 2015, the United Nations Sustainable Development Goals (SDGs) set a target to reinforce WHO’s goal. From 2010 to 2016, alcohol-related deaths worldwide per 100,000 people dropped by 10% and by 2019 the decline doubled to more than 20%.<sup>2</sup> Still, WHO sought more and faster progress. It launched the SAFER initiative in 2018 as a roadmap for governments to set policies to reduce harms from alcohol abuse.<sup>3</sup>

The SAFER strategies created headwinds for the alcohol industry. WHO urged regulation and taxation schemes with implications for the alcohol industry’s marketing and sales. This time, its plan promoted cross-sector collaboration but it also called for no “interference from commercial interests.”



**Strengthen** restrictions on alcohol availability

**Advance** and enforce drunk driving countermeasures

**Facilitate** access to screening, brief interventions, and treatment

**Enforce** bans or comprehensive restrictions on alcohol advertising, sponsorship, and promotion

**Raise** prices on alcohol through excise taxes and pricing policies

From 2010 to 2016, alcohol-related deaths worldwide per 100,000 people dropped by 10% and by 2019 the decline doubled to more than 20%.

Given the public health community's arm's-length position toward industry and AB InBev's steadfastness to do its part to reach the shared goal, could either achieve its ambitions without the other? This study shows that each could act separately to make progress, but they achieved more when they collaborated.

The GSDGs were the company's long-term corporate social responsibility strategy. Over the past decade, AB InBev achieved progress. It also encountered hurdles along the way including programmatic, leadership, and implementation challenges; shifting consumer preferences and behaviors; global shocks; and other megatrends. The greatest obstacle was securing partnerships with public health leaders and government officials. Over time, the public health community's views on the harms of drinking alcohol have evolved. The context has shifted from prohibition in the U.S. in the early 1900s,<sup>4</sup> to cultural acceptance of moderate drinking, to studies of alcohol potentially reducing mortality<sup>5</sup> and risk to heart health,<sup>6</sup> and more recent research that shows low- and zero-strength alcohol options help reduce harms,<sup>7</sup> to drinking alcohol in any amount carries health risks.<sup>8</sup> Public health experts also take the position

that the alcohol beverage industry has an inherent conflict in promoting health and safety.

Given the history, it is not surprising that experts and advisors who worked with AB InBev over the past decade had initial hesitations. Hearing their concerns, in 2017 the company set up the AB InBev Foundation, a separate nonprofit organization, as a bridge to public health. This move helped. The Foundation intended to create a culture that promoted and practiced evidence generation, scientific rigor, and transparency. Eventually, some public health experts chose to engage with AB InBev and shared a common sentiment: it's better to influence thinking from the inside than merely to throw stones from the outside.

AB InBev demonstrated that by embracing skeptics as allies they could help advance a shared goal – reducing harmful drinking around the world.

Insights from this study show how scaling what worked and pivoting from what didn't work can inform future practices, policies, and investments to reduce harmful drinking on a global scale.

"We have a big dream as a company to create a future with more cheers, meaning offering more people more reasons to celebrate responsibly. But this dream cannot be achieved alone. Our partners, governments, and other stakeholders helped us better understand how to reduce harmful drinking and how to make moderation more tangible for consumers. Their efforts provided a clear guide as we move forward with our commitment to moderation."

**Michel Doukeris**, Chief  
Executive Officer, AB InBev

# Research Approach and Foundational Frameworks

This case study explores AB InBev's decade of progress toward achieving its GSDGs, emphasizing the five-year period from 2021 to 2025. To develop the study, Georgetown University's Business for Impact center at the McDonough School of Business with Brands on a Mission conducted research, drew insights, and offered recommendations. More than 30 interviews of internal staff, external experts, and stakeholders informed the study in addition to research reports, expert studies, and other sourced materials. This study also builds on findings from Georgetown University's previous [Smart Drinking case study published in 2021](#), which examined the first five years from 2015 to 2020.

AB InBev's approach to achieving its Global Smart Drinking Goals can be understood through the lenses of two complementary frameworks: Porter and Kramer's Creating Shared Value<sup>9</sup> and Brands on a Mission's Purpose Tree.<sup>10</sup> (See Exhibit 1 and Exhibit 2.) Creating shared value (CSV) is an approach to business strategy that aligns social values with business operations, and the Purpose Tree assesses whether purpose is implemented effectively and sustainably. Together these provide context for what AB InBev set out to do and for understanding how well it embedded its GSDG activities into business systems, partnerships, and practices, and how it measured them.

Creating shared value is defined as business policies and practices that contribute to competitive advantage

while strengthening the communities in which a company operates. The essence of CSV is that a company embeds practices and leverages its core business assets to simultaneously deliver social benefit and shareholder returns. Business embraces CSV to:

- ◆ Reconceive products, customers, and markets to fill social gaps and needs
- ◆ Reshape the value chain by accessing and using resources, energy, suppliers, vendors, logistics, and employees differently and more productively
- ◆ Improve the local business environments in the communities where it operates

The Purpose Tree complements CSV by focusing on execution. It assesses whether purpose is implemented effectively and sustainably through five foundational "roots" that must be activated for brand purpose to move from aspiration to measurable action:

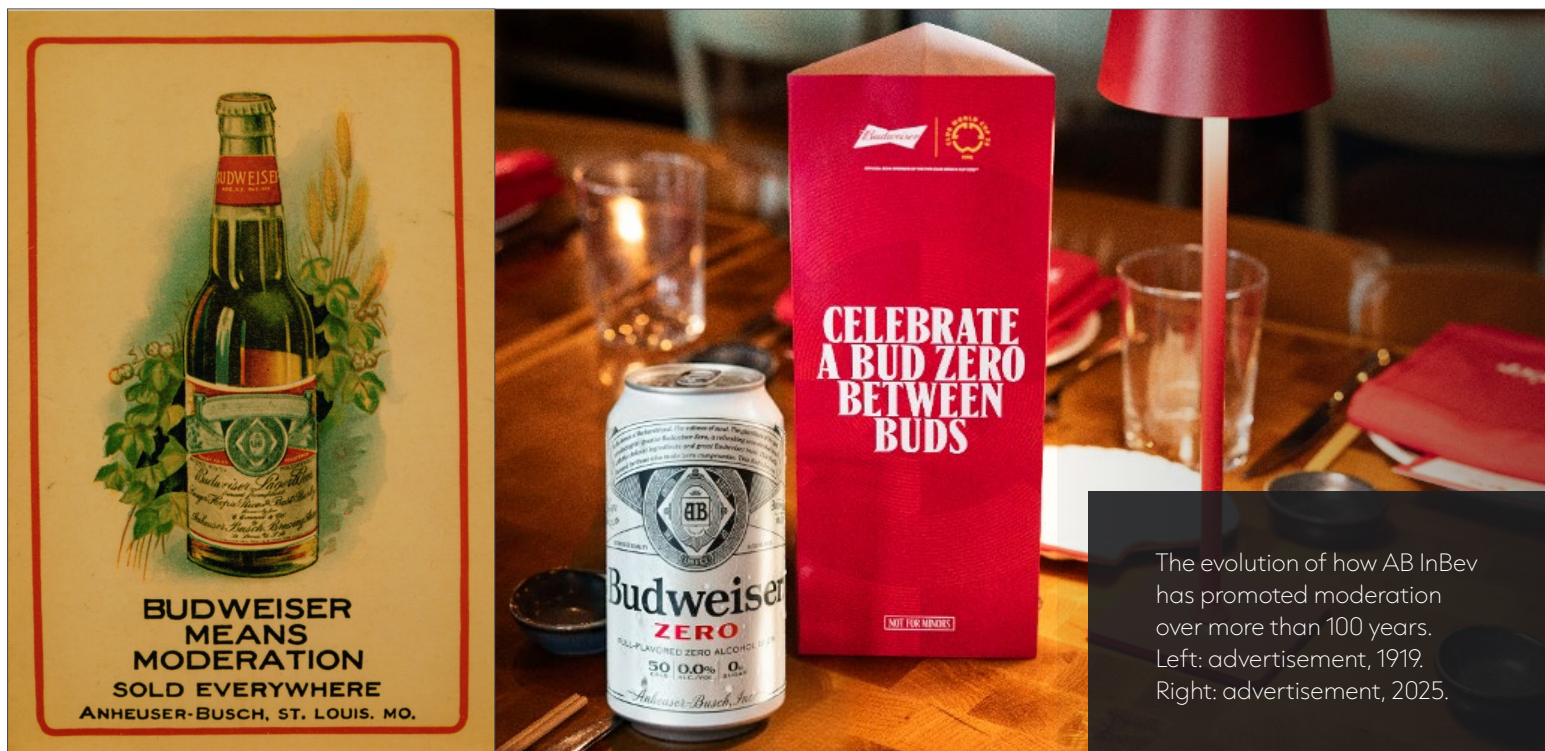
- ◆ **Behavior Change:** Using brand influence and marketing to drive lasting shifts in individual behavior
- ◆ **Partnerships:** Building strong, cross-sector alliances that enhance reach, legitimacy, and resources
- ◆ **Brand Advocacy:** Articulating purpose authentically to influence public perceptions and policy
- ◆ **Measurement:** Embedding robust systems to track outcomes, evaluate effectiveness, and improve impact

- ◆ **Corporate Support:** Aligning internal leadership, incentives, and systems to support sustained execution

A central theme of this case is how a leading global company can both meet the standard practices of corporate responsibility and go further to drive social impact drawing on all its assets including its global footprint, brand influence, marketing expertise, and commercial infrastructure to deliver both social outcomes and sustained business value. AB InBev did this while pursuing profits and credibly helping to reduce harmful drinking globally. The company succeeded on multiple fronts despite many policymakers and global health experts

initially not wanting AB InBev – or any alcohol companies – involved in health policy and solutions

Finally, the case is based on the assumption that business can be a force for good in the world. AB InBev achieved a corporate responsibility landmark. Though the metrics are uneven due to multiple factors, the company made significant progress. AB InBev's experience shows how industry, when motivated by both accountability and ambition, can help address complex societal problems by mobilizing their most powerful tools and being a collaborator. By harnessing market forces and learning and leading alongside its critics, AB InBev accomplished what no other beer company is known to have embraced thus far.



# Part Two

Ten Years of Global Smart  
Drinking 2015 - 2025

## Overview

AB InBev set out on a bold path to transform its relationship with consumers, communities, and public health institutions to help reduce harmful drinking globally. How can a beer company make a difference, particularly when many policymakers and global health experts leading the charge initially did not want the alcohol industry involved?

The Global Smart Drinking Goals were AB InBev's long-term strategy to contribute to WHO's aim to reduce harmful drinking worldwide by 10%. In 2015, when AB InBev launched the GSDGs, the company committed to invest at least \$1 billion USD by the end of 2025 to achieve them. The goals were designed to leverage the company's brand power, consumer marketing expertise, product innovation know-how, global operational footprint, value chain influence, philanthropic resources, and employee talent, among other assets to reduce harmful drinking. By 2024, AB InBev had invested \$1.065 billion USD across its four GSDG strategies and had met its commitment 16 months ahead of schedule.

AB InBev harnessed every tool in its arsenal to tackle this complex global challenge. Working to achieve the four GSDGs involved renovating and innovating its commercial products and changing its marketing

strategies, as well as establishing a new philanthropic entity – the AB InBev Foundation. On the commercial side, AB InBev expanded and revamped its product line by creating no-alcohol beers (NABs) and lower-alcohol beers (LABs) to give consumers more product choices. AB InBev brand teams also created social marketing messages to promote responsible behaviors and discourage harmful ones. It incorporated the messaging into marketing campaigns and placed it on product primary and secondary packaging. The Foundation committed to piloting community-based multi-stakeholder programs in six cities worldwide to understand how the company could contribute at the local level to reducing alcohol-related harms through programs, policy advocacy, and cross-sector collaborations.

Through these efforts, AB InBev leveraged the power of its core business – selling beer products – and focused its philanthropic resources and efforts on contributing to reducing harms associated with alcohol misuse. In doing so, AB InBev's approach surpassed traditional corporate social responsibility and regulatory compliance efforts and aspired to create shared value – shared social, environmental, and economic value delivered through its core business operations.

# Establishing the Global Smart Drinking Goals

From the outset, AB InBev's GSDG initiatives were ambitious in design, geographic scope, and reach. A key early step was to establish the Foundation as a nonprofit organization under the leadership of a globally renowned public health and medical expert who served as its president and a board composed of AB InBev executives, along with government, nonprofit, and academic leaders. This approach enabled the Foundation to serve as a bridge between the company and public health community leaders, many of whom were wary of working directly with a brewer.

Through the Foundation, AB InBev developed and supported programs designed to raise awareness of harmful drinking and shift attitudes and behaviors in six city pilot locations. In each city pilot location, AB InBev established a local steering committee. The company also engaged global public health experts with proven experience in designing and delivering social norms marketing and behavior change campaigns, among other areas of expertise. The experts worked closely with Foundation executives and local partners to develop

or expand programs in the six cities and were encouraged to publish observations and learnings along the way. The experts also helped guide other AB InBev executives in the commercial business involved with implementing the GSDGs.

Five years into implementing the GSDGs, AB InBev and the Foundation reached a critical juncture. Global shocks, including the COVID-19 pandemic, economic pressures, and other influences, dramatically reshaped when, where, and how people consumed beer. Lockdowns and social distancing disrupted sales in bars, restaurants, and events, forcing pivots to other retail and e-commerce channels. The company's ability to operate city pilot programs on the ground was curtailed, requiring operational changes. In response to these megatrends, as well as to changing consumer tastes and preferences for healthier options, AB InBev pivoted its approach for the second five years through 2025. This shift occurred at the same time that AB InBev's long-standing CEO, Carlos Brito, stepped down and Michel Doukeris took the helm.

|  <b>SOCIAL NORMS</b>                                                                                                               |  <b>GUIDANCE LABELS</b>                                        |  <b>CITY PILOTS</b>                                      |  <b>NABLAB</b>                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Influence social norms and individual behaviors to reduce harmful alcohol use by investing at least 1 billion USD across our markets in dedicated social marketing campaigns and related programs by the end of 2025. | Place a guidance label on all of our beer products in all of our markets by the end of 2021; increase alcohol health literacy by the end of 2025. | Reduce the harmful use of alcohol by at least 10% in six cities by the end of 2020; implement the best practices globally by the end of 2025. | Ensure no- or lower-alcohol beer products represent at least 20% of AB InBev's global beer volume by the end of 2025. |

After 10 years of Smart Drinking two goals particularly stood out – social norms marketing and no-alcohol beers.

Initially, social norms marketing was considered a goal unto itself. The company set out to help consumers make responsible choices through behavior change influenced by awareness campaigns. What proved necessary and more effective were social norms campaigns supporting the other three goals:

- ◆ City pilot programs in road safety, responsible beverage service, and screening and brief interventions
- ◆ Educating consumers about no-alcohol beverages as an alternative choice to alcohol beverage options
- ◆ Guiding at-risk consumers with packaging and marketing prompts to avoid potential harm

As a standalone, social norms marketing was a tool. But it became a force multiplier increasing adoption and scale when it supported other priorities, much like a traditional marketing campaign would for product launches.

Second, no-alcohol and low-alcohol beers (NAB and LAB) emerged as the most promising and transformational element despite missing the goal target. NABs exemplified how aligning corporate innovation with public health imperatives can generate both profit and options for consumers to make responsible choices. By successfully reconceiving an existing product that consumers loved, NABs met a critical market and social demand, and rose to be a core business priority.

Over the course of a decade, lessons were learned and insights emerged across all four of the Smart Drinking strategies through AB InBev's efforts to reconceive products and markets, redefine productivity in the value chain, and improve local business environments in its markets worldwide.



**IT'S GOLD**

OFFICIAL WORLDWIDE PARTNER  
OF THE OLYMPIC GAMES.



  
Worldwide Partner

Corona Cero was the first official no-alcohol beer sponsor of the Olympics. Promoting this megabrand at the 2024 games in Paris amplified AB InBev's focus on moderation globally, including in markets where alcohol advertising was restricted.

# Toward the Global Smart Drinking Goals

## Goal Social Norms

Influence social norms and individual behaviors to reduce harmful alcohol use by investing at least 1 billion USD across our markets in dedicated social marketing campaigns and related programs by the end of 2025.

### What AB InBev Did

AB InBev focused on shifting norms related to what is acceptable, expected, and aspirational when it comes to drinking. By 2025, AB InBev had invested more than \$250 million USD of its overall \$1 billion USD commitment across its markets in dedicated social norms marketing campaigns.

AB InBev's social norms approach evolved from an internal compliance-driven exercise to a strategic driver of competitive advantage and cultural leadership. Once a top-down requirement for responsible messaging, moderation has become a structured behavioral innovation system integrated into marketing, innovation, and stakeholder engagement.

In 2018, AB InBev launched the Social Norms Marketing Competition (SNMC) to encourage experimentation rooted in behavioral insights and cultural context. Instead of enforcing directives, it created a safe space for testing ideas and embedding social norms thinking into brand planning. A key objective was to

create a strong incentive for AB InBev and its brands' marketers to be trained in social norms marketing – an evidence-based approach to reinforce positive drinking behaviors. The initiative grew with the 2022 launch and annual updating of the Smart Drinking toolkit. (See Exhibit 3.) The toolkit assembled structured guidance, training, and case studies. Over time, the SNMC evolved into a strategic engine that powered cross-market learning, drove internal capability, and positioned moderation not merely as a responsibility mandate, but as a driver of brand relevance and cultural leadership. From 2018 to 2025, the SNMC attracted nearly 650 submissions from all six business zones. Sixty teams received expert coaching and over a dozen campaigns were deployed in markets.

In South Africa, AB InBev's local brand SAB launched the *#NoExcuse* platform to combat gender-based violence. The campaign offered a masterclass in social norms marketing. The *#NoExcuse* campaign was

provocative, authentic, and based on cultural insights. It integrated social norms principles into marketing seamlessly and deployed partnerships to expand the impact. It has been running for over seven years, gaining momentum and ambition every year.

Some of the other campaigns also were successful in promoting moderation and reducing harmful consumption of alcohol, but only while the campaigns were active. Examples include Águila's *Beer Caps* in Colombia, Budweiser's *Drink Wiser* in the U.S., Jupiler's *Crashed Glass* in Belgium, Presidente's *Don't Drive and Drink* in the Dominican Republic, and Harbin's *Hapi Together* in China. However, long-term behavioral and norm shifts for these were not measured. Apart from these, adoption remains uneven. Some markets fully integrate social norms marketing, while others treat it as occasional pilots.

As the Social Norms Marketing Competition matured, AB InBev began integrating a science-based social norms intervention into its marketing processes. The ambition was to go beyond awareness-raising and equip marketers with tools to shift deep-rooted social norms by addressing beliefs, behaviors, and social cues that trigger alcohol misuse. At the heart of AB InBev's social norms strategy lies a behavior

Social Norms Marketing Competition trainings led to behavior change campaign integrated into product marketing. Jupiler's *Crashed Glass* campaign in Belgium.



change framework that aims to influence both what people believe others do (descriptive norms) and what they believe others approve of (injunctive norms). Since 2024, AB InBev has embedded social norms marketing across their megaplatforms – sports, music, and festival events – to increase the reach of moderation messaging and create a consistent behavior narrative that supports long term impact, business ROI, and brand equity.

### Behavior Change Framework

1. Communicating expectations: what is the desired behavior
2. Increasing observability of the desired behavior
3. Eliminating excuses for non-compliance

## Insights and Recommendations

### Embedding social norms science into marketing

- » Several excellent campaigns incorporated social norms science. However, the real success of the past 10 years should be judged by how well the social norms marketing was embedded and integrated within the organization.
- » For social norms marketing to take root, tools and training must be actively and regularly used and internalized across the organization. The Smart Drinking Toolkit is an integral part of the Marketing Academy – an AB InBev learning platform with courses on designing and deploying social norms campaigns. The toolkit is based on a prescribed framework with three outcome levels – marketing outputs, attitudinal shifts, and behavior change. However, based on review of SNMC entries in the last five years, very few entries follow the prescribed framework and most fall short of tracking outcomes across all three of the levels. Even though the toolkit has been integrated into the Marketing Academy, participation is not mandatory and uptake remains uneven. As a result, many campaigns default to storytelling without a structured behavioral logic or a fully measurable pathway to change. As one SNMC judge noted, “We need to move from having a toolkit to having a mindset.”<sup>11</sup> This shift will require not just tools, but deeper organizational belief in social norms marketing as a core marketing competency. Regional business leaders also highlighted ongoing ROI tensions. Because social norms marketing must often compete with performance marketing for budget justification, budget decisions may seem to downplay the urgency and importance of long-term behavior change.

## **Overcoming uneven momentum – execution challenges and organizational dynamics**

- » While AB InBev’s behavior change framework provides a strong theoretical foundation, its application varies widely across markets. This uneven application is due to external and internal factors. The external factors include regulatory constraints, market maturity, and commercial pressures. The internal factors include local leadership support and belief in social norms marketing as the catalyst of growth and reputation. Although global teams may assume alignment, field interviews suggest that on-the-ground engagement with the framework is highly variable.
- » In markets where Smart Drinking is seen as a lever for brand growth and cultural relevance, the Social Norms Marketing Competition was used strategically to gain internal visibility and demonstrate creative leadership. The marketing team in Colombia, for instance, leveraged the platform not because of its commercial scale but to signal ambition and build distinction. Conversely, in parts of the Asia-Pacific and Africa, stricter advertising regulations, capability gaps, and short-term performance priorities often push social norms-based work to the margins. In these settings, marketing efforts tend to focus on initiatives that promise immediate results, even when long-term behavior change strategies might yield greater brand and societal impact.
- » These patterns point to a deeper truth: the success of social norms marketing is not determined solely by

access to toolkits or frameworks. It hinges on belief in the approach, a sense of ownership among marketing teams, and structural support from leadership to make norms-shifting strategies viable and visible.

- » The Social Norms Marketing Competition is an initiative primarily designed to inspire and provide training for AB InBev’s marketing teams, as well as to strengthen the capabilities of teams in markets with less experience in promoting moderation. It also aims to help these marketing teams effectively embed moderation messages into their campaigns in ways that genuinely resonate with consumers. Teams meet regularly and share challenges, lessons learned, and best practices across markets. The ongoing challenge is to maintain this momentum evenly across all the countries and ensure that social norms marketing continues to grow in a more organic way.

## **Creative courage and cultural effectiveness**

- » Creative expression plays a vital role in social norms marketing not only to inform but also to emotionally resonate and culturally connect. While implementation provides structure, storytelling is what ultimately shifts perceptions. Matthew Bull, AB InBev’s Global Creative Advisor, most vocally emphasized that creative bravery is not a luxury in norms work. It is a requirement because people already come with strong feelings about drinking. “You don’t have to create an emotional bond with people, they already have an emotional bond with [alcohol].” When handled well, Bull continued, “you

piggyback on the social emotion appropriately, but it can also be a very, very bad thing” if mishandled.<sup>12</sup>

The goal of social norms marketing is to reinforce and normalize positive behaviors and to address the misperceptions and social cues that perpetuate harmful ones. It is not to stigmatize drinking. In fact, most consumers already drink responsibly.

In practice creative output remains uneven. Many campaigns often miss the opportunity to connect at a deeper cultural level. Some of the most powerful SNMC entries have come from teams in smaller markets like the Dominican Republic that, despite limited budgets, embraced bold, locally grounded storytelling. These entries demonstrate that creativity, not scale, is the true differentiator. As AB InBev looks to the future, creative courage must be treated as a core strategic capability. Evaluation should evolve to measure not just awareness or reach but also emotional impact, cultural fit, and normative influence leading to behavior change.

## Measurement and learning systems

- » While creative brilliance can ignite cultural conversations, robust and consistent measurement systems are essential to determine whether such campaigns lead to lasting shifts in behavior and social norms. A few standout campaigns, such as Águila’s *Live Responsibly*, Carling Black Label’s *#NoExcuse*, Budweiser’s moderation work, and Corona’s *ReWater*, made efforts to incorporate meaningful evaluation and were featured in the most recent Smart Drinking toolkit. Across seven years of the

Social Norms Marketing Competition, these campaigns stand out because they are among the very few winners that attempted to track outcomes across all three levels: marketing execution, attitudinal shifts, and behavior change.

- » Even in markets with strong creative output, such as Latin America, measurement has typically focused on short-term brand lift, campaign recall, and attitudinal changes, with only limited investment in long-term behavior and social norms change tracking.
- » External public health experts engaged in the SNMC review process consistently noted that AB InBev has a distinctive opportunity to build a global evidence base by applying structured, multi-market evaluations over time. AB InBev has set the foundation from which to build. The *#NoExcuse* campaign stands out for its multi-year consistency and sustained investment in tracking shifts that showed changes in men’s attitudes toward negative behaviors. Similarly, Águila’s *Live Responsibly* effectively measured reach, engagement, and shifts in consumer perceptions of what is and is not acceptable behavior with pre- and post-campaign testing.<sup>13</sup> However, these efforts tend to stop short of measuring actual behavior change at scale and tracking shifts in social norms. On-the-ground components of campaigns often rely heavily on testimonials rather than systematic tracking or establishing causal links to behavior change. Without consistent KPIs for behavioral outcomes, assessing long-term effectiveness, refining interventions, or replicating success across markets is difficult.

- » To address these gaps, AB InBev should more consistently adopt and use the measurement frameworks and toolkit developed by its various expert advisors. Greater emphasis is needed on embedding across the organization better pre- and post-evaluation, behavioral indicators, and structured learning loops. This will help close the gap between guidance and execution, ensuring that social norms campaigns deliver creative excellence and credible, measurable, and lasting Smart Drinking impact.

Without consistent KPIs for behavioral outcomes, assessing long-term effectiveness, refining interventions, or replicating success across markets is difficult.

## Illicit Alcohol: An Emerging Strategic Frontier for Social Norms Work

AB InBev's social norms strategy expanded beyond moderating legal alcohol consumption to tackling illicit alcohol use. Illicit use is deeply tied to poverty, peer influence, and weak enforcement of regulations that incentivizes supply of illicit alcohol. The effort began in Zambia, where over 70% of alcohol consumed is unregistered and often toxic. Independent research supported by the Foundation revealed that peer pressure played a major role – people often start drinking illicit alcohol to fit in and then face ridicule if they try to quit.<sup>14</sup> This insight shaped a campaign focused on changing social dynamics, addressing both demand- and supply-side drivers such as informal retail networks, poor regulation, and lack of accountability.

AB InBev and the Foundation, in partnership with Brands on a Mission, co-founded the Coalition Against Illicit Alcohol in Zambia to bring together faith groups, youth organizations, government agencies, development actors, and private sector partners to take on the issue. The coalition was

structured as an independent and non-brand-led alliance, and it gained legitimacy through community ownership and cultural authenticity. The flagship campaign, *Rise Above Junta – Friends Don't Let Friends Drink Junta*, reframed illicit alcohol as a betrayal of personal and community well-being. (Junta is a colloquial term for illicit, high ABV commercially produced alcohol.) The campaign called on friendship as a force for change. It positioned peers not as enablers of harm but as agents of protection. From street art and spoken word to sermons and youth-led activations, the campaign aimed to raise awareness and for peers to drive behavior change.

Initial success in Zambia sparked AB InBev to replicate the model in Uganda. The transferability showed that illicit alcohol is as much a social issue as it is a regulatory one. The same tools used to promote moderation can be applied to dismantle cultural acceptance of harmful drinking practices. This positions Smart Drinking as a societal commitment to health, dignity, and lasting change.

## Goal Guidance Label

Place a guidance label on all of our beer products in all of our markets by the end of 2021; increase alcohol health literacy by the end of 2025.

Before our labels looked like this:



Now Our labels should look like this



3 Smart Drinking Icons

Link to Tap Into Your Beer Website<sup>1</sup>

Guidance Label Actionable Advice

Fixed elements

3 options to be rotated (see next slide)

Note: The link to Tap Into Your Beer can be excluded as, long as, it is included in the secondary packaging

**ABInBev** This image is taken from the Guidance Label Global Toolkit and shows a mock-up of a generic brand. **Smart Drinking**

A mock-up of a brand label with Smart Drinking icons, website link, and actionable guidance elements in the guidance label global toolkit used by AB InBev brand owners.

## What AB InBev Did

AB InBev met its 10-year guidance labeling goal and spent more than half a billion USD plus significant internal and external reputational capital to achieve it.

The company set out to develop global guidance for actionable messages about preventing harmful drinking behaviors that could be used on labels across brands in markets worldwide. Health experts from

Tufts University School of Medicine helped create guidance for effective prompts and placement. This and more were captured in the Implementation Manual for Pilot Lower-Risk Drinking Guideline Labels, which AB InBev brand owners could use to tailor their messages from a menu of evidence-backed options designed to resonate with diverse consumers and to reflect local norms and regulatory sensitivities:

- ◆ Alternate water or no-alcohol drinks with beer
- ◆ Plan a safe ride home
- ◆ Don't drink if pregnant or breastfeeding
- ◆ Eat before or while drinking alcohol
- ◆ Don't encourage or support underage drinking

Though the label guidance messages were simple, the global rollout of the label change was complex. It was challenging to coordinate the work of the public health experts responsible for developing and testing the labels and the commercial teams responsible for placing them on the products.

As of 2019, only 37 countries mandated alcohol health information labels, leaving the majority of global markets without such regulation.<sup>15</sup> AB InBev's voluntary guidance labeling in 26 countries without legal requirements – representing half of the company's global beer production – nearly doubled the number of countries where health guidance appeared on products. Unlike mandated labels, which are often dense and limited to compliance standards, AB InBev's labels provide simple actionable advice, encouraging moderation, responsible decision making, and safer consumption.

## Insights and Recommendations

- » AB InBev spent more than half a billion USD plus significant internal and external reputational capital to achieve its guidance labeling goal. Was it worth it? Even though WHO called on governments to mandate labeling, AB InBev did not wait. The company proactively took steps to place guidance labels on products where no mandates existed as well as in some countries with regulations in place. AB InBev designed the labels with consumers in mind. Typical government warning labels were text heavy, and AB InBev's simple icons were universal and more easily understood.
- » As one of the alcohol industry's first large-scale voluntary health labeling efforts, the program depended on extensive cross-functional coordination spanning regulatory, marketing, legal, packaging, and commercial teams across multiple regions. Early on, internal teams reported that the initiative felt counterintuitive. Global corporate affairs led the charge but persuading regional commercial, marketing, and supply chain teams to modify packaging – especially when label redesigns weren't already planned – proved difficult. Marketing and brand teams were not formally embedded in the labeling rollout, nor did they have budgets for implementation. The initiative was seen primarily as a legal and compliance-driven project rather than a brand-led one. Brand teams also raised concerns about preserving premium aesthetics, label rotation timelines, and having enough space for product storytelling.

## “That line between what's guidance and what's health advice was really tricky for the collaboration between public health and AB InBev.”

**Susan Koch-Weser, ScD, Associate Professor of Public Health and Community Medicine, Tufts University School of Medicine<sup>16</sup>**

- » The large-scale goal both inspired and created challenges for AB InBev brand teams around the world. What remained unclear is the extent to which the investment of money and effort in guidance labels achieved an ROI. To what extent was there better understanding of what norms and behaviors led to smart consumer choices; enhanced credibility and reputation with public health and government officials; and increased internal buy-in and support for the Global Smart Drinking Goals?
- » To build on the shared value creation and impact of its investment, and to guide future decisions, the company could consider:

- ◆ Conducting pre- and post-testing of labels with consumers to learn which messages resonate
  - ◆ Using methods like controlled trials, eye-tracking, and different message styles to see how well people understand, remember, and feel about the labels
  - ◆ Tailoring messages to match diversity of culture, age, and literacy levels
  - ◆ Using feedback loops to improve label designs intended to grab attention, boost understanding, and result in the intended actions
- » Tracking actual consumer behavior, not just awareness, can show real public health benefits. AB InBev used expert studies to inform its label messaging and design. Results from long-term studies and real-time consumption data can be used to determine if labels lead people to choose moderation or avoid harmful drinking and to show how labeling makes a difference in behavior change.
  - » Voluntary label guidance can build credibility with the public health community and regulators. Involving trusted independent experts and public health agencies can both validate such guidance and make the approach more effective. When industry fills the void with public health's endorsement, the need for government mandates for labeling can be reduced. Guidance labeling can also build on AB InBev's support for enforcement of drunk driving measures and mandatory blood alcohol (BAC) limits in every country.

- » AB InBev's experience navigating external skepticism underscores the complexity of industry participation in public health efforts. Despite genuine investments and alignment with evidence-informed practices, lack of trust remains a critical barrier, particularly with governments and health experts who view commercial interests as inherently at odds with public health goals. These barriers can be mitigated with sustained, transparent collaboration with public health authorities, local governments, and academic institutions to co-develop relevant interventions. For AB InBev and the alcohol beverage industry to be credible with regard to health guidance, they must invite shared ownership and foster long-term cross-sector partnerships.
- » AB InBev brand teams around the world developed marketing campaigns rooted in behavior change theory to move awareness toward action. Icons and behavioral prompts were placed on packaging in 26 markets without government-mandated labeling. Though the full impact of these labels has not been measured, by using research from Tufts University and by expending effort valued at more than \$500 million USD, AB InBev signaled its willingness to allocate valuable packaging real estate to influence positive behavior.

Example of an AB InBev product displaying guidance labeling with Smart Drinking icons which provide actionable advice.



"We want to be seen by society, by stakeholders, as the company that drives moderation and actionable advice . . . the guidance labels and the social norm shifts are a proxy for that."

**Tim Moerman**, Legal and Corporate Affairs Director BU Belgium, Netherlands, France and Luxembourg, AB InBev <sup>17</sup>

## Goal City Pilots

Reduce the harmful use of alcohol by at least 10% in six cities by the end of 2020; implement the best practices globally by the end of 2025.

## What AB InBev Did

With an ultimate goal to scale globally the most viable solutions, AB InBev invested more than 25% of its \$1 billion USD commitment in local partnerships in six cities. The cities served as labs to test locally selected programs, collect and analyze data on their effectiveness, and document and publish results.

The first city pilot site was established by AB InBev in Zacatecas, Mexico, in 2014. With the creation of the AB InBev Foundation in 2017, five additional sites were added: Brasilia, Brazil; Columbus, Ohio, U.S.; Jiangshan, China; Johannesburg, South Africa; and Leuven, Belgium. By 2020, Zacatecas had achieved the goal of contributing to a 10% reduction in harmful drinking in the region, and Brasilia was close to reaching the 10% goal. Two other city pilots had made partial progress toward that goal. The city pilot in Jiangshan, China, never officially launched. Of note, the pilots were at varying stages of implementation when the COVID-19 pandemic hit, and the resulting pause in programming affected the potential to reach the 10% goal.

Since 2020 in its markets around the world, the company has been scaling and replicating best practices established in key cities such as Zacatecas and Brasilia. Successful activities were completed in many of these city pilots, and some were ineffective or had unintended consequences. All efforts were documented so that lessons could be extracted and applied to enhance the efficacy of work done at the local level in these pilot cities and in future sites.

Three of the most promising city pilot strategies, out of 39 tested, were selected to scale globally: road safety, responsible beverage service, and screening and brief interventions including digital approaches. From 2021 to mid-2025, AB InBev and the Foundation carried out 186 initiatives across 35 countries. The locations for scaling were selected based on three criteria:<sup>18</sup>

- ◆ Presence of an AB InBev footprint
- ◆ Relevance of road safety, responsible beverage service, and/or SBI solutions to a significant local alcohol-related challenge
- ◆ Availability of a credible local partner to implement at scale



OKOA MAISHA road safety initiative training for law enforcement in Tanzania.

In Tanzania, the Foundation supported local organizations and the government to create OKOA MAISHA, a data collection app to identify a high incidence of motorcycle crashes in the Arusha region. Local authorities used the data to set up buffer zones and signage. By 2023, crashes were reduced by 30%.<sup>20</sup>

AB InBev's corporate affairs teams across the zones helped identify the locations, and the Foundation provided funding and technical support.

**Road safety.** Globally, over one million people die each year from road crashes. Roughly one-quarter of those deaths are alcohol related, with 92% occurring in low- and middle-income countries.<sup>19</sup> To reduce road crashes and harmful drinking, WHO and health experts urged effective road safety measures such as roadside breath testing, expedited offender processing, incident data collection, and identification of crash hot spots. Local authorities needed more efficient means than paper or spreadsheets to report, collect, and use road safety information. Yet this

information was missing in many parts of the world, limiting the potential for using the data for decision making and tracking progress.

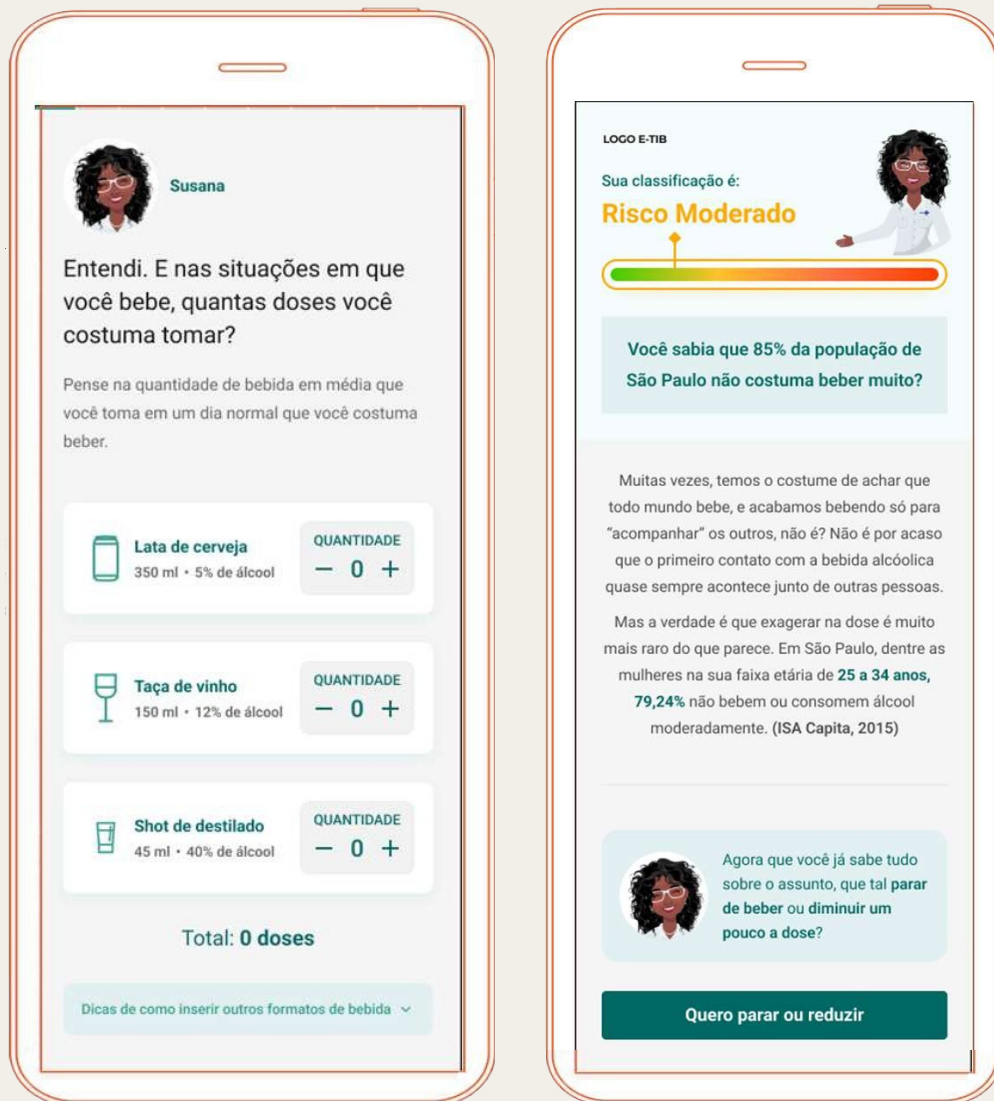
The Foundation, together with the United Nations Institute for Training and Research (UNITAR) and Falconi (an international business management consultancy), helped fund and build a technology portal to collect data for use by road safety officials around the world. The portal was adapted from the Brasilia city pilot, which developed a digital road safety data collection system later scaled for use by Brazil's federal government. Using the portal, governments analyze road traffic crash and fatality data and then take specific measures in targeted

areas to improve road safety in their region. The Foundation did not stop there. Some organizations already had introduced a nascent system or preferred to build custom platforms. In those cases, the Foundation agreed to fund development on the condition that platform holders would share data to support broader understanding of their tool's impact on improving road safety. Data platforms for road safety were scaled across several countries including India, Colombia, South Africa, and Tanzania, among others.

**Responsible beverage service.** Responsible beverage service (RBS) is training to equip those who sell and serve alcohol to do so responsibly. AB InBev provided research-informed RBS training to bar and restaurant owners, servers, and shopkeepers to spot and stop overservice and underage drinking. To scale its RBS training efficiently and cost-effectively, AB InBev turned its RBS toolkit into a digital, six-module training and certification program that is accessible worldwide. (See Exhibit 3.) The Smart Drinking initiative was integrated along with social norms marketing campaigns and NABs into megaplatform events such as the Olympics, FIFA World Cup, tennis and basketball tournaments, and major

concerts. In 2025, 4,000 street vendors were trained in RBS for one of the largest public concerts ever held in Rio de Janeiro. For the 2022 World Cup in Qatar, a Muslim country where alcohol is prohibited except in certain regulated settings, 180 managers and more than 4,100 servers completed all six modules and became RBS certified. This was an opportunity to train servers from different parts of the world and various faiths and traditions on the social norms that promote responsible beverage service. For the Paris 2024 Olympics, digital RBS training in both French and English was required for all servers, staff, and management, and it was reinforced with mystery shopper visits.

The Zacatecas RBS mystery shopper model is also going digital. Reporting is shifting from company-led evaluations to community- and consumer-led evaluations. The Foundation in partnership with the University of Miami and other public health researchers is launching an app similar to crowdsourcing or a rating platform where community members answer prompted questions to report potential violations.



**Screening and brief interventions (SBI and eSBI).** Alcohol screening and brief intervention have been recommended by WHO as effective at reducing excessive drinking. SBI consists of a set of questions administered by a health professional to identify adults who drink excessively and offer behavioral counseling to those who need it. The Foundation played an important role in accelerating SBI use by digitizing it. The traditional one-on-one format in a clinical setting with a health care professional is expensive and inefficient, particularly when health workers are busy. Scalable SBI requires technology platforms and partners with population and geographic reach. When the pandemic forced one-on-one interventions to pause or shift to virtual settings, a scalable

Modera SP app interface from São Paulo, Brazil, shows the electronic screening and brief intervention (eSBI) self-assessment questionnaire and personalized feedback.

solution emerged. Brazil's pilot Brasilia Vida Segura program introduced electronic screening and brief interventions, or eSBI. By moving SBI into a digital format, barriers were overcome, making it possible to deliver interventions at scale, efficiently, cost effectively, and to populations who might otherwise never receive them.

AB InBev Foundation and AmBev partnered with the University of São Paulo to create an innovative digital application to expand SBI. The app was launched in Brazil as Modera SP, in partnership with SUS (Sistema Único de Saúde) and integrated into São Paulo's public healthcare platform, e-Saude SP. It reaches 3.2 million users. Healthcare professionals in São Paulo use the app either to capture responses in-person with a patient or to respond to an individual who has completed a questionnaire and requires a clinical intervention. By 2024, more than 2,000 São Paulo health workers had been trained to use the app. In partnership with Brazil's Ministry of Health, plans are to provide the app nationally. The Foundation has now extended learning from Brazil as a model to develop and deploy customized eSBI apps for Zambia, South Africa, Mexico, Colombia, and Belgium.<sup>21</sup>

## Insights and Recommendations

- » Community-rooted efforts emerged through cross-sector partnerships that addressed harmful drinking where it most directly intersects with infrastructure, access, and social need. One standout example is AB InBev's partnership with the United Nations Institute for Training and Research, which helped launch a global road safety data platform and a toolkit translated into 10 languages and deployed in over 30 countries. Another example is its support of responsible beverage service training that became a linchpin of Smart Drinking delivered to retailers.
- » Reputable partners with reach and capacity are necessary to implement programs at scale. So are digital platforms. Across road safety, RBS, SBI and e-SBI, and supporting social norms campaigns, both were essential. Partners like UNITAR, local governments, universities, bars, restaurants, megaplatform event hosts where beer products are served, and health systems providing SBI all benefited from digital systems that AB InBev and the Foundation helped the partners build and own. The digital platforms for data collection, trainings, and reporting are

enduring systems that extended the reach and capacity of the partners to sustain their work to reduce harmful drinking and its related effects.

- » The scaling phase is a learning phase. In addition to being a step toward achieving outcomes, scaling turned out to be a more intense learning phase than the pilots. Scaling presents the opportunity to gather and evaluate comparative data and insights across markets and to identify common benefits, common challenges, and divergent experiences. Establishing consistent reporting categories and metrics enables analysis, insights, and learning. Insights gathered from scaling can help AB InBev make more informed decisions about whether to scale, expand, or discontinue programs by reducing cost or achieving greater reach at minimal cost.
- » Commit to your own evidence, not just that of others. The best way to demonstrate value, ROI, and impact is with evidence. AB InBev and the Foundation committed to and used evidence-based practices recommended by public health and social marketing advisors. However, metrics such as the number of impressions of a social norms marketing campaign, or levels of participation in RBS trainings, do not convey

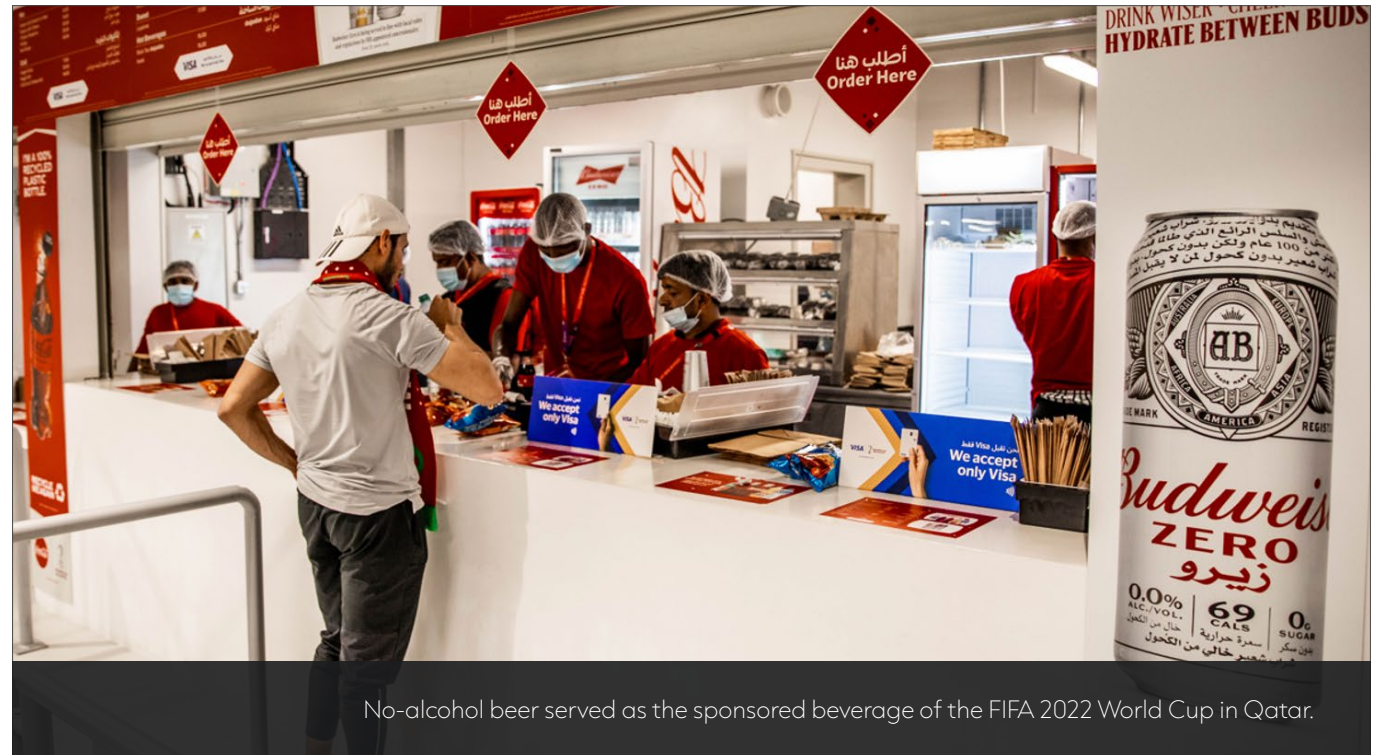
impact. AB InBev set ambitious targets. But the extent of progress toward these goals is hard to show. Sharing clear, evidence-based lessons learned garners credibility with collaborators and deepens commitment from staff responsible for implementation.

- » Although AB InBev helped reduce harmful drinking by 10% in just one of the six pilot cities, more importantly, the company achieved two larger objectives with the pilots. It demonstrated that partnerships are necessary to reach the goals, and it found solutions that seemed to work and learned from those that didn't.
- » Credibility with skeptics needs consistency. Patience and showing up consistently and authentically even when things were difficult helped AB InBev build trust with its critics. For example, in Mexico and Brazil, government and healthcare institutions became key partners for delivering Smart Drinking programs like SBI and eSBI, and in South Africa for road safety programs. Ambev, Grupo Modelo, Bavaria, SAB, and local Foundation staff repeated the importance of consistent engagement with officials.

- » A South African official observed AB InBev shouldn't be both "player and referee." The company demonstrated through its actions that it was a part of the team by listening and aligning with government and local stakeholders on their goals, and contributing knowledge and direction in areas it knows well: systems, project management, products, marketing, and consumer behavior. AB InBev demonstrated its capacity to be a valuable team player, learning the importance and impact of data to guide where and what type of road safety measures are needed. The Foundation helped fund and develop trainings and data platforms as needed for local authorities. UNITAR's partnership helped to scale this effort beyond AB InBev's own footprint and reach.
- » SBI is another example that illustrates the Foundation's capacity to participate in a team whose goal is to improve public health. The Foundation learned from health experts and its advisors how SBI can benefit those at highest risk of alcohol misuse, and provided tools and resources to partners such as health systems and clinical care providers who deliver SBI services in Brazil, South Africa, and other markets.
- » Neither the alcohol industry nor the public health community can achieve necessary change on its own. Decades of public health and government skepticism toward the alcohol industry made it difficult to build trust. Because the public health community and governments may never accept the alcohol industry as being "good," industry feels pressure to drive change where policy alone cannot. To foster trust, AB InBev shared responsibility for the programs by allowing the experts and communities to take the lead. In cities like Zacatecas, Brasilia, and Johannesburg, the community-led steering committees and eventually the implementation partners at the scaling phase helped diffuse, though not eliminate, skepticism about a beer company taking a leadership role in a public health initiative.

## Goal NABLAB

Ensure no- or lower-alcohol beer products represent at least 20% of AB InBev's global beer volume by the end of 2025.



No-alcohol beer served as the sponsored beverage of the FIFA 2022 World Cup in Qatar.

## What AB InBev Did

AB InBev aspired to have no- and lower-alcohol beer (NABLAB) products amount to at least 20% of its global beer volume by 2025. The target was for existing beer drinkers to consume no-alcohol beer or beer with 3.5% ABV or lower along with regular beer, thereby reducing their overall total alcohol intake. Over the past 10 years, NABLAB products have hovered between 6% and 7% of AB InBev's global beer volume, and half of its portfolio now features beers with 4.5% ABV or lower.<sup>22</sup>

No-alcohol and low-alcohol beers are on track to become the second-largest beer category by volume worldwide by the end of 2025.<sup>23</sup> NABLAB is the Smart Drinking goal with the greatest potential for economic and social benefit. The company fell short of its target for NABLAB products and invested only \$51 million USD of the Smart Drinking commitment to this goal. Yet the initiative has driven substantial innovation, market transformation, and cultural impact.

Since 2021, AB InBev has strategically shifted from developing both no-alcohol and low-alcohol beer to concentrating on NAB. LAB played an important role at the beginning of the initiative, but NAB emerged as the more effective long-term product for embedding moderation and Smart Drinking into the core business.<sup>24</sup> Tasting tests showed most consumers were unable to distinguish between the no-alcohol version and the original version of signature beers like Corona.<sup>25</sup> Taste improvements from AB InBev innovations that included low-alcohol production yeast, low-temperature alcohol filtering, and beer aroma recovery made scaling these offerings across markets more viable than previously imagined.

To fully tap NABLAB's potential impact, AB InBev had to overcome one of the most significant consumer challenges: delivering a drinking experience that rivals full-strength alcohol beer in taste, aroma, and quality. Historically, NAB products struggled with consumer perception issues, largely due to inferior flavor profiles and limited variety.<sup>26</sup> AB InBev invested heavily in R&D and key technology breakthroughs significantly enhanced product appeal and scalability.<sup>27</sup>

AB InBev also found that consumers were more receptive to entirely new NAB versions of familiar brands than to adjusted versions of existing beers with lower alcohol content. NABs were a clearer path and greater opportunity for impactful product innovation and choices for moderation, especially as market trends show growth potential in key AB InBev markets. In the United States and Western Europe, per capita NAB consumption is projected to grow by 50% and 30% respectively by 2029. (See Exhibit 4.)

By embedding NABs in mainstream sponsorships – like the 2022 FIFA World Cup and the Olympic Games – the company reframed smart drinking as a symbol of “moderation and balanced choices” not restriction. These campaigns normalized NAB consumption at major events alongside full-strength beer and where alcohol was controlled or culturally inappropriate. The result: moderation is no longer just possible, it is cool.

AB InBev reimaged its product line and innovated with lower-alcohol and no-alcohol versions of its most iconic brands. This responded both to consumer preferences and risks associated with public health research on misuse of alcohol. The result is viable and desirable alternative products for health conscious and moderation-seeking consumers.

## Insights and Recommendations

- » For AB InBev, NAB is clearly showing a growth trajectory, especially in a market where beer sales are declining. But sales volume alone doesn't tell the impact potential of NAB. By tracking how people's drinking habits are changing the company can understand the extent to which NAB is leading to less harmful drinking, giving people more choices for moderation, or improving health and social outcomes. It can also show business benefits such as building a stronger brand, increasing customer loyalty, mitigating risks, and growing its market.

- » AB InBev has made strides in positioning NAB as a choice for moderation. For example, its “zebra striping” promotion encourages alternating between regular beer and NAB. The company can support both public health and business growth by continuing to invest in new brewing methods, working with health experts and policymakers, educating consumers about NAB within the overall beer portfolio, and aligning internal culture to promote moderation.
- » For AB InBev, embedding behavioral outcomes data into its performance metrics should be a strategic imperative. It would enable more targeted interventions, support evidence-based policy engagement, and deepen trust with regulators, investors, and consumers. It would also help the company identify which markets and marketing approaches yield the strongest results not just in terms of sales, but in shaping the culture of moderation that underpins the Smart Drinking initiative.
- » The growing popularity of NAB and LAB products is not without controversy. Despite being marketed as alternatives to regular beer, NABLAB is thought to potentially normalize alcohol consumption, particularly for populations for whom abstinence is advised such as minors, pregnant women, or those with alcohol dependence.<sup>28</sup> WHO studies reveal that heavy drinkers often consume NABLAB products in addition to rather than instead of higher-strength alcohol beverages, potentially undermining harm-reduction objectives.
- » The public health impact of NABLAB remains mixed as well. There is evidence that consumers exercising moderation may substitute these for stronger drinks.<sup>29</sup> Modeling studies also suggest limited health benefits from simply introducing NAB and LAB into the market. There are also concerns regarding lax regulatory oversight. Many NABLAB products are subject to weaker labeling, availability, and marketing controls.<sup>30</sup> This creates opportunities for practices such as alibi marketing, where branding and packaging closely mimic those of traditional alcohol products, increasing the risk of confusion and inadvertently promoting alcohol use. However, as with other beer products, AB InBev includes its voluntary guidance labeling on NABLAB products in its effort to highlight responsible choice.
- » Health-conscious consumers, especially Gen Z and Millennials, are reshaping beer and alcohol consumption. Sober curious culture with “Dry January” to “Sober October” and “Tournée Minérale” (mineral water round versus drinks all around) is being embraced worldwide with a mindset of wellness and moderation, and driving sales of NAB where traditional beer sales are lagging.

# Toward a Safer World

## What AB InBev Did

In 2018 WHO launched the SAFER initiative, a set of “five high-impact strategies that can help governments reduce the harmful use of alcohol and related health, social and economic consequences.”

WHO’s plan depended on cross-sector collaboration, yet at the same time called for no “interference from commercial interests.” Despite this call out, AB InBev was already three years into implementing its GSDGs and remained committed to being part of the solution.

The company was already committed to its Global Smart Drinking Goals to support WHO’s 10% harm reduction goal before the SAFER strategies were established. AB InBev’s GSDG initiatives advanced three of the five SAFER strategies:

### **Strengthen restrictions on alcohol availability.**

One of ABI InBev’s noteworthy contributions was leveraging megaplatform events, such as the World Cup and the Olympics, and other large national or local events to make NABs such as Budweiser Zero and Corona Cero the official beverage in lieu of the higher ABV version. While governments implemented policies, AB InBev deployed a market approach to address alcohol availability at events with large attendance and where alcohol consumption is expected. The company also supported policies limiting access to alcohol beverages where underage drinking and overconsumption were problems.

### **Advance and enforce drunk driving countermeasures.**

RBS initiatives advanced and enforced drinking and driving countermeasures by training bar owners, servers, and shopkeepers to spot and mitigate overconsumption and underage purchase attempts. The collaborations with local authorities and UNITAR also bolstered WHO’s policy recommendations for “reducing the negative consequences of drinking and alcohol intoxication” and “more diligent monitoring and surveillance by governmental institutions.”

### **Facilitate access to screening, brief interventions, and treatment.**

SBI and particularly eSBI programs and platforms are seen by advisors and external experts as holding promise to be game changers. While in various implementation phases in 10 countries, the Foundation is building local capacity so that its partners are “facilitating access to screening, brief interventions, and treatment.”

## Insights and Recommendations

- » Quantifying AB InBev's role in reducing harmful drinking globally is hard. Harm reduction in any geography results from a combination of resourced programs, enforced policies, and embraced practices not attributable to any one entity or effort. It is the cumulative impact of everyone in an ecosystem marching toward a shared goal.
- » Just because something is hard, doesn't mean it's impossible. AB InBev demonstrated that with its voluntary guidance label implementation. Yet, the company can do more to systematically measure the impact of its contributions toward WHO's 10% harm reduction goal. It is missing an opportunity by not doing so. Still, AB InBev, its brands, the Foundation, and their ecosystem partners have made notable progress in reducing harmful drinking.
- » Although the SAFER strategies included regulatory guardrails, such as taxation, on how the alcohol industry markets and sells its products, AB InBev demonstrated that by embracing skeptics as allies they could help advance the strategies toward a shared goal: reducing harmful drinking around the world. Public health and AB InBev achieved more together than they could have alone.

## Final Note

Over 10 years of the GSDG initiatives, AB InBev invested more than \$1 billion USD in pursuing the four Smart Drinking goals. More than half of the investment supported guidance labeling, about one quarter to city pilots and partnerships, about one quarter to social norms marketing campaigns, and the remainder of the investment supported NABLAB products.

Through these efforts, AB InBev demonstrated that Smart Drinking can be “good for business, good for our consumers, good for our communities, good for our brands.”

# Part Three

Future Impact Toward 2030

## Overview

“The plan advocates for high-impact policies, multisectoral action, enhanced health and social care system responses, raising awareness of alcohol risks, and mobilizing necessary resources.”<sup>31</sup>

### WHO’s global alcohol action plan 2022-2030

AB InBev’s 10-year Global Smart Drinking Goals set a north star for the company to play an active role and lead the industry in reducing harmful drinking and its consequences. Staff and external collaborators alike recognized the ambition. Public health leaders and government officials initially resisted partnering with the company. AB InBev had to prove itself to be a necessary and valuable partner – and it did.

The Global Smart Drinking initiative has momentum. Being an active partner in efforts to reduce harmful drinking must be a given for the alcohol industry, especially with an increasing body of health research reinforcing the links between alcohol misuse and health impacts. As a result of what it has learned and its experiences from the Global Smart Drinking initiatives, AB InBev has built promoting moderation into its core business strategy.

As WHO’s action plan 2022-2030 pushes the SAFER strategies to continue, the most significant part of this plan is multi-sectoral action – deliberate collaboration among

various stakeholder groups and sectors to achieve policy outcomes. The action plan also says the momentum must continue. To do so, WHO needs to include industry. AB InBev has demonstrated a long-term commitment to work with both critics and allies to be part of the solution and can continue to do so – and it is.

“Smart drinking is all about promoting moderation and responsible drinking, reinforcing positive behaviors through our brands, and our 6 million customers and the retailers who sell our beer around the world.”

**Catalina Garcia**, Global Director  
of Corporate Affairs, AB InBev

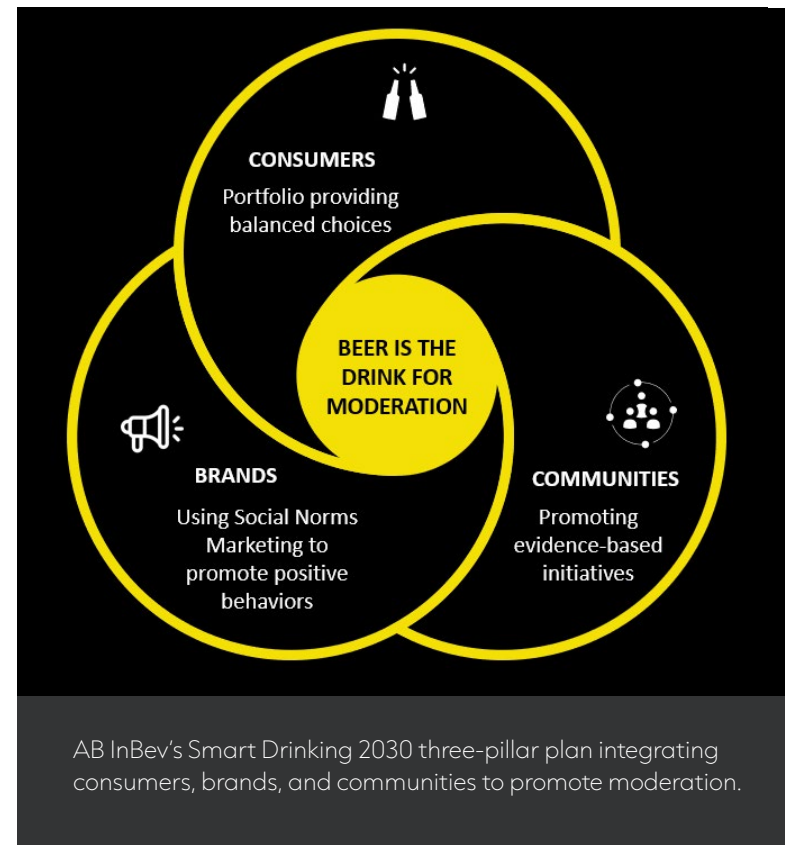
Building on the past decade’s experiences and what it has learned, in 2025 AB InBev devised an updated and more focused three-pillar model rooted in consumers, communities, and the business. In line with the three pillars, the company and the Foundation envision “moderation becoming the standard everywhere and rates of harmful drinking continuing to decline.”

# Recommendations for the Next Five Years

## Empower – Endow – Evaluate

To make Global Smart Drinking a sustained and scalable force within AB InBev, the next phase should focus on embedding the ambition and relevance into systems, culture, and accountability. Moderation can become a growth lever and a force for social impact if efforts shift to systems thinking. This approach empowers consumer choice, endows teams with the right systems and resources, and evaluates what matters with robust, behaviorally anchored learning loops.

Here are nine key recommendations based on learnings from AB InBev's 10 years of Smart Drinking. Industry peers, policymakers, public health experts, and other stakeholders committed to accelerating alcohol harm reduction are encouraged to draw on these insights and examples to inform their own efforts.





## **Leadership and partnership** are foundational for progress and momentum.

Leadership commitment and good execution are essential for progress. When AB InBev launched the Smart Drinking initiative, then-CEO Carlos Brito, followed by Michel Doukeris, championed the endeavor. But leadership for the initiative took three forms.

First, the chief executives set the tone for commitment inside the company to employees and shareholders, and outside to collaborators and critics, with a \$150 million USD endowment to establish the Foundation and a \$1 billion USD commitment to help reduce harmful drinking globally.

Second, leadership from the field was needed to implement the programs. Zacatecas, Brasilia, and Johannesburg had strong market leaders who bridged corporate objectives with local market realities.

Third, leadership came from partners who took ownership and embraced AB InBev's role as a collaborator. Once the initiative showed what works, partners with global or regional reach along with digital tools helped take RBS, road safety, and eSBI to scale. Moving forward, leadership and partnership remain the foundation for gaining momentum.



## **Co-creating solutions and learning** alongside allies and critics is optimal for success.

AB InBev's commitment to learning in partnership with public health is one of the biggest breakthroughs of the company's 10-year endeavor.

Critics of the alcohol industry are not going away. For lasting solutions, the industry must continue to engage the health community and policymakers from the beginning of any process to develop initiatives and define metrics for what they collectively want to achieve. Industry critics have also shown that more is accomplished when companies are involved than when they are not, especially when they share responsibility rather than take the lead. In fact, tension among the sectors can even spark innovation in both policy and product. AB InBev broke new ground by inviting public health experts and academic partners to co-create solutions to reduce harmful drinking and then to critique and improve them.

### 3 Social norms marketing is a force multiplier.

AB InBev combined the guidance of social norms experts with its marketing machine to bolster each of the Smart Drinking initiatives. Social norms marketing is a tool best used in combination with other efforts to encourage behavior change. Companies have consumer insights and financial resources, and they are marketing experts, but they are not social behavior experts. Achieving behavior change requires programs reinforced with marketing investment for social norms campaigns.

When road safety checkpoints were combined with awareness campaigns, drinking and driving crashes and fatalities declined. Anecdotally sales increased when consumer education campaigns about moderation were combined with zero-alcohol products, especially for megaplatform events like the Olympics and superstar concerts.

AB InBev staff and leadership mentioned the value of social norms campaigns alongside each of the other initiatives, recognizing that their combined assets can drive positive consumer choices and lasting behaviors.



Creative marketing campaign with Colombia's Águila #VoiceNoteResponsibly.

# 4

## Testing, learning, and sharing is key to validation and scaling globally.

AB InBev demonstrated that a culture of learning and sharing knowledge was key to scaling globally. They used three methods:

- ◆ Internal and external learning labs to innovate and test ideas for business growth and for societal benefit
- ◆ External expertise with validated approaches to inform program design and implementation
- ◆ Communities of practice to share and scale what works and what doesn't work

Additionally, all stakeholders benefitted from AB InBev sharing how it modeled and applied learning both internally and externally with partners.

**Learning labs:** NABs were developed by the internal learning lab using consumer trends, product knowledge, and health and wellness insights to reconceive and reformulate beers that support moderation. The external learning lab city pilots launched by the Foundation revealed that many city authorities lacked data platforms to identify where and how to guide interventions to locations of high traffic incidents. Drawing on lessons from Brazil's approach, UNITAR

and other partners developed a data platform for global adoption.

**Toolkits:** Views from AB InBev staff across markets were mixed on the usefulness of the toolkits. They were seen as beneficial when flexible enough to adapt to local market needs for deploying an initiative. Guidance labeling toolkits, however, were not always helpful for implementation. In contrast, the social norms marketing competitions more successfully connected external behavior change experts and internal marketing experts with toolkits and mentoring to rethink how to position products. As brands compete, their teams also build skills.

Next-level toolkits will be useful going forward. They should be informed by input from markets and brands, offer a clear step-by-step process for activating initiatives enabling market and brand teams to localize them effectively, and measure impact. The toolkits should also provide examples of cases and how the steps were implemented. Toolkits spanning multiple initiatives that promote Smart Drinking practices can help implementers embed a Smart Drinking mindset throughout the company's value chain.

**Communities of practice:** One of the most valued learning platforms cited by both internal and external stakeholders was communities of practice. These are multi-functional and multi-country teams associated with a particular discipline or project that meet regularly to share experiences, design solutions, and learn from one another. Internally, the company launched the Smart Drinking Community of Practice – a network of multi-country teams responsible for promoting moderation within their respective countries. These teams meet regularly to share detailed implementation challenges, lessons, and best practices that encourage moderation across all markets.

UNITAR also convened communities of practice to advance road safety goals, learning from AB InBev's model. From UNITAR's standpoint, "the most significant contribution has been the transfer of know-how, particularly private sector agility, methodology, and behavioral science expertise," according to Estrella Merlos, Global Head, Road Safety at UNITAR.<sup>32</sup> The collaboration introduced new ways of working and enhanced UNITAR's capacity to strengthen training programs and partnerships. AB InBev could expand its

own community of practice model beyond internal teams to include corporate partners, other foundations, and nonprofit organizations to deepen multi-stakeholder collaboration and community engagement.



## Data leadership can be transformative.

Organizations need numbers and other forms of data to tell a story, inform pivots, and support actions more credibly. AB InBev contributed significantly over 10 years to progress toward reducing harmful drinking, but the uneven continuation of evaluation and impact data made it difficult to show the true impact. The Foundation began evaluation efforts with baseline surveys in the pilot cities but stopped due to the pandemic and did not resume because they became more costly and challenging to execute. Staff and external partners alike see the void of these and other metrics as a missed opportunity to demonstrate how the company contributed even if the goals were not fully met. Additionally, the Smart Drinking goals were neither stated as a business objective nor aligned with KPIs and sufficient financial resources. As one advisor observed, "KPIs are linked to employee bonuses and performance reviews. Corporations expect quick results, which

clashes with the long-term nature of public health interventions.”<sup>33</sup> To be successful, impact metrics could be embedded and phased in as progress indicators where meaningful impact may take years. KPIs can then align with each phase of progress. Additionally, efforts where AB InBev was one contributor to a collective goal should require a collective approach and accountability for the results. Road safety programs and SBI in particular involve many more contributors such as government enforcement agencies or health systems and advocacy groups. The progress of one is the progress of all.

## **Scale requires digital platforms and partners with reach.**

Every toolkit, program, and training AB InBev delivered at scale required a digital platform. Not every market, every municipality, or global governmental or nongovernmental organization has the resources for digital systems that both capture and deliver information. With its knowledge of technical requirements and resources to help build digital platforms, AB InBev was able to embed systems where they were needed. With community-based programs, or collaborations with health systems, government, or universities, the company and the Foundation transferred ownership to the partner. These capability building efforts leverage the company’s assets and help build trust and reduce adversarial tensions.

## **Take the lead in clearly defining NAB’s position in the general market.**

Is NAB an alcohol beverage, a no-alcohol adult beverage alternative, or something else? The product does not have a clearly defined position in the general market. It is unclear who the consumer is, where the product should be sold, and how and to whom NAB should be marketed. Some countries, like India, consider NAB a marketing or recruiting vehicle for the alcohol version. AB InBev has the ability to lead and define NAB’s proper position. The company’s Responsible Marketing and Communication Code applies equally to beer and NABs – what is forbidden for beer is equally forbidden for NAB. It markets NAB as an adult beverage to avoid alcohol entirely or intersperse with other drinks to responsibly extend a drinking occasion. AB InBev can lead with its progress and experiences with NABs. Collaborating with industry partners, policymakers, and health experts, together they can provide clarity for consumers to understand the role of NAB in harm reduction and drinking in moderation.

## 8

## First-mover advantage to fill a void shapes the landscape.

Voluntary industry efforts can fill the void for consumers where governments can be slower to act. AB InBev took a first-mover risk, expending the equivalent of more than \$500 million USD to voluntarily place guidance labels on 100% of its beer products in 26 countries.<sup>34</sup> The effort was costly and difficult, especially the final stretch when 2% of brands remained unlabeled. It took the executive overseeing the company's supply chain to champion the labeling initiative and a regional CEO saying "get it done" to cross the finish line, according to an AB InBev business zone leader. The voluntary labeling was also landmark but taxing to the company's value chain. "No one knows if they were effective," one advisor said, reflecting the view of company staff as well.<sup>35</sup> However, the role and impact of guidance on packaging can be proven. The labeling can support better consumer decision making but only if the brand teams are resourced and held accountable to testing and tracking a set of metrics. Understanding how both message positioning on a label or package and supplemental marketing influence behavior can guide informed resource investment, for the company and for governments, and dissuade risky consumer choices.

"A guidance label is no good if it can't be understood. If it's not in the local language, it has to be translated," said one leader in the Africa region.<sup>36</sup> To avoid this problem, the company used icons – a globally universal approach – to represent no underage drinking, risk while pregnant, and don't drink and drive.

## 9

## Policy advocacy requires information, relationships, and voice, but also knowing when to stay out of the way.

Health advocates and policymakers are resistant to involving beer or other alcohol industry representatives in policy development, cautioning that policy objectives may get watered down, tainted, or stalled with industry involvement. Even so, AB InBev made positive inroads by supporting earlier last-call times in bars and restaurants, enforcement of underage sales violations in retail and on-premise settings, and efforts to lower blood alcohol content (BAC) drinking and driving thresholds.

AB InBev and other brewers have generally supported staggered excise taxes on alcohol products based on ABV. WHO, the International Monetary Fund,<sup>37</sup> and the National Institutes of Health,<sup>38</sup> among others, indicate that when the taxes are passed on to the consumer, purchasing and consumption trends shift to lower-ABV or other options and, with other conditions, can show signs of reduced harms. Russia is an example.<sup>39</sup> A higher

tax on spirits, including widely consumed vodka, shifted consumers to drink more beer taxed at a lower rate due to its lower ABV. Though beer consumption increased, the level of ethanol consumed decreased and life expectancy went up. In Colombia, however, AB InBev faced and opposed taxation on NABs. Excise taxes can limit access to the products by making them too costly for consumers choosing alcohol alternatives. NAB taxation also runs counter to one of the SAFER excise tax and pricing recommendations that calls for “providing price incentives for non-alcoholic beverages.”<sup>40</sup> Industry can still do more, especially in the lower-income countries and regions (which WHO prioritized in its 2030 plan of action) where excise taxes can result in consumers switching to illicit options.

Engaging on policy through coalitions and partnerships can lend credibility to an organization’s stance. With its size and global footprint, AB InBev also has data, information, and insights that working together with external experts it can shape into knowledge products. Such briefs could assemble consumer and market insights validated by external academic, health, nonprofit, and other advisors and provide information not readily available to researchers and policymakers to inform their work.

## Closing Note

The past 10 years have been marked by organizational learning, operational innovation, and cultural adaptation. While no single company can transform global consumption norms on its own, the Global Smart Drinking Goals strategy sets a precedent and provides a blueprint for the industry to lead in partnership and with the purpose to build a healthier, more informed future.

“What we did was  
only accomplished in  
partnership with others.  
What we have remaining  
to still do is only going  
to be accomplished  
with others.”

**John Blood**, Chief Legal and  
Corporate Affairs Officer,  
AB InBev

# Endnotes

1. Global strategy to reduce the harmful use of alcohol (2010). <https://www.who.int/teams/mental-health-and-substance-use/alcohol-drugs-and-addictive-behaviours/alcohol/governance/global-alcohol-strategy>
2. Global status report on alcohol and health and treatment of substance use disorders. <https://www.who.int/publications/i/item/9789240096745>
3. The SAFER initiative: A world free from alcohol related harm. <https://www.who.int/initiatives/SAFER>
4. The Post-Repeal Eclipse in Knowledge About the Harmful Effects of Alcohol. <https://pmc.ncbi.nlm.nih.gov/articles/PMC4273899/>
5. Mediterranean alcohol-drinking pattern and mortality in the SUN (Seguimiento Universidad de Navarra) Project: a prospective cohort study. <https://pubmed.ncbi.nlm.nih.gov/24480368/>
6. Moderate Drinking and Reduced Risk of Heart Disease. <https://pmc.ncbi.nlm.nih.gov/articles/PMC6761693/>
7. The impact of lower strength alcohol products on alcohol purchases: ARIMA analyses based on 4 million purchases by 69 803 households, 2015–2019. <https://pmc.ncbi.nlm.nih.gov/articles/PMC9715288/>
8. No level of alcohol consumption is safe for our health. <https://www.who.int/europe/news/item/04-01-2023-no-level-of-alcohol-consumption-is-safe-for-our-health>
9. Creating Shared Value Explained. <https://www.isc.hbs.edu/creating-shared-value/csv-explained/Pages/default.aspx>
10. Marketing Meets Mission. <https://hbr.org/2020/05/marketing-meets-mission>
11. Case study research interview, 2025.
12. Case study research interview, 2025.
13. AB InBev internal brief, Kantar Cross-media Study 2019-2020.
14. Illicit alcohol consumption and its associated factors among patrons in Zambia: a cross-sectional analytical study. <https://www.frontiersin.org/journals/public-health/articles/10.3389/fpubh.2025.1444304/full>
15. Health Warning Labels on Alcohol Beverages, International Alliance for Responsible Drinking Policy Review, 2019. <https://www.iard.org/getattachment/079bd825-7d47-41b7-b9df-3613e6f0ee16/iard-policy-review-health-warning-labels-on-alcohol-beverages-april-2019.pdf>
16. Case study research interview, 2025.
17. Case study research interview, 2025.
18. Case study research interview, 2025.

19. Global status report on road safety 2023. <https://www.who.int/teams/social-determinants-of-health/safety-and-mobility/global-status-report-on-road-safety-2023>
20. Road Safety: Delivering transformative solutions [https://unitar.org/sites/default/files/media/file/Road\\_Safety\\_5\\_year\\_publication\\_Low\\_Res\\_0.pdf](https://unitar.org/sites/default/files/media/file/Road_Safety_5_year_publication_Low_Res_0.pdf)
21. The AB InBev Foundation estimates reaching about 20 million people by 2025 based on population estimates of the cities and geographies where the app has been deployed.
22. Internal briefing document, AB InBev, 2025.
23. IWSR Forecasts \$34bn Beverage Alcohol Growth in Key Markets by 2034. <https://www.businesswire.com/news/home/20250528025506/en/IWSR-Forecasts-%2434bn-Beverage-Alcohol-Growth-in-Key-Markets-by-2034>
24. Case study research interview, 2025.
25. Case study research interview, 2025.
26. Case study research interview, 2025.
27. Case study research interview, 2025.
28. A public health perspective on zero- and low-alcohol beverages. <https://www.who.int/publications/i/item/9789240072152>
29. The impact of lower strength alcohol products on alcohol purchases: ARIMA analyses based on 4 million purchases by 69,803 households, 2015–2019. <https://pmc.ncbi.nlm.nih.gov/articles/PMC9715288/>
30. A public health perspective on zero- and low-alcohol beverages. <https://www.who.int/publications/i/item/9789240072152>
31. Global alcohol action plan 2022-2030. <https://www.who.int/teams/mental-health-and-substance-use/alcohol-drugs-and-addictive-behaviours/alcohol/our-activities/towards-and-action-plan-on-alcohol>
32. Case study research interview, 2025.
33. Case study research interview, 2025.
34. Smart Drinking Goals Update and Evolution, AB InBev internal briefing, 2025.
35. Case study research interview, 2025.
36. Case study research interview, 2025.
37. How to Design Excise Taxes on Alcoholic Beverages. <https://www.elibrary.imf.org/view/journals/061/2023/004/article-A001-en.xml>
38. The pass-through of alcohol excise taxes to prices in OECD countries. <https://pmc.ncbi.nlm.nih.gov/articles/PMC9996670/#S8>
39. Alcohol policy impact case study: the effects of alcohol control measures on mortality and life expectancy in the Russian Federation. <https://www.who.int/europe/publications/i/item/9789289054379>
40. Raise prices on alcohol through excise taxes and pricing policies. <https://www.who.int/initiatives/SAFER/pricing-policies>

# References

## Other Resources

AB InBev Foundation Data Library. The AB InBev Foundation and the City Pilots. <https://gsdgdatalibrary.org/about/the-ab-inbev-foundation-and-the-city-pilots/>

AB InBev Foundation. Accomplishments & Lessons Learned 2017-2020. [https://abinbevfoundation.org/wp-content/uploads/2020/12/ABIF-Summary-Report\\_FINAL-WEBSITE-v4.pdf](https://abinbevfoundation.org/wp-content/uploads/2020/12/ABIF-Summary-Report_FINAL-WEBSITE-v4.pdf)

Coulson, M. (2025, April 30). Why Alcohol Needs a Cancer Warning Label. *Johns Hopkins Bloomberg School of Public Health Magazine*. <https://magazine.publichealth.jhu.edu/2025/why-alcohol-needs-cancer-warning-label>

Davies, E. L., Foxcroft, D. R., Puljevic, C., Ferris, J. A., and Winstock, A. R. (2022). Global comparisons of responses to alcohol health information labels: A cross-sectional study of people who drink alcohol from 29 countries. *Drug and Alcohol Dependence*, 235, 109440. <https://doi.org/10.1016/j.addbeh.2022.107330>

Dimova, E. D., and Mitchell, D. (2021). Rapid literature review on the impact of health messaging and product information on alcohol labelling. *Drugs: Education, Prevention and Policy*, 28(5), 451–463. <https://doi.org/10.1080/09687637.2021.1932754>

Diageo. (2020, December 16). *Diageo rolls out new guidance on labels of iconic brands in UK* [Press release]. <https://www.diageo.com/en/news-and-media/press-releases/2020/diageo-rolls-out-new-guidance-on-labels-of-iconic-brands-in-uk>

Furtwaengler, N. A. F. F., and de Visser, R. O. (2013). Lack of international consensus in low-risk drinking guidelines. *Drug and Alcohol Review*, 32(1), 11–18. <https://doi.org/10.1111/j.1465-3362.2012.00475.x>

Wallace, Paul and Bendtsen, Preben (2014). Internet applications for screening and brief interventions for alcohol in primary care settings – implementation and sustainability. <https://www.frontiersin.org/journals/psychiatry/articles/10.3389/fpsyt.2014.00152/full>

Okaru, A. O. and Lachenmeier, D. W. (2022). Defining No and Low (NoLo) Alcohol Products. *Nutrients*, 14, 3873. <https://doi.org/10.3390/nu14183873>

Walt, V. (2024, November 21). Gen Z are drinking less than their parents. The CEO in charge of Bud Light and Michelob is betting on nonalcoholic beer to woo them back. *Fortune*. <https://fortune.com/2024/11/21/ab-inbev-ceo-corona-budweiser-beer-gen-z/>

## Photo Credits

**Page 4.** Corona Cero responsible beverage service (Paris 2024 Olympics), AB InBev.

**Page 11.** Budweiser moderation advertisements, Anheuser-Busch 1919 and AB InBev 2025.

**Page 14.** AB InBev's Global Smart Drinking Goals, AB InBev.

**Page 15.** Corona Cero, first official no-alcohol beer sponsor of the Olympics, AB InBev.

**Page 17.** Jupiler's *Crashed Glass* campaign, AB InBev Belgium.

**Page 22.** Guidance label global toolkit, AB InBev.

**Page 25.** Example of guidance labeling on product packaging, AB InBev.

**Page 27.** Okoa Maisha road safety initiative in Tanzania, Okoa Maisha and AB InBev Foundation.

**Page 29.** eSBI (Modera SP) application interface, Universidade de São Paulo.

**Page 33.** FIFA World Cup 2022 Qatar, AB InBev.

**Page 40.** Smart Drinking three-pillar approach, AB InBev.

**Page 42.** Águila's *#VoiceNoteResponsibly* campaign, Bavaria S.A., AB InBev Colombia.

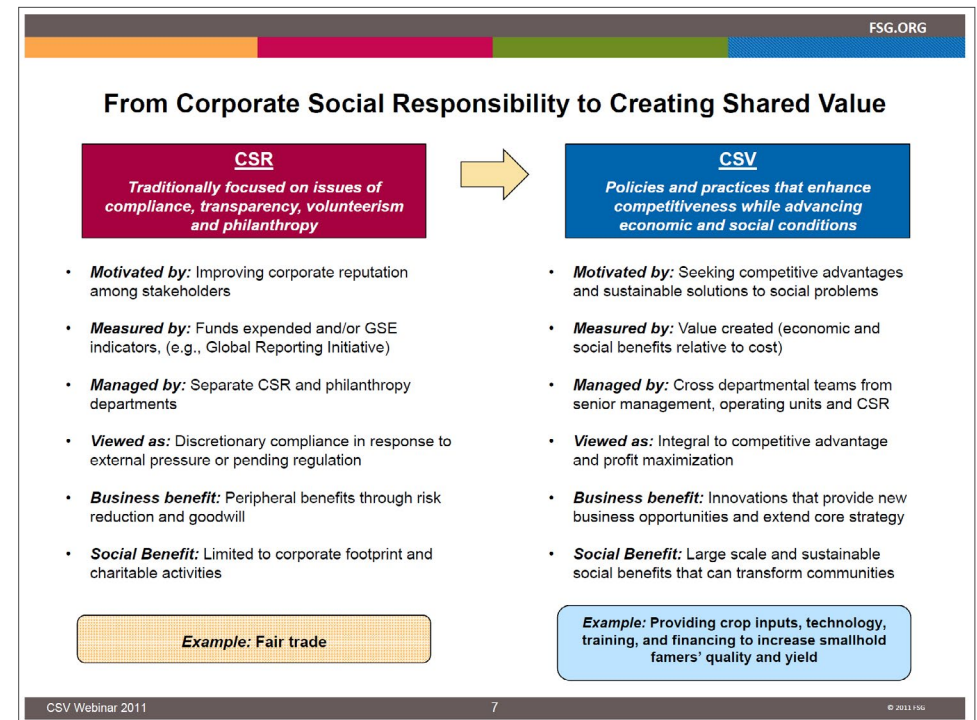
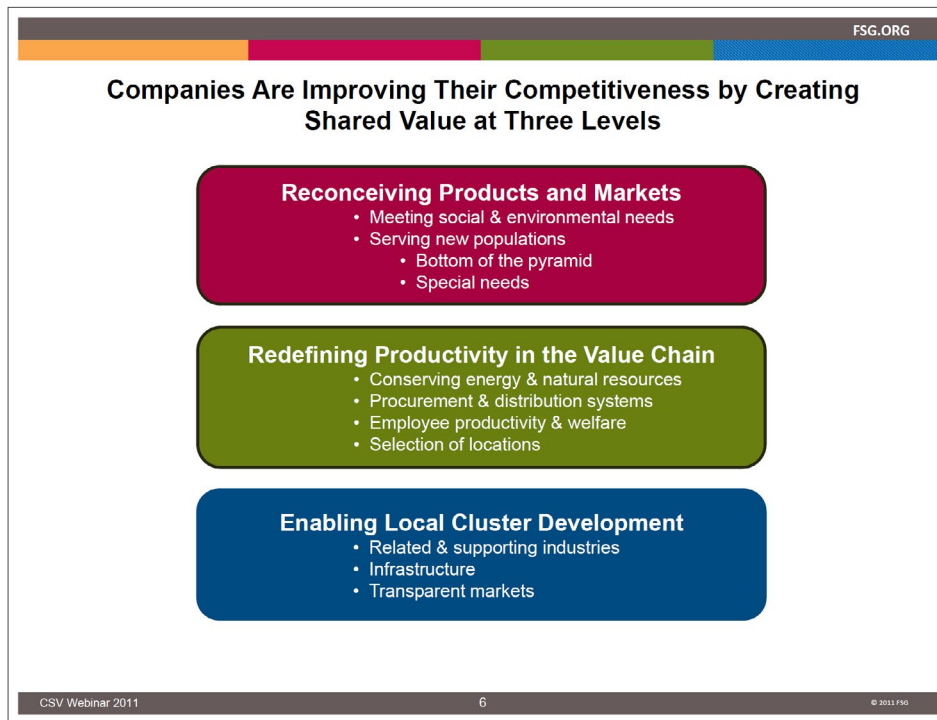
# Exhibit I

## Creating Shared Value

From *Creating Shared Value: It's the Future*

by Michael Porter and Mark Kramer.

<https://www.fsg.org/resource/creating-shared-value/>

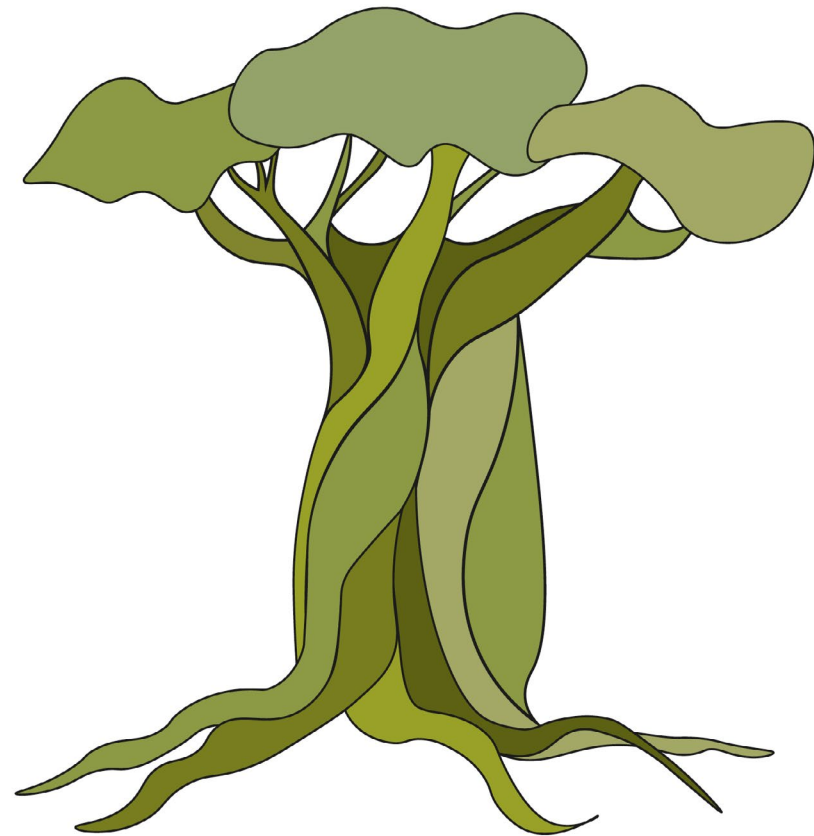


## Exhibit 2

### The Purpose Tree

From *Brands on a Mission: How to Achieve Social Impact and Business Growth through Purpose* (2020) by Myriam Sidibé.

The baobab tree with its five deep roots brings the purpose to life with benefits to the business, society and the environment.



Behaviour Change   Partnerships   Brand Advocacy   Measurement   Winning Corporate Support

# Exhibit 3

## Global Smart Drinking Toolkits

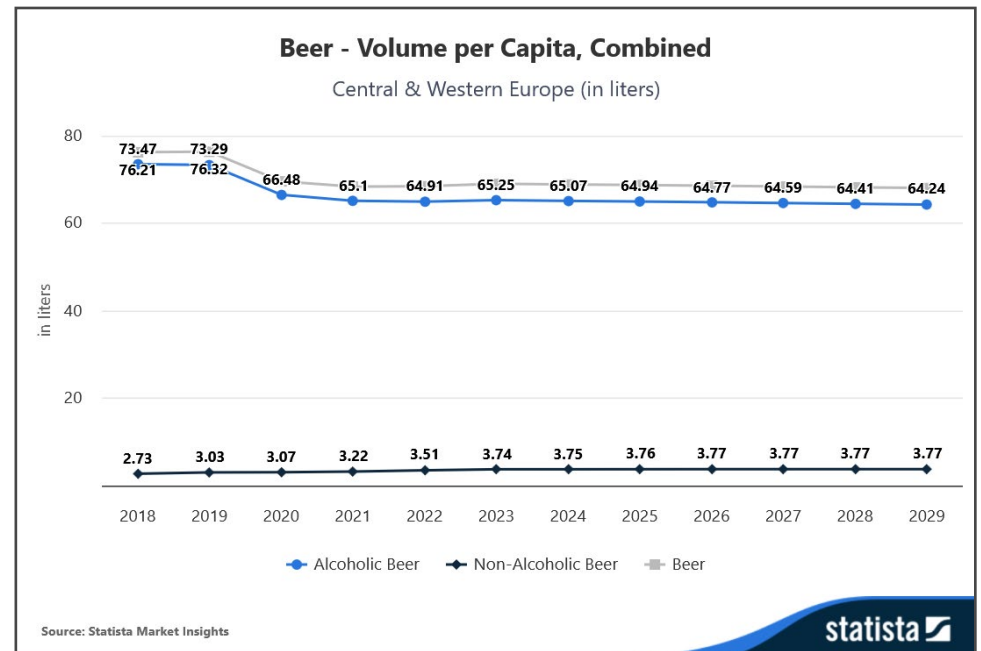
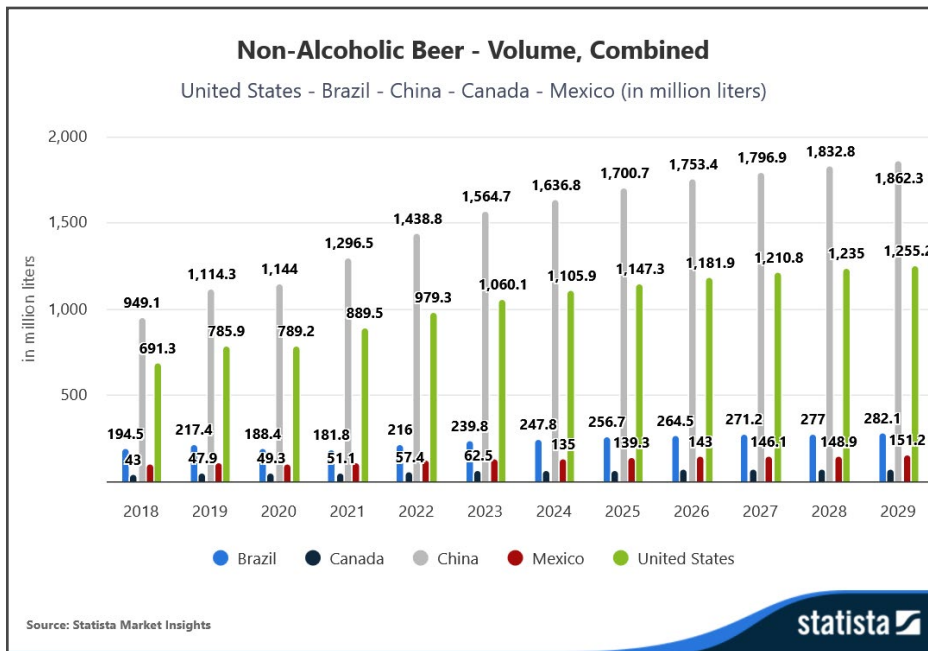
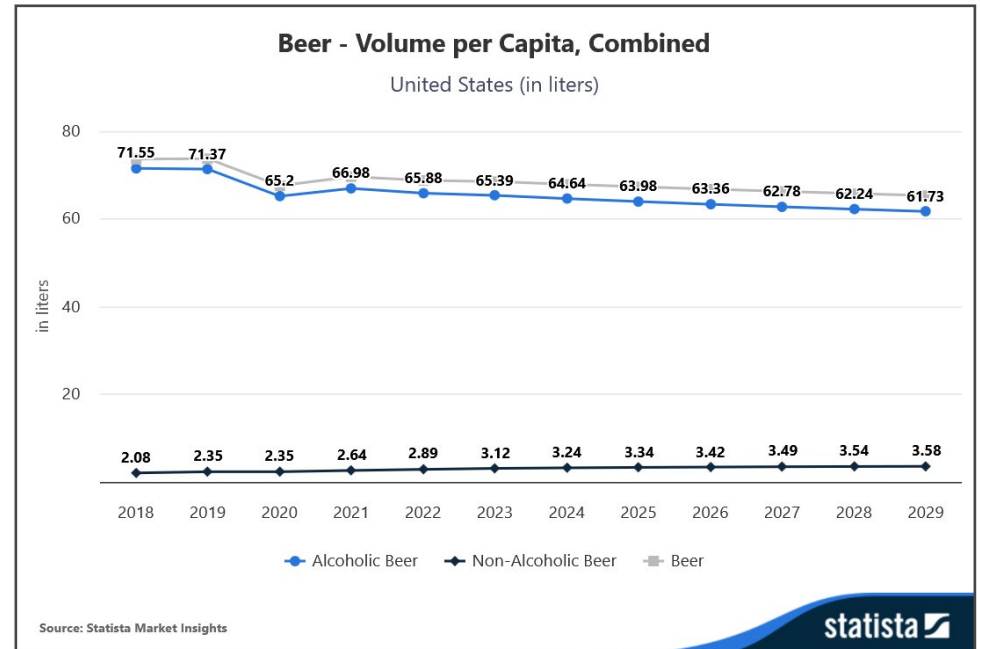
The Global Smart Drinking toolkits guide implementation of key initiatives using evidence-based research from global experts and academics. The toolkits were designed with their participation.

- ★ [Smart Drinking](#)
- ★ Road safety programs: United Nations Institute for Training and Research's [Management Practices for Safer Roads](#)
- ★ [Responsible Beverage Service](#) (RBS)

# Exhibit 4

## NAB Consumption

Graphs produced by [Statista](#) in response to prompts developed by the case study research team.



# Acknowledgments

The authors and editorial advisors wish to acknowledge AB InBev CEO Michel Doukeris and former CEO Carlos Brito for their leadership and commitment to the Global Smart Drinking Goals and thank Catalina (Cata) Garcia and her AB InBev and AB InBev Foundation colleagues for making it possible for our research team to produce this case study: John Blood, Andrés Peñate, Welison Neto, and Claudia Fontana all with AB InBev, and Sam Stephens, Tom Achoki, and Angela Rizzo with the AB InBev Foundation.

Special thanks to our skilled research and writing team. Contributing writers include Avinish Jain, COO of Brands on a Mission, and Saptarishi Das, Senior Strategy and Planning Consultant at Brands on a Mission. Contributing writers and researchers from Georgetown's McDonough School of Business include Felipe Villa, Nari Nyamsuren, and research assistant Gabriela Pajuelo Chavez.

We offer our gratitude to the more than 30 AB InBev and Foundation staff, external stakeholders, and experts who generously provided insights, experiences, research, and articles that helped us make this publication stronger. To the management team at Georgetown's Business for Impact, Joe Weinstein, Bich Le, Mona Sharaf, and Adriana Casilla, we extend sincere appreciation for your diligence and world-class mastery of every detail in producing this business case.

# About the Case Study Team

## About Business for Impact

Business for Impact (BFI) is a center of excellence on corporate purpose and societal impact at Georgetown University's McDonough School of Business. BFI operates as a teach, think, and do tank working with business to help all people prosper and the planet thrive. Their work spans three pillars:

First, educate and empower Georgetown students to lead purposeful careers and lives through experiential and academic learning. Second, partner with businesses to advance corporate purpose thinking and practice through multi-sector collaborations, convenings, and research. Third, accelerate nonprofit success and small business prosperity so local communities can thrive.

Founded by corporate purpose pioneer Bill Novelli with a group of Georgetown MBA students as the Global Social Enterprise Initiative (GSEI) in 2010, Business for Impact has grown to become a leading center for corporate responsibility and societal impact in the United States. For more than a decade, Business for Impact has helped solve pressing worldwide problems by delivering leading-edge education and research; building cross-sector partnerships with corporations, nonprofits, and government; and creating impactful opportunities for students to advance the common good. While programs have grown and adapted over the years, the founding belief remains the same. Businesses can prosper and help solve world problems through balancing the triple bottom line: people, planet, and profit.

## About Brands on a Mission

Brands on a Mission (BOAM) is a certified B Corp pioneering the integration of the private and public sectors to tackle some of the world's most pressing social and health challenges. At its core, BOAM brings together corporations, governments, foundations, and communities to jointly fight issues such as harmful use of alcohol, illicit trade, gender-based violence, nutrition, and adolescent well-being. Anchored in its proprietary Purpose Tree™ framework, BOAM bridges the gap between brand purpose and measurable health outcomes, helping design, implement, and evaluate strategies that shift behaviors and social norms at scale.

Through multi-country initiatives across Africa, Latin America, and Asia, BOAM has co-created and delivered campaigns that mobilize private sector resources, build cross-sector coalitions, and influence policy agendas. Its work has supported the creation of national coalitions against illicit alcohol in Zambia and Uganda, designed next-generation moderation strategies for global brewers, developed foresight and trend-mapping tools for changing social norms, and piloted innovative financing models for social outcomes.

Today, BOAM continues to drive its founding ambition, to catalyze at least \$1 billion USD in sustainable investments and improve the lives of 100 million people by 2030 – by combining strategic depth, creative execution, and rigorous evaluation to deliver sustainable business and social impact.

**Business for Impact**

*GEORGETOWN* UNIVERSITY  
McDONOUGH SCHOOL *of* BUSINESS