

CHAIRMAN'S LETTER



In last year's letter to our shareholders, we noted that 2005 brought many challenges that would require aggressive actions to restore positive momentum. I am pleased to report that 2006 was a year of solid growth in volume and revenue per barrel, expansion of the company's high-end portfolio and a 9 percent increase in earnings per share.

Last year also was a year of leadership transition in which I became chairman of the board and August A. Busch IV became president and chief executive officer, effective December 1. One of the most important responsibilities of the board is to select the CEO. The board chose August based on his experience and proven ability, and we are confident he will continue to set high standards and lead the company in a positive direction.

I also want to recognize the contribution of August A. Busch III, who retired as chairman on December 1, but will continue to serve as a member of our board of directors. I have worked closely with August III for 38 years and saw firsthand the enormous impact his leadership had on the growth and development of Anheuser-Busch. Our shareholders, and I personally, owe him tremendous thanks for his long commitment to this company.

On the corporate governance front, at last year's shareholders meeting your board recommended an amendment to our certificate of incorporation eliminating the classified board structure. The amendment was approved and established a phased-in annual election of all Anheuser-Busch

directors by 2009. Anheuser-Busch continues to be committed to high standards of integrity and transparency in our financial reporting and to sound corporate governance practices. In the current environment, this should be of increasing importance to shareholders.

Anheuser-Busch Companies has a long-term record of enhancing shareholder value. The new management team is firmly committed to that direction.

A handwritten signature in black ink that reads "Patrick Stokes". The signature is written in a cursive, flowing style.

Patrick Stokes
Chairman of the Board

February 1, 2007