

Heineken Holding N.V.

Remuneration policy for members of the Board of Directors

Remuneration of the members of the Board of Directors was enabled by an amendment to the company's Articles of Association in 2001.

The policy on the remuneration of members of the Board of Directors was submitted to the General Meeting of Shareholders for approval in 2005.

Under this policy, the members of the Board of Directors receive the same remuneration as the members of the Supervisory Board of Heineken N.V.