

Zoeterwoude, 10 June 2011

Heineken



Driving performance through a proven process

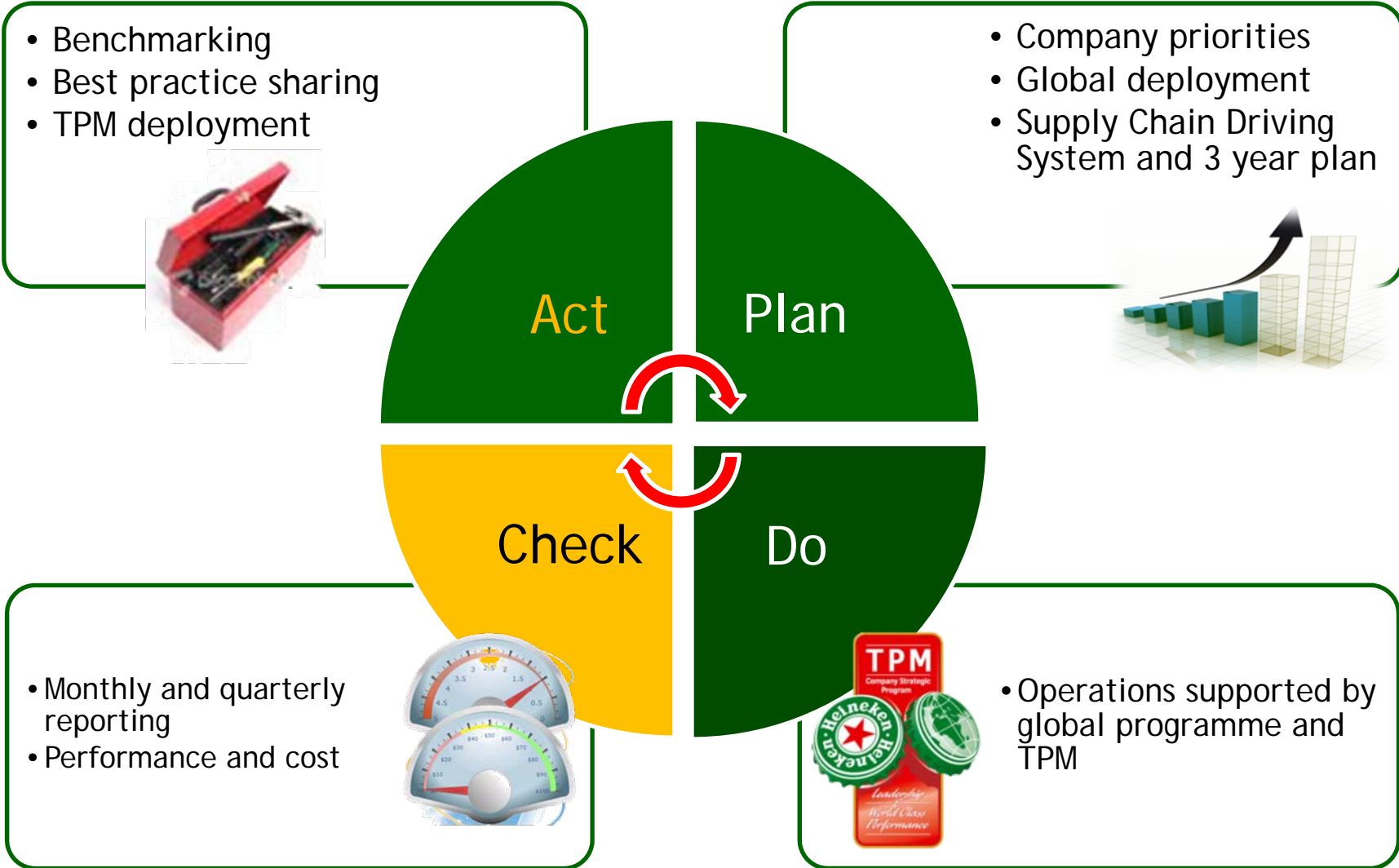
Magne Setnes

Global Supply Chain Control Director

-
- 1 Our Proven Process
 - 2 Proprietary Toolset
 - 3 Track Record of Success

Global Supply Chain control

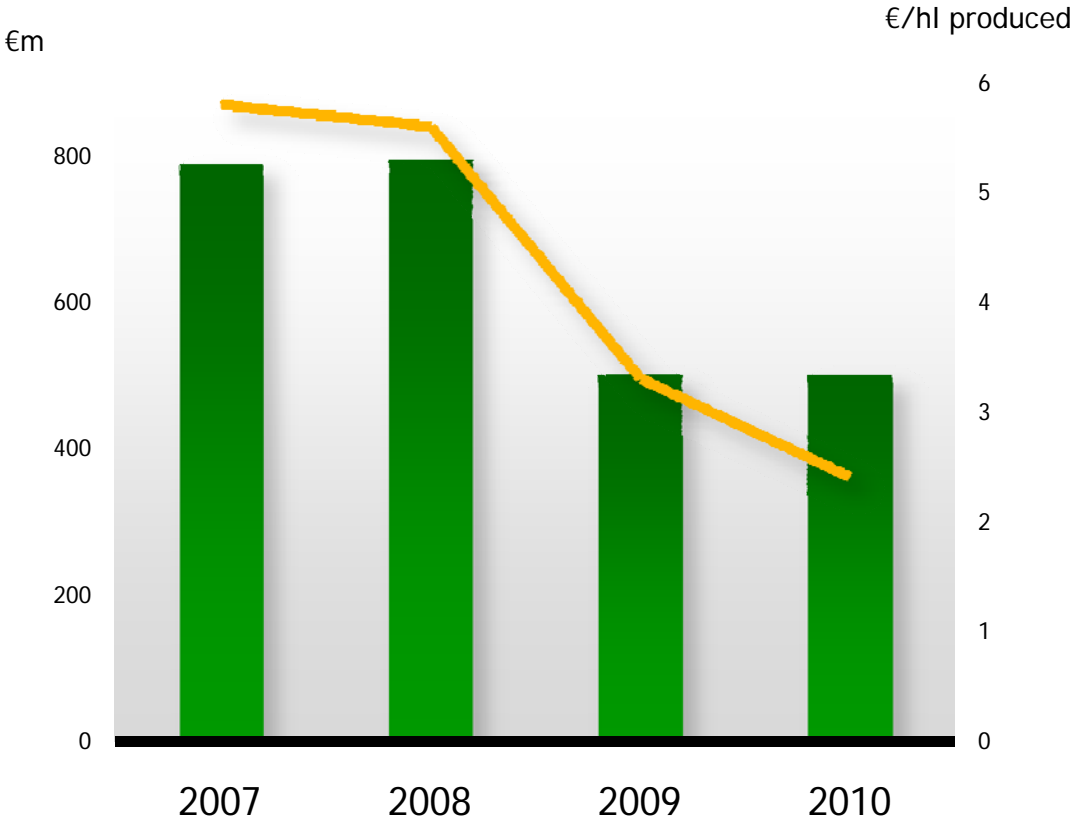
A virtuous cycle for improving performance



Capital Expenditure governance and prioritisation

Supply Chain CapEx (€m)

■ Supply Chain CapEx
— €/hl produced



Process

- ▶ Global prioritisation
- ▶ Financial targets
- ▶ Bottom up indication

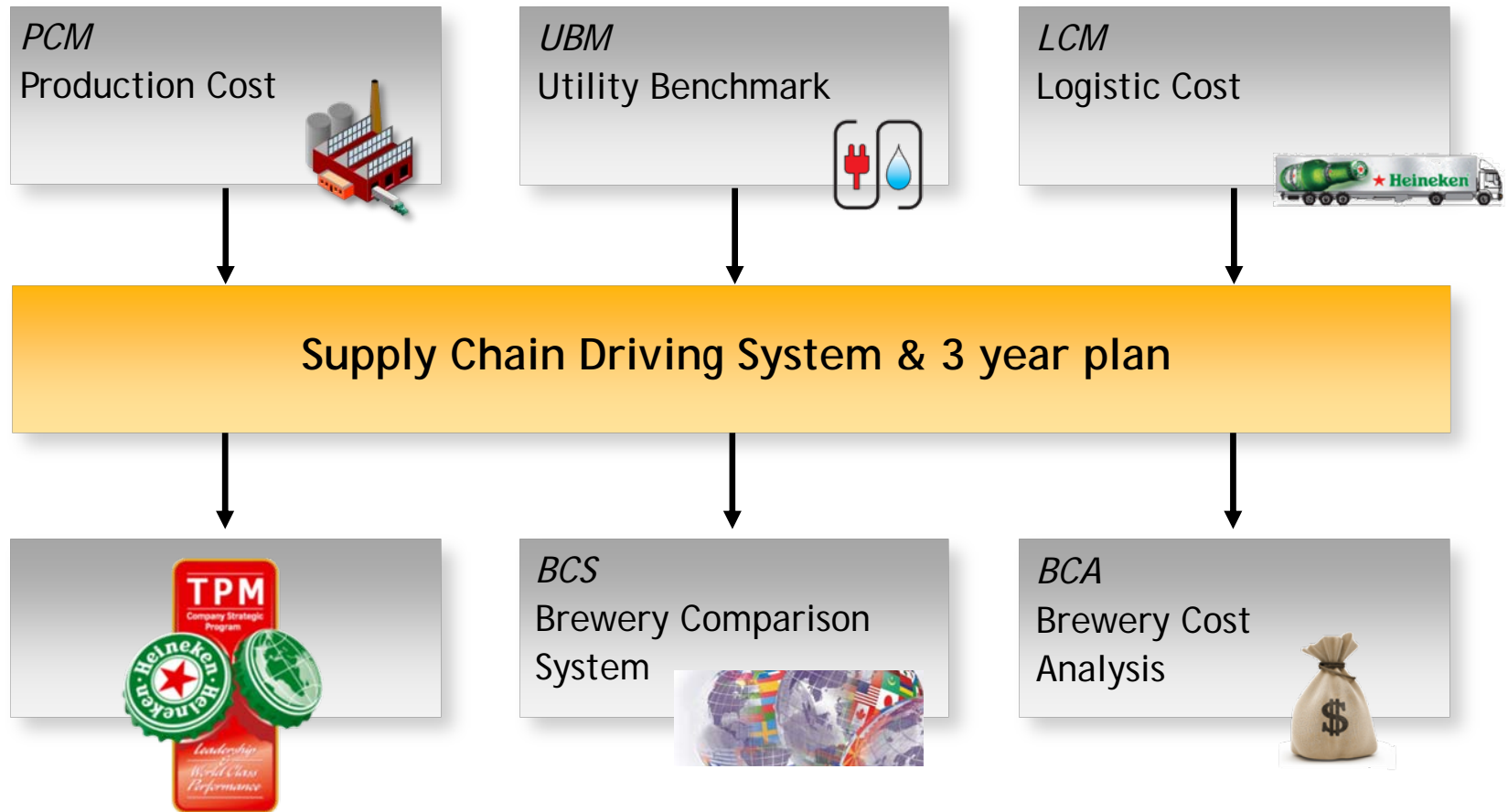
Tight CapEx Management

- ▶ Productivity
- ▶ TPM
- ▶ Utilise Global Supply Network

We have developed a proprietary toolset

Heineken

... to benchmark, set targets, plan and follow up

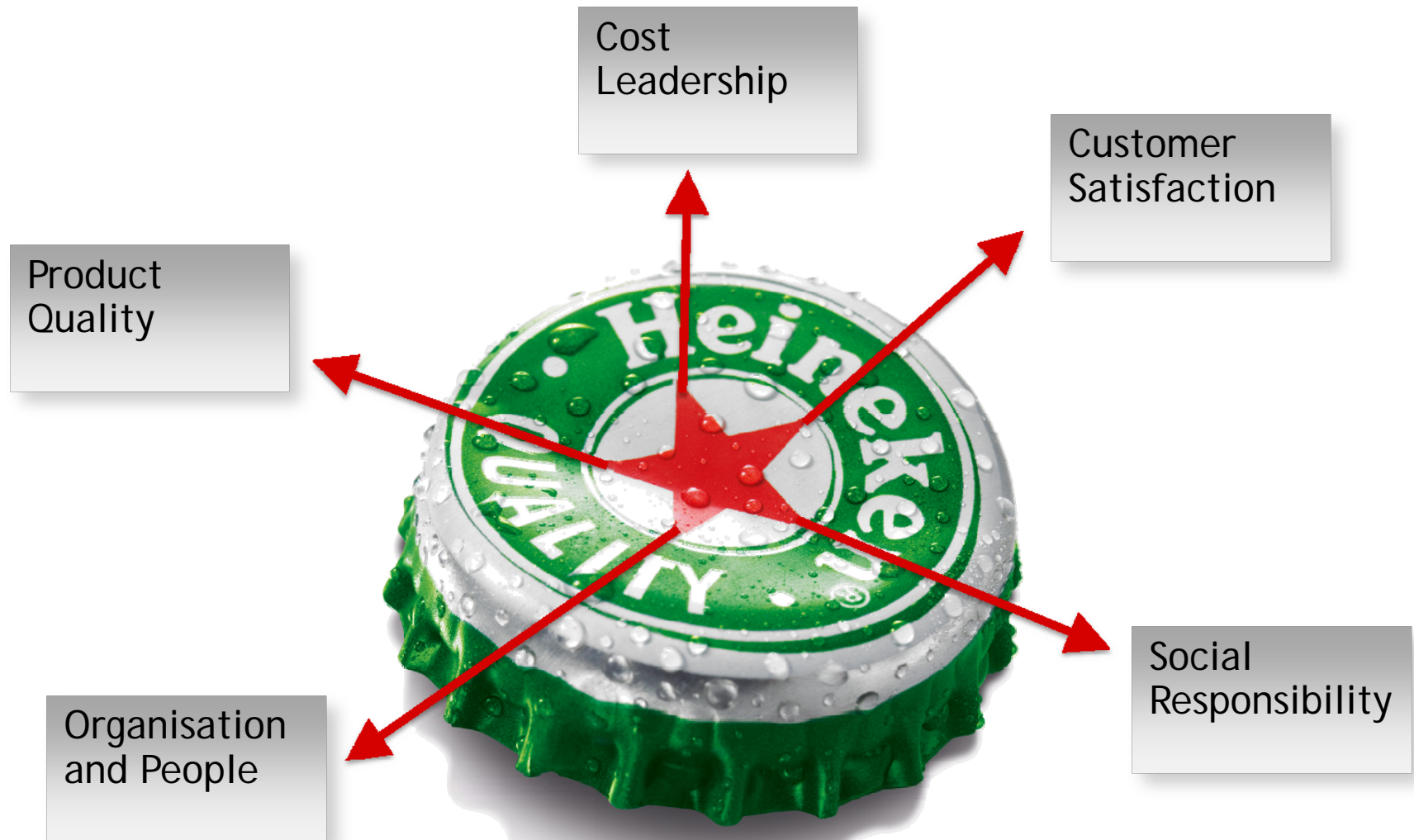


- 1 Our Proven Process
- 2 Proprietary Toolset**
- 3 Track Record of Success

The Heineken Manufacturing Star

Heineken

A balanced score card driving world class performance

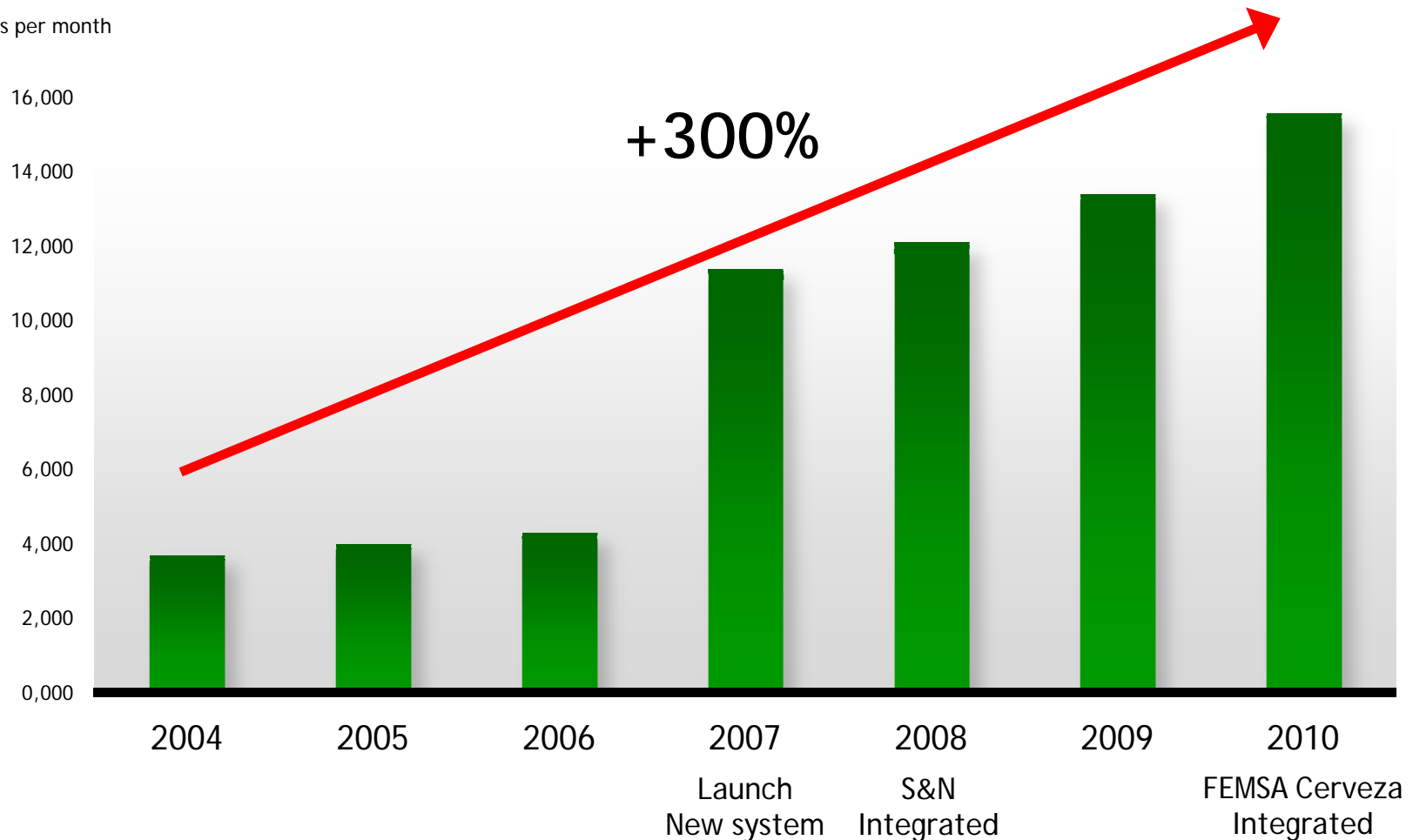


Accelerating knowledge sharing

Driving best practice through Heineken's Global HeiQ system

Average use per month

■ Hits per month

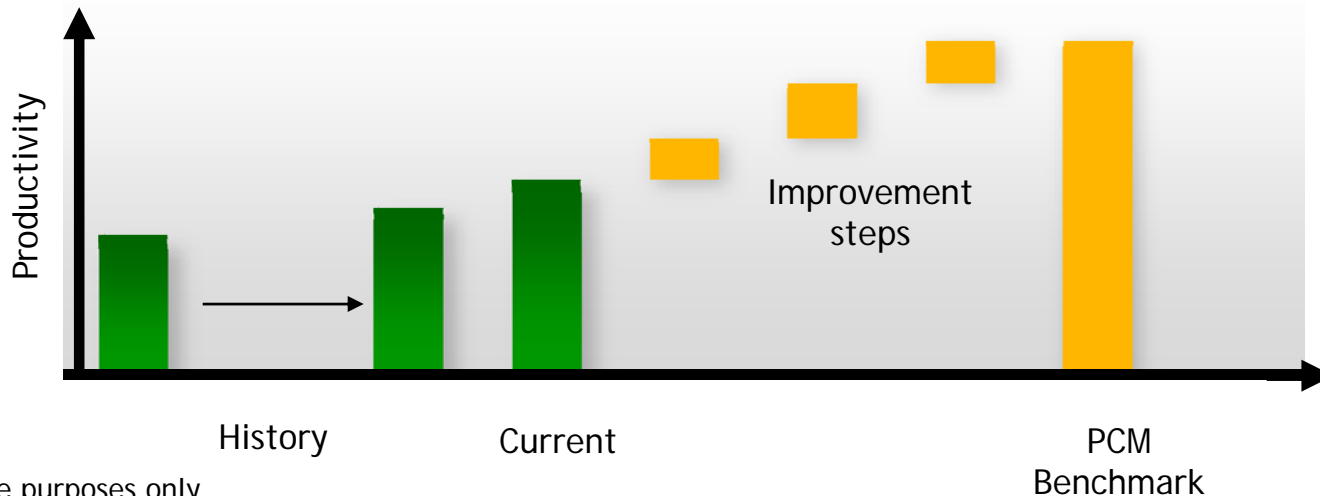


Production Benchmarking

Proven results and continuous improvement

- ▶ Based on internal and external benchmarking
- ▶ Regular audit process
 - ▶ Driver for productivity increase
 - ▶ Essential in synergy assessment and greenfields

PCM Productivity Model*



*For illustrative purposes only

- 1 Our Proven Process
- 2 Proprietary Toolset
- 3 Track Record of Success**

Performance improvement in the global economic downturn drives cost savings

Example: Main Production KPIs

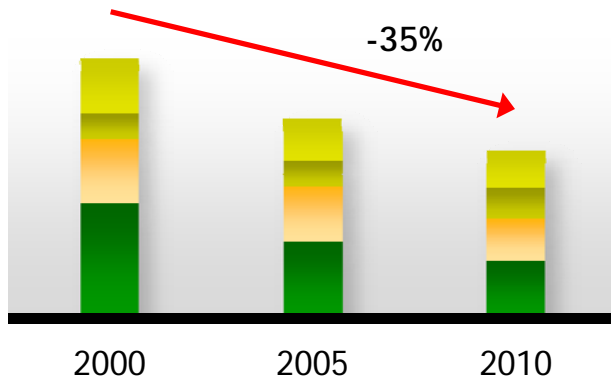
Global	2008	2009	2010	Plan 2011	TCM Target 2011
Prod. Productivity					
Prod. FTE					
Extract Loss %					
OW Pack. Loss %					
Energy MJ/hl					
Water hl/hl					

Productivity drives down fixed cost per hl **Heineken**

Strong progress across all regions

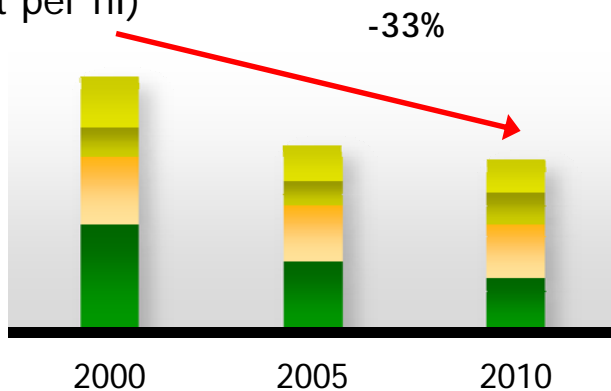
Global (fixed cost per hl)

■ Other fixed
■ Utilities
■ Depreciation
■ Personnel



Central & Eastern Europe (fixed cost per hl)

■ Other fixed
■ Utilities
■ Depreciation
■ Personnel



- ▶ Personnel represents approximately one third of total fixed costs (from around 50% in 2000)
- ▶ Depreciation has significantly decreased, representing less than one quarter of fixed costs today
- ▶ Opportunities for further fixed cost savings:
 - ▶ Energy
 - ▶ Improved asset utilisation leading to lower depreciation
 - ▶ Productivity

We deliver value from new acquisitions

Example: FEMSA Cerveza

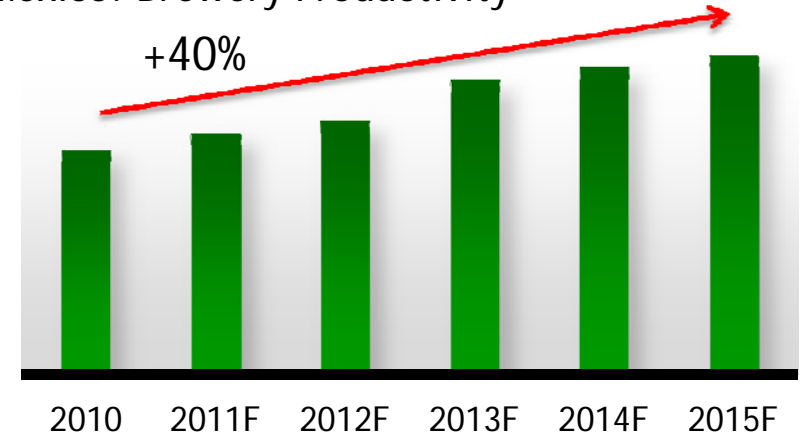
Tools for delivering value:

- ▶ TPM and operational excellence
- ▶ Benchmarking and proven tools
- ▶ Engineering and technical support
- ▶ Brewing and product knowledge
- ▶ Research and innovations

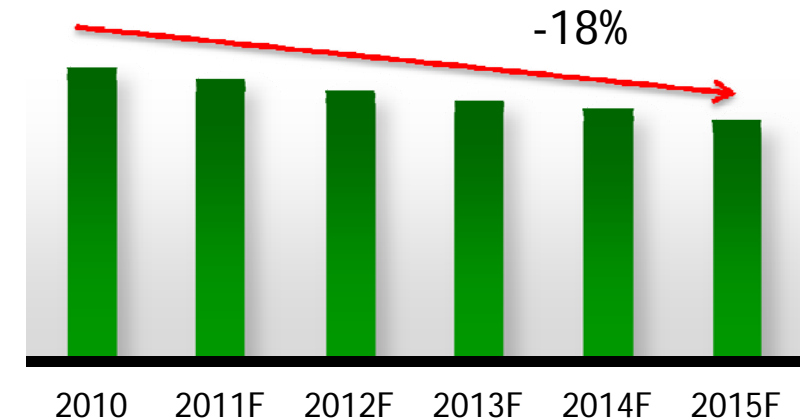
Integration of FEMSA Cerveza:

- ▶ More than €100m in supply chain synergies
- ▶ Strong productivity growth
- ▶ Reduced energy use
- ▶ Reduced CapEx

Mexico: Brewery Productivity



Mexico: Energy Use



- ▶ A proven proprietary 'Toolset' and governance structure driving continuous improvements
- ▶ Accelerated knowledge sharing of Heineken best practice and benchmarking adding significant value to acquisitions
- ▶ Processes, excellent people and proven tools in place to continue delivering results for the years ahead

Zoeterwoude, 10 June 2011

Heineken

