

Half Year Results 2011
London, 24 August 2011

Heineken

Welcome



This presentation contains forward-looking statements with regard to the financial position and results of Heineken's activities. These forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from those expressed in the forward-looking statements.

Many of these risks and uncertainties relate to factors that are beyond Heineken's ability to control or estimate precisely, such as future market and economic conditions, the behaviour of other market participants, changes in consumer preferences, the ability to successfully integrate acquired businesses and achieve anticipated synergies, costs of raw materials, interest rate - and foreign exchange fluctuations, change in tax rates, changes in law, pension costs, the actions of government regulators and weather conditions. These and other risk factors are detailed in Heineken's publicly filed annual reports.

You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this presentation. Heineken does not undertake any obligation to publicly release any revisions to these forward-looking statements to reflect events or circumstances after the date of these materials.

Market share estimates contained in this presentation are based on outside sources such as specialized research institutes in combination with management estimates.

Half Year Results 2011
London, 24 August 2011

Heineken

Half Year Results 2011

Heineken N.V.

Jean-François van Boxmeer

Chairman of the Executive Board/CEO

René Hooft Graafland

Member of the Executive Board/CFO



Half Year Results 2011
London, 24 August 2011

Heineken

Jean-François van Boxmeer

Investing for growth



H1 2011 Operational Highlights

Heineken

A solid operating performance

Organic change	H1 2011
Group beer volume	+4.2%
Total consolidated volume	+2.7%
Consolidated beer volume	+3.9%
Heineken® premium volume	+4.7%
Revenue	+3.3%
EBIT (beia)	+3.9%
Net profit (beia)	+5.7%

Top-line growth momentum

- ▶ Higher volumes across all regions
- ▶ Heineken® brand outperforms

EBIT (beia) and net profit (beia) growth

- ▶ Higher marketing investment

Increased investment in emerging markets

- ▶ Expanded African footprint
- ▶ Additional capacity to meet demand

Ongoing success of operational programmes

- ▶ TCM savings: €82m
- ▶ Cost synergies in Mexico & Brazil: €45m
- ▶ Strong free operating cash flow: €779m, +11%
- ▶ Improved profitability of acquired businesses



Higher planned marketing spend

Important catalyst for future top-line growth

Higher marketing investment

- ▶ Organic spend up 6% in H1 2011
- ▶ New global Heineken® campaign
- ▶ Higher spend in key markets: Mexico, Brazil, Nigeria, USA and Italy

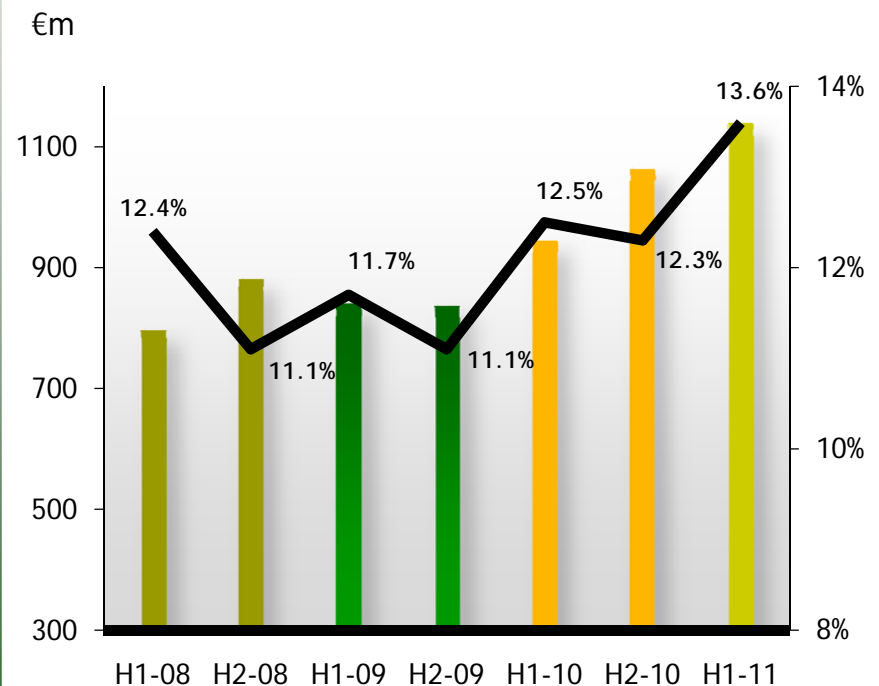
Investing in higher margin categories

- ▶ Strongbow Gold launched in Italy, new campaign in The Netherlands
- ▶ Desperados launched in 10 new markets

Innovation key to future growth

- ▶ Introduction of new flavours and packages
- ▶ Doubling of innovation rate to 6% by 2020

Marketing & Selling (beia) expense ratio (1H-08 to 1H-11)



Delivering marketing excellence

Heineken

Enhancing capabilities for competitive advantage

Sponsorship of prestige properties



Global Heineken® campaigns



Engaging consumers through digital media



Google™

Commercial capability building



Heineken® continues to outperform

Heineken

Continued growth momentum across most regions

Consolidated beer volume vs. Heineken® premium volume
(organic growth %)

Region	Cons. beer volume	Heineken®
Western Europe	1.0%	+5.3%
Central & Eastern Europe	8.6%	-2.9%
Americas	-2.4%	-1.6%
Africa & Middle East	+8.5%	+7.5%
Asia Pacific	+8.0%	+15%
Total	+3.9%	+4.7%

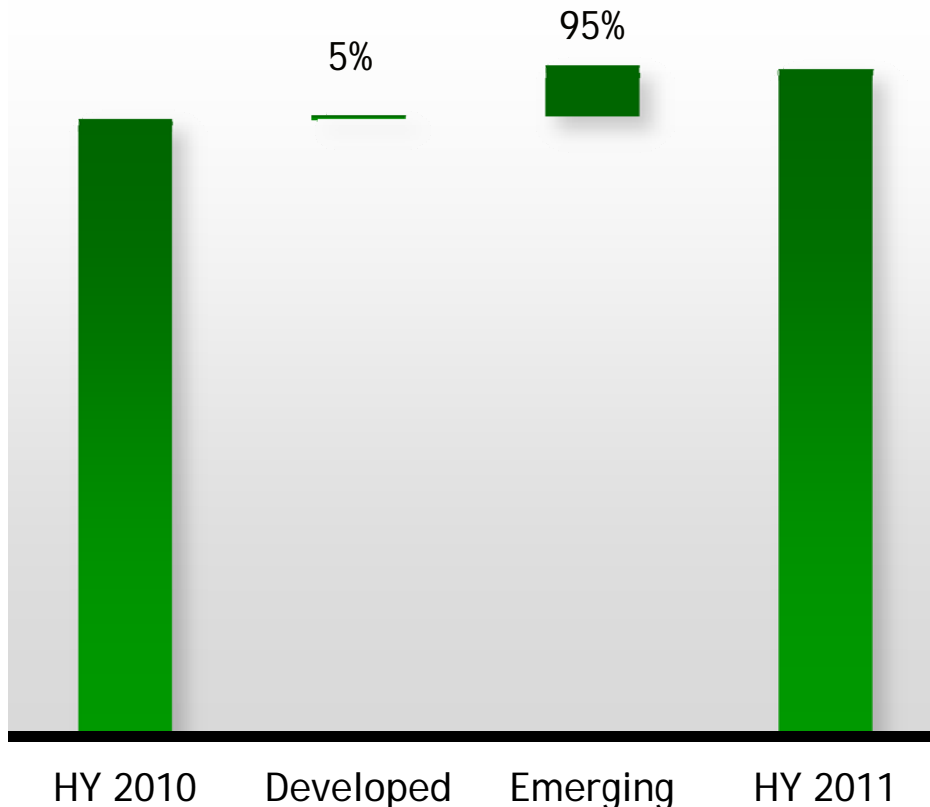


- ▶ Heineken® premium volume +4.7%; outperforming portfolio
- ▶ Global brand management approach driving efficiency
- ▶ Heineken® extending leadership in IPS
- ▶ Strong performances in Vietnam, France, Brazil, Chile, Nigeria, China, Russia, UK and Taiwan
- ▶ Lower brand volume in USA and Greece

Growth led by emerging markets

Increased exposure to higher growth markets

Contribution to group beer volume organic growth H1 2011



- ▶ Group beer volume grew organically 3.6 mhl, almost entirely from emerging markets
- ▶ Mexico and Brazil contributed an additional 11.8 mhl in the first 4 months of 2011
- ▶ Emerging markets accounted for 95% of organic group beer volume growth in H1 2011
- ▶ Emerging markets represent 62% of group beer volume and 55% of pro-forma EBIT (beia)* as at 30 June-11

* Pro-forma EBIT (beia) includes 100% contribution from the joint ventures

Mexico & Brazil

Heineken

Continued progress against strategic priorities



- ▶ Implementing strategic priorities/ synergy plans:
- ▶ Cost synergies:
 - ▶ H1 2011 synergies: €45 m,
 - ▶ Cumulative synergies: €87m (58% of target)
 - ▶ Delivering on track: Target of €150m in 2013
- ▶ Mexico key initiatives:
 - ▶ Revised price architecture
 - ▶ Heineken® launched
 - ▶ Brand portfolio strategy
 - ▶ Route-to-market optimisation
- ▶ Brazil key initiatives:
 - ▶ Heineken® brand focus

Regional performance review

Heineken

Rebalanced geographic footprint delivering results

H1 2011 Organic growth (%)*	Western Europe	Central & Eastern Europe	The Americas	Africa & Middle East	Asia Pacific	Total
Group beer volume	+1.0	+7.5	+0.4	+5.9	+7.2	+4.2
Total consolidated volume	0.0	+7.8	-2.0	+5.6	+7.8	+2.7
<i>Of which:</i> Consolidated beer volume	+1.0	+8.6	-2.4	+8.5	+8.0	+3.9
Revenue	+0.7	+4.4	+0.4	+11	+11	+3.3
EBIT (beia)	+13	-2.1	+1.7	+5.9	+22	+3.9

* Table excludes Head office costs, other items and eliminations

- ▶ Positive economic development to benefit Latin America, Sub-Saharan Africa and Asia Pacific
- ▶ Volume development in parts of Europe/USA expected to remain challenging
- ▶ Slightly higher input cost inflation in H2 2011; For full year 2011, low-single digit increase in input costs (per hectolitre)
- ▶ Marketing & selling (beia) expense, on an organic basis, to increase in low single-digits in H2 2011
- ▶ TCM to contribute further savings in H2 2011; New cost saving programme from 2012
- ▶ Volume weakness in July and early August 2011, primarily reflecting poor weather conditions in Europe; Mindful of uncertainties in global economy and impact on consumer behaviour
- ▶ Organically, full year 2011 net profit (beia) is expected to be broadly in line with last year

Building sustainable growth platforms

Heineken

- ▶ Execution of strategic priorities strengthening long-term growth platform
- ▶ Increasing exposure to higher growth emerging markets
 - ▶ Acquisitions in Nigeria and Ethiopia
- ▶ Leveraging leadership in Europe
 - ▶ Focus on top-line growth and value share gains
 - ▶ Investing in key local brands
 - ▶ Roll-out of higher margin products
 - ▶ Partnering with pan-European retailers
- ▶ Extending unique positioning of Heineken® brand
 - ▶ New global campaign
 - ▶ Launched in India and Mexico
- ▶ Driving cost advantage through global scale
 - ▶ Global Business Services
 - ▶ Total Productive Management



Half Year Results 2011
London, 24 August 2011

Heineken

René Hooft Graafland

Delivering solid results



H1 2011 performance highlights

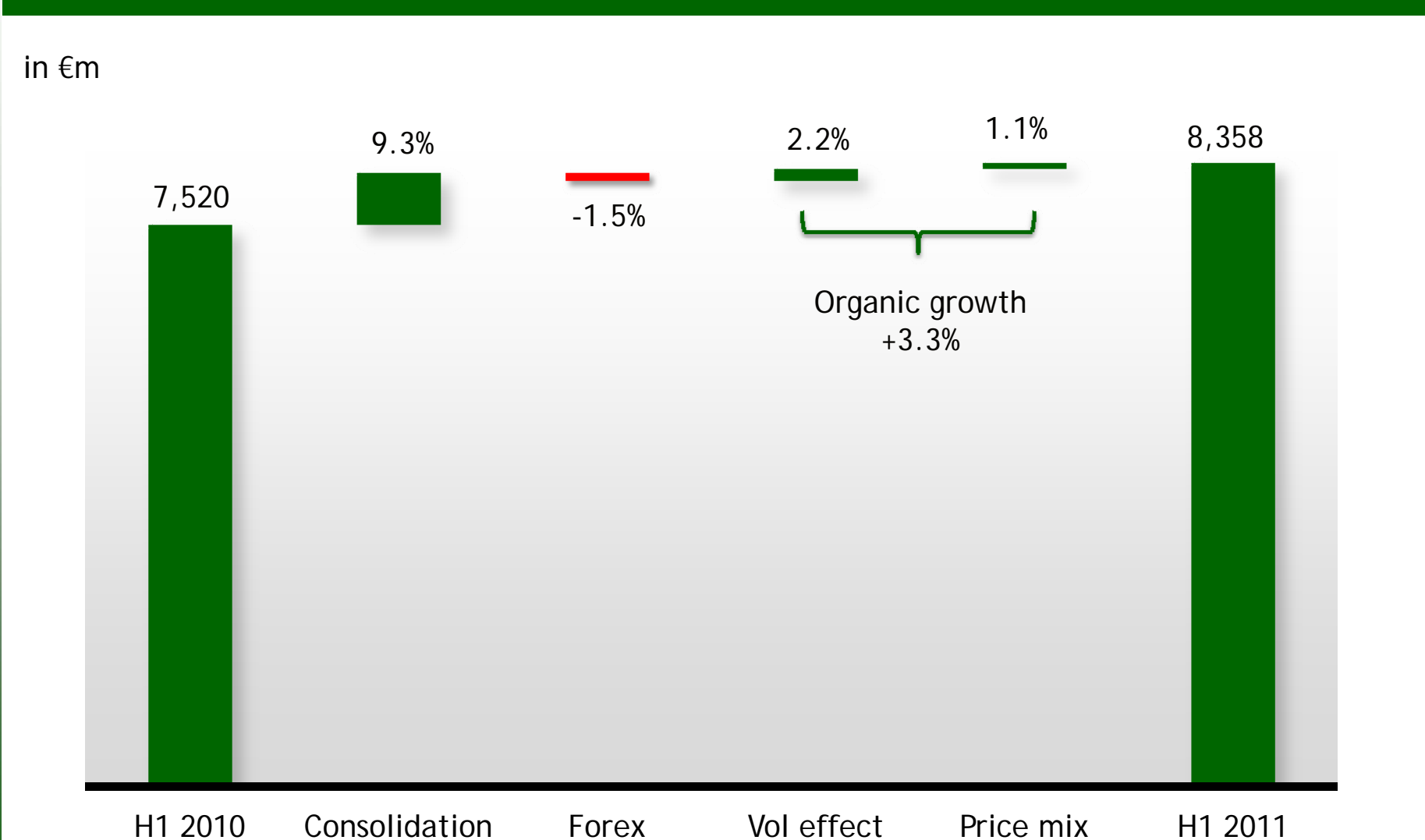
Heineken

(mhl/ €m)	H1 2011	H1 2010	Change	Organic change
Group beer volume	104.1	86.4	20%	4.2%
Total consolidated volume	94.3	80.4	17%	2.7%
<i>Of which:</i>				
Consolidated beer volume	79.8	63.9	25%	3.9%
Revenue	8,358	7,520	11%	3.3%
EBIT (beia)	1,259	1,137	11%	3.9%
Net profit (beia)	694	626	11%	5.7%
Net profit	605	700	-14%	
Free operating cash flow	779	699	11%	
Net Debt/ EBITDA (beia) ratio	2.1x	2.6x		
Diluted EPS (beia) in €	1.17	1.19	-1.7%	

Revenues increased 11%



Organic growth +3.3% from increased volume and better pricing and sales mix

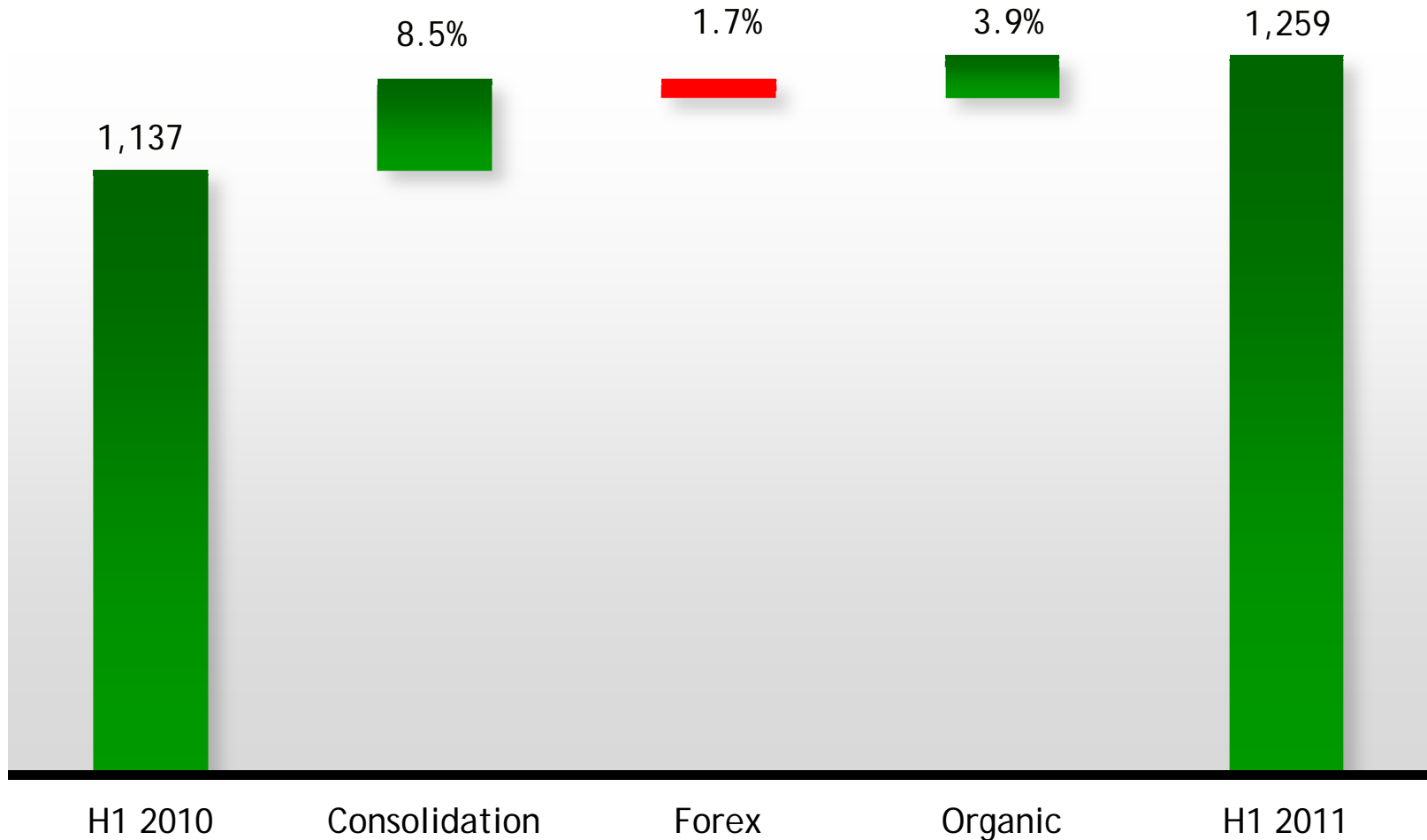


EBIT (beia) increased 11%

Heineken

Organic growth +3.9% despite higher input costs and marketing spend

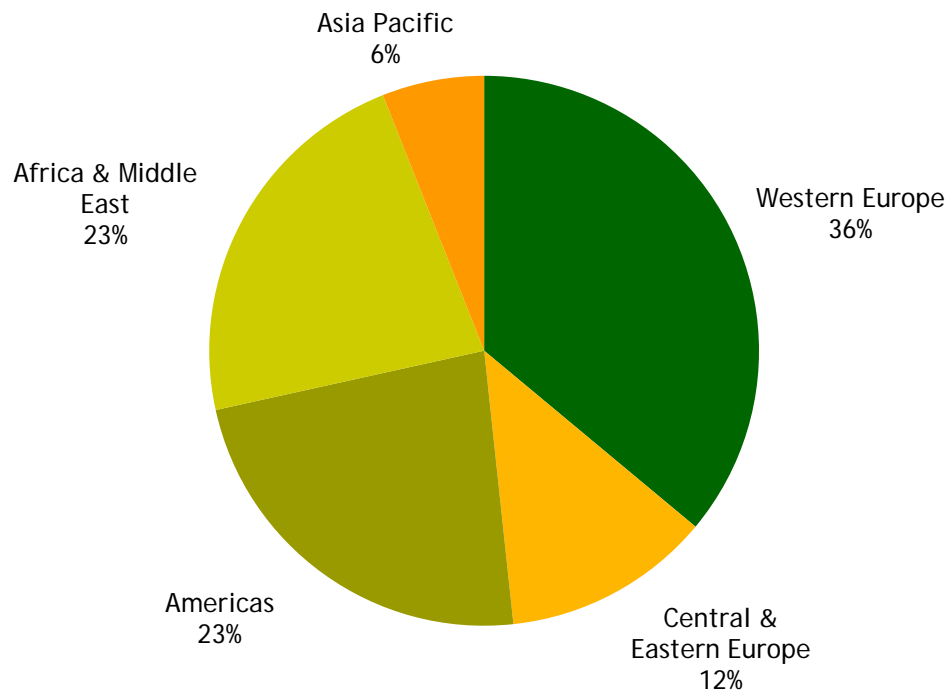
in €m



Regional EBIT contribution

Well balanced footprint

H1 2011 - Regional EBIT (beia) contribution*



* Excluding Head Office costs, other items and eliminations

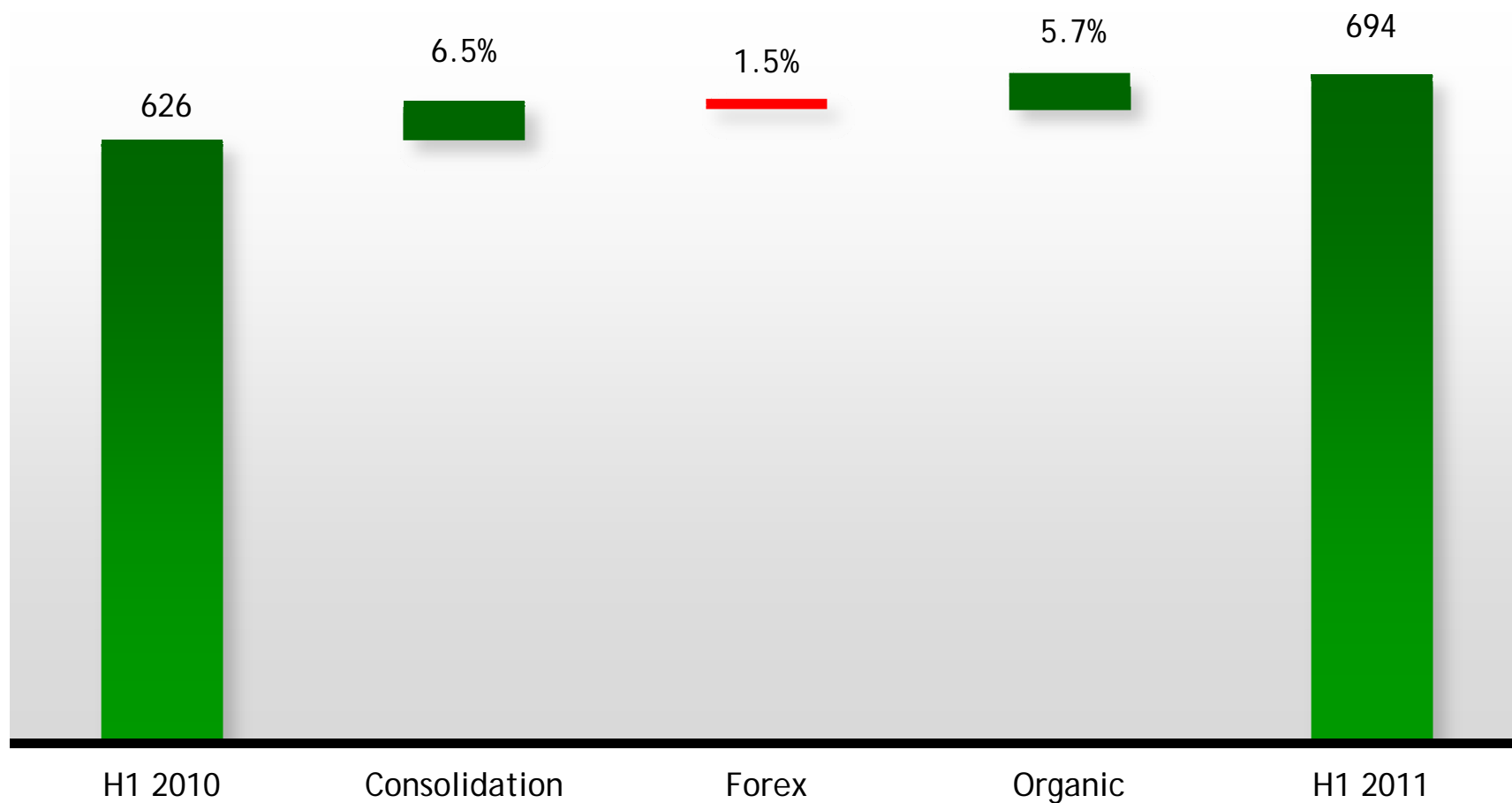
- ▶ EBIT (beia) grew organically in 4 out of 5 regions
- ▶ Asia Pacific :
 - ▶ Fastest growing region
 - ▶ Relative weight in the group impacted by Joint Ventures accounting
- ▶ Head Office performance:
 - ▶ Transfer of Mexican packaging operations
 - ▶ Higher Global Commercial & Business Services costs
 - ▶ Transfer of regional costs

Net profit (beia) increased 11%

Heineken

Organic growth +5.7%

in €m



Average shares for EPS calculation

- ▶ The weighted average number of shares for HY 2011:

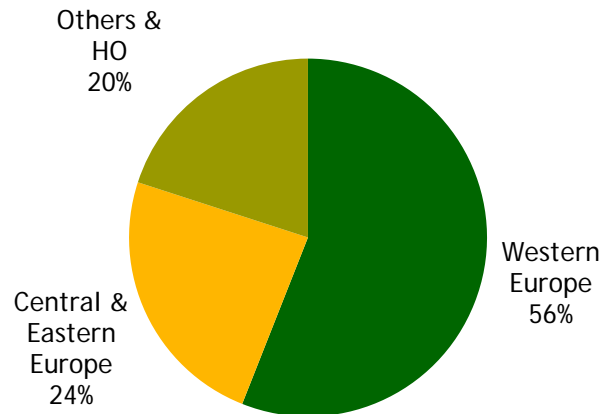
+ Shares as at 1 January, 2011	576,002,613
+ Weighted effect of ASDI shares not yet repurchased	16,459,979
<hr/>	
Weighted average diluted number of shares	592,462,592
- Shares bought and held for the LTIP	-1,089,281
<hr/>	
Weighted average basic number of shares	591,373,311

- ▶ In 2011, the new shares issued on 30 April 2010, are included in the calculation of the average number of shares for the full period
- ▶ As of 19 August, Heineken has bought 20,286,572 ASDI shares

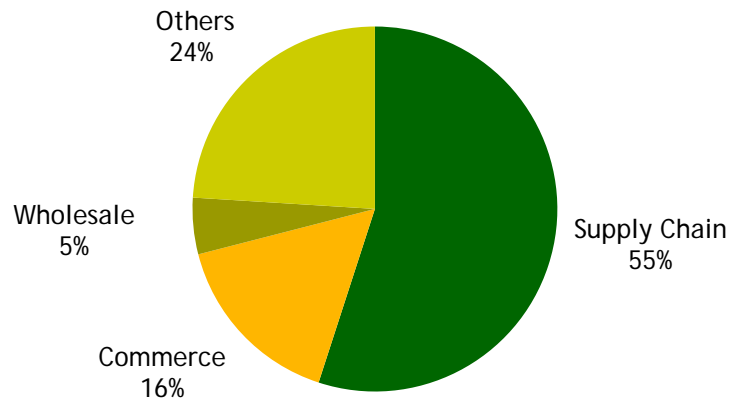
TCM programme continues to deliver

Cumulative savings of €517 million since start of 2009

TCM: H1 2011 Regional split



TCM: H1 2011 Functional split



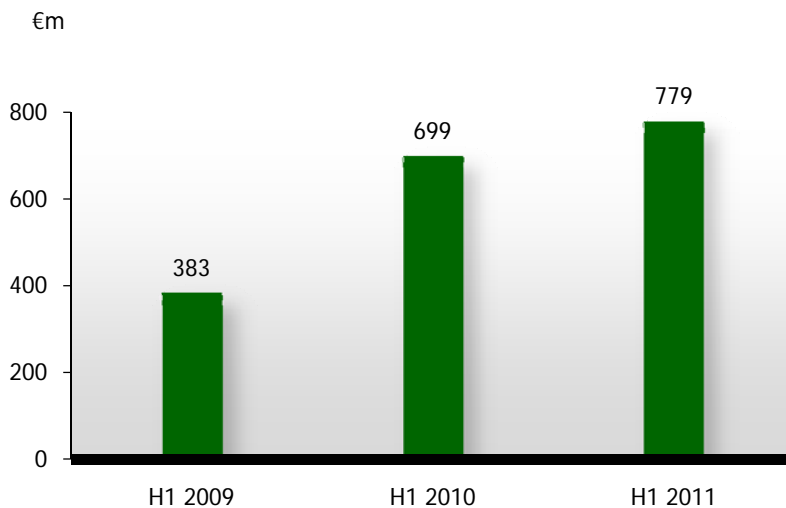
- ▶ H1 2011 pre-tax savings of €82 million
- ▶ FY 2011 TCM savings expected to be lower than FY 2010
- ▶ Main savings realised in H1 2011:
 - ▶ Improved productivity in Western Europe
 - ▶ Supply chain savings represented 55% of savings
 - ▶ Further optimisation of the “non-products” related costs in Europe
- ▶ New 3-year cost saving programme to be introduced from 2012

Maintaining strong focus on cash

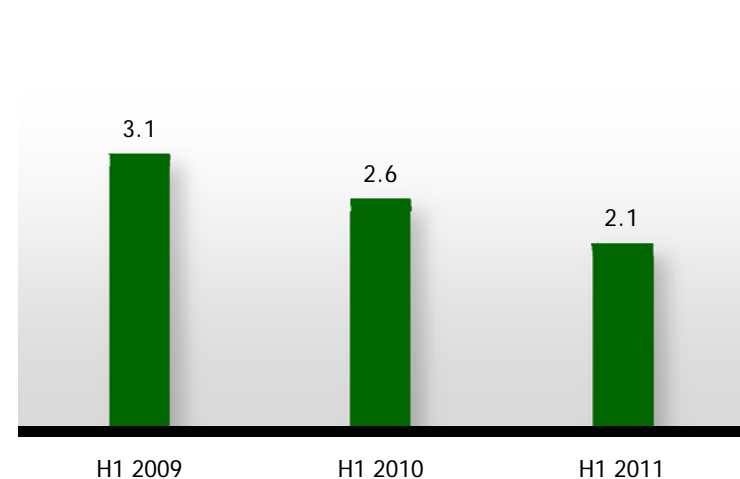
H4C2 programme continues to yield results

- ▶ Free Operating Cash flow €779 m, +11%
- ▶ Net debt further decreased to €7,980 m (Dec 2010: €8,099 m)
- ▶ Net debt/EBITDA ratio of 2.1x, in line with target of below 2.5x
- ▶ FY-11 cash conversion rate of approximately 100%
- ▶ New 5-year Revolving Credit Facility of €2 billion provides flexibility

Strong FOCF generation



De-leveraging quickly - Net debt/EBITDA (beia) ratio



- ▶ A solid operating performance in H1 2011
- ▶ Increased group beer volume; growth across all regions
- ▶ Heineken® brand continues to outperform; launched in new markets
- ▶ Top-line growth supported by higher marketing spend
- ▶ Successful execution of operational programmes
- ▶ Continuing to rebalance geographic footprint
- ▶ Leveraging scale for further efficiency benefits
- ▶ FOCF generation remains strong
- ▶ For full year 2011, net profit (beia), on an organic basis, broadly in line with last year

Half Year Results 2011
London, 24 August 2011

Heineken



Western Europe

Leveraging scale and relevance

(mhl/€m)	H1 2011	H1 2010	Total Change	Organic change
Group beer volume	22.6	22.3	1.0%	1.0%
Total consolidated volume	32.2	32.9	-1.9%	-0.0%
<i>Of which:</i>				
Consolidated beer volume	22.4	22.2	1.0%	1.0%
Revenue	3,804	3,929	-3.2%	0.7%
EBIT (beia)	456	394	16%	13%



- ▶ Strong EBIT (beia) driven by UK and France
- ▶ Volume growth in France, Spain, Italy, Ireland, Finland and Belgium
- ▶ Wholesale volume decline reflects weakness in on-trade
- ▶ Strongbow cider roll-out
 - ▶ Launched in Italy
 - ▶ New campaign in The Netherlands
- ▶ Modern trade partnerships delivering growth
- ▶ Region contributed 56% of TCM savings

Central & Eastern Europe

Higher volume offset by higher marketing and unfavourable mix

(mhl/€m)	H1 2011	H1 2010	Total Change	Organic change
Group beer volume	25.4	23.6	7.5%	7.5%
Total consolidated volume	23.3	21.6	7.8%	7.8%
<i>Of which:</i>				
Consolidated beer volume	21.8	20.1	8.6%	8.6%
Revenue	1,577	1,515	4.1%	4.4%
EBIT (beia)	155	159	-2.5%	-2.1%

- ▶ Volume growth led by Russia, Poland, Romania and Austria
- ▶ Russia accounted for two thirds of regional volume growth
- ▶ EBIT (beia) decline driven by adverse price mix in Poland and Russia and effect of lower volumes in Greece
- ▶ Higher marketing spend supporting brand building and innovation



The Americas

Focused marketing investment

(mhl/€m)	H1 2011	H1 2010	Total Change	Organic change
Group beer volume	28.9	16.2	78%	0.4%
Total consolidated volume	24.4	13.0	89%	-2.0%
<i>Of which:</i>				
Consolidated beer volume	24.3	11.8	106%	-2.4%
Revenue	1,965	1,231	60%	0.4%
EBIT (beia)	294	229	28%	1.7%



- ▶ Group beer volume growth in Brazil, Chile, Argentina and the Caribbean; Mexico up on a six-month pro-forma basis
- ▶ Organic EBIT (beia) growth led by higher profit in Mexico
- ▶ Mexico revenue growth as higher pricing offsets lower volume
- ▶ USA depletions down 4% - weak economic conditions; improved volume trend in Q2
- ▶ Higher marketing spend in key markets of Mexico, Brazil and USA

Africa & Middle East

Expanded footprint in emerging markets

(mhl/€m)	H1 2011	H1 2010	Total Change	Organic change
Group beer volume	13.7	12.3	12%	5.9%
Total consolidated volume	13.7	12.3	11%	5.6%
<i>Of which:</i>				
Consolidated beer volume	10.7	9.2	16%	8.5%
Revenue	1,052	971	8.4%	11%
EBIT (beia)	284	278	2.3%	5.9%



- ▶ Volume growth across most markets; Egypt impacted by political unrest
- ▶ Higher marketing investment to build on existing leadership position in key markets
- ▶ Acquired breweries of Sona group offer incremental capacity in high-growth Nigerian market
- ▶ In August 2011, acquired two breweries in Ethiopia - a market offering attractive growth prospects

Asia Pacific

Heineken

Maintaining strong growth momentum

(mhl/€m)	H1 2011	H1 2010	Total Change	Organic change
Group beer volume	13.5	12.0	13%	7.2%
Total consolidated volume	0.6	0.7	-14%	7.8%
<i>Of which:</i>				
Consolidated beer volume	0.6	0.7	-12%	8.0%
Revenue	99	101	-2%	11%
EBIT (beia)	76	62	23%	22%

- ▶ Strong organic EBIT (beia) growth led by Taiwan and higher share of profit from APB joint venture
- ▶ UBL India joint venture volume grew 11%: Heineken® launched in August
- ▶ Strong Heineken® brand equity reinforces top-line momentum in Vietnam
- ▶ Heineken® volume up 15% with strong growth in Vietnam, Taiwan and China.
- ▶ New 1mhl brewery in Guangzhou (China) from 1 May 2011



US Dollar Hedging

Position

USD million	Net Inflow	Hedged Part**	Hedged Rate***
2008A	809	809	1.35
2009A	850	850	1.43
2010A	853	853	1.35
2011F	737	696	1.35
2012F	773	536	1.37

Impact

Year	Net Profit*
2008A	-31
2009A	-19
2010A	18
2011F*	-1
2012F*	-12

* Impact on open positions calculated by comparing spot rate with previous year's hedging rate

** Hedging as at 19 August 2011

*** Including the costs of hedging

- ▶ 29 million HNV new or existing shares to be delivered under the terms of the Allotted Share Delivery Instrument (“ASDI”) to Femsa; Heineken intends to acquire existing shares in the market
- ▶ During 2010 and until 19 August 2011, 20,286,572 shares were repurchased, of which 15,416,985 delivered
- ▶ Key features of the ASDI:
 - ▶ Delivery over a maximum 5 year period through semi-annual instalments
 - ▶ Option to accelerate at the discretion of Heineken
 - ▶ If unable to satisfy the ASDI obligation in full, the obligation may be settled in cash with a penalty
 - ▶ For undelivered shares a coupon will be paid in lieu of HNV dividends
 - ▶ IFRS: the ASDI is treated as equity. The related 29m shares were treated as new shares issued as of 30 April 2010, increasing the total number of shares outstanding. ASDI shares repurchased reduce the total number of shares outstanding.

Half Year Results 2011
London, 24 August 2011

Heineken

Thank you

