



ROTATION SCHEDULE SUPERVISORY BOARD

	Initial appointment	4-year term ends
Maarten Das (del.) (1)	1994	** (1)
Michel de Carvalho (1)	1996	** (1)
Jan Michiel Hessels	2001	2013 (steps down 2012)
Cees van Lede	2002	2014
Jan Maarten de Jong	2002	2014
Annemiek Fentener van Vlissingen	2006	2014
Mary Minnick	2008	2012
Christophe Navarre	2009	2013
José Antonio Fernández Carbajal (1)	2010	** (1)
Javier Astaburuaga Sanjinés	2010	2014

** Dutch Corporate Governance Code III.3.5: (as per 10 December 2008)

A person may be appointed to the Supervisory Board for a maximum of 3x4-year terms

(1) Given the structure of the Heineken Group, the maximum of appointment period will not apply to members who are related by blood or marriage to the Heineken family or who are members of the Board of Directors of Heineken Holding N.V.

December 2011