

2007 Sustainability Report

Preparing for our future

Heineken
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Foreword

Jean-François van Boxmeer
Chairman Executive Board/CEO

We live in a fast-changing world. We operate in an industry in which new issues emerge before old ones are solved. Understanding how to build a business, that can grow sustainably and make a contribution, is a challenge that successive generations of Heineken management have been addressing, since the Company was founded nearly 150 years ago.

Today though, we are luckier than our predecessors. We have the benefit of more than a hundred years of science and experience. Today's generation of Heineken management knows more about our impact on society, understands more and is able to deliver more in this regard, than any before it.

With our acquisition of key parts of the Scottish & Newcastle business, I am pleased to say that we will welcome into Heineken, individuals who have helped to build a strong reputation for citizenship and sustainability. My colleagues and I are looking forward to sharing ideas and learnings in order to build a stronger business and social agenda.

This report helps us to explain our social agenda as well as our achievements against it. The explicit focus on seven areas last year was a significant step in the transparency of our operations and received positive feedback from many groups of stakeholders. Real, two-way communication between our stakeholders and Heineken is crucial. That is why in 2008, we will continue to actively seek dialogue with stakeholder groups across these seven focus areas.



Heineken is a proud company. In itself, this puts additional pressure on us to act and to respond as a responsible member of society. In this regard, the organisation was proud to have achieved the leadership position in the beverage category of the SAM Dow Jones Sustainability Index.

It is a good reflection of the efforts we have made in the last few years to build action and impact on our sustainability and responsibility agenda.

You will read in this report about our progress on many issues including those that relate to our commitment to the responsible consumption of our brands. Over the coming years we will continue to build both our investment in, and action on, this aspect of our business. Where relevant and possible, we will increasingly do this in partnership with industry, government, non-governmental organisations (NGOs) and other third parties.

We have also made progress this year against our energy and water targets. Whilst we still have much to do to achieve our overall targets for energy, we are on the right track. In particular, I am pleased that those businesses for which we set a target in 2002 have achieved their goal three years ahead of schedule. Our challenge now is to ensure that the newly acquired businesses, up to the end of 2007, also deliver on these targets.

Unfortunately, we cannot only bring good news. In 2007, five employees and three contractors lost their lives while working for or commuting to and from Heineken. We offer our condolences and continued support to the families, friends and

colleagues they left behind. In 2008, we will redouble our efforts to ensure that all necessary advice, precautions and policies are in place and enforced, regardless of whether this relates to production, construction or road safety.

To conclude, I would like to thank our employees for their work and commitment and our stakeholders for their comments, challenges and positive feedback. Collectively, this has helped us to build a stronger, more sustainable business.

In 2007, we had a good year. We aim to build an even better future, for our Company, our stakeholders and for the societies in which we live and work.

Jean-François van Boxmeer
Chairman Executive Board/CEO

Amsterdam, 31 March 2008

What we said – what we have done

This section outlines our performance against the targets and commitments outlined in our Sustainability Report 2006. For more detailed information please refer to the relevant sections in this report. We also provide a summary of the targets and commitments as provided in this report.

General

- Better structuring of our stakeholder dialogue and reporting on the conclusions.

| What we said | What we have achieved | Our targets and commitments |
|---|--|---|
| Energy | | |
| <ul style="list-style-type: none"> • Specific energy consumption 15 per cent lower by 2010 compared with 2002, while simultaneously reducing our CO₂ emission • Greater employee involvement in the energy-saving programme. | <ul style="list-style-type: none"> • By the end of 2007, we had achieved 9 per cent improvement on our energy efficiency compared with 2002. We are on track to meet the 15 per cent target by the end of 2010. The group of production units that made the commitment in 2002 has already met the target three years ahead of schedule. The emissions of CO₂ per hectolitre of beer produced have gone down. However, due to volume growth and acquisitions our total CO₂ emissions have increased • A pilot project was conducted in 2007, giving us insights for a programme to be conducted in 2008. | <ul style="list-style-type: none"> • Specific energy consumption 15 per cent lower by 2010 compared with 2002, while simultaneously reducing our CO₂ emission • Greater employee involvement in the energy-saving programme. |
| Water | | |
| <ul style="list-style-type: none"> • Completion of our waste water treatment construction programme for Africa by 2012 at the latest. | <ul style="list-style-type: none"> • We are halfway towards the completion of our programme. In 2007 one waste-water treatment plant was commissioned and four more projects were continued in Africa. | <ul style="list-style-type: none"> • Continuation of our efforts to save water and to reduce the number of breweries using more than 7hl of water per hl of beer • Completion of our waste water treatment programme for our African breweries by 2012. |
| Safety | | |
| <ul style="list-style-type: none"> • Increase in our efforts to reduce an accident frequency to a maximum of 2.0 cases per 100 Full-Time Equivalent (FTEs) in 2008 • A decrease in accident severity to 40 lost days per 100 FTEs by the end of 2008. | <ul style="list-style-type: none"> • Accident frequency has marginally improved in 2007 to 2.6 cases per 100 FTEs, not meeting our target. Half of the breweries, however, did meet the 2.0 cases per 100 FTE target • Accident severity increased to 68 lost days per 100 FTEs, not meeting the target for 2008. | <ul style="list-style-type: none"> • Review of our long-term targets for accident frequency and severity in line with our TPM activities • Specific attention to road traffic safety in order to reduce the number of fatalities. |
| Agriculture | | |
| <ul style="list-style-type: none"> • Review of the 'Skylark' Sustainable Barley Farming programme. | <ul style="list-style-type: none"> • On the basis of the Skylark project, a booklet will be published in 2008 containing the learnings from the programme so far. | <ul style="list-style-type: none"> • Strict compliance with our GMO policy • Engagement of all our malt suppliers to stimulate sustainable development in their supply of barley. |
| Supply chain responsibility | | |
| <ul style="list-style-type: none"> • Achievement of 100 per cent response from suppliers that received the Supplier Code in 2006 • Integration of supply chain responsibility in periodic quality audits and submit 20 per cent of central suppliers to quality audit | <ul style="list-style-type: none"> • 97 per cent of our Group suppliers have signed the Supplier Code. No group supplier has indicated that they did not meet our requirements • The Supplier Code was integrated into our audit programme for raw materials and 40 audits (covering 15.8 per cent of our total | <ul style="list-style-type: none"> • Begin the introduction of the Supplier Code to the local suppliers in our current operations in Western Europe as well as in Hungary, Bulgaria, Croatia and Macedonia |

| What we said | What we have achieved | Our targets and commitments |
|--|--|---|
| Supply chain responsibility | | |
| <ul style="list-style-type: none"> Integration of supply chain responsibility in supplier rating system Expansion of Supplier Code to local contracts for raw materials, packaging and promotional materials and investment goods to Western Europe, Central & Eastern Europe and Africa & Middle East (to be completed in 2008) Development of approach for Supply Chain Responsibility to goods other than those currently covered. | <p>Group supplier base) took place that included the requirements from the Supplier Code. The overall target of 20 per cent was therefore not met</p> <ul style="list-style-type: none"> The rating of suppliers has been cancelled; hence this target was not met. Suppliers are now either approved or not A start was made in Austria, Greece and Poland and preparations have been made for further roll-out. The target of completion of the roll-out in 2008 will not be met and is now set for 2010 In the framework of local implementation, risk analyses are performed that include locally purchased goods and services. | <ul style="list-style-type: none"> Pilot the Supplier Code in the Africa & Middle East and Asia Pacific regions Finalise the implementation of the Supplier Code by 2010. |
| Responsible beer consumption | | |
| <ul style="list-style-type: none"> Full compliance with our Cool@Work programme by all operating companies that were part of our consolidation in 2004 and adequate progress in operating companies that were acquired later than 2004 Further improvement, renewal and implementation of our electronic learning tool for responsible commercial communication Relaunch of the Enjoy Heineken Responsibly website with a more engaging visual design aimed to attract more visitors to the valuable information on responsible beer consumption Make our commitment to responsible consumption more concrete and visible than before Continue our outreach to governments on the (joint) promotion of responsible beer consumption. | <ul style="list-style-type: none"> Five of our operating companies are yet to comply with the requirements of our Cool@Work programme, therefore our target was not met Our e-learning tool has been renewed and sent out to relevant staff The Enjoy Heineken Responsibly website was revamped and the number of visitors has increased substantially More commercial communication was branded with our Enjoy Heineken Responsibly logo and concrete activities were carried out in a number of markets Heineken signed up to the EU Forum on Alcohol and Health partnering with governments and NGOs on tackling alcohol abuse and misuse. | <ul style="list-style-type: none"> Roll-out of locally adapted Enjoy Heineken Responsibly websites for our priority markets as part of an international responsibility campaign Offer continuous online training on the Rules for Responsible Commercial Communication All operating companies with Heineken participation greater than 51 per cent to be fully compliant with the Cool@Work requirements. |
| Impact on developing markets | | |
| <ul style="list-style-type: none"> Initiate independent monitoring of the Selling Beer Safely programme aimed at beer promoters in Cambodia Encourage HIV/AIDS testing for Beer Promoters in Cambodia and facilitate free treatment to those promoters who are in need of it Roll-out of the Community Involvement Database aimed to improve the impact of operating company spend on community involvement initiatives Execution and evaluation of Employee Rights pilot project and finalisation of the preparatory phase Execution of at least one more Economic Impact Assessment (EIA) within Heineken Participation in the UN Millennium Development Goals (MDG) project from NCDO and DSR to measure the contribution of private sector companies to the realisation of the MDGs. | <ul style="list-style-type: none"> A report was issued by CARE International outlining progress made and issues still to further address HIV/AIDS testing and treatment is available in Cambodia and beer promoters have received information on how and where to access this The Database was developed and tested in three markets and will be further rolled out in 2008 The project was postponed till 2008 due to new issues being added to the draft policy The EIA study for Rwanda was completed and work on the EIA studies for Burundi and Greece was started Heineken shared its knowledge and experiences of the EIA methodology with the organisations involved in setting up the MDG measurement tool. | <ul style="list-style-type: none"> 100% delivery of our Selling Beer Safely code in Cambodia Reach full compliance with the implementation criteria of the Heineken Code of Business Conduct and the Heineken Whistle-Blowing Procedure Perform at least two more (EIA) studies. |

About this report

Heineken published its first Sustainability Report in 2000 with the intention of making the report a bi-annual publication. In 2006, we committed to producing an annual sustainability report in order to more effectively and transparently track our progress. This is our second annual Sustainability Report.

In last year's report we explained our decision to focus our sustainability activities on seven areas:

- **Energy:** consumption and CO₂ emission
- **Water:** our consumption and waste-water discharge
- **Safety:** of our employees and our installations
- **Agriculture:** the quality and availability of raw materials
- **Supply chain responsibility**
- **Responsible beer consumption**
- **Impact on developing markets**

This report, as with last year's report is structured around these areas.

It is our intention to maintain these focus areas for the years to come, but we have also committed to keeping them under review and discussion with our stakeholders. In addition, we have also indicated that our Sustainability Report would contain our targets, strategy, and activities in the reporting year and the performance that was achieved by these actions. More static information such as the content of policies or the description of management systems is provided on our company website (www.heinekeninternational.com). Information on performance relating to aspects outside the seven focus areas is given in our Sustainability Data Sheet that is downloadable from the same website. This data sheet also serves as a GRI table to this report and our Annual Report 2007.

The 2007 Sustainability Report has been compiled using information sourced through our environmental and social data systems. The scope of the information presented and any relevant remarks about the reliability of data is included in the introduction to every chapter.

Dialogue

During 2007, we actively sought feedback from a number of our stakeholders (more specifically employees, people from the investment community and some NGOs) on our previous report. In general, the report and the way in which we have defined our agenda were viewed positively. Some points of potential improvement were raised by stakeholders to which we have tried to respond in this report. These changes in approach and information are set out below.

- a. Compared with last year, we have opted for a uniform approach to all chapters: This layout consists of:
 - A short introduction
 - A re-statement of our objectives for that particular focus area
 - The overall strategy we pursue to reach these objectives
 - The activities we have undertaken in the reporting year to reach our objectives
 - Our performance in the year against objectives
 - What we will do in 2008 to further build on our performance
 - To help bring the subject 'to life' we have also included one or more short case studies for each focus area.
- b. We have re-introduced commentary on our Code of Business Conduct and whistle blowing procedure in the chapter 'Impact on developing markets'.
- c. Some stakeholders noted that, especially in the area of energy, we sometimes indicated in the past that we did not meet our targets due to the effect of new acquisitions. These stakeholders wondered if we could quantify this aspect. To

meet their demand, we now provide the total figure as we did before as well as the figure for breweries that have been in our scope in 2002.

One of our stakeholders has asked us to provide data on the amount of taxes we pay on a country-by-country basis. Due to the fact that most of the taxes we pay locally are excise duties and it is fairly easy to recalculate these duties back to volume or value sold, we have deemed this kind of information as competitively sensitive and have informed this stakeholder that we will not meet his requests.

We believe that stakeholder dialogue provides us with the level of insight into how to improve our sustainability performance. This report provides an overview of our recent achievements and future plans. We also intend to use it as the starting point for further dialogue with our stakeholders. So, if you have any comments or suggestions about its content, or our wider sustainability programme, please contact us.

Email: responsibility@heineken.com or write to:

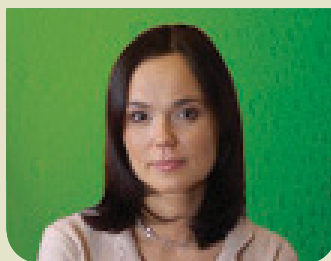
Heineken International B.V.
Group Corporate Relations
P.O. Box 28
1000 AA Amsterdam
The Netherlands

In 2008, we will be more active in seeking the opinions of our stakeholders, particularly those who have a specific interest in or knowledge of our seven focus areas. In next year's report we will again share changes we have made based on this dialogue.

Stakeholder dialogue does not only take place at a Group level. Many of our operating companies engage with their own (local) stakeholders. Increasingly they use their own local social or sustainability reports to do this. Currently, our operations in Austria, the Netherlands, Nigeria and Poland issue their own local reports, with Greece expected to issue their report in the first half of 2008. Heineken welcomes these publications as they are an important starting point for a better understanding between the local company and its own stakeholders and hence, contributes to better business decisions.

We have asked our external assurance provider, KPMG Sustainability B.V., to provide assurance on all the information presented in this report. Details of our assignment to KPMG Sustainability and their report can be found in the Appendices.

Grupa Żywiec Social Report



Justyna Piszczek
CSR Manager
Grupa Żywiec, Poland

“It is important for us to put ourselves in the position of the stakeholders, to understand what their expectations are.”

Grupa Żywiec Social Report – building a stakeholder approach

Increasingly, consumers and corporate stakeholders around the world are demanding more credible, accurate and transparent information from companies. In response to this global trend, Grupa Żywiec – Heineken's operating company in Poland – published its first-ever Social Report in 2007, offering detailed information on the company's structure, its vision and values, as well as a wide range of social responsibility projects initiated by the company.

“This type of publication is quite unique for Poland, as many companies do not actively report this kind of information,” says Justyna Piszczek, Corporate Social Responsibility Manager at Grupa Żywiec. “Last year, only around twenty of such reports were published in Poland. Grupa Żywiec bases all its activities on the three fundamental values shared across the Heineken Group: respect for people and the environment in which we operate, a passion for the quality of our products and the enjoyment we bring to life through the activities we support. The publication of our Social Report demonstrates, on the basis of concrete examples, that the company's actions are in line with its policies.”

The Grupa Żywiec Social Report took about five months to compile. A crucial step in the production process was defining the objectives of the publication and determining what type of content would be included. “It was vitally important for us to put ourselves in the position of the stakeholders, to understand what their expectations might be,” Piszczek continues. “As a result, our report focuses on tangible, measurable activities which have been implemented in the past, initiatives which clearly demonstrate our commitment to the environment in which we operate. Grupa Żywiec is determined not only to be a market leader in terms of its business objectives; the company wants to set an example for other enterprises in terms of its relations with the customers, business partners, employees and shareholders.”

Energy

| | |
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15%

improved energy efficiency
by 2010 compared with 2002

What we said

- Specific energy consumption 15 per cent lower by 2010 compared with 2002, while simultaneously reducing our CO₂ emission
- Greater employee involvement in the energy-saving programme.

Energy is important to us. We need to brew and package our brands and to heat, cool and light our offices around the world. Energy comes at a cost. Saving energy reduces our costs and increases our profitability. But energy is also a global challenge for society, both in terms of short-and long-term availability and in terms of its contribution to global warming caused by the emission of greenhouse gasses. We realise that as a company that uses energy throughout its value chain, we have a responsibility to ensure that we do not waste this scarce resource.

The data in this section relate to breweries and soft drink plants over which Heineken has technical control. The data though, exclude our facilities in Bad Brambach, Chemnitz, Karlsruhe, Rosenheim, Würzburg (Brau Holding International, Germany) and our soft drink plant in Gastein (Austria, in 2007), that did not submit a report. Collectively, these facilities represent less than 1 per cent of the total group volume. Data from our malting units can be found in Appendix 3.

Heineken Italy energy booklet

To improve the air quality and same CO₂ emissions, Heineken Italy has started using electrical delivery vans for distributing beer to bars in old city centres.



Our objectives

Our climate strategy focuses on achieving two main objectives: reducing carbon dioxide emissions and reducing the use and emission of ozone-depleting substances. Improvement of our energy efficiency is the main route to achieving our objective. To do this we have set the following targets:

- A 15 per cent reduction in specific energy use (the energy needed to brew one hectolitre of beer) between 2002 and 2010
- A simultaneous reduction in the emissions of CO₂
- Greater employee involvement in the energy-saving programme.

Our strategy

Two core programmes within the business support the delivery of the objectives.

Our 'Aware of Energy' programme is aimed specifically at the reduction of thermal energy and electricity use in production and, consequently, the reduction of our CO₂ emissions.

We have included energy efficiency in our Total Productive Management programme (TPM). TPM centres around a continuous and consistent quest to eliminate losses throughout all supply chain processes. More information about this management programme can be obtained through our company website (www.heinekeninternational.com/healthandsafety.aspx). In addition, all breweries and production units are required to set local targets for thermal energy and electricity consumption as part of their Operational Plan. These targets must show a gradual decrease in line with our objectives.



Alessandro Merlo
Safety, Health & Environment
Manager
Heineken Italia, Italy

“Small changes to daily routine in the brewery can add up to big changes in energy saving.”

Making energy conservation simple

The consumption of energy is an inevitable consequence of brewing beer. Breweries use energy in the form of heating and cooling (thermal energy) and in the form of power (electricity). The sensible and most efficient consumption of energy has always been an important priority for Heineken.

The conservation of energy is of particular importance at Heineken Italia. The operating company generates its thermal energy predominantly through natural gas, while its electricity reserves are drawn from the national power grid, which is for 80 per cent generated by fossil fuels. Efficient consumption is of great importance for the Italian operation.

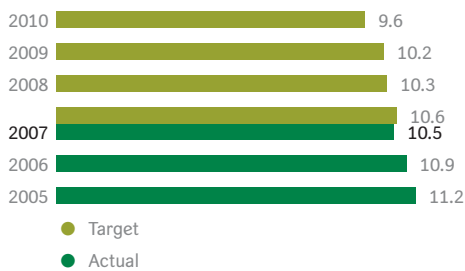
In August 2007, Heineken Italia published a 28-page booklet for 600 of its Supply Chain staff, in order to provide them with practical information and advice concerning the efficient consumption of energy at the brewery.

“This simple and concise publication is divided into two distinct sections,” says Alessandro Merlo at Heineken Italia’s Supply Chain department. “The first part features a short description of how energy is used in the brewery, while offering the reader general information relating to the production of CO₂ and the link to climate change. The second section focuses on a wide range of basic activities which can be applied throughout the brewery in order to save energy or make use of alternative energy sources.”

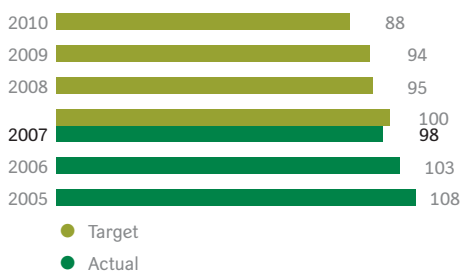
The booklet also features in-depth information on water usage, CO₂ recovery systems, waste-water plants and an analysis of boiler energy use.

CO₂ reducing specific emission

Direct and indirect CO₂ emission: breweries & soft drink plants kg CO₂/hl beer and soft drink



Specific thermal energy consumption: breweries and soft drink plants MJ/hl beer and soft drink



Increasingly, we are involving greater numbers of employees outside the brewing, packaging and production processes in the question of energy efficiency.

Activities in 2007

During the year, we initiated an indicative study to determine our carbon footprint (the total amount of greenhouse gasses (expressed in CO₂ equivalents) emitted over a product's entire life cycle). This is the beginning of a complex process in which we need to consider the emissions created through a significant number of variables such as growing and harvesting, brewing, transport of raw and packaging materials; distribution of finished product; distances travelled and cost of dispense at point of purchase or consumption. More information about the carbon footprint project can be found elsewhere in this report (see page 9).

The installation of an energy efficient brewhouse (wort stripper) in Mons(France) has reduced thermal energy requirements significantly. The sites in St. Petersburg (Russia) and Aba (Nigeria) renovated the heat generation plants that helped improve their efficiency. Our production sites in Lezajsk (Poland), El Obour (Egypt) and Sterlitamak (Russia) saved energy through active monitoring and specific reduction programmes.

The constant focus on actions to save energy in Sterlitamak (Russia) and the technical improvement of the cooling plant in St. Petersburg (Russia) have contributed to a greater efficiency of our electricity consumption. In Ho Chi Minh City (Vietnam), reductions in electricity consumption

Carbon labelling



were also achieved with the help of energy-saving programmes focused specifically on plant and equipment that consumes significant amounts of electricity.

In the summer of 2007, we piloted a workshop session focused on energy at our Group head-office in Amsterdam. The purpose of the session was to spark discussion on energy and climate change. Information was provided on the activities that Heineken currently undertakes in relation to energy. Employees were given the opportunity to bring ideas forward on how to reduce energy consumption outside the brewing, production and packaging aspects of our business. The initiative generated some useful ideas and the intention is to roll out similar workshops throughout the business to both raise awareness and support direct action.

Performance in 2007

The programmes and activities mentioned above helped us to deliver an improvement in our specific energy consumption of 9 per cent compared with 2002 and we are on track to achieve our target of 15 per cent improvement by 2010. The group of breweries and production units that were in scope when we made the commitment in 2002 has already met the target set for 2010, three years earlier than originally anticipated. Given the significant acquisitions since 2002, our challenge is to ensure the newly acquired businesses up to the end of 2007 (mainly in developing markets) meet the target.



Paul Bruijn
Safety, Health and Environmental
Specialist, Supply Chain Services
Heineken International,
the Netherlands

“The first crucial step is to get the data right.”

Exploring the feasibility of carbon labelling

The European Union Sustainable Development Strategy (SDS) sets out seven key priority challenges, including one focused on sustainable consumption and production. SDS emphasises the need to minimise environmental damage and make sustainable use of the earth's resources. It identifies consumers and the choices they make, as key drivers for sustainable development – emphasising the value that energy labelling, eco-labelling and carbon labelling of products can play in prompting consumers to make sustainable buying decisions.

A carbon label displays the quantified carbon dioxide footprint of the product – defined as the total amount of greenhouse gases (expressed in CO₂ equivalents) emitted over the product's entire life cycle. This footprint can be calculated using the standard for Life Cycle Assessment according to ISO14040.

The environmental team from Heineken Supply Chain have researched ways to find an effective calculation model for our products – based on several factors including packaging, materials, distance to consumer and dispensing methods. The first results of their work show that the carbon footprint for one litre of packed beer varies according to the type of packaging used and the transportation distance covered although we need more accurate input data to be able to calculate the exact numbers of the total footprint.

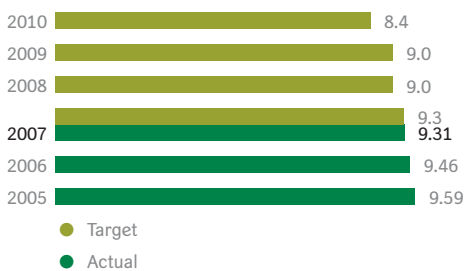
With such huge variables as transport, supply chain, the sourcing of materials and delivery distances for units of an identical product, the study provides valuable insight into the very real difficulties that must be overcome to provide truly accurate carbon labelling on our brands. This research will continue, with the focus now on sourcing more reliable, validated data, defining our supply chains and identifying carbon footprint ‘range’ figures for our beer products.

Specific

electricity

consumption 8.4 kWh/hl
by 2010

Specific electricity consumption: breweries and soft drink plants
MJ/hl beer and soft drink



Specific energy consumption
MJ/hl



Our specific performance in CO₂ emissions (the amount of CO₂ emissions per hectolitre of beer brewed) has improved from 10.9 kg CO₂/hectolitres in 2006 to 10.5 kg CO₂/hectolitres in 2007 in line with our target. Given the increases in volume and acquisition, our total carbon dioxide emissions have increased from 1,510 ktonnes in 2006 to 1,670 ktonnes in 2007 (including our malting plants).

The specific thermal energy consumption – the amount of heat needed to brew one hectolitre of beer – has decreased from 103 MJ/hl to 98 MJ/hl, meeting the target for 2007 amongst others, as a result of the activities mentioned above.

As a result of the activities described above, our specific electricity consumption – the amount of electricity needed to brew one hectolitre of beer – has decreased from 9.46 kWh/hl to 9.31 kWh/hl, which is close to the target of 9.3 kWh/hl that we set for 2007, amongst others.

city

Emissions of ozone-layer depleting substances to air are registered and expressed as kg of R11 equivalents and are mainly caused by losses of refrigerants. More information about the losses of refrigerants can be found on our website: www.heinekeninternational.com.

What we will do in 2008

- Continue our TPM and Aware of Energy programmes
- Continue to exchange best practice through our knowledge management system
- Progress the carbon footprint project of our products (see also the case study on page 9)
- Seek to further expand the involvement from employees outside the production area.



Water

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specific water consumption

4.6 hl/hl
of beer by 2010

What we said

- Completion of our waste water treatment construction programme for Africa by 2012 at the latest.

Heineken needs water to brew and pack beer. We use water from a variety of sources: municipal grid, well water and surface water. Due to changing climate patterns, pollution, increasing populations and competition from other sectors, fresh water is becoming increasingly scarce in some parts of the world. To secure our future operations, both water availability and quality are of the utmost importance to our company. However, we also release water once it has been used in the brewing process. This water requires treatment in order to minimise any possible environmental impact. Thus, managing, treating and reducing consumption of this most valuable of the Earth's resources is a high priority.

The data in this section relate to breweries and soft drink plants over which Heineken has technical control. The data though exclude our facilities in Bad Brambach, Chemnitz, Karlsruhe, Rosenheim and Würzburg (Brau Holding International, Germany) and our soft drink plant in Gastein (Austria, in 2007) that did not submit a report. Collectively, these facilities represent less than 1 per cent of the total group volume. Data from our maltings units can be found in Appendix 3.

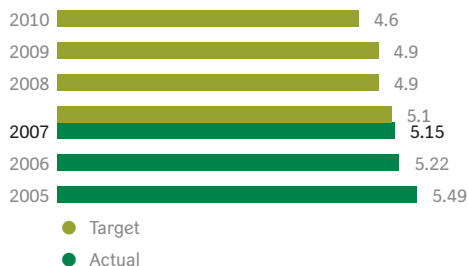
Our objectives

We aim to continuously decrease the amount of water we need to brew our beers and to limit any potential negative environmental effects of the discharge of waste water. To achieve our objectives, we have set the following targets:

- All breweries to use a maximum 7 hl of water for every hectolitre of beer brewed
- By the end of 2010, the average water consumption should be below 4.6 hl for every hectolitre of beer brewed
- By 2012 complete the installation of the 16 waste-water treatment plants in the region Africa & Middle East.

Water management

Specific water consumption: breweries and soft drink plants hectolitres water beer and soft drink



Our strategy

We have a common core programme which runs throughout our Supply Chain 'Aware of Water': The programme focuses on all aspects of water consumption, management and treatment and requires all breweries and production units to set local targets for water consumption as part of their Operational Plan. These targets must reflect their efforts in the gradual reduction of specific water consumption. In this context we set measurable targets with a three-year horizon.

Reduction of water consumption losses is also a key part of our business-wide Total Productive Management (TPM) Programme. In addition, throughout the Supply Chain, Heineken has in place a dedicated knowledge management system which facilitates the exchange of best practices. Each brewery or production facility is required to input relevant, effective solutions to common problems and challenges on a continuous basis.

It is our ambition to have all waste-water coming from our breweries cleaned, either by municipal facilities or by our own facilities. In pursuit of this, we have adopted a programme for the construction of 16 waste-water treatment plants at breweries in Africa where no municipal facilities for cleaning waste water exist. Our original target of 20 installations has been amended following the divestment of four breweries in the region.

Activities in 2007

In Irkutsk (Russia), specific water consumption decreased due to the technical improvement of the cooling plant. In Sterlitamak (Russia), better utilisation of our production lines led to improved efficiency in the consumption of water and in St. Petersburg (Russia) more rigorous and effective cleaning procedures were implemented and the



Pjotr van Oeveren
Safety & Environment Manager
Heineken International,
the Netherlands

“Studies allow us to gain better insight into biodiversity and also to prioritise our waste-water management.”

Mapping the biodiversity impacts of our operations around the world

As a business that takes its environmental responsibilities seriously, Heineken benchmarks its environmental performance by using the Global Reporting Initiative (GRI) guidelines. In 2006, we took action to bring our reporting processes into line with two key GRI performance indicators concerning biodiversity. These required us to report the number and scale of Heineken operating sites situated inside or adjacent to protected areas and unprotected areas of high diversity value – and to define our most significant biodiversity impacts.

In 2007, we commissioned a study at Leiden University – focusing on our own production sites and selecting water management as a key parameter. Using a range of analytical tools, including the World Database on Protected Areas (WDPA), the study established the precise locations of our 154 production sites and matched them to protected areas listed by WDPA.

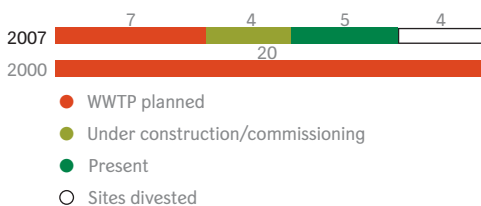
Advanced software was used to combine these two pieces of information, producing a definitive map of our sites relative to WDPA areas. Because water management is Heineken's primary biodiversity impact, the map was refined to plot all sites inside or up to 50km from a recognised Ramsar wetland area.

This exercise produced a definitive list of 108 sites located in or near WDPA areas. Of these, 14 did not have a waste-water treatment plant. The study has allowed us to match both GRI indicators concerning biodiversity and also to prioritise our waste-water management programme. We are now conducting detailed feasibility studies into the construction of water treatment plants at all 14 highlighted production sites.

Effluent organic load to surface water ktonnes COD



Waste water treatment plants Africa and Middle East Region



water infrastructure was modified. In Ho Chi Minh City (Vietnam), waste water was used as an alternative to mains water for landscaping and horticulture on the brewery site. Finally, in Lagos (Nigeria), a number of smaller projects in brewing and bottling resulted in water savings.

During 2007, we commissioned a new waste-water treatment plant at our Aba plant in Lagos (Nigeria). In addition, four more African waste-water treatment plant projects were continued in Bujumbura (Burundi), Kinshasa (Democratic Republic of Congo), Brazzaville (Congo) and Kigali (Rwanda).

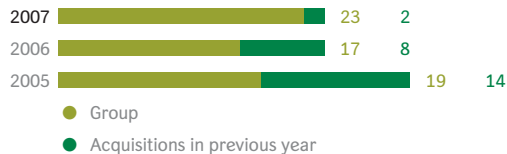
Performance in 2007

During the year, we marginally reduced our specific water consumption from 5.22 hl/hl to 5.15 hl/hl, which is close to our target of 5.1 hl/hl.

In 2007 more than 80 per cent of our breweries complied with the maximum limit of 7 hectolitres of water per hectolitre beer brewed as set out in our 'Aware of Water' programme. Two of the non-compliant breweries were acquired in the course of 2006.

The effluent organic load discharged to surface water decreased from 33.7 ktonnes in 2006 to 28.1 ktonnes in 2007. The decrease is largely the result of over-reporting in 2006 by some of our production units in Russia, due to a misinterpretation of definitions.

Production units with water consumption higher than 7 hectolitres of water per hectolitres beer and soft drink Number of production units



We are approximately halfway towards realising our waste-water treatment plant programme in Africa. Since the start of the programme in 2002, nine waste-water treatment plants have been installed or are under construction leaving seven which are yet to be started.

What we will do in 2008

- Set a new goal for specific water consumption of 4.6 hectolitres of water per hectolitre of beer brewed to be achieved in 2010
- Reduce the number of breweries using more than 7 hectolitres of water per hectolitre of beer
- Commission the waste-water treatment plants in Bujumbura (Burundi), Kinshasa (Democratic Republic of Congo), Brazzaville (Congo) and Kigali (Rwanda)
- Start further projects in Boma (Democratic Republic of Congo) and Ijebu Ode (Nigeria). Equip two greenfield breweries, in Lubumbashi (Democratic Republic of Congo) and Grombalia (Tunisia), with a waste-water treatment plant.

Safety

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new safety standards for

greenfield

activities

What we said

- Increase in our efforts to reduce an accident frequency to a maximum of 2.0 cases per 100 Full-Time Equivalents (FTEs) in 2008
- A decrease in accident severity to 40 lost days per 100 FTEs by the end of 2008.

The safety of those who work in and near our operations has to be paramount. It is a basic requirement that an employer provides a safe working environment and that a set of rigorous rules and policies are in place to govern this and to minimise accident frequency and severity. We also care about the communities in which we operate. In this respect, being a good citizen means both the prevention of incidents that could endanger the health and safety of our neighbours as well as the reduction of nuisance caused by our activities.

The data in this section relates to the production sites (breweries, soft drink plants and maltings) where Heineken has technical control. The data though exclude our facilities in Gastein (Gasteiner, Austria, in 2007), Bad Brambach, Donaueschingen, Karlsruhe, Chemnitz, Kulmbach, Plauen, Würzburg and Rosenheim (Brau Holding International, Germany) that did not submit a report. Collectively, these facilities represent less than 1 per cent of the total group volume.

Our objectives

We strive continuously to improve our safety performance. We set measurable targets for accident frequency and severity in the production area with a three-year horizon. Improvements have to be realised by the training of our employees and the mandatory implementation of the safety pillar under TPM.

Our targets are:

- An accident frequency below 2 cases per 100 Full Time Equivalents (FTEs)
- Accident severity of maximum 40 lost days per 100 FTEs.

Safety data on production units Heineken Group*

| Parameters (absolute values) | Unit | 2005 | 2006 | 2007 |
|--|-------|------|------|------|
| Fatalities of Company personnel | Cases | 2 | 0 | 1 |
| Fatalities of contractor personnel | Cases | 0 | 1 | 1 |
| Permanent disabilities of Company personnel | Cases | 2 | 3 | 6 |
| Fatalities of Company personnel in commuting | Cases | 2 | 2 | 0 |

| Parameters (absolute values) | | 2005 | 2006 | 2007 |
|-----------------------------------|-------|--------|--------|--------|
| Accidents of company personnel | Cases | 662 | 677 | 633 |
| Accidents of contractor personnel | Cases | 101 | 84 | 143 |
| Lost days of company personnel | Days | 13,582 | 15,490 | 16,336 |
| Production workforce (FTEs) | FTEs | 22,129 | 24,936 | 24,647 |

| Performance indicators (average values) | | Achieved** | | | Targets/Guides |
|---|-------------------|------------|-----|-----|----------------|
| Accident frequency | Cases/100FTEs | 3.0 | 2.7 | 2.6 | |
| Targets accident frequency | Cases/100FTEs | | | 2.1 | 2.0 |
| Accident severity | Lost days/100FTEs | 61 | 62 | 68 | |
| Guide values accident severity | Lost days/100FTEs | | | 42 | 40 |

* Excluding data from Gastein (Austria, in 2007), Bad Brambach, Donaueschingen, Karlsruhe, Chemnitz, Kulmbach, Plauen, Würzburg and Rosenheim (Germany).

** Performance data of 2007 relate to the companies that were part of the Heineken Group in 2006.

Our strategy

In order to meet our objectives, all production units are required to set local targets for accident frequency and severity as part of their Operational Plan. These targets should be in line with the overall objectives of Heineken. The safety parameters are monitored and benchmarked on a quarterly basis through our Brewery Comparison System. Furthermore, safety has been integrated into our TPM Programme.

The Heineken Company has standards for the design of brewery equipment to ensure safe installations. Knowledge and best practices are collected and communicated in order to continuously improve the safety of our installations. Our production units perform maintenance of their installations and have operating procedures in place to help ensure that nuisance (for instance noise and odour emissions) is reduced.

We make efforts to minimise the nuisance to our neighbouring communities and take action on recorded complaints. We do our utmost to comply with legal requirements. Nevertheless, occasionally fines are levied due to non-compliance.

Activities in 2007

In 2007, we implemented the safety pillar of our TPM programme in a number of our breweries. This programme offers an instrument to reduce the number of accidents, ultimately aiming at zero accidents. A workshop was conducted for all our Western European Operating Companies. As a result of this workshop, specific activities which support the TPM safety pillar and which build on the initiatives already in place were started in several breweries including 's-Hertogenbosch (Netherlands), Marseille (France), Valencia and Madrid (Spain).

There were continuous training sessions with regard to safety across our business, in some cases in combination with awareness programmes for employees; for example, in Nigeria a national Safety, Health & Environment week was organised. During the year, we also issued a new standard specifically designed to address safety and emergency procedures related to all greenfield site activities given the increased risks of these types of projects.

In Mawathagama (Sri Lanka), a safety and health committee was established and an awareness programme was implemented. This programme included the provision of relevant personal protective equipment and the enforcement of its use. An awareness programme was also

conducted in Santiago (Chile), aiming at involving personnel and supervisors in safe working practices. Regular audits support this programme.

To expand the scope of our activities related to safety of employees who work outside the production area, the Corporate Social Responsibility (CSR) coordinators for the Africa & Middle East Region were involved in the start of a systematic approach to register, analyse and address incidents and accidents outside production.

Performance in 2007

Heineken aims to ensure the safety of everyone working in or on brewery sites. For that reason, we include in our reporting both contractors and Heineken employees. For 2007, we regret to report a total of eight fatalities related to our activities, five of whom were directly employed by Heineken and three who were employed by contractors.

Two of the fatalities were related to production activities, one in Russia involving machinery and one in Spain as the result of a fall. Two of the reported fatalities were related to contractors working on greenfield sites: one person in India as the result of electrocution and one person in Laos as the result of being hit by a truck.

Four of the fatal accidents were due to road traffic accidents. In Egypt, two sales representatives were killed as their car, while under repair, was hit by another. In Russia, two sales representatives lost their lives as a result of separate road traffic accidents.

In Croatia, one person was found unconscious near the brewery and subsequently died. The exact circumstances of this accident have been investigated and are currently the subject of legal proceedings in Croatia.

Heineken extends its sympathies and condolences to all the families of those mentioned.

Our accident frequency rate decreased from 2.7 accidents per 100 FTEs in 2006 to 2.6 in 2007. Improvements in our Western Europe and Asia Pacific regions were partly counterbalanced by increased accident frequency rates in our Africa & Middle East and Central & Eastern Europe regions. Due to these circumstances approximately half of our production units met the target for 2007 of a maximum of 2.1 accidents per 100 FTEs.

Start up of TPM Safety Pillar



Elien Smits
Supply Chain Strategy Manager
Heineken Central & Eastern
Europe, Austria

“We are embracing our safety procedures. TPM safety training is essential to reduce accident frequency in our region.”

Using TPM to improve safety performance across our business

In 2005, Heineken introduced Total Productive Management (TPM) as part of a concerted effort to minimise losses from all aspects of our operations. TPM is rolled out in phases with the introduction of several ‘pillars’, one of which addresses safety.

We have introduced the safety pillar step by step – starting with safety specialists and TPM coordinators in our Western European operations.

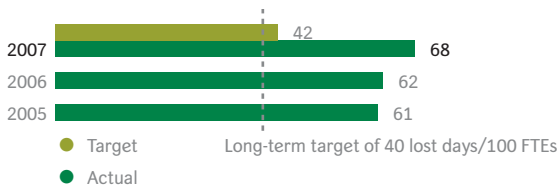
Step 1 focuses on defining terms, setting key performance indicators and benchmarking local safety performance in order to agree targets and prioritise actions. Employees are trained to record and analyse safety incidents accurately in order to prepare a Master Plan for remedial action. Step 2 gives employees the tools they need to trace root causes and implement improvements; step 3 shows them how to reduce incidents by improving workplace safety procedures. Employees are taught to ‘tag’ unsafe equipment and actions before moving onto step 4 – the publication of agreed safety standards and procedures for their site, for example wearing the right type and level of personal safety equipment.

TPM safety training gives participants a clear understanding of the root causes and potential consequences of work place accidents. It also provides them with tools to reduce safety hazards and the motivation to take decisive action. All participants commit to complete a safety improvement plan at their site within three months.

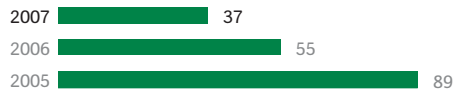
Following the successful introduction of the safety pillar in Western Europe, roll-out is now planned for Central & Eastern Europe during 2008.

Accident severity

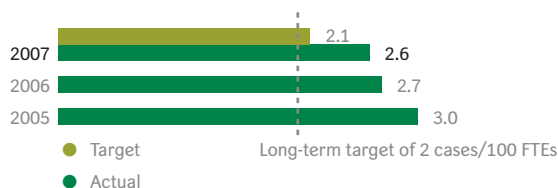
lost calendar days/100 FTE

**Noise and odour complaints**

number

**Accident frequency**

cases/100 FTEs



The number of accidents involving contractor personnel sadly increased from 84 to 143. This remains a point of attention for future safety activities and best practices on contractor safety need to be shared.

The severity of the recorded accidents increased slightly, from 62 lost calendar days per 100 FTEs in 2006 to 68 lost days in 2007. Approximately half of the production units met the target of 42 days per 100 FTEs. The overall increase was caused by the impact of a limited number of more severe accidents, which occurred in St. Denis (Ile de la Réunion), Schiltigheim and Mons-en-Baroeul (France).

We will do everything we can to continue to make Heineken a safe place to work. However, given our focus on both contractors and Heineken employees and the current level of growth, construction and acquisition within our business, we recognise that we may not reach our long-term objectives by the end of 2008. Alongside increasing our efforts, we will review our long-term targets to assess their feasibility for the Heineken business as it stands today.

The number of registered complaints for nuisance caused by noise and odour emissions decreased from 55 in 2006 to 37 in 2007. This is mainly the result of the lower number of registered complaints in Western Europe.

In 2007, several environmental and/or safety incidents were reported. The majority of these incidents related to waste-water issues. In most instances the quality of the effluent exceeded legal limits. Fourteen production units had to pay fines because of one or more environmental incidents. The total amount of fines paid in relation to this was €1,270,000.

In total, 12 production units reported one or more violations of local safety regulations. In seven of these cases fines were imposed. The total sum of these fines amounted to €32,600.

What we will do in 2008

- Extend activities related to the safety pillar in TPM
- Exchange best practices through our knowledge management system
- Issue a health and safety directive from Group Supply Chain and Health Affairs in relation to health and safety at work
- Conduct a specific health and safety workshop for Supply Chain personnel in Central & Eastern Europe (attention will be paid to accidents and incidents involving both company personnel and contractor personnel)
- Review our long-term targets and match these with the activities to be deployed like the mandatory implementation of the safety pillar under TPM
- Review and where necessary re-work existing guidelines on road traffic safety.

Agriculture

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We seek to ensure that all raw materials are

free

gmo

What we said

- Review of the 'Skylark' Sustainable Barley Farming programme.

Never before has agriculture been of such importance to the global brewing business. A number of factors have come together to make both quality and availability of our raw materials (grains and hops) an even greater strategic issue for the Heineken business. Supply of quality brewing barley has been limited due to the poor harvest yields in the main barley-growing areas as well as the increased level of land under cultivation for biofuel. The demand side is under pressure because strong economic growth in highly populous countries has led to a significant increase in the consumption of flour, meat, dairy products as well as beer. A positive solution to the question of sustainable agriculture is no longer just a 'nice thing to do'; it is an increasing necessity.

Our objectives

- To secure the highest quality barley and other grains and hops at reasonable prices in the short and long term
- To assure the safety and quality of our beers through the selection of raw materials with the right specifications from approved suppliers
- To stimulate the sustainable farming of barley to contribute positively to yield, beer quality and the environment.

Increasing pressure
on available land by

biofuel c

Our strategy

With the diversification of crops and the land on which they are grown, we want to keep barley farming an attractive proposition for farmers. To this end we have long-term relationships with our maltsters in order to secure availability and assure the right quality of grain. We encourage them to introduce sustainable production of barley with their farmers and to protect the environment to preserve the long-term future and benefit the yield. Through long-term agreements we are committed to working closely with supply chain partners in order to achieve a sustainable value chain with long-term benefits for our stakeholders.

We constantly look at opportunities to maximise local cultivation and supply of barley or to substitute imported barley by locally grown crops in countries where this is possible. Our increased sourcing of barley from areas outside Western Europe reduces our exposure to partial crop failures, avoids the transport of bulk raw materials over greater distances and creates an income for the farming sector in the country of origin. A professional and well-developed malting sector with a global geographical spread is of



Skylark project



rops

key importance to reach a healthy and sustainable supply chain. We will continue to support this by participating in joint development projects with malting companies in countries where we operate.

We maintain strict quality criteria for raw materials and have further enhanced our control and assurance systems. We continue the strict monitoring of raw materials to assure compliance with our non-GMO policy.

With regard to the sustainability of barley growing, our key approach is to use the ten indicators on sustainable agriculture (as defined in our Skylark project) as the foundation for sustainable development. These indicators cover the sustainability of the farm management and include the local economy, biodiversity, energy and water usage as well as fertiliser and pesticide usage. The main driver is soil health and soil fertility. This approach respects the independence of the farmer and recognises that sustainable agriculture can only exist in an economically viable farming business.



Aard Robaard
Arable farmer
Dronten, the Netherlands

“Sustainable farming is a mentality. I think about it constantly.”

Skylark project – working in partnership to develop sustainable barley production

Heineken is committed to sustainability. For us, this extends beyond our breweries to include the raw materials and ingredients we use. In 2002, we teamed up with the Agrarische Unie (a Dutch supplier of seeds, pesticides and fertilisers) to explore the possibilities of sustainable barley cultivation, working with arable farmers from Flevoland in the Netherlands. Initially, just ten farmers were involved in the project, which was designed to define what ‘sustainability’ really involves. The conclusion reached was that sustainability cannot be limited to just one crop: it must cover the whole rotation plan for arable crops.

In 2006, building on successes achieved over the previous three years, 50 new growers joined the project as ‘Friends in Rotation’ and they became members of the Skylark Association, along with other participants, including Cargill, CSM, Gebroeders Van Liere, Suikerunie, McCain and Unilever as well as Heineken.

Through Skylark, participants contribute different skills and strengths. Some work together to define objectives and set goals for the venture, others, including specialists from CLM, the Louis Bolk Institute and Mozai.D, provide expert advice about soil fertility, fertilisation, crop protection and other issues. Useful training courses are also offered to participating farmers. Feedback from those involved has been extremely positive. Louis Nannes from the Agrarische Unie comments: “This is the best project I have ever worked on. Sustainable cultivation ultimately provides the best returns and our members understand this.” Piet Van Liere from Gebroeders Van Liere is equally positive: “It’s extraordinary that Heineken has taken the initiative in promoting sustainable cultivation from the grass roots up.”

Activities in 2007

Availability

In 2007, we extended our supplier base to include the supply of malting barley in the Russian Federation, the Ukraine, Canada, Egypt and Uruguay. A sorghum malting plant was built in Nigeria. In Rwanda, we began an initiative to partially substitute imported barley with maize. This reduces transport costs, corresponding greenhouse gas emissions and import duties, whilst allowing local farmers to benefit financially from our activities.

We have also started systematic efforts to improve the efficient use of raw materials as part of our global TPM programme. This is brought to life through the formation of dedicated improvement teams that implement loss-reduction activities. The resulting best practices are exchanged intensively between our operating companies.

Quality and food safety assurance in the supply chain

In 2007, we implemented a governance model to further enhance the robustness of the safeguards we have to ensure food safety. The starting point of the model is the definition of continuously updated, unambiguous and common food safety standards for all materials relating to beer, water, raw materials and packaging materials. We apply these standards without exception on a global scale.

We verify the compliance with these standards through an annual central analysis for all our beers covering all our production sites. Based on the results as well as on input obtained from food science institutes and national or international food (safety) associations we conduct frequent special surveys in case of emerging issues or trends. If needed, we incorporate these findings in our food safety standards and control measures.

We have initiated a web-based quality reporting system that will enable us to monitor the global quality performance of our malt supplier base online.

Environmental aspects

Our pilot on Sustainable Agriculture project (the Skylark project, see the case study on page 21) has made significant progress. This project is unique in the sense that it is not only dealing with the barley supply chain, but it also includes other partners in the supply chain dealing with different crops (onions, carrots, sugar beets and potatoes). We have reviewed the learnings of the Skylark project which will be published in a booklet on sustainable arable farming.

What we will do in 2008

- Continue to expand the geographic spread of our sourcing programme
- Continue to explore the efficient use of raw materials and potential savings within our global TPM programme
- Publish a booklet on sustainable farming (as applied in the Skylark project)
- Incorporate sustainability as an integral part of our raw material supplier auditing and approval
- Actively engage all our malt suppliers to stimulate sustainable development in their supply of barley. In 2010, we will start to publish the status of these developments regularly in this report.

Supply chain responsibility

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Secure

100%

response from
Group suppliers

What we said

- Achievement of 100 per cent response from suppliers that received the Supplier Code in 2006
- Integration of supply chain responsibility in periodic quality audits and submit 20 per cent of central suppliers to quality audit
- Integration of supply chain responsibility in supplier rating system
- Expansion of the Supplier Code to local contracts for raw materials, packaging and promotional materials and investment goods to Western Europe, Central & Eastern Europe and Africa & Middle East (to be completed in 2008)
- Development of approach for Supply Chain Responsibility to goods other than those currently covered.

Heineken relies on its suppliers to be able to brew and sell our beer and soft drink brands. We take great care in the selection of our suppliers as we aim to build long-term relationships with them. We need to be certain that they can deliver the right quality and quantity of goods and services at a price that allows both parties to run a profitable business. In 2007, we began the global roll-out of our Supplier Code, requiring our suppliers to act with integrity, treat their employees fairly and aim for continuous reduction of their environmental footprint.

The information included in this section has been compiled on the basis of data and background information available within Group Purchasing. Unless indicated, it excludes activities by our operating companies. Data on the activities and performance of our operating companies with respect to supply chain responsibility can be found in the 2007 Sustainability Data Sheet on our corporate website. The text of our Supplier Code can also be found there.

Our objectives

Simply put, we want to ensure the sustainability of our business and our business model. Our ultimate objective is therefore to reflect our own sustainable ambitions throughout our entire supply chain via companies that act in accordance with our own business principles.

In our 2006 Sustainability Report, we set the following targets based on this objective:

- Achieve a 100 per cent response rate from all suppliers that were contacted by Group Purchasing in 2006
- Integrate supply chain responsibility in the periodic quality audits and subject at least 20 per cent of Group suppliers to a quality audit
- Further integrate supply chain responsibility in the supplier assessment process
- Start the expansion of the Supplier Code to local contracts for raw material, packaging, promotional materials and investment goods from operating companies in our regions of Western Europe, Central & Eastern Europe and Africa & Middle East (to be completed in 2008)
- Define a process for integrating the Supplier Code in goods and services other than those mentioned above (for example, utilities, advertising, maintenance and repair work).

Our strategy

We have adopted a gradual introduction of the Supplier Code in order to provide clarity to our Suppliers and the opportunity to become compliant where this is necessary. We adopted the Supplier Code at the end of 2005, beginning with central implementation in Group Supply Chain for those purchases made centrally on behalf of the Group. The Code is now in the process of being rolled out within our Operating Companies. Ultimately, we believe that all activities related to the Supplier Code should be integrated into the supplier selection, appointment and audit processes. In our approach we aim to include the Supplier Code in all contracts with suppliers that require a preferred supplier status and all other major contracts. At a local market level, a risk analysis of locally purchased goods is undertaken and, on the basis of this, the Supplier Code is implemented with appropriate actions and discussions with suppliers where relevant.

Activities in 2007

In order to support the local introduction and roll-out of the Supplier Code, we organised a series of workshops regarding responsible purchasing for

all purchasers in Austria, Greece and Poland. Based on these workshops, the local purchasing departments started to roll out the Supplier Code to all relevant local suppliers of goods and services.

We adapted our audit checklists to include the Supplier Code for raw material suppliers and started the process of adjusting the checklist for packaging suppliers as well. If any supplier fails to comply with our standards, they will not be approved and will lose the approved supplier status.

Performance in 2007

By the end of 2007, 74.4 per cent of our worldwide spend on raw materials and packaging had been covered by the Supplier Code. This figure represents the value of goods that were purchased on a central level. Over time, as the implementation process continues and local buying activities are aligned with the requirements of the Supplier Code, this figure will rise. For goods other than raw materials and packaging we do not at present have data that are sufficiently reliable for publication. We will continue to work on data reliability and will publish figures on this over time.

Ninety-seven per cent of Group suppliers have responded that they meet our requirements. This figure is not the desired 100 per cent for two reasons. First, when we acquire new breweries, we automatically inherit existing purchasing agreements. It takes some time to finalise the procedures that are in place to grant these new suppliers a preferred supplier status. Secondly, a small number of suppliers for legal reasons have indicated that they cannot issue a formal compliance statement. However, no single supplier has indicated that it fails to meet our requirements. The 40 audits (representing 15.8 per cent of the Group supplier base) that we performed among Group suppliers in 2007, confirmed this statement.

What we will do in 2008

- Begin the introduction of the Supplier Code to the local suppliers in our current operations in Western Europe (to be completed in 2009)
- Roll out to the local suppliers in Hungary, Bulgaria, Croatia and Macedonia
- Run a pilot in the Africa & Middle East and the Asia Pacific regions
- Continue our regular supplier audits with inclusion of the requirements of the Supplier Code, auditing at least 20 per cent of our suppliers base on an annual basis.

Implementation in Athenian Brewery

97%

of Group suppliers responded that they meet our requirements



From our experience in 2007, we have learned that local implementation is significantly more complex than we had foreseen. Hence, the original target date for full implementation in all our majority-owned operations (2008) no longer seems realistic. We now believe we will finish implementation in the course of 2010.

We will continue our regular supplier audits with inclusion of the requirements of the Supplier Code.

- Integrate supply chain responsibility in the periodic quality audits and subject at least 20 per cent of group suppliers to a quality audit
- Further integrate supply chain responsibility in the supplier assessment process
- Start the expansion of the Supplier Code to local contracts for raw material, packaging, promotional materials and investment goods from operating companies in our regions of Western Europe, Central & Eastern Europe and Africa & Middle East (to be completed in 2008)
- Define a process for integrating the Supplier Code in goods and services other than those mentioned above (for example, utilities, advertising, maintenance and repair work).



Andreas Geragidis
Supply Chain Planning &
Purchasing Manager
Athenian Brewery, Greece

“Our actions are governed by our Code of Conduct. We are now aligning our suppliers to our requirements as well.”

Supplier Code implementation Greece

Just before the summer of 2007, Athenian Brewery started the implementation of the Supplier Code. As a first step, the Heineken Supplier Code was translated into Greek and it was made a part of the company policy with its integration into the local purchasing policy manual. As a second step, all suppliers with a purchasing value of over €50,000 or in possible risk areas were listed.

Within the Greek purchasing team, a dedicated person was appointed to explain to individual suppliers what was expected of them. In line with Heineken policy, suppliers who do not comply with the pre-requisites from the Code are granted time in which they are to improve their standards to reach full compliance.

“We made a good start in 2007 and are in the process of training our purchasers at all our sites,” says Andreas Geragidis, Supply Chain Planning & Purchasing Manager with Athenian Brewery. “For each employee working in the purchasing department we are establishing their training needs based on the context of the purchasing manual to deal with this issue in a correct way. We aim to conclude necessary training in the first few months of 2008.”

The Greek Supplier Code will be an integral part of the purchasing contracts and will be subject to regular audits. “We are quite happy with the Supplier Code as it emphasises that Athenian Brewery, being one of the leading companies in Greece, takes its responsibility towards society seriously. This is a good signal to both my own colleagues and to our society at large”.

Responsible beer consumption

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More partnerships and
more targeted

action

to prevent alcohol abuse

What we said

- Full compliance with our Cool@Work programme by all operating companies that were part of our consolidation in 2004 and adequate progress in operating companies that were acquired later than 2004
- Further improvement, renewal and implementation of our electronic learning tool for responsible commercial communication
- Relaunch of the Enjoy Heineken Responsibly website with a more engaging visual design aimed to attract more visitors to the valuable information on responsible beer consumption
- Make our commitment to responsible consumption more concrete and visible than before
- Continue our outreach to governments on the (joint) promotion of responsible beer consumption.

Drinking beer can be, and in most cases is, a positive part of a balanced, healthy lifestyle. Millions of people around the world enjoy good quality beers. In many countries beer brewing, and the enjoyment and appreciation of beer, is a centuries-old tradition which forms an important part of the cultural heritage of many nations. However, when consumed at the wrong moment, for the wrong reasons or in too large a quantity, there is the potential for a negative impact on societies in general and on individuals. These impacts can range from health issues to personal injury; from noise and nuisance to violent conduct. It is our view that as a responsible brewer we have to be a part of the debate and a part of the solution to these sort of issues and we are increasing our actions and our resources in order to do that.

Our objectives

Heineken is committed to playing its part in reducing all types of alcohol-related harm. We understand the responsibility we have as a brewer towards society. In particular, we believe that the informed individual is responsible for his or her own choices and drinking behaviour so one of our key aims is to help build the knowledge that helps consumers make those choices.

Our strategy

Our strategy is built around three main pillars:

Self-regulation: responsible commercial communication

The promotion of responsible consumption is an important element in our alcohol policy. Any advertising, marketing or promotion for any of our brands must comply with the Rules for Responsible Commercial Communication. Our advertising must

Commercial communication in Italy

never encourage alcohol misuse. Our brand communication only targets people above the legal drinking age, never features people who are, or appear to be younger than 25 years of age and our advertising only appears in media whose audience is more than 70 per cent of legal drinking age or above.

Enjoy Heineken Responsibly

The message Enjoy Heineken Responsibly was launched in 2004 on all bottles, cans and packaging of the Heineken brand. In order to help create awareness amongst consumers and support informed decisions and choices, the message was accompanied by a logo displaying the 'Enjoy Heineken Responsibly' internet address. It is now displayed on commercial communication across many markets and forms a distinct communication platform for the Heineken brand. In markets such as Italy, the Netherlands, Greece and the USA, the platform has already been used for dedicated television advertising.

The website now appears in eight languages and is the basis for websites being developed for other brands in the Heineken portfolio.

Employees as Ambassadors – Cool@Work

We believe that our employees are the ambassadors of our Company. To this end, a core, Company-wide programme, Cool@Work provides employees with information on the meaning of responsibility and training when necessary. Specific elements such as sales force training and support for individuals who may have a problem dealing with alcohol are also elements of the programme. It is mandatory that all employees are made aware of their special responsibility as Heineken employees at least once every two years. The Cool@Work programme is implemented by the operating companies and supervised by our Group Head office.

Compliance with all three strategic pillars of our Alcohol Policy are subject to periodic audit by our Group Internal Audit department and the results are shared with the responsible Regional Presidents, the Executive Board and the Supervisory Board.



Gianluca Di Tondo
Marketing Director
Heineken Italia, Italy

“We believe that consumers ‘reward’ a company and a brand that promotes responsible behaviour.”

Responsible beer consumption

Heineken recognises the need to balance its commercial practices with its social responsibility, having our established rules for responsible commercial communication.

“Being responsible is not only the respect of law or launching an advertising campaign, but it has to do with a complex programme regarding the whole company and the company culture itself,” says Gianluca Di Tondo at Heineken Italia. “In Italy the media and the government are very focused on the alcohol abuse issue.”

Heineken started a proactive approach in 2004 with regards to responsible consumption building the Enjoy Heineken Responsibly platform. In a heavily broadcasted television campaign (named Pensaci) Heineken Italia stressed the insight that if you drink and drive, you are not only a danger to yourself, you are a danger to others as well.

“Even when you talk about a potential negative aspect of our product, the appropriate approach is to adopt a responsible and pro-active attitude in order to gain credibility towards our stakeholders”, says Gianluca Di Tondo. “The research results show we strengthen our brand equity positively.”

Activities and performance 2007

In 2007, a completely updated list of employees in sales and marketing around the world received the e-learning tool to improve the understanding of, and compliance with, the Rules for Responsible Commercial Communication. The tool itself was once more upgraded technically and the content and functionality made more relevant for our markets in Africa and Central & Eastern Europe. 34 per cent more target employees completed the online learning tool in 2007 than in 2006.

We increased our activities around responsible consumption, amongst other things, during high-profile summer festivals in Poland, Italy and Romania and have branded more commercial communication with the Enjoy Heineken

Responsibly message (particularly in Ireland, the Netherlands and the USA). In addition, we relaunched the Enjoy Heineken Responsibly website for the Netherlands and the USA and a number of Central European countries. The new site is more engaging and the number of visitors has increased substantially. Alongside the global site, there are also country sites. Some countries sites have already been adapted to their national language, local visuals and relevant links, giving more information or informing visitors about our partnerships.

On 7 June 2007, Heineken became a signatory to the Charter establishing the EU Forum on Alcohol and Health. The Forum is the main instrument of the European Union to agree and implement

cool

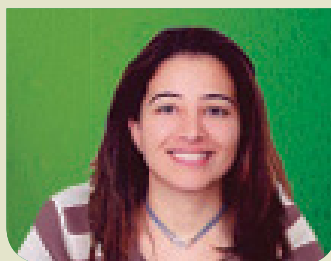


Targeted full compliance with our Cool@Work programme by all operating companies

a strategy to reduce alcohol-related harm. In this regard members of the Forum are challenged to post concrete commitments. Heineken's commitments fall into three areas: our responsible consumption programme, our Rules on Responsible Commercial Communication and our Cool@Work programme. The commitments are published on the website of DG Consumer Protection & Health (http://www.ec.europa.eu/health/ph_determinants/life_style/alcohol/Forum/alcohol_forum_en.htm).

As a member of the Global Alcohol Producers Group we are in dialogue with the World Health Organisation in Geneva on ways to address alcohol-related harm on a global scale.

Almaza Cool@Work programme



Raya Anid
Head of Human Resources
Brasserie Almaza, Lebanon

“Corporate Social Responsibility is a major priority for Heineken as a global multinational, and is therefore a priority for us in the region.”

Cool@Work – responsible consumption of alcohol in Lebanon

Raya Anid, Head of Human Resources at Brasserie Almaza in Lebanon, explains her rationale for supporting and implementing the Cool@Work programme at Heineken's Lebanese operating company. “Our staff are proud to promote the message of responsible alcohol consumption, and for us it is important to lead by example.”

First launched in 2006, the Heineken Cool@Work programme forms part of the company's Alcohol Policy and is intended for managers worldwide to help them deal with staff who can potentially experience drinking problems. Central to the campaign is the Cool@Work booklet, which offers specific advice and support for managers in the regions.

“For our local implementation of Cool@Work, we distributed the booklet in both English and Arabic,” says Anid. “We put up posters around the brewery and its offices, which are still hanging on our walls today. We also conducted in-depth workshops for all line managers, and had a qualified medical practitioner come in and speak to staff about the risks of alcohol abuse.”

Nearly two years after the programme was first launched in Lebanon, Almaza is getting ready to conduct a ‘refresher course’. At the same time, all new employees recruited at the brewery are required to take part in a Cool@Work orientation programme.

Adequate progress in the field of informing and training employees on responsible drinking was made in various operating companies. Operating companies that had already implemented or refreshed in 2006 did not necessarily have to take action, as our Alcohol Policy requires operating companies to refresh the Cool@Work programme every two years.

The existence of national CSR managers and a regional CSR manager in Africa and the Middle East led to structural and positive results in the related geographical areas. From the eleven operating companies that were lagging behind in 2006, five still had problems with the implementation of the Cool@Work programme. The main reasons for not complying with the Alcohol & Work internal regulations were related to management changes and the related hand-over procedures. Also, new acquisitions, new employees and new greenfield operations mean that the job of informing employees will be a continuous process.

What we will do in 2008

- Issue the printed version of our new manual on the Rules for Responsible Commercial Communication
- Make our e-learning tool available for all relevant sales and marketing employees throughout the year. To keep it appealing, we will constantly update the tool with relevant examples of good and bad practices from all markets
- Translate and adapt our 'Enjoy Heineken Responsibly' website for more than 20 markets
- Re-design the Enjoy Heineken Responsibly logo and integrate it into packaging and commercial communication
- Further expand the Enjoy Heineken Responsibly platform, supported by an international multi-media campaign
- Build 'responsibility' into the architecture of the Heineken brand making it an integral part of the brand 'DNA'
- Develop and/or enhance responsibility messaging on 10 key brands globally
- Increase the number of responsible consumption activities conducted in partnership with third parties
- Continue to invest in responsibility programmes run through industry associations
- Continue to assure compliance with our Cool@Work programme, especially for newly acquired companies and greenfield operations
- Group office will continue to promote the implementation of best practices through our intranet site 'Alcohol, Company & Society', a support tool for local Cool@Work managers worldwide.

Impact on developing markets

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symposium

Health care

on responsibility of the private sector
in resource poor settings

What we said

- Initiate independent monitoring of the Selling Beer Safely programme aimed at beer promoters in Cambodia
- Encourage HIV/AIDS testing of beer promoters in Cambodia and facilitate free treatment to those promoters who are in need of it
- Roll-out of the Community Involvement Database aimed to improve the impact of operating company spend on community involvement initiatives
- Execution and evaluation of Employee Rights pilot project and finalisation of the preparatory phase
- Execution of at least one more Economic Impact Assessment (EIA) within Heineken
- Participation in the UN Millennium Development Goals (MDG) project from NCDO and DSR to measure the contribution of private sector companies to the realisation of the MDGs.

Heineken operates in a wide range of markets. One of our challenges is to run our business in compliance to our own Values and Business Principles and in accordance with what can be expected from a reputable company. It is often a belief that in developing markets, international companies do not get the balance right between taking and giving benefit. Increasingly, as we and others develop and implement tools which better allow us to assess this, we are finding out the facts so that we can take action if we see that the balance is not right.

The information in this chapter relates to operating companies where Heineken holds a majority share and has management control, unless it is clear from the context that it only relates to the specific companies mentioned in the relevant paragraph. The information in the paragraph 'Access to Health Care' mainly relates to our activities in Sub-Saharan Africa.

Access to Health Care

Our objectives

Heineken believes it is important that our employees are in good health and safe when performing their duties. We therefore endeavour to prevent work-related illnesses and injuries, such as damage to the back caused by wrongly lifting loads or hearing impairment caused by protracted exposure to noise. We also aim to safeguard access to adequate basic health care. The consequence is that in countries where the government or private parties do not provide health care of a certain basic quality, we see a role in providing it ourselves to our employees and their direct dependents. Finally, it means that we want to ensure a safe working environment, for all those we employ either directly or indirectly, for example, the Beer Promoters (BPs).

Impact on developing markets

| Situation 2003 | Situation 2007 |
|--|--|
| Organisation | |
| <ul style="list-style-type: none"> • No written contracts • Limited commercial training • No health and safety training • No clear supervision system • No complete door-to-door transportation • BPs not involved in design of uniform • BPs find it difficult to deal with alcohol and alcohol-related rules • No health & safety clause in contract of Heineken/BP employer | <ul style="list-style-type: none"> • BPs receive written contracts • Structural commercial training is given on regular basis • Structural and regular health & safety training • Clear supervision system in place • Door-to-door transportation is provided • The input from BPs in the uniform design is taken into account • BPs still find it difficult to deal with alcohol and alcohol-related rules • Health & safety clause in contract with Heineken/BP employer |
| Health and safety details | |
| <ul style="list-style-type: none"> • BPs have no clear idea on availability of public health clinics • Little knowledge of sexual and reproductive health • There are misconceptions about HIV transmission • Alarming levels of (sexual) harassment-related rules | <ul style="list-style-type: none"> • BPs have clear idea on availability of public health clinics • BPs share knowledge of sexual and reproductive health • There is clarity on HIV transmission • (Sexual) harassment still exists |

Our strategy

Within Group Human Resources, our Health Affairs department initiates and coordinates the activities we undertake in the area of occupational health and safety, particularly in markets where we provide basic health care. To this end we operate a network of clinics with our own doctors and nurses that provide first-line medical aid in sub-Saharan Africa. We have the facilities and know-how to diagnose and treat infectious diseases such as malaria, tuberculosis and HIV/AIDS. Our efforts in this area are also aimed at prevention of these diseases through simple measures such as giving our employees and their direct dependents adequate information and making available preventive items such as impregnated bednets against mosquitoes or condoms to protect against sexually transmitted diseases.

The promotion and sales of our brands in bars and restaurants by agency employed professional BPs is a common and accepted practice in several countries. Heineken is aware of the potential issues

related to this way of selling and promoting beer in these countries, such as Cambodia. Heineken acknowledges its responsibility and strives for continuous improvement of the health and safety of BPs. Heineken issues guidelines in its breweries and for its sales organisations. These cover human resources issues, organisation of work and health and safety training, information and education.

Activities in 2007

We put emphasis on raising the awareness on the long-term health effects of working under unhealthy and unsafe conditions. The fact that such conditions could lead to work-related illnesses is not widely understood in all cultures. Therefore, our local doctors have been trained in early-stage diagnosis of these illnesses. In addition, a training tool for all local employees on work-related illnesses (such as hearing loss due to noise exposure and muscular or skeletal illnesses due to lifting weights) was introduced in sub-Saharan Africa.

Health Care Symposium

As an ongoing activity, we continued our work on knowledge and skills improvement of our local health staff. Core activities in this respect are our bi-annual conferences (in 2007 this conference was also attended by our CEO), online health reporting, reviews of locations and continuous postgraduate medical training.

Also in 2007, an electronic patient file and stock control system called 'doc4doc' was introduced in Nigeria, the Democratic Republic of Congo, Rwanda and Burundi. This system ensures a more standardised format of health care provision and provides real-time reporting. One of the advantages is that it can also be used as a training tool for our local nursing staff.

We continued our HIV/Aids programme and specific attention was given to regular voluntary testing of employees and their dependants. As good practice, we believe that everyone should take a voluntary HIV test in areas with a relatively high HIV prevalence every two years as it is important that everyone knows his or her status. We try to prevent new cases by conducting prevention activities in operating companies in countries with a high infection rate. Nearly 400 seropositive patients are now benefiting from the company's HIV/AIDS policy in sub-Saharan Africa.

In our previous report we indicated that we would perform an independent audit on our activities regarding BPs in Cambodia. This audit was executed by the international NGO, CARE International. If we compare the findings of their base line survey of October 2003, we see significant progress in many areas that are covered by our Beer Promoter Rules and Guidelines. However, we also see areas that require further attention.

We stated that we would actively encourage BPs to seek voluntary testing for HIV/AIDS and, if necessary, treatment which is offered free of charge in Cambodia. By openly discussing this with the BPs, we have lowered the threshold and tried to remove the taboo of HIV/AIDS. Furthermore, as we had indicated in our previous report, we have a written agreement with our local business partner covering issues such as working hours and overtime, duration, salary, benefits and allowance.



Stefaan van der Borgh
Director Health Affairs
Heineken International,
the Netherlands

“We aim to inspire each other in order to increase our commitment and expertise by stimulating an open dialogue.”

Heineken Health Care Symposium

What is the nature of the relationship between corporations and (non) government organisations when it comes to health care? How do we shape public-private partnerships in this context? These were just a few of the questions addressed at the inaugural Health Care Symposium organised by Heineken International on 3 October 2007 in Amsterdam. Keynote speakers included, amongst others, His Excellency Bert Koenders, Minister for Development and Cooperation in the Netherlands, Dr Peter Piot, UNAIDS Executive Director, Under Secretary-General of the United Nations and Prof. Joep Lange, Executive Director, Center for Poverty-related Communicable Diseases.

The purpose of the symposium was to highlight and examine the ongoing debate about the role of businesses and the private sector in the provision and support of health care services. Multinational corporations are under increasing pressure to assist in the provision of health care services, with many companies beginning to redefine the limits of their own responsibilities. Heineken has been a pioneer in this area since the early 1980s, working and partnering with a range of aid organisations. The Company's main concern is to safeguard the health of employees, rather than organising public national health care, which is primarily the responsibility of governments. Yet companies do accept additional responsibilities in those countries where primary public health care is insufficient and if this has an impact on employee performance.

More than 150 invited prominent guests attended the symposium, including foreign dignitaries, academics, medical practitioners and representatives of other multinational corporations. The event set ground for an inspiring debate on the many aspects of opportunities and limitations of health care in resource-poor settings. See also www.symposium.heineken.com.

What we will do in 2008

- Place renewed emphasis on prevention of work related accidents in cooperation with Group Supply Chain
- Give more attention to health promotion activities. These activities will become more important, even in low-income countries, where non-infectious diseases are gaining in importance
- Host a best practice medical conference in the fall of 2008
- Roll out our 'doc4doc' system to more operating companies and add relevant additional tools to improve follow-up and monitoring of some chronic diseases
- Apply 100 per cent the selling beer safely code in Cambodia and continue to persuade other members of the industry, not subscribing to the programme, to do so
- Introduce the Enjoy Heineken Responsibly messaging in Khmer in commercial communication and website. In addition, we will further develop support material for BP educators.

Corporate citizenship

Our objectives

For Heineken to play a full role as an integral part of the societies in which we operate.

Our strategy

The vast majority of activities are carried out close to where the demand for support is, on a country level. The Heineken Group facilitates internal sharing of good and best practice, allowing our operating companies to learn from each other's experiences.

Activities in 2007

In total, the Heineken companies reported an amount of approximately €5.7 million spent on corporate citizenship activities in 2007. This is 5 per cent down compared with 2006, when we reported a spend of approximately €6 million. These figures include both the activities by Heineken Group and those of our operating companies.

An ICT training centre was opened in Kumasi, Ghana. This training centre allows the local population to become trained ICT specialists, enhancing their chances in the labour market. The initiative to establish this centre, which was established in one of the buildings belonging to our former brewery, was taken by Heineken and received financial sponsorship from Heineken and the Dutch Government, amongst others.

During a symposium on the responsibilities of the private sector in health care, Heineken announced that it would donate an amount of €500,000 to the health insurance fund that is being set up by the Dutch Government in order to safeguard access to health care by people living in certain developing African countries.

To facilitate the exchange of practices and experiences by our operating companies, we successfully built and tested an internal internet-based application, the corporate citizenship workbench. In this application, operating companies can describe their best examples in a standardised manner, allowing other operating companies to learn from the experience.

What we will do in 2008

- Continuation by both operating companies and Heineken Group of our activities in this area
- Roll-out of the corporate citizenship workbench.

Employee rights

Our objectives

Heineken wants to assure compliance with the Universal Declaration of Human Rights and more specifically with the provisions that govern the rights of its employees.

Our strategy

The Heineken Value and Business Principles make reference to the Universal Declaration of Human Rights and contain provisions on some of the most important employee rights. In addition, Heineken is a signatory to the United Nations Global Compact. As is the case with most of the provisions of our Business Principles, they need to be further elaborated into policies. Heineken aims to have an Employee Rights policy adopted in 2008.

Since 2003, we have been measuring the operating companies' performance on employee rights through our annual Opco Survey. These measurements provide us with valuable insights on areas such as child labour and employee representation. The most important findings are reported publicly in our Sustainability Data Sheet. We believe that operating companies themselves should be responsible for upholding the rights of their employees. They should assess their own practice and evaluate whether they act in compliance with international legal standards, such as the ILO conventions.

Activities in 2007

In recent years, we have discussed some elementary principles of employee rights with our European Works Council. In 2007, we evaluated the results of these discussions and concluded that the draft policies we had discussed did not cover all aspects of employee rights. Therefore, we re-drafted the document which is now the subject of internal review and comment.

In the summer, we engaged in dialogue with the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF) in relation to a labour dispute at one of our business locations in Russia. After an active and open dialogue between the IUF, Heineken Group and our top management in Russia, a plan was developed that should lead to a better mutual understanding between the local trade unions and local managers who are responsible for the contacts with employee representatives. Joint training of union representatives and local managers is the cornerstone of this plan.

What we will do in 2008

- Finalise and publish our employee rights policy and plan the roll-out
- Actively promote the use of the Quick Scan of the Human Rights Compliance Assessment tool by our operating companies
- Respond adequately to potential incidents, ensuring a solution that is in line with the international conventions covering this issue.

Business ethics

Our objectives

Heineken wants to run its business with respect for international and national laws and regulations and in compliance with ethical standards. It expects its employees to obey the legal requirements in the host country and to take their business decisions solely in the best interest of the Company and its stakeholders.

Our strategy

In order to reach our objectives we have adopted an approach based on the following pillars:

- The Heineken Code of Business Conduct containing the rules that we want our employees to follow (in place on a country-by-country basis since 2005)
- The Heineken Whistle-Blowing Procedure
- Audit programmes designed to measure the uptake and effectiveness of these instruments.

Activities in 2007

The Code of Business Conduct was implemented in Heineken Russia, meaning that at the year-end of 2007, only five of our operating companies had not completed the transposition of the Code of Business Conduct into a local Code. The Whistle-Blowing Procedure was implemented in the sub-Saharan African operations and in Heineken Russia, meaning that again, five markets have yet to implement the process. This was in addition to the previously reported countries that are unable to fully implement, given French regulatory limitations.

We modified the Heineken Whistle-Blowing Procedure in order to assure compliance with the privacy requirements within the EU. This revised procedure is scheduled to be submitted to the Executive Board for approval in the first months of 2008.

Input & Output

Economic Impact Assessment performed

Two reports on our approach to business ethics and its effectiveness were submitted to the Audit Committee of the Executive Board: a half-year review in August 2007 and a full-year report in February 2008. The latter contained a full overview of cases filed locally and with the Integrity Committee of Heineken Group, as well as the results from the activities of Group Internal Audit with respect to business ethics.

In 2007, two cases were reported to the Integrity Committee through the international hotline. Both cases were referred back to the operating company, as they did not involve members of a local Management Team or otherwise meet the criteria for review by the Integrity Committee. On a local level, 36 reports were filed with the local Trusted Representatives of line management. Of these 36 cases, 25 were substantiated. They mainly concerned incidents of fraud or conflicts of interests. The relevant disciplinary or other action was taken in respect of all these infringements.

In the last quarter, Group Internal Audit conducted a Group-wide review into the effectiveness of the Code of Business Conduct and the Whistle-Blowing Procedure. This review provided us with valuable insights on how to further improve our approach. The main conclusion was that the training of employees in certain risk functions needed

improvement in a majority of the operations. Also under the leadership of Group Internal Audit, an employee perception survey was conducted among nearly 1,000 employees in five different operating companies. This survey showed that familiarity with the provisions of the Code of Business Conduct is relatively high as nearly all employees who participated in the survey indicated that they knew the content. Familiarity with and trust in the Whistle-Blowing Procedure scored much lower, underpinning the importance of constant communication on the Whistle-Blowing Procedure and how to access it.

Finally, in 2007 we continued our efforts to get a better understanding of the cultural elements of ethical behaviour. Group Corporate Relations and Group Human resources have been jointly working on the possible integration of certain questions in our climate survey that are designed to allow operating companies to better understand the influence of the business culture on ethical behaviour and to undertake interventions when necessary. Our aim is to commence these kind of measurements in the course of 2008.

Economic Impact Assessment



What we will do in 2008

- Implement the Heineken Code of Business Conduct and the Heineken Whistle-Blowing Procedure in those markets that have not yet done so
- Newly acquired companies will be aided by the Heineken Group in adopting the necessary internal rules
- The roll-out of the revised Heineken Whistle-Blowing Procedure will be started and we will further communicate the procedure and contact details for the local Trusted Representatives and our international hotline internally
- Local trusted Representatives will be trained in the privacy aspects of whistle-blowing
- We will develop better training tools for operating companies allowing them to train employees in risk functions in the provisions of the Code of Business Conduct
- Group Internal Audit will continue its efforts in measuring effectiveness of our approach to business ethics
- A pilot of our revised climate survey in three markets will take place in order to assess whether the inclusion of ethical culture-related questions enhances our insights and allows the operations in the development of so-called soft controls to business ethics.



Door Plantenga
General Manager
Bralirwa, Rwanda

“Our local subsidiary Bralirwa contributes up to 15 per cent of the domestic revenues to the government. We are a role model company in Rwanda in many respects.”

Measuring local economic impact in Rwanda

The first operating company to use the methodology developed by Heineken in a pilot in Sierra Leone in 2006 was Brasserie et Limonaderie de Rwanda (Bralirwa) SA. The main reason for this study to be executed was local management’s desire to obtain a better insight into the elements that construct the local economic impact of the company. A secondary reason was to be able to create a better understanding amongst local external stakeholders about the company’s dynamics.

“The study clearly shows that there is much more to say about our company than you would get out of our profit and loss statement and the balance sheet. As important part of the value chain, Bralirwa generates an income for thousands of Rwandans,” says Door Plantenga, General Manager of Bralirwa SA. The study shows that the way in which Heineken operates – brewing locally for the local market – has benefits for both the company and the host community. “The problem with countries like Rwanda is that there is only a small, formal, private sector that pays taxes to the government so it can invest in the development of the country. This means that with €32.9 million paid in local taxes in 2006 the tax burden is high. There is constant pressure on the level of the taxes. Broadening of the local tax basis is necessary for a sustainable national economy.”

On the basis of the Economic Impact Assessment, a number of scenarios have been developed that could enlarge the positive economic impact of Bralirwa. These scenarios are now subject to further feasibility studies.

Local economic impact

Our objectives

It is our aim that all stakeholders better understand the economic dynamics of the way in which we conduct our business. Better insight into local economic impact enables stakeholders, including local management, to take informed decisions that are in the best interest of both the Company and the local economy.

Our strategy

In 2006, Heineken developed a uniform measurement tool. This tool is available for use by all our operating companies. At conferences and in other meetings, the use of the tool is promoted and information is given when needed.

Activities in 2007

In September 2007, we introduced the tool during our global Corporate Relations conference. This resulted in three studies that were commenced in the fall in Rwanda, Burundi and Greece. The study for Rwanda has meanwhile been finalised (see the case study on page 37) with the other two studies well under way by the year-end.

What we will do in 2008

In 2008, we will conclude the studies for Burundi and Greece. We will further stimulate the use of the EIA by our operating companies and have set a target for at least two more studies to be concluded in the course of 2008.

Millennium Development Goals

In our previous report we paid attention to our participation in the development of a methodology to measure the private sectors contribution to the Millennium Development Goals. In 2007, we shared our experiences with the organisations involved in setting up such a methodology. As we believe our Economic Impact Assessment methodology had too much overlap with the methodology that was suggested by the researchers, Heineken decided not to participate in a pilot study.

Executive Committee members

responsible for relevant sustainability activities



Marc Gross

Group Supply Chain Director

- Energy
- Water
- Safety
- Agriculture
- Supply Chain Responsibility



Frans van der Minne

Group Human Resources Director

- Responsible beer consumption (Cool@Work)
- Our impact on developing markets



Sean O'Neill

Group Corporate Relations Director

- Reporting and stakeholder dialogue
- Energy (employee engagement)
- Responsible beer consumption
- Our impact on developing markets



Stefan Orlowski

Group Commerce Director

- Responsible beer consumption

Appendices

Appendix 1: Assurance Report KPMG Sustainability B.V.

We were engaged by the Executive Board of Heineken N.V. ('Heineken') to provide assurance on the Heineken Sustainability Report 2007 (further referred to as 'The Report'). The Report, including the identification of material issues, is the responsibility of the company's management. Our responsibility is to issue an assurance report on The Report.

What was included in the scope of our assurance engagement?

Our engagement was designed to provide the readers of The Report with limited assurance on whether the information in The Report is fairly stated.

Procedures performed to obtain a limited level of assurance are aimed at determining the plausibility of information and are less extensive than those for a reasonable level of assurance.

Which reporting criteria did Heineken use?

There are no generally accepted standards for reporting sustainability performance. Heineken applies its own sustainability performance reporting criteria, derived from the Sustainability Reporting Guidelines (G3) of the Global Reporting Initiative and internal corporate guidelines for reporting, as detailed in the 'Reporting basis' on pages 42-45. It is important to view the performance data in the context of this explanatory information. We believe that these criteria are suitable in view of the purpose of our assurance engagement.

Which assurance standard did we use?

We carried out our engagement in accordance with Standard 3410N 'Assurance engagements relating to sustainability reports' of the Royal Netherlands Institute of Register Accountants. This Standard requires, amongst others, that the assurance team possesses the specific knowledge, skills and professional competencies needed to understand and review the information in The Report, and that they comply with the requirements of the IFAC Code of Ethics for Professional Accountants to ensure their independence.

What did we do to reach our conclusions?

To determine whether the information in The Report is fairly stated we:

- performed a media analysis and internet search on environmental, safety and social issues relating to Heineken, to obtain information on relevant sustainability issues in the reporting period;
- reviewed the follow up of the stakeholder dialogue in The Report;
- reviewed the systems and processes for information management, internal control and processing of the qualitative and quantitative information in the report, at corporate level;
- reviewed the systems used for generating, validating and aggregating the environmental and safety data at corporate level;
- visited four sites in Russia, Nigeria and The Netherlands to assess the quality of the local data management systems and the reliability of the reported data;

- interviewed relevant staff and management at corporate level responsible for the reported information on specific issues in The Report, including agriculture, supply chain responsibility, responsible beer consumption and impact on developing markets;
- collected and reviewed internal and external documentation to determine whether the qualitative information is supported by sufficient evidence.

During the assurance process we discussed changes to the various drafts of The Report with Heineken, and reviewed the final version of The Report to ensure that it reflected our findings.

What are our conclusions?

Based on the above, the information in The Report does not appear to be unfairly stated.

What else did we observe?

Without affecting the conclusions presented above, we would like to draw readers' attention to the following:

In The Report Heineken explains how its stakeholder dialogue has contributed to sharpening the selection of material issues for the report and adjusting the contents of The Report. We recommend Heineken to further structure its dialogue with external stakeholders, by determining which stakeholders are relevant in relation to Heineken's focus areas and use the results of a structured dialogue with these stakeholders as an input to the preparation of a corporate sustainability management agenda,

including a common timeframe for targets in all focus areas. In addition we recommend Heineken to describe in the next sustainability report the results of this decision making process in terms of the priorities set in relation to Heineken's core business strategy.

KPMG SUSTAINABILITY B.V.



Drs. W.J. Bartels RA, Director
Amsterdam, 31 March 2008

Appendix 2: Reporting basis

Scope

The safety and environmental data presented in this report relate to the years 2005, 2006 and 2007 for the production units of the Heineken operating companies. 'Production units' means breweries, maltings and soft drink plants and combinations of these, at which malt, beer and soft drinks are produced. The data covers participating interests, which are included fully or partially in the consolidated financial statements. The figures for participating interests relate to their total output. Environmental data for production units where both beer and soft drinks are produced have been combined. The figures do not include distribution departments nor head offices. The 2007 data for Gasteiner have not been included as this operation was divested in the course of 2007. The influence of the Gasteiner operation on the total performance is negligible.

The Sustainability Report contains two types of targets: long-term targets and operational targets. Long-term targets have centrally been set at Group Function level like for energy consumption. Operational targets are part of the normal Operational Plan Cycle and are set locally by the production unit to fulfil the long-term targets. Each Production Unit sets annually operational targets for a number of parameters (e.g. safety, electricity consumption, water consumption) for the three years to come. The targets are influenced by e.g. changes of production volume and projects. The aggregated company target of a parameters is the volume-average of site targets. Therefore these targets can differ over the years also due to acquisitions and divestments.

The volume figures presented in the environmental section of this report, based on production, may differ slightly from the figures presented in

Heineken's financial report, which are based on sales. This difference is accounted for by exports, volumes produced under licence and a number of recently acquired production units that have not yet submitted data. Newly acquired production units are required to start reporting directly after the first calendar year after the date of acquisition.

The data presented in the sections on Agriculture, Supply Chain Responsibility, Responsible Beer Consumption and Our Impact on Developing Markets are derived from databases that are available at Group level. Additionally, the data provided in 'Responsible Beer Consumption' and on 'Business Ethics' have been subject to internal audit activities.

Reporting systems

The maltings, breweries and soft-drink plants gather the data in accordance with guidelines and definitions formulated by Heineken Group Supply Chain based on the Global Reporting Initiative Guidelines (G3, 2006). Their reports are submitted annually to this Group, where they are checked for completeness, likeliness of data and accuracy. A training course is also provided at the request of the production units to instruct employees in the production units in the accurate acquisition, verification and filing of data.

Visits have been paid to selected production units in conjunction with the external verifier to check the quality of the information they provide by comparing it with, amongst others, invoices, measurements, calculations.

Safety reporting

The safety reporting system is used by the production units to record accidents at their locations and report on the consequences for

| Safety parameters and indicators | | |
|----------------------------------|---|---|
| Parameters | Fatal accidents | Fatalities, own staff and contractor personnel |
| | Accidents resulting in permanent disability | Permanent disabilities, own staff |
| | Accidents resulting in absence from work | Accidents, own staff and contractor personnel |
| | Days absent | Absence, own staff in calendar days |
| | Number of complaints | External complaints related to nuisance |
| | Number of external safety related incidents | Incidents related to safety and environment which had an impact outside the production unit |
| Performance indicators | Accident frequency | Own staff, number of accidents resulting in absence from work per 100 FTEs |
| | Accident severity | Own staff, days absence from work per 100 FTEs |

both their own staff and contractor personnel. 'Own staff' includes both permanent, temporary staff and agency personnel. Overtime is included in the production workforce calculation. Group Supply Chain has defined six parameters, which must as a minimum be reported at local level, to serve as the basis for measuring the results achieved by our breweries, maltings and soft drink plants. These results are expressed in two performance indicators.

Environmental reporting

The purpose of environmental reporting is to clarify the environmental effects of producing malt, beer and soft drinks at our production locations. These effects include depletion of resources, emissions and nuisance. To measure the results achieved in these areas, Group Supply Chain has defined 7 key parameters for our breweries, maltings and soft-drink plants.

Performance is measured for 4 parameters in terms of production, expressed in hectolitres of beer and soft drinks or tonnes of malt, to facilitate comparison of the results.

The eco management system comprises of the following subjects: local environmental policy, environmental management system, legal compliance, violations of law, environmental fines, environmental complaints, environmental accidents, reliability of reporting. The greenhouse effect covers CO₂ and refrigerant emissions. The ozone layer depletion covers refrigerant losses (e.g. HCFCs), acidification covers NO_x, SO_x, and NH₃ emissions, nutrification covers Chemical Oxygen Demand (COD), nitrogen and phosphorus in waste-water after treatment, where discharged into surface water. Waste management deals with the destination of our by-products and hazardous waste.

Appendix 2: Reporting basis continued

| Environmental parameters and indicators | | |
|---|--------------------------------------|--|
| Parameters | Thermal energy consumption | Consumption of thermal energy in MJ (the corresponding CO ₂ emission is derived from this figure using the WBCSD Protocol) |
| | Electricity consumption | Consumption of electrical energy in kWh |
| | Water consumption | Water consumption in m ³ |
| | Solid waste disposal | Non-recycled waste in kg such as hazardous waste, waste-water treatment sludge and industrial waste |
| | Eco Care Indicator | The composite indicator covering 34 environmental parameters such as environmental management, renewable energy use, global warming, ozone layer depletion, acidification, eutrophication, nutrification and waste management expressed in per cent of best practise |
| | COD load of effluent | The COD of the treated or untreated waste-water leaving the production unit and discharged to surface water in kg |
| Performance indicators | Waste water treated | The number of units discharging waste-water untreated in the environment (status of the Waste-water Treatment Plant programme) |
| | Specific thermal energy consumption | Thermal energy consumption per unit produced in MJ/hl beer plus soft drinks |
| | Specific electricity consumption | Electricity consumption per unit produced in kWh/hl beer plus soft drinks |
| | Specific CO ₂ consumption | Fossil carbon dioxide emission (direct and indirect) per unit produced in kg/hl beer plus soft drinks derived from the thermal energy and electricity consumption |
| | Specific water consumption | Water consumption per unit produced in hl/hl beer plus soft drinks |

Qualified reliability of safety and environmental data

The reliability of the data is subject to certain qualifications, despite the fact that the safety and environmental experts at our production units have reported to the best of their knowledge, in good faith and in accordance with agreed procedures and Group Supply Chain has validated their figures. Heineken is continuing to work on formulating and applying uniform definitions and instructions for reporting purposes, in order to improve the accuracy and comparability of the data. Standard calculation protocols for atmospheric emissions have been developed, for example, to minimise the error in these figures. Standard calculation tools are also present for refrigerant losses and waste discharge.

Definitions

Differences in the interpretation of definitions have occurred in some cases. On the basis of our internal validation findings, we do not expect these differences at the aggregated level to be material.

Completeness

Reporting was not forthcoming or incomplete in some cases. Often newly acquired production units need to improve their reporting system, especially on complaint and incident registration, accident severity and COD measurement. In order to provide a realistic representation of Heineken's total environmental impact, the missing data has been estimated in accordance with our internal procedures for incomplete reports. Our operating companies have estimated some data. Production units that did not report have been listed in a footnote and estimates were included.

Accuracy

The accuracy of the data depends on the method of measurement, the calculation procedure and

whether estimates have been used. For some parameters, the sampling method and frequency, as for COD, can also affect the accuracy. The quantity of refrigerant is difficult to establish because it is used in dynamic systems in which it can occur in both the liquid and gaseous phase. Refrigerant losses are determined on the basis of the quantities added to replenish systems. At a number of production units, waste is removed from the site in containers of a given volume, and inaccuracies can arise in translating volume to weight. In the absence of local legislation in some countries outside Europe, the definition of hazardous waste is not always clear. In some cases, hazardous waste is safely recycled and is no longer designated as hazardous. The scope and workforce size related to the accident frequency can give rise to inaccuracies in some locations due to the misinterpretation of overtime and number of temporary personnel.

Comparability

Each parameter to be reported has accurately been defined in the Safety Standards & Procedures and Environmental Standards & Procedures.

The comparability of the data depends on the extent to which estimates have been used in determining the performance indicators. Where estimates have been used in interpreting trends, it is stated in the text of this report. The comparison of data has been carried out over a three-year period such to limit the influence of incidental fluctuations.

Since no material changes have been made to definitions, calculations or estimating procedures, there is comparability from year to year, except when indicated in the text of this report.

Appendix 3: Overview environmental performance* Heineken Group**

Absolute figures

| Performance indicator | Unit | Heineken Group** | | | Breweries and soft drink plants | | | Malting plants | | |
|--|-------------------------------------|------------------|-------|-------|---------------------------------|-------|-------|----------------|------|------|
| | | 2005 | 2006 | 2007 | 2005 | 2006 | 2007 | 2005 | 2006 | 2007 |
| Beer production | Mhl | 112.0 | 128.2 | 135.2 | – | – | – | – | – | – |
| Soft drink production | Mhl | 9.1 | 10.2 | 11.2 | – | – | – | – | – | – |
| Malt production | ktonnes | 563 | 588 | 612 | – | – | – | – | – | – |
| Water | Mm3 | 68.7 | 74.6 | 78.1 | 66.4 | 72.2 | 75.5 | 2.3 | 2.4 | 2.6 |
| Waste-water | Mm3 | 48.5 | 53.4 | 56.0 | – | – | – | – | – | – |
| Electricity | GWh | 1,230 | 1,380 | 1,450 | 1,160 | 1,310 | 1,370 | 68 | 75 | 77 |
| Thermal energy | PJ | 14.6 | 15.8 | 16.0 | 13.0 | 14.2 | 14.4 | 1.6 | 1.6 | 1.6 |
| CO ₂ emissions (direct) | ktonnes | 957 | 1,016 | 1,069 | 865 | 930 | 982 | 92 | 86 | 87 |
| NO _x emissions | tons | 1,970 | 1,770 | 1,810 | 1,750 | 1,700 | 1,740 | 217 | 73 | 75 |
| SO _x emissions | tons | 2,800 | 3,220 | 3,490 | 2,690 | 3,160 | 3,430 | 112 | 56 | 60 |
| Organic load before treatment | ktonnes COD | 139 | 140 | 150 | 135 | 138 | 147 | 3.2 | 2.7 | 3.5 |
| Effluent organic load*** | ktonnes COD | 23.1 | 33.7 | 28.1 | – | – | – | – | – | – |
| Effluent total nitrogen*** | tons N | 720 | 973 | 913 | – | – | – | – | – | – |
| Effluent total phosphorous*** | tons P | 429 | 684 | 548 | – | – | – | – | – | – |
| Effluent suspended solids*** | ktonnes d.m. | 4.82 | 7.64 | 6.77 | – | – | – | – | – | – |
| Total hazardous waste | ktonnes | 1.36 | 1.89 | 1.51 | – | – | – | – | – | – |
| Non-recycled hazardous waste | ktonnes | 0.71 | 0.78 | 0.36 | – | – | – | – | – | – |
| Total waste-water sludge | ktons d.m. | 10.4 | 11.2 | 10.1 | – | – | – | – | – | – |
| Non-recycled waste-water sludge | ktons d.m. | 4.09 | 1.97 | 2.91 | – | – | – | – | – | – |
| Total co-products, packaging and industrial waste | ktonnes | 2,340 | 2,590 | 2,790 | – | – | – | – | – | – |
| Non-recycled industrial waste | ktonnes | 131 | 140 | 132 | – | – | – | – | – | – |
| NH ₃ in use | tons | 891 | 935 | 927 | – | – | – | – | – | – |
| NH ₃ losses | tons | 74 | 107 | 75 | – | – | – | – | – | – |
| HC-based refrigerants in use | tons | 39.8 | 38.8 | 37.8 | – | – | – | – | – | – |
| HC-based refrigerants lost | tons | 8.4 | 13.0 | 16.9 | – | – | – | – | – | – |
| | kg R11 equivalents | 636 | 925 | 1,518 | – | – | – | – | – | – |
| | ktonnes CO ₂ equivalents | 16.4 | 28.2 | 37.3 | – | – | – | – | – | – |
| Halons in use | tons | 2.74 | 1.15 | 1.26 | – | – | – | – | – | – |
| Complaints | number | 89 | 55 | 37 | – | – | – | – | – | – |

* The data in Appendix 3 have not been subject to assurance, with the exception of data that are also included in the main part of the Report.

** Excluding data from Brau Holding International (Bad Brambach, Chemnitz, Karlsruhe, Rosenheim, Würzburg, Germany) and Gastein (Austria, in 2007).

*** Discharged to surface water.

Specific figures: Breweries and soft drink plants

| Performance indicator | Unit | 2005 | 2006 | 2007 ¹ | 2008 | 2009 | 2010 |
|-----------------------------------|------------------------|------|-------------|-------------------|------|------|------|
| Water | hl/hl | 5.49 | 5.22 | 5.15 | | | |
| Targets | hl/hl | | 5.00 | 5.1 | 4.9 | 4.9 | 4.6 |
| Electricity | kWh/hl | 9.59 | 9.46 | 9.31 | | | |
| Targets | kWh/hl | | 9.07 | 9.3 | 9.0 | 9.0 | 8.4 |
| Thermal energy | MJ/hl | 108 | 103 | 98 | | | |
| Targets | MJ/hl | | 100 | 100 | 95 | 94 | 88 |
| Non-recycled industrial waste | kg/hl | 1.08 | 1.01 | 0.91 | | | |
| Targets | kg/hl | | 1.06 | 1.1 | 0.9 | 1.0 | 0.9 |
| Direct CO ₂ emission | kg CO ₂ /hl | 7.15 | 6.72 | 6.70 | | | |
| Targets | kg CO ₂ /hl | 6.64 | 6.5 | 6.5 | 6.4 | 6.0 | |
| Indirect CO ₂ emission | kg CO ₂ /hl | 4.00 | 4.21 | 3.83 | | | |
| Targets | kg CO ₂ /hl | 3.78 | 4.1 | 3.8 | 3.8 | 3.6 | |
| Total CO ₂ emission | kg CO ₂ /hl | 11.2 | 10.9 | 10.5 | | | |
| Targets | kg CO ₂ /hl | 10.4 | 10.6 | 10.3 | 10.2 | 9.6 | |

Specific figures: Malting plants

| Performance indicator | Unit | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|-----------------------|---------------------|-------|-------|--------------|-------|-------|-------|
| Water | m ³ /ton | 4.08 | 4.11 | 4.17 | | | |
| Targets | m ³ /ton | | | 4.3 | 4.2 | 4.2 | 4.2 |
| Electricity | kWh/ton | 120 | 127 | 127 | | | |
| Targets | kWh/ton | | | 128 | 119 | 118 | 119 |
| Thermal energy | MJ/ton | 2,830 | 2,660 | 2,592 | | | |
| Targets | MJ/ton | | | 2,770 | 2,430 | 2,290 | 2,300 |

¹ Performance data of 2007 relate to the companies that were part of the Heineken Group in 2006. The targets for 2008 and beyond relate to the companies that are part of the Heineken Group in 2007.

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A Heineken N.V. publication

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Production and editing

Heineken N.V. Group Corporate Relations
Fraser Southey, London

Text

Heineken N.V. Group Corporate Relations

Photography

Andreas Pohlmann, Munich, Germany
Theo Tangelder Fotografie B.V., Angerlo,
the Netherlands
Maersk Line, Copenhagen, Denmark
Heineken International

Graphic design and electronic publishing

Addison Corporate Marketing Ltd, London

Printing

Boom & van Ketel Grafimedia, Haarlem,
the Netherlands

Binding and distribution

Hexspoor, Boxtel, the Netherlands

Paper

9lives 55 silk 300 gms cover
9lives 55 silk 135 gms text pages

9lives 55 is produced by an ISO 14001 accredited manufacturer and is certified as an FSC mixed sources product. It is produced with 55 per cent recycled fibre from both pre- and post-consumer sources, together with 45 per cent virgin elementary chlorine free (ECF) fibre sourced from well-managed forests.



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