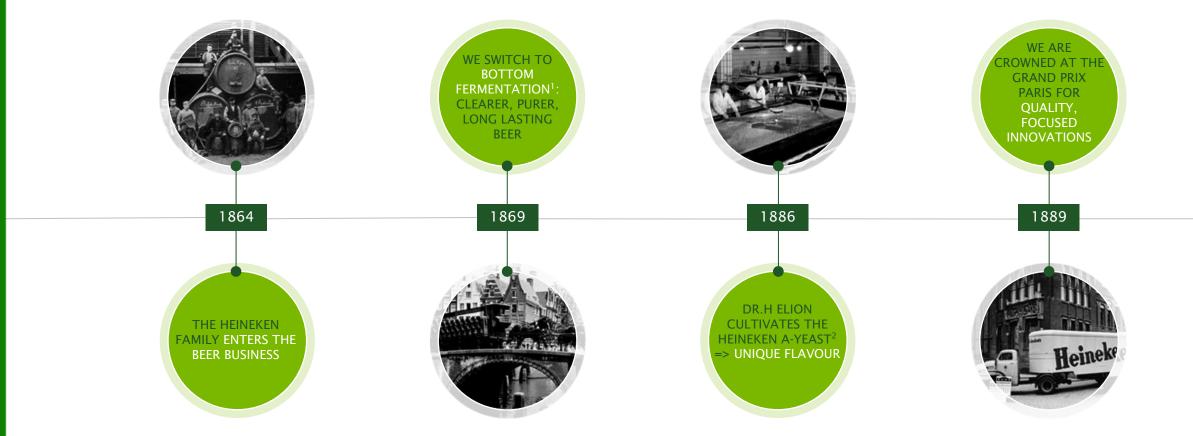




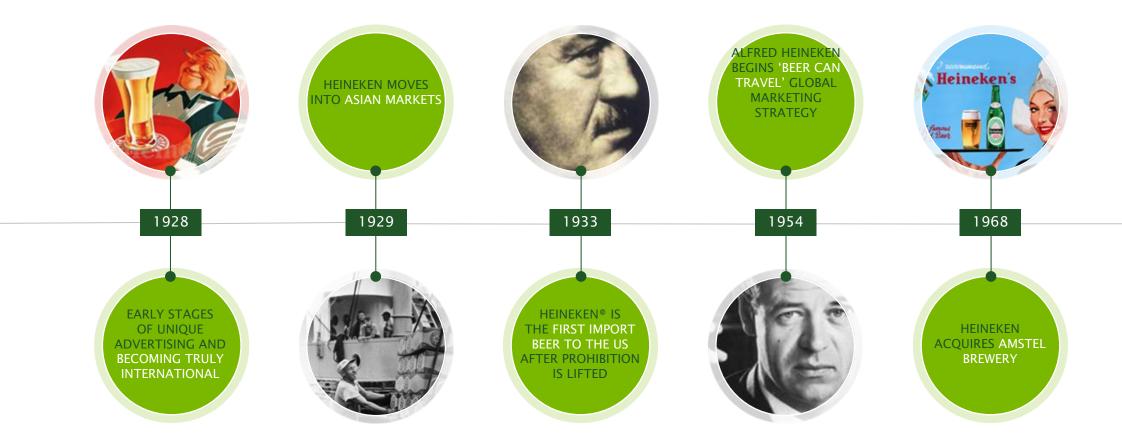
THE HEINEKEN COMPANY BRANDS & INNOVATION BREWING A BETTER WORLD OUR PRODUCTS: BEER & CIDER RECENT PERFORMANCE

HEINEKEN | A LONG AND PROUD HISTORY & HERITAGE



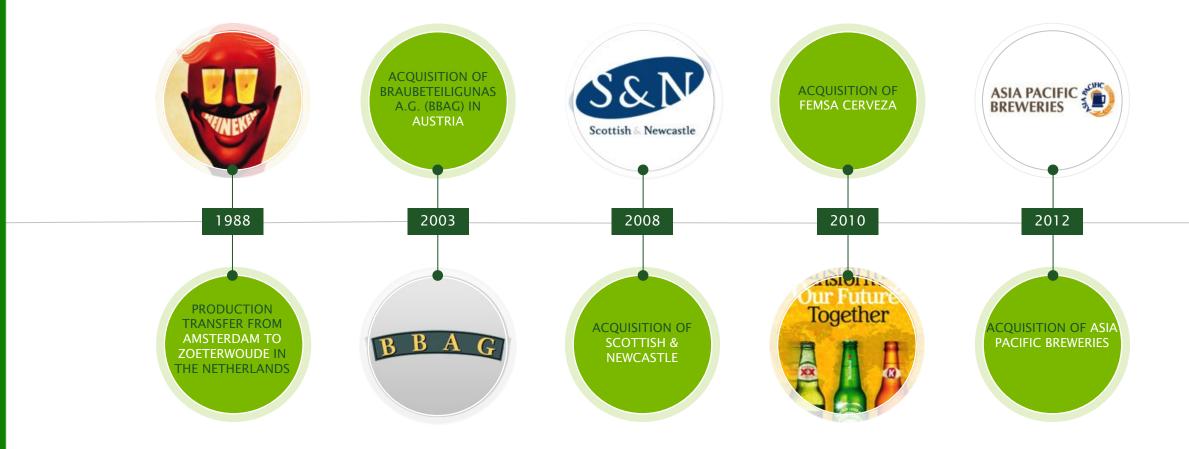


HEINEKEN | A LONG AND PROUD HISTORY & HERITAGE





HEINEKEN | A LONG AND PROUD HISTORY & HERITAGE





HEINEKEN | TRULY GLOBAL PRESENCE

Our aim is to be a leading brewer in all of the markets where we operate and to have the world's most prominent brand portfolio

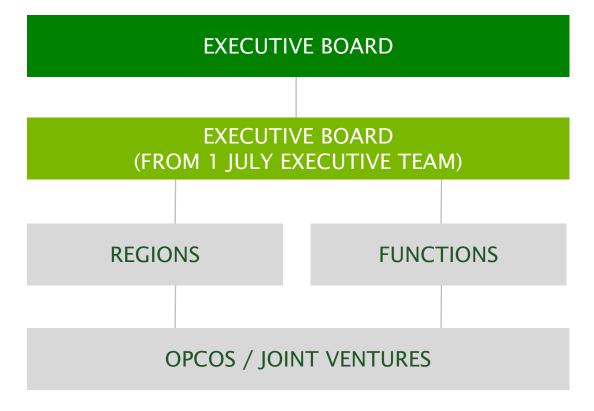








ORGANISATIONAL STRUCTURE





OUR EXECUTIVE TEAM

EXECUTIVE BOARD



Chairman / Chief Executive Officer JEAN-FRANÇOIS VAN BOXMEER



Member / Chief Financial Officer LAURENCE DEBROUX



President Europe STEFAN ORLOWSKI



President Americas
MARC BUSAIN



President Africa Middle East and Eastern Europe ROLAND PIRMEZ



President Asia Pacific FRANS EUSMAN



Chief Commercial Officer
JAN DERCK VAN KARNEBEEK



Chief Supply Chain Officer MARC GROSS



Chief Human Resources Officer CHRIS VAN STEENBERGEN



Chief Corporate Relations Officer BLANCA JUTI







HEINEKEN | BREWING GREAT BEERS, BUILDING GREAT BRANDS



OVER 250 BEER AND CIDER BRANDS

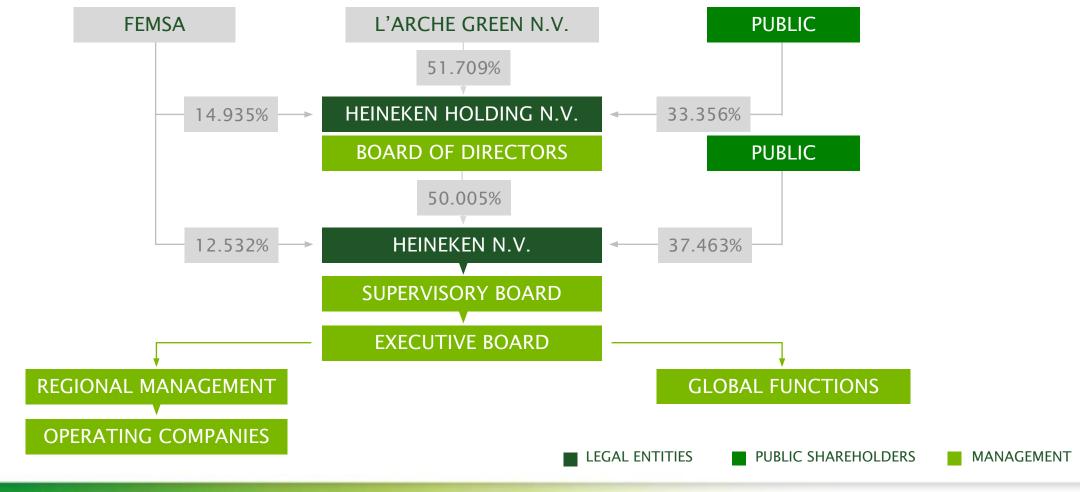
OUR FLAGSHIP BRAND, HEINEKEN®, IS THE WORLD'S LEADING INTERNATIONAL PREMIUM BEER

DESPERADOS, SOL, AFFLIGEM AND CIDERS COMPLEMENT OUR GLOBAL BRAND PORTFOLIO

PASSION FOR QUALITY AND INNOVATION



OWNERSHIP STRUCTURE AND STOCK EXCHANGE LISTING





LEAD BY COOL MARKETING & INNOVATION



HEINEKEN IS COMMITTED TO BEING PART OF THE CONVERSATION WITH CONSUMERS AND WE CONTINUE TO UNLEASH THE POWER OF OUR INNOVATION, A CORE PART OF OUR DNA.

1.9BN EUROS REVENUE FROM INNOVATION

9.2% INNOVATION RATE UP FROM 7.7% IN 2016

PARTNERSHIP WITH JAMES BOND, 0.5BN SPECIAL EDITION BOTTLES AND ACTIVATED IN 90 MARKETS

WIN WITH LOW AND NO ALCOHOL, RADLER 2.0% IN 45 MARKETS ACROSS 5 CONTINENTS, 0.0% BEER NOW IN 10 MARKETS

UEFA CHAMPIONS LEAGUE ACTIVATED IN 109 MARKETS

RUGBY WORLD CUP 2015, WORLDWIDE PARTNER OF BIGGEST EVER TOURNAMENT. FINAL WATCHED BY MORE THAN 120 MILLION FANS



THE HEINEKEN COMPANY BRANDS & INNOVATION BREWING A BETTER WORLD OUR PRODUCTS: BEER & CIDER RECENT PERFORMANCE

DELIGHTING OUR CONSUMERS WITH INNOVATIONS

INNOVATION IS AT THE HEART OF OUR COMPANY STRATEGY

WE WORK TO CONTINUALLY SURPRISE AND EXCITE OUR CONSUMERS AND MEET CHANGING CONSUMER PREFERENCES

INNOVATION CONTRIBUTING €1.9 BILLION OF REVENUES IN 2015

GLOBAL & LOCAL INNOVATIONS





THE HEINEKEN COMPANY

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The Head Office of "United Breweries Heineken":

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