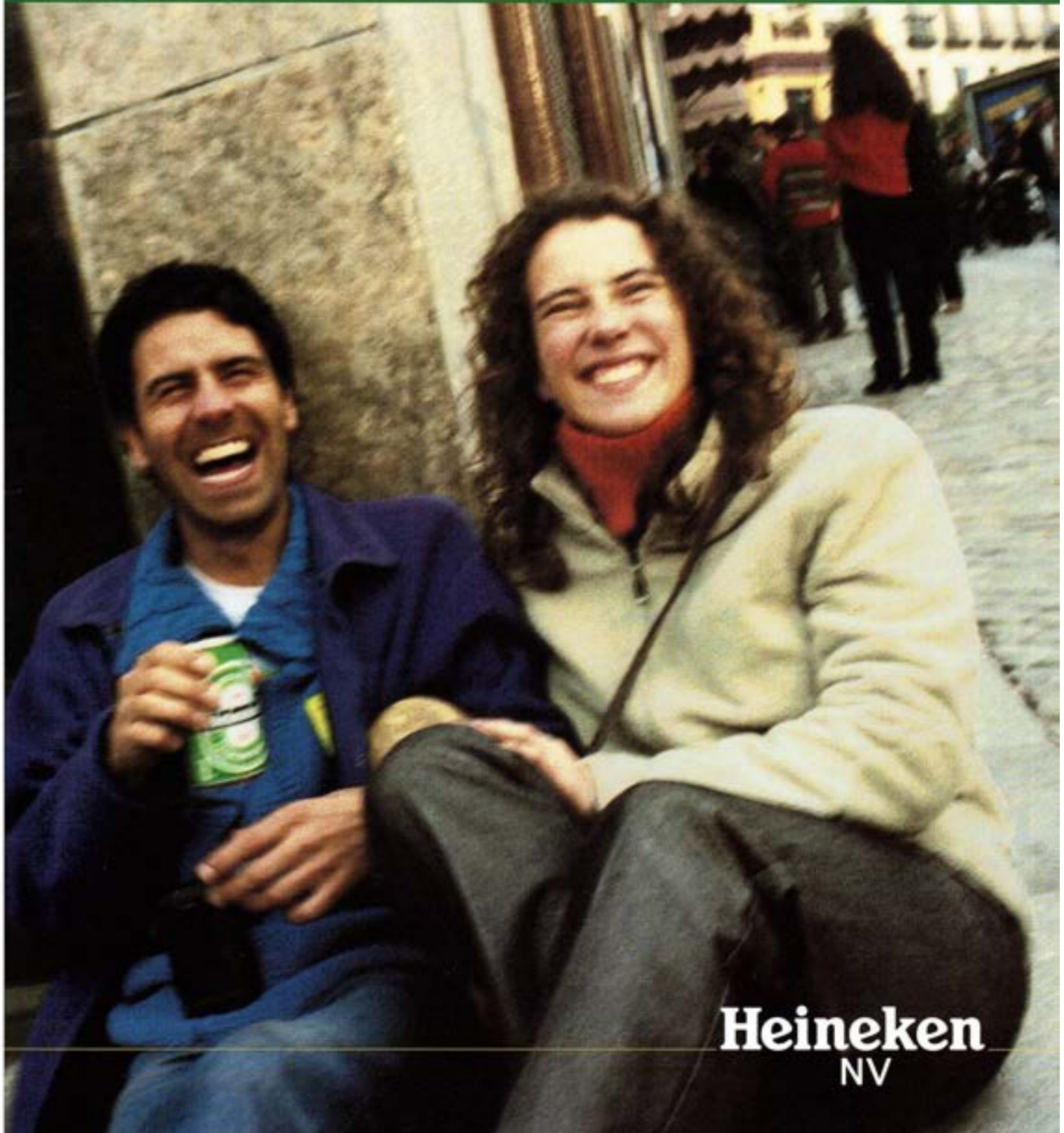


Summary of responsibility management

Heineken

A learning company



Heineken
NV



THONY RUYLS
CHAIRMAN EXECUTIVE BOARD

RESPONSIBILITY MANAGEMENT
IS AN INTEGRAL PART
OF OUR LONG TERM STRATEGY;
COMPANIES THAT FORGET ABOUT
THEIR SOCIAL RESPONSIBILITIES
HAVE NO FUTURE!

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Heineken stands for sustainable quality

Respect, enjoyment and passion for quality: these have been Heineken's core values since the mid-19th century. Sustainable quality is the yardstick for our beers and for our financial performance. It is also the yardstick for the working conditions of our employees and the contribution we want to make to society.

This vision forms the basis of the responsibility management programme. The programme is being introduced to embed our core values in our company's policies and performance on a structural basis. This brochure describes the background and the design of this programme. It provides information for managers within Heineken who – together with their teams – will be involved with the programme.

Gerard Adriaan Heineken

the founder of our business, wanted to offer the people of Amsterdam a high-quality alternative to jenever, the popular alcoholic drink of the time. A passion for quality was a core value from the company's earliest days.

Henry Pierre Heineken

Gerard Adriaan's son and heir, thought that the company needed to do more out of respect for its employees. He was one of the first industrialists to set up a company pension fund: respect as a core value.

Alfred Henry Heineken

who succeeded Henry Pierre, knew better than anyone how to convey enjoyment, linking a passion for quality with respect for people, society and the environment.



Why responsibility management?

People make Heineken

We all have our own set of values and standards. They make us what we are, and dictate how we see ourselves and how we are seen by others. Together with our cultural background, legal environment, education and life experience, they steer our behaviour.

Heineken is a company, not an individual. In fact, it is a varied collection of operating companies in many countries across the world. But like an individual, Heineken has its own set of values and standards. They form the company's essence and give it its identity. As with an individual, these values and standards, together with legislation and culture, steer the company's behaviour.

Unlike an individual, a company needs a clear structure to embed these values and standards in the organisation and translate them into behaviour. This structure must provide all employees, different as they are, with guidance on how to act in accordance with values and standards – because, ultimately, what matters is what we do, how we operate and perform. We refer to this structure as 'responsibility management'.

Not a luxury, a necessity

'We're a brewing company. We brew and sell beer. Why should we get involved in social issues?' It's a question that's often asked. The answer is that we not only want to sell beer today, but also in 30 years' time. Like, in the same way, that we are *today* building on a long-term vision that was developed many years ago.

A strategy designed to achieve sustainability calls for more than just compliance with the legal requirements. It's also about the working environment of our employees: is it healthy and safe, are employees' rights respected? And it is about business ethics, openness, environmental protection and involvement in the communities.

We want to be a company with clearly recognisable standards and values that drive our business. Only through a strategy based on sustainability can superior results be achieved in the long term.

What responsibility management involves

Fifteen themes

The Heineken responsibility management programme addresses 15 specific themes on a structured basis. These themes are listed in the table below.

The themes of the responsibility management programme

Alcohol	Corruption	Gifts
Child labour	Dealing with cultural diversity	Human rights
Community involvement	Employee representation	Non-discrimination
Competition	Environment	Occupational health and safety
Conflicting interests	Equal rights and opportunities	Sexual harassment

Since many of the Heineken companies are already very actively involved in many of these areas, the responsibility management programme is not completely new. The object is to assess our existing policies, adjust them where necessary and embed them more firmly in the organisation.

Anti-corruption policy

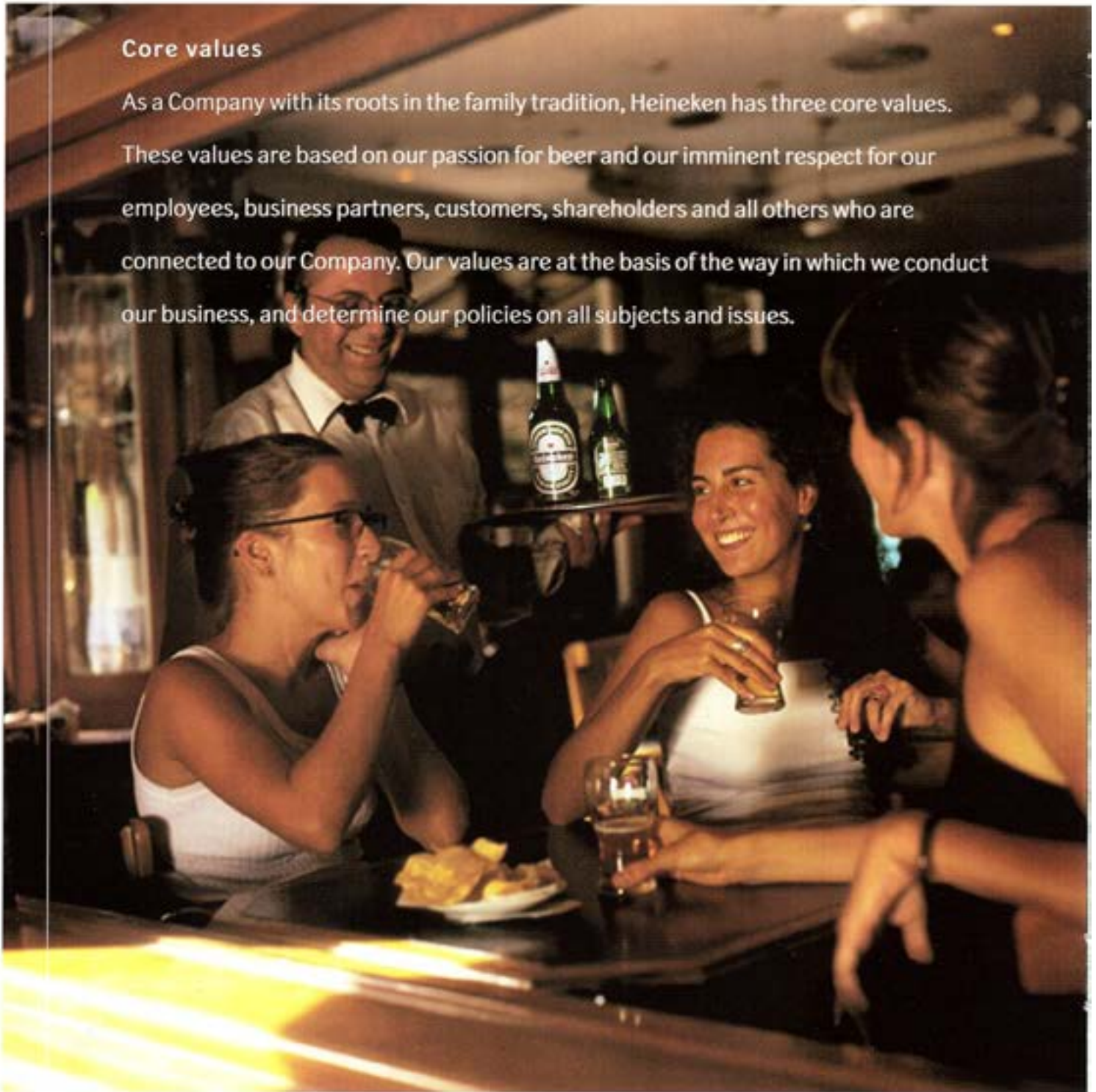
Formalisation of the anti-corruption policy is being given priority over the other themes, in response to legislation and regulations in various countries. The anti-corruption policy is an integral part of responsibility management.

Heineken values and principles

Core values

As a Company with its roots in the family tradition, Heineken has three core values.

These values are based on our passion for beer and our imminent respect for our employees, business partners, customers, shareholders and all others who are connected to our Company. Our values are at the basis of the way in which we conduct our business, and determine our policies on all subjects and issues.



Values

1

Respect for individuals, society and the environment

Heineken sees itself as an integral part of the community in which it operates. This not only means that we respect the laws and regulations of the countries where we are active. First and foremost, Heineken acknowledges the fundamental human dignity and basic rights on which the Universal Declaration of Human Rights is based. This is reflected, among other things, in the respect we have for the differences in people and cultures. We are very much aware of our responsibility towards our surroundings: spearheads of our accountability management include our highly evolved alcohol and environmental policies.

2

Enjoyment: we bring enjoyment to life

Heineken makes life more enjoyable. We do this through our products and our sponsorship policy, for instance, and other forms of commercial support. In this respect, our focus is on positive events that can contribute to the enjoyment of many. This core value is also reflected in the work atmosphere within the company.

3

Passion for quality

Heineken radiates quality in everything it does or produces. It goes without saying that this qualification applies to our products and, for instance, our social policy. Heineken invests in its employees and therefore enjoys a good reputation as an employer.

Principles

In order to fulfil its ambition Heineken has adopted the following business principles:

General

Heineken is actively aware of its social responsibilities, participating in societies all over the world, and lives up to them.

For the continuity of the Company, Heineken strives for a leading financial, environmental and social performance. To this end, investments in its workforce, its brands and its breweries are essential to the Heineken Company.

Heineken feels part of the communities in which it operates. It aims to make a valuable and sustainable contribution to local and global societies.

Heineken has committed itself to providing an excellent and sustainable return on the investment made by its shareholders. It values the support of all its investors and seeks to communicate with them regularly and openly, providing reliable and timely financial and other information.

Rule of Law

Heineken maintains a worldwide policy of compliance with laws and regulations. Heineken respects local cultures. It will adapt to local situations whenever possible, however, without prejudice to the Heineken values and principles or local laws and regulations.

Quality

Heineken assures that its products are produced according to the highest food safety standards. In the case a product does not fully meet these standards, Heineken will not hesitate to take appropriate action. As for the use of raw materials, it is Heineken's policy to only use ingredients that are safe for human consumption.

Behaviour

In relationships with employees, customers and other stakeholders, reliability and integrity are essential preconditions. Heineken expects its employees to refrain from acts that may damage these preconditions.

Heineken strives to provide a high level of enjoyment to its customers and consumers. Heineken will market and distribute its products in a responsible way. Therefore Heineken will act in good faith when persuading a consumer to choose one of its products. This means that vulnerable groups will not be targeted. Heineken aims to provide comprehensive information about the advantages and the disadvantages of its products in order to facilitate a balanced consumer choice.

Heineken will be truthful to employees, customers, consumers, governments, financial institutions or other stakeholders. All information it gives will be correct and transparent.

Employees

Heineken aims to positively contribute to the well being of its employees. It will take appropriate measures to continuously improve safety and health aspects within its facilities. Heineken will maintain a medical policy aimed at providing access to medical services for its employees and their families.

Heineken will keep in place a policy that is aimed at the development of skills in line with the natural talents of its employees. For the appointment or career prospects of employees, Heineken will pay attention only to the suitability of the candidate (education, personality, skills, working experience) and his or her legitimate demands. Heineken will base its decisions regarding (future) employees solely on the basis of objective criteria. It respects reasonable personal convictions or qualities of (future) employees.

Heineken supports fundamental human rights in line with the legitimate role of business in society. It secures the human rights of its employees within its facilities. In the case of external violations of the human rights of its employees, Heineken will provide assistance to its best abilities.

Heineken believes that children should be able to play and learn. This means that Heineken will not employ children within its facilities. Heineken will develop programmes to eliminate the employment of children by its business partners.

Conflicts of Interest

Heineken expects its employees to avoid conflicts between business and private interests, as well as the acceptance or donation of personal gifts that could influence the integrity of business decisions.

Competition

Heineken believes in the principle of fair competition. It will keep in place policies and programmes aimed at giving guidance to employees to ensure that they understand competition laws and act in compliance with them.

Corruption

Heineken believes that corruption must be eliminated from society. It will maintain appropriate policies and programmes aimed at reducing and avoiding corruption.

Environmental Issues

Heineken aims to exercise due care with respect to the environment. It will pay specific attention to the consumption of raw materials, water, energy and other resources within its processes, as well as minimising waste emissions to the environment.

Compliance

It is everybody's individual responsibility to give a correct interpretation to these principles. Communication, the development of tools, individual advising and monitoring are Heineken's responsibilities. The Executive Board, General Managers, Cluster Directors, Corporate Directors and local Management Teams have a specific responsibility, which is amongst others, expressed by exemplary behaviour and by initiating and assessing activities.

No employee will suffer negative consequences of bringing a breach or suspected breach of these principles to the attention of a senior manager.

Programme phases

Phase 1 Preparation

The first phase of the programme started in the late 1990s, on the instructions of the Executive Board. Heineken's existing policies were benchmarked against the policies of other multinational companies and the views of governmental and non-governmental organisations. A model was developed to enable the Operating Companies to develop and introduce their own social responsibility policies. The first phase was completed in 1999.

Phase 2 Business Principles

The second phase covered the years 2000 and 2001. During this period, the Executive Board defined the Heineken Business Principles and declared them to be integral to the achievement of company objectives. Pilot projects were set up in four countries (Ghana, Indonesia, Poland and Rwanda), to develop and gain experience with these principles. This phase was completed in 2001.

Phase 3 Phased implementation

We are now about to embark on the third phase: the implementation of responsibility management throughout the Heineken organisation. The local management teams play a key role in this. Their task is to, in no more than two years, develop policies on all themes. The first group of OpCo's will make a start in 2002 and the last group will begin in 2004.

Responsibility management timetable

Phase 1	1998-1999	Review of existing policies and development of model
Phase 2	2000-2001	Formulation of Heineken Business Principles and pilot projects in Ghana, Indonesia, Poland and Rwanda
Phase 3	From 2002	Introduction in Cluster Africa/Middle East, Heineken Brouwerijen, Heineken Supply, Heineken Nederland Business Services, Heineken USA, Sogebra and Heineken Export
	From 2003	Introduction in Clusters Other Europe and Asia/Pacific, Athenian Breweries, Heineken Italia, Heineken España, Heineken Technical Services and Vrumona
	From 2004	Introduction at other OpCo's

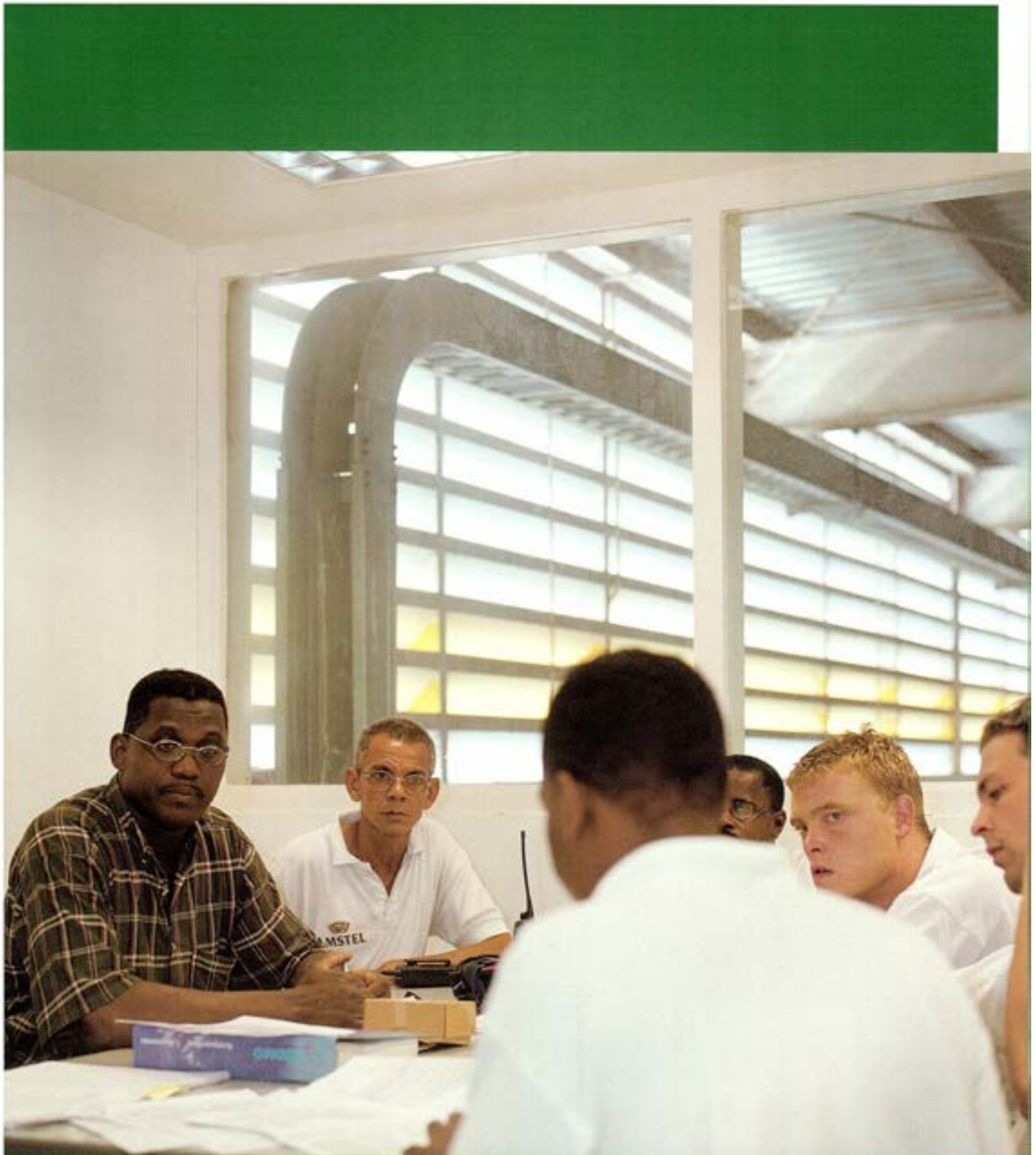


How responsibility management will be introduced

The Heineken Business Principles have been defined by the Executive Board but must be implemented taking local circumstances into account. The local management teams are expected to initiate a dialogue with their employees and external parties, the purpose of which is to translate the Heineken Business Principles into procedures and activities which are appropriate to local requirements, legislation and cultures.

There is not a directive code imposed by a top-down basis, to which everyone must comply. In our vision, a local commitment is more consistent with the management model of Heineken, which is based on delegation of responsibilities and powers within an agreed global set of principles. It will also do greater justice to the cultural differences within our business.

	Past	Future
When?	1999 - 2001	2002 - 2005
What?	Heineken Business Principles	Local sustainability policies in line with global Heineken principles
Who?	Executive Board	Local management teams in consultation with Executive Board
With whom?	Internal and external parties, governmental and non-governmental organisations	Interpretation at the local level through a dialogue with employees and external parties

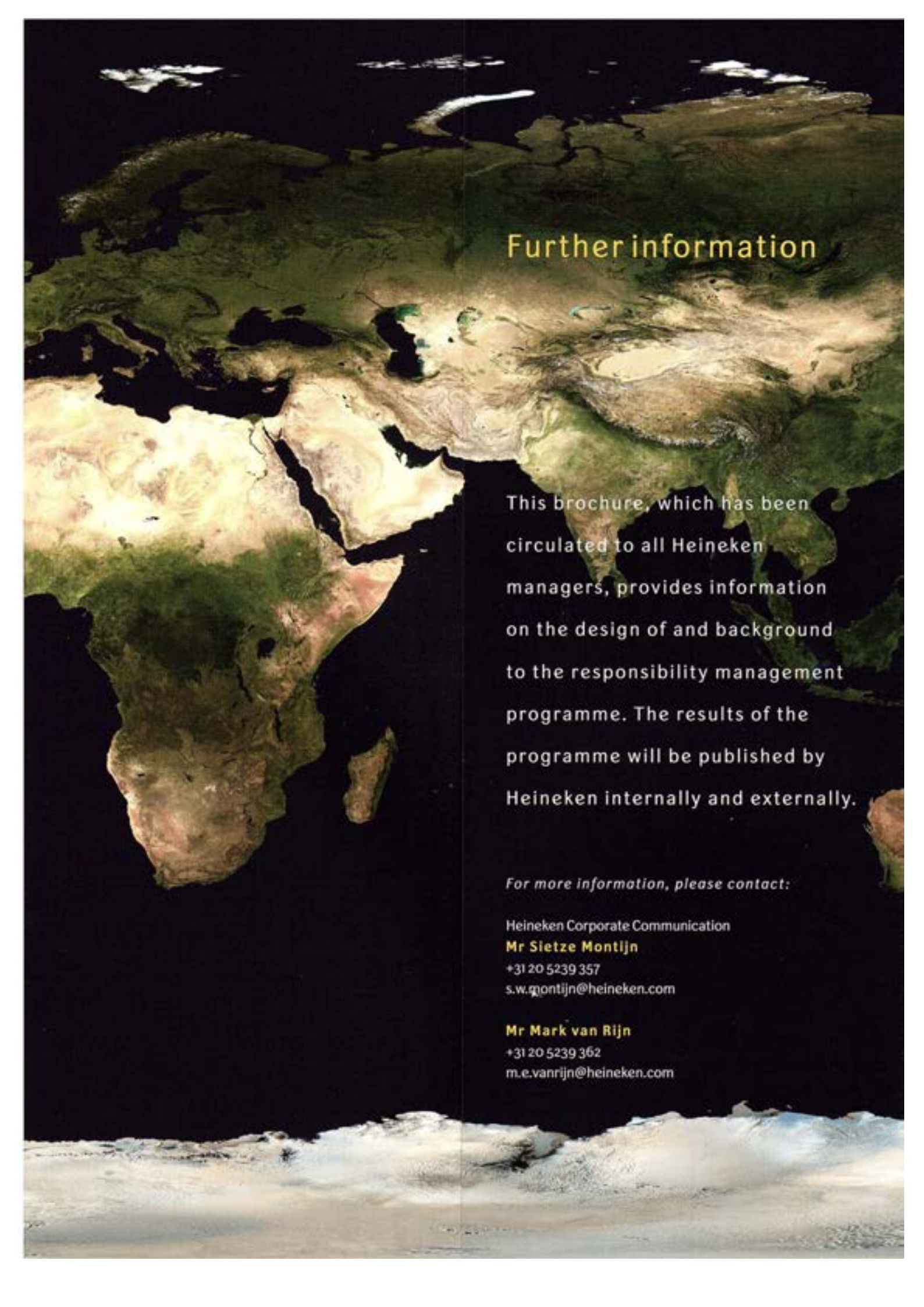


What Heineken expects from you

The introduction of responsibility management can only succeed if members of local management teams and other OpCo managers actively work to develop it. Requirements and opportunities must be measured against the centrally formulated Heineken Business Principles through a dialogue at local level.

Local employees, to be trained to support that dialogue, will enable and facilitate the implementation of responsibility management on an OpCo level in accordance with the timetable set out in this brochure. They will advise the management teams, making use of the experience gained in the four pilot projects. Various channels of communication will be open. Responsibility management will be included in the programmes of the Heineken University and a network will be set up for the exchange of knowledge and experience.

It is worth the effort to determine the place of our business in the cultures in which we operate, in the interests of the current reputation of our business and of its position in the long term. The co-operation and commitment of all our colleagues is crucial to the achievement of that goal.



Further information

This brochure, which has been circulated to all Heineken managers, provides information on the design of and background to the responsibility management programme. The results of the programme will be published by Heineken internally and externally.

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A learning company

THONY RUYSS
CHAIRMAN EXECUTIVE BOARD

As an alcohol producer we have a special responsibility in education of all our stakeholders: our products contribute to enjoyment in life, but people must know about the risks related to overconsumption.

I want all Heineken employees to be able to identify with their company.

MATTHIEU VALENS
GENERAL MANAGER BRALIRWA S.A.

An increase in transparency means that we are better able to defend our decisions both internally and externally, thus creating an improved understanding of our positions and positive perceptions.

SEGUN ADEBANJI
GENERAL MANAGER GHANA BREWERIES LTD.

Responsibility management is essential in the process of value creation.

HERMAN HOFHUIS
GENERAL MANAGER P.T. MULTI BINTANG

To play a role in society it is important that we maintain a policy of compliance to national laws and regulations and that we respect the cultures in which we operate.

NICO NUSMEIER
GENERAL MANAGER ZYWIEC S.A.

As an important player in society we should play a proactive role to positively affect behaviour in society: an organization like ours is expected to take steps aimed at imposing trends rather than suffering from them.