Summary of the End of Service Agreement with Mrs. Debroux

In mutual agreement with the Supervisory Board and following the 2021 AGM, Mrs. Debroux will step down as CFO and Member of the Executive Board of Heineken N.V. on 22 April 2021. Mrs. Debroux will continue to be paid in line with HEINEKEN's Executive Board remuneration policy until the end of her service on 30 April 2021. Mrs. Debroux' end of service terms are aligned to HEINEKEN's remuneration policy as disclosed in the Company's annual reports as well as the terms of her assignment agreement.

Mrs. Debroux will receive an end of service indemnity of EUR 708,333 gross in May 2021. This amount represents 6 months of base salary as well as a pro-rata payment of the 2021 Short Term Incentive at target for the period 1 January to the end of service. In line with contractual obligations, Mrs. Debroux' existing long-term incentive awards (2019-2021 and 2020-2022 long-term incentive plans) will continue to be subject to vesting at their regular vesting dates in accordance with the predetermined performance conditions, and as defined in the Long Term Incentives Plan Rules. Shares that may vest under these plans will be subject to the holding period of two years. Furthermore, all existing investment shares/share matching entitlements will continue to be subject to the regular holding period (5 years).

Mrs. Debroux is subject to a 12 months non-competition restriction at end of service.

Amsterdam, 9 March 2021