

Supervisory Board remuneration policy

The remuneration policy reflects our long-standing remuneration principles of supporting the business strategy, paying for purpose, and paying competitively. The remuneration policy and underlying principles support our long-term sustainable business growth in the widely diverse markets in which we operate.

Remuneration principles

The Supervisory Board remuneration policy is designed to attract and retain high-class and diverse profiles with relevant skills and experience that are required to perform the Supervisory Board's duties and ensures appropriate corporate governance by meeting the following key principles:

Support the business strategy

We align our remuneration policy with business strategies focused on creating long-term sustainable growth and shareholder value.

Pay for purpose

We align our remuneration policy to promote the independence and objectivity of our Supervisory Board members, which is a key element to best serve the long-term interest of the company.

Pay competitively

We set remuneration levels to be competitive with other relevant multinational corporations of similar size and complexity.

While establishing and implementing the policy, the perspective and input of internal and external stakeholders and the external environment in which HEINEKEN operates, are taken into consideration. HEINEKEN is also committed to an ongoing dialogue with shareholders and seeks the views of significant shareholders before any material changes to remuneration arrangements are put forward for approval.

Summary overview of remuneration elements

The Supervisory Board remuneration policy is simple and transparent in design, and consists of the following key elements:

Remuneration element	Description	Strategic role
Base Board Fees	<ul style="list-style-type: none">– Supervisory Board members receive a fixed cash compensation for their services.– In line with the Dutch Corporate Governance code, no variable pay and/or equity awards are offered.– In order to provide a fee level that is competitive with other companies comparable to HEINEKEN, reviews are conducted on a regular basis.	<ul style="list-style-type: none">– The Remuneration Committee is responsible for reviewing the compensation levels on a regular basis and bringing forward proposals (if any) to the Supervisory Board. Proposals are submitted to the Annual General Meeting for approval.– This review is done through a benchmark assessment against a pan-European peer group consisting of companies that are of comparable size to HEINEKEN.
Committee Fees	<ul style="list-style-type: none">– Supervisory Board members are compensated for additional responsibilities such as Committee membership.– In order to provide a fee level that is competitive with other companies comparable to HEINEKEN, reviews are conducted on a regular basis.	<ul style="list-style-type: none">– Members are eligible to receive additional fees in respect of serving as a Chairman or Member of a Committee.– Fee levels between Committees can differ if this is deemed appropriate dependent on the time commitment and responsibilities associated with the Committee membership.– Fees are additive; if a Board member serves in multiple Committees, the compensation will consist of the Board membership fee and the sum of the corresponding Committee fees.

Allowances and Benefits

- Supervisory Board members are reimbursed and compensated for additional efforts that enable them to exercise their role.
 - Members receive reimbursement of travel expenses and are compensated for intercontinental travel required to exercise their role.
 - Small benefits such as retirement gifts may also be provided.
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