

Heineken USA

August 17, 2007

Sandy Summers, RN, MSN, MPH
Executive Director
The Center for Nursing Advocacy
203 Churchwardens Rd.
Baltimore, MD USA 21212-2937

Dear Ms. Summers:

This letter is to follow up on our recent conversation regarding the status of your complaint regarding the Dos Equis "Most Interesting Man" TV advertisement. As I stated to you, Heineken USA's Independent Advertising Complaint Review Board has completed its review of the advertisement in light of your concerns. HUSA has directly addressed your concern by discontinuing the use of characters dressed as nurses.

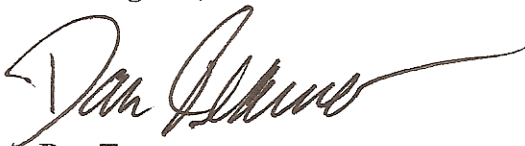
I thank you for bringing this issue to our attention. Feedback from consumers is of significant value to us as it helps us better understand consumers and members of the communities in which we sell and market our products.

If you have any additional questions regarding this issue, please feel free to contact me.

If our decision is not satisfactory to you, you have the opportunity to appeal our action complaint to the Beer Institute Code Compliance Review Board (CCRB). The board was established to provide the public with a timely, transparent and independent complaint review process for brewer advertising and marketing materials that are being broadcast or actively disseminated in the marketplace. To obtain information and complaint forms, you can contact www.beerinstitutione.org and click on "Ad Code". You may also obtain information on the CCRB by calling the Beer Institute at (202) 737-2337.

Thank you for your interest in Heineken USA.

Best regards,



Dan Tearno
Senior Vice President
Chief Corporate Relations Officer