



Heineken Malaysia Berhad

Registration No. 196401000020 (5350-X)

57TH ANNUAL GENERAL MEETING

Friday, 21st May 2021





01

MD's Presentation

Roland Bala
21st May 2021

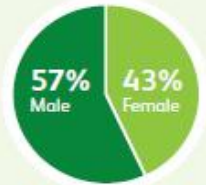


BREWING A SUSTAINABLE FUTURE FOR OUR PEOPLE, BUSINESS & PLANET

People

Total Employees
596

Board of Directors



Middle to Senior Management



Employee Engagement score



My Manager score



COVID-19 Response score



Supporting Our Stakeholders Through Covid-19:



Raise Our Bars donated **RM1 million** to help bars and pubs during the pandemic



Tiger Save Our Street Food pledged **RM1.5 million** for restaurants, coffee shops and street food vendors



Sabah Flood Relief Effort brought **food aid** for 1,000 flood victims



80,000 meals for 3,600 B40 families during the MCO

Planet



Performance



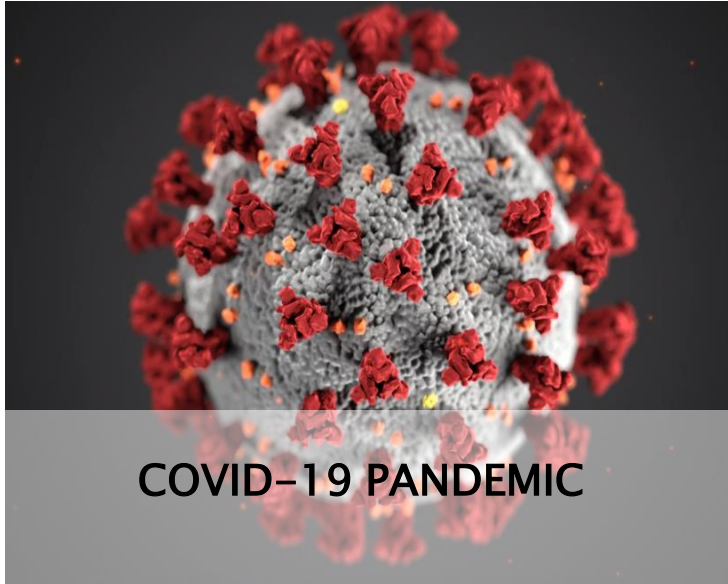
Contributed **RM1.05 billion** in taxes to the Government

FY20 Dividend **51 sen** per stock unit

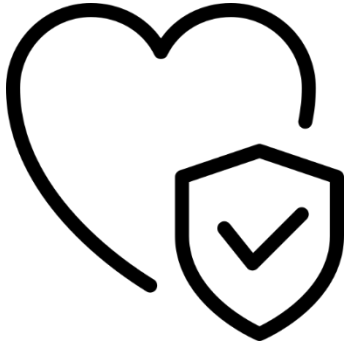
Revenue **-24%** vs 2019

Profit Before Tax **-52%** vs 2019

2020 CHALLENGES



NAVIGATING THE CRISIS



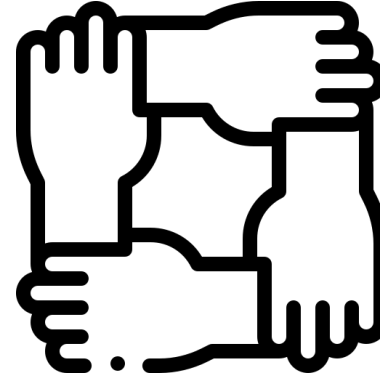
Safety & Health of Employees

- Work from Home
- Split Team A/B
- Temperature checks and MySejahtera registrations
- Strict SOPs at Brewery



Crisis Mitigation

- Right sizing our cost base
- Right sizing our organisation
- Reducing credit risk exposure
- Reducing CAPEX
- Preserving Cash



Supporting our Stakeholders

- Traditional Off-trade: Tiger Save our Street Food
- Modern On-Trade: Raise our Bars
- Food aid to B40 communities
- Sabah Flood Relief



E-Commerce Acceleration

- Step up B2C through Drinkies.my
- Better & Faster Sales Force Automation
- Sustainable B2B ecosystem

SUPPORTING OUR STAKEHOLDERS



Protecting our Employees



Supporting our Business Partners



Engaging our Consumers



Helping our Communities



Keeping our Investors Informed

PUTRA BRAND AWARDS 2020

33 Awards since 2010

Malaysia's Premier Brand Awards Measured By Consumer Preference




PUTRA
BRAND AWARDS
— THE PEOPLE'S CHOICE —
2020
GOLD

**Turning
liquid gold
into
solid gold.**


Heineken®




PUTRA
BRAND AWARDS
— THE PEOPLE'S CHOICE —
2020
PLATINUM

**THANK YOU
FOR YOUR
ROARING
SUPPORT**


ENJOY RESPONSIBLY




PUTRA
BRAND AWARDS
— THE PEOPLE'S CHOICE —
2020
SILVER

**A SILVER LINING
TO OUR
DARK STOUT**

For non-Muslims aged 21 & above only.
ENJOY RESPONSIBLY


GUINNESS

BRAND HIGHLIGHTS

ADAPTING TO THE NEW NORM IN CONSUMER ENGAGEMENT



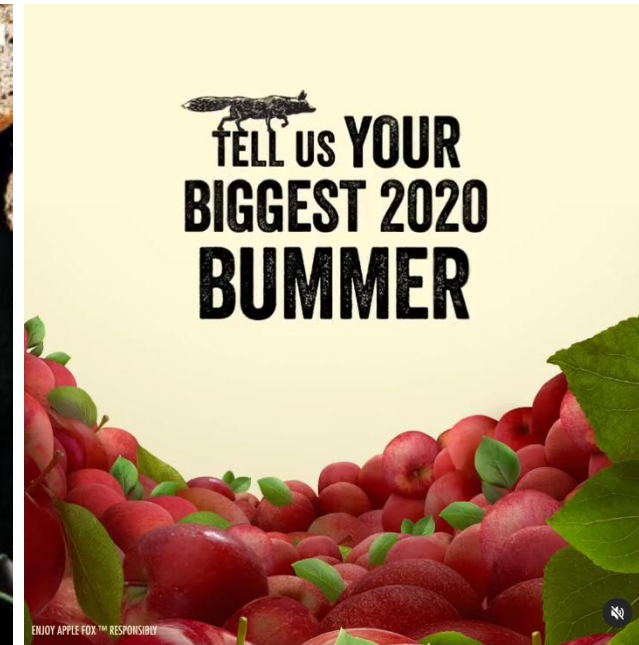
Heineken® Starclub NYE
Live Countdown Party



Tiger Street Food
Virtual Festival



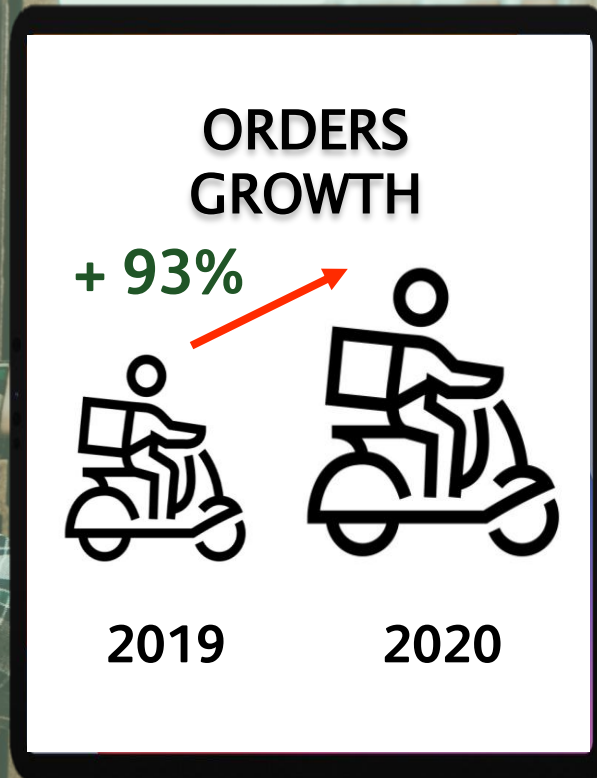
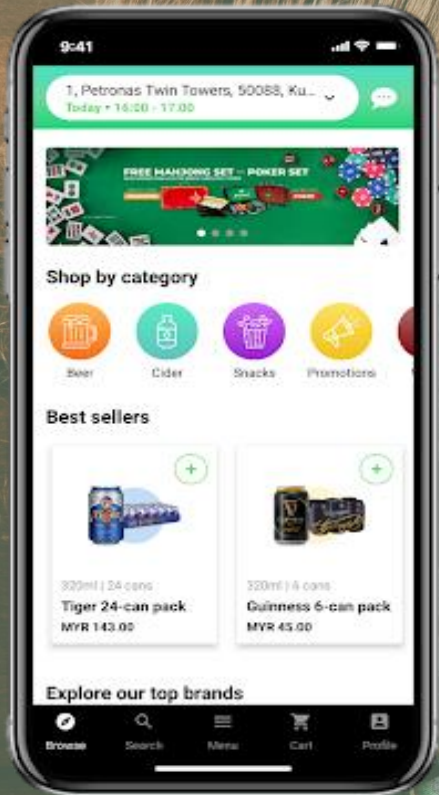
Guinness Flavour by Fire
(Home Edition)



Apple Fox's FOX IT!

GROWING E-COMMERCE

Increased Demand for Delivery as Consumer Behaviour Shifts



Launched Mobile Application, Expanded Coverage Area, & Extended Product Variety

SUSTAINABILITY – 2020 KEY ACHIEVEMENTS



RESPONSIBLE CONSUMPTION

10% of Heineken® media spend to promote responsible consumption

When You Drive, Never Drink campaign with Heineken® and Formula 1 partnership

WATER CONSERVATION

Balanced more than 100% water used in our products through high impact water stewardship initiatives

Reduced water consumption by 15.5% since 2014 (3.65 l/hl)

WORKING WITH COMMUNITIES

Raised RM355 million since 1994 for 559 schools through Tiger Sin Chew Chinese Education Charity Concert

Invested over RM3.5 million in environmental and community partnerships

2020 FINANCIAL PERFORMANCE

FY20 vs FY19

(12 months ended 31 December)

Revenue

- 24%

from RM2.32 billion
to **RM1.76 billion**

Profit Before Tax

- 51.8%

from RM412 million
to **RM198 million**

CHALLENGES

Covid-19
Pandemic

Suspension of
Operations for
46 Days

Intermittent
Lock Downs

On-trade
Restrictions

Limited
Social Activities

KEY POSITIVES

Health & Safety
of our People

Supporting our
Stakeholders

Leading Digital
Executions

Cost-Saving
Initiatives

PROPOSED DIVIDEND PAYOUT

FIRST & FINAL
DIVIDEND PROPOSED
(Payable in July 2021)

51 sen

TOTAL DIVIDEND IN FY19

108 sen

TOTAL DIVIDEND IN FY20

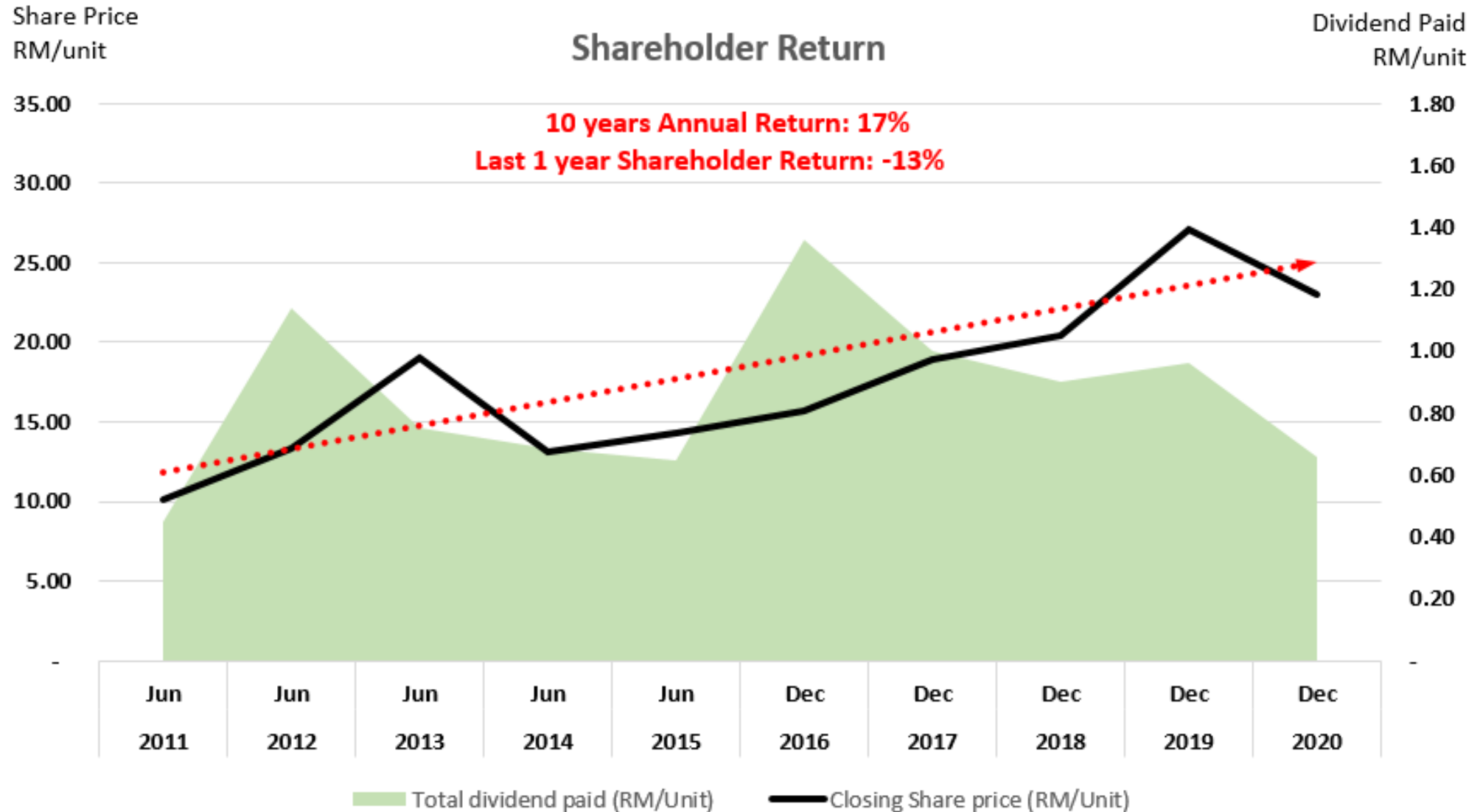
51 sen

Dividend Payout
representing

100%

of FY2020 PAT

SHAREHOLDER VALUE CHART



01



MD's Presentation

2021 Outlook &
Q1 2021 Performance



2021 OUTLOOK

**THE EDGE™
MARKETS**
MAKE BETTER DECISIONS

MCO 3.0 in six Selangor districts, but economic activities allowed



Another challenging year with uncertainties in the momentum of business recovery.

Key Challenges

- COVID-19 – Lockdown – Restrictions – Recovery
- Economic Uncertainties
- Political Uncertainties
- Illicit Market Needs to be Addressed



Health Dg: Public COVID-19 vaccination registration to open March 1



TheStar

Consumer confidence remains low



ECONOMY
Wednesday, 19 Feb 2020



2021 Q1 RESULTS

Revenue

+ 6.2%

from RM515 million
to RM547 million

Profit Before Tax

+ 29.1%

from RM74 million
to RM96 million

Commentary

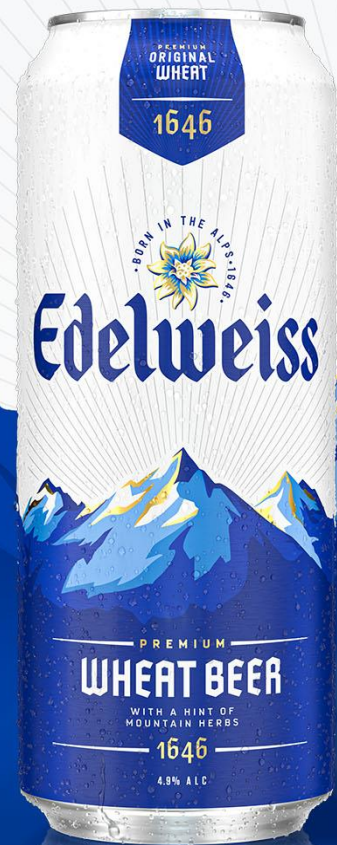
- Better execution of campaigns
- Prudent cost management
- Phasing of commercial spends
- Suspension of operations from March 18th 2020

Q1 2021 vs Q1 2020

(3 months ended 31 March)



Edelweiss



FEEL THE ALPS



THE WORLD'S FIRST
WHEAT BEER FROM

AUSTRIA 

A modern wheat beer,
born in the Alpine
altitudes in

1646

CONTAINS
4.9%
ABV



**ALL-NATURAL
INGREDIENTS
WITH A HINT
MOUNTAIN HERBS**

All-natural ingredients – finest
wheat, pure water and unique
mountain herbs



**SMOOTH WITH
SUBTLE FRUITY
AFTERTASTE**

every sip of Edelweiss is like taking
a deep breath of pure mountain air

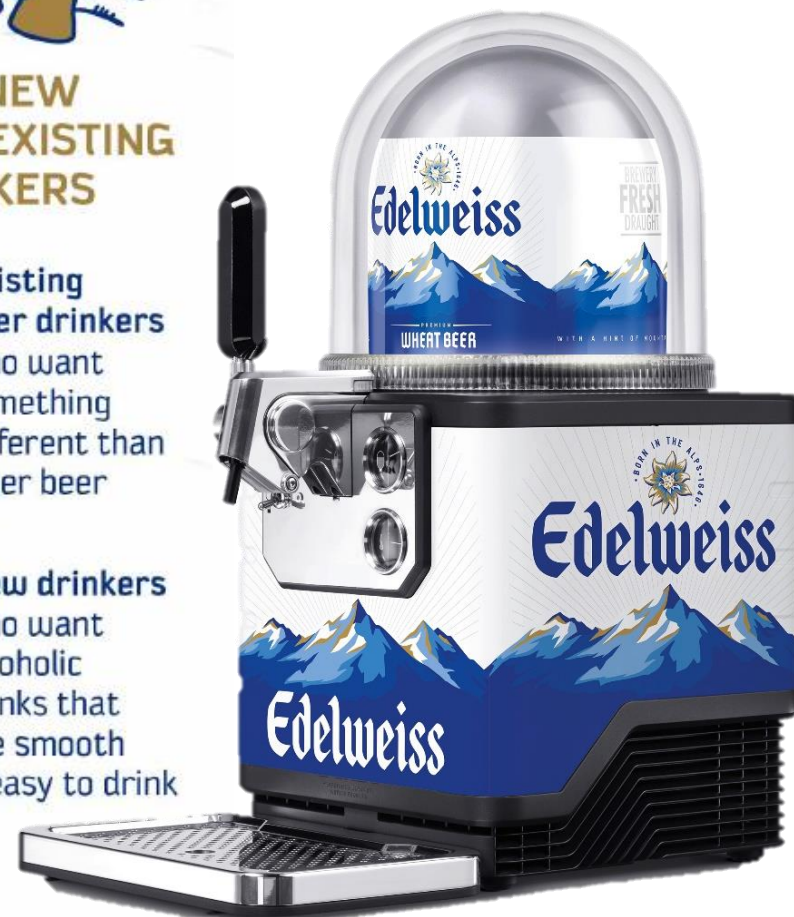


**FOR NEW
AND EXISTING
DRINKERS**

- 1.** Existing beer drinkers who want something different than lager beer
- 2.** New drinkers who want alcoholic drinks that are smooth & easy to drink

BORN IN THE ALPS 1846

Edelweiss



HEINEKEN

EverGreen

GROWTH

Invest in core brands and growing segments

COST & VALUE

Right size our organisation and cost base

SUSTAINABILITY & RESPONSIBILITY

Be bold on sustainability and elevate responsible consumption

DIGITAL & TECHNOLOGY

Become the best connected brewer

PEOPLE & CULTURE

Transform our leadership culture

BREW A BETTER WORLD 2030



ENVIRONMENT

Achieve Carbon Neutral Production by 2030

Reduce water consumption to 2.6 hl/hl

Fully balance water used in our products

SOCIAL

Continue to positively impact our local communities

RESPONSIBLE

Lead in advocating responsible consumption

Continue to invest 10% of Heineken® media spend to encourage responsible consumption

