

FY19 Financial Results Media & Analyst Briefing

Friday, 21 February 2020

2019 in review VIDEO

Introducing the New Management Team



ROLAND BALA
MANAGING
DIRECTOR



PABLO CHABOT
MARKETING
DIRECTOR



VASILY BARANOV
SALES
DIRECTOR



SZILARD VOROS
FINANCE
DIRECTOR



RENUKA INDRARAJAH
CORPORATE AFFAIRS
& LEGAL
DIRECTOR



SALIMA BEKOEVA
SUPPLY CHAIN
DIRECTOR



KUHAN KANAGARAJAN
HUMAN RESOURCES
DIRECTOR



JANINA VRIESEKOOP
TECHNOLOGY &
TRANSFORMATION
DIRECTOR

New Launches

Heineken® 0.0



HEINEKEN® 0.0: Growing consumer demand for moderation & wellbeing
Launched in July 2019

New Launches

Tiger Crystal



Tiger Crystal: Ultimate Refreshment

Launched in August 2019,
positive consumer feedback to date

Crystal Cold Filtered at -1°C
4.2% ABV, Less Bitter, Easy-to-drink



Tiger: Uncaging Growth in Mainstream Category



TIGER: Malaysia's No. 1 Beer

Key Initiatives:

Tiger Festive Chinese New Year

Tiger ROAR Project

Tiger Street Football



Heineken®: World Class Experiences



HEINEKEN®: World's No. 1 International Premium Beer

Key Initiatives:

UEFA Champions League Campaign

Heineken® Live Your Music Events

Heineken® Star Tower Countdown Party



Guinness: Made of More

GUINNESS: No. 1 Stout in Malaysia and the World Over

Key Initiatives:

Guinness St Patrick's

Guinness Perfect Pour Finale 2019

Guinness Time

Guinness Flavour by Fire



Apple Fox: Wayyy More Apples



APPLE FOX: New Zealand Inspired Cider

Key Initiatives:

Malaysia Book of Records for Art Installation

Celebrating more apples with each bottle containing the juice from more than one apple

Putra Brand Awards 2019

Malaysia's Premier Brand Awards Measured By Consumer Preference



Drinkies.my: Bring The Bar Home



DRINKIES.my

Significant pick up in growth

First Draught@Home service in Malaysia catering for home parties, family gatherings, events

Brewing a Better World

Sustainable Business Awards 2019



Best Water Management (2 years in a row)
Special Recognition for Sustainability in the Community
Special Recognition for Waste & Material Productivity

Financial Highlights

Full Year 2019 Performance

FY 2019 vs FY 2018
(12 months ended 31 Dec 2019)

Revenue OG +10%

Revenue

+ 14%

from RM2.03 billion
to **RM2.32 billion**

Profit Before Tax

+ 8%

from RM381 million
to **RM412 million**

4Q19 vs 4Q18
(3 months ended 31 Dec 2019)

Revenue

+ 3%

from RM662 million
to **RM680 million**

Profit Before Tax

- 17%

from RM145 million
to **RM121 million**

Proposed Dividend Pay Out



INTERIM DIVIDEND
(Paid in October 2019)

**FINAL DIVIDEND
PROPOSED**
(Payable in July 2020)

42 sen

66 sen

TOTAL DIVIDEND IN FY19

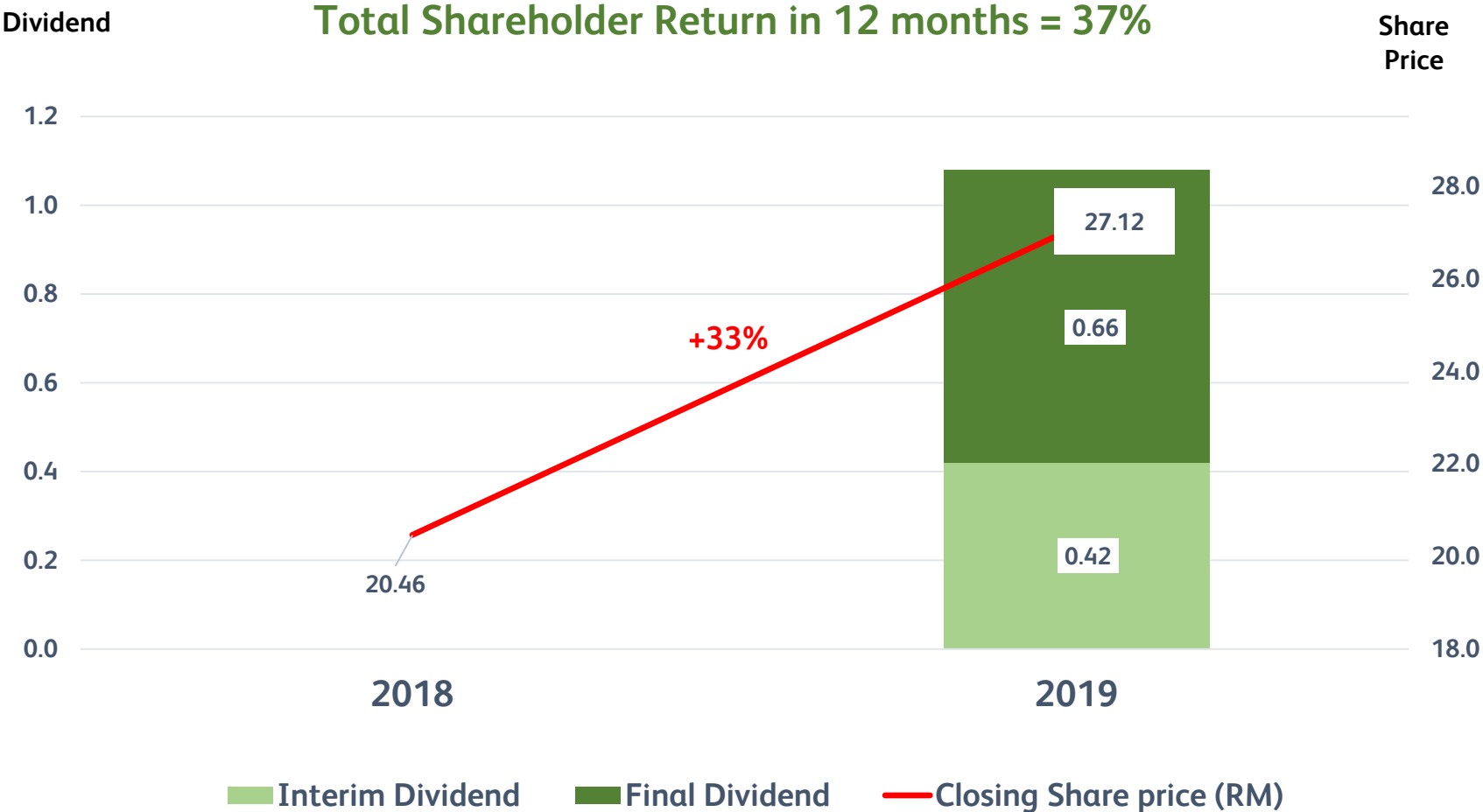
108 sen

TOTAL DIVIDEND IN FY18

94 sen



Commendable Shareholder Return



Summary: Bringing Things Together The Last 12 Months

FINANCIALS		
Revenue +14%	Profit Before Tax +8%	FY19 Dividend 108 sen per stock unit

DRIVERS		
Core Brands and New Launches	Cost Efficiencies	World Class Brands & Excellent Execution

KEY POSITIVES	
Excise Duties remained stable	Strengthened Government Commitment Against Illicit Alcohol

CHALLENGES		
Intensified Competitive Intensity	Increased Cost of Doing Business	Illicit Alcohol Market

2020 Outlook

Going into 2020...



Strong start to 2020 with Tiger Beer's CNY Campaign

Business environment expected to remain challenging given:

- Intensifying competition
- Economic & political uncertainties
- COVID-19
- Rising cost of living
- Sluggish income growth

Illicit market continues to be a challenge although Government has increased efforts to address this

2020 Strategy

Our Purpose:
Brewing a Sustainable Future for our
People, Business & Planet

Our Focus:

Deliver Top Line Growth

Drive End2End Performance

Best Connected Brewer

Engage & Develop our People

Brew a Better Malaysia





HEINEKEN