

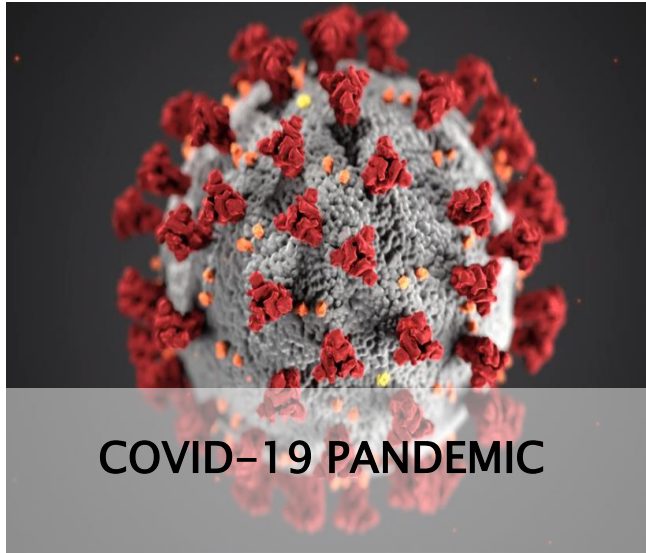


FY2020 Financial Results Media & Analyst Briefing

Thursday, 18 February 2021



2020 CHALLENGES



COVID-19 PANDEMIC



ONGOING LOCKDOWN



SUSPENSION OF SG. WAY
BREWERY FOR 46 DAYS
(18 March – 3 May 2020)



RESTRICTIONS ON
ON-TRADE CHANNELS



LIMITATIONS ON
SOCIAL ACTIVITIES

NAVIGATING THE CRISIS



Save Our Street Food
RM1.5 million to support restaurants, coffee shops, and street food vendors.



Raise Our Bars
RM1 million to support bars & pubs through the difficult period.



Aggressive Cost Saving Measures
across commercial spend, ATL/BTL, and overheads.

ADAPTING TO
THE NEW NORM
IN CONSUMER
ENGAGEMENT



Tiger Street Food
Virtual Festival



Heineken® Starclub NYE
Live Countdown Party



Guinness Flavour by Fire
(Home Edition)



Apple Fox's FOX IT!



33 Putra Brand Awards since 2010

Malaysia's Premier Brand Awards Measured By Consumer Preference

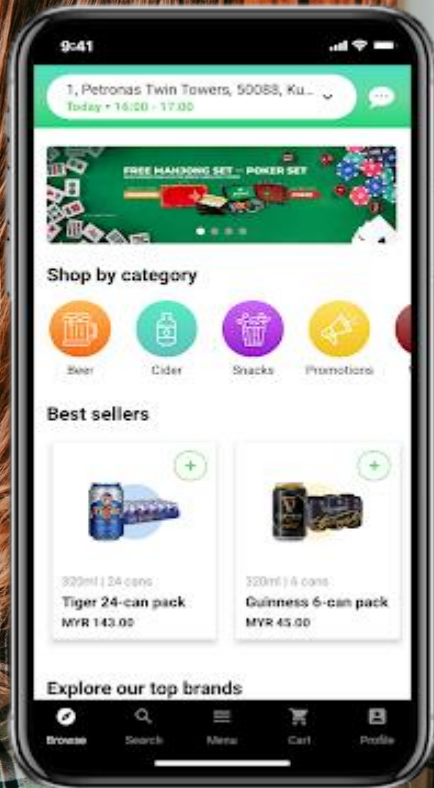
PUTRA
BRAND
AWARDS
2020



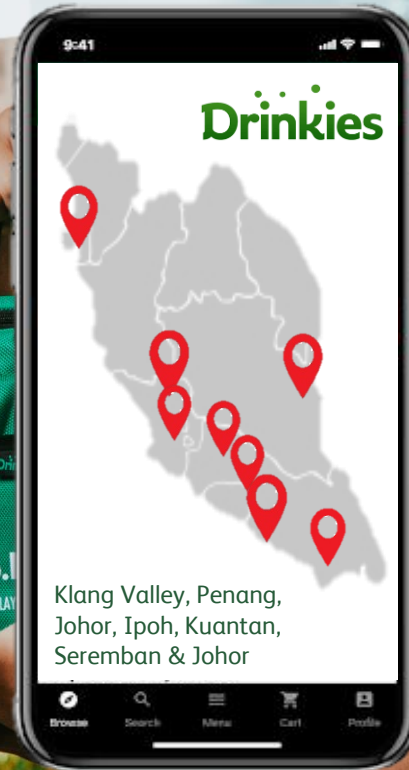
Bring the Bar Home

Increased Demand for Delivery as Consumer Behaviour Shifts

GROWING
E-COMMERCE
PLATFORM



Launched
Mobile Application



Expansion of
Coverage Areas



Extension of
Product Variety

SUPPORTING OUR STAKEHOLDERS



Protecting our Employees



Supporting our Business Partners

6Cs WHEN VISITING A RESTAURANT OR BAR

<p>CHECK YOUR DISTANCE Keep at least 1 metre physical distance between other customers.</p>	<p>CLEAN YOUR HANDS Frequently wash your hands with soap and use hand sanitiser.</p>	<p>CASH FREE PAYMENT Use contactless payment methods (E-wallets or Credit/Debit Cards) as much as possible.</p>
<p>CONTACT TRACING Do comply with the outlet's request to provide your personal details for contact tracing purposes.</p>	<p>COME BACK LATER If you're not feeling well, please stay at home.</p>	<p>CATCH A CAB When You Drive, Never Drink. Take a taxi or use e-hailing to get home safe.</p>

Engaging our Consumers



Helping our Communities



Keeping our Investors Informed



SUSTAINABILITY – 2020 KEY HIGHLIGHTS



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

To achieve 100% Water Balanced in production through high impact water stewardship initiatives

To reduce our water consumption to 2.8 litres of water per litre of beer by 2030

WORKING WITH COMMUNITIES

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

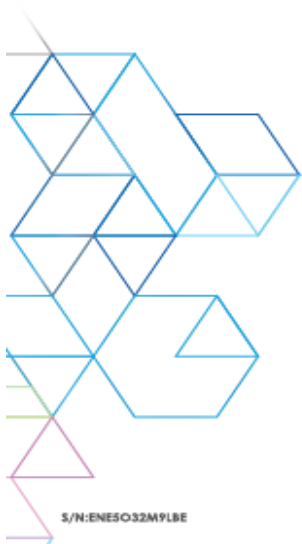
Invested over RM3.5 million in environmental and community partnerships

COMPANY OF THE YEAR (MANUFACTURING – BEVERAGE)



Awarded
Company of the Year
(Manufacturing – Beverage)
in 2017, 2019 & 2020
in recognition of our
environmental protection and
community-based initiatives

BEST COMPANIES TO WORK FOR IN 2020



S/N:ENES032MYLBE



CERTIFICATE OF *Achievement*

This is to certify that

HEINEKEN MALAYSIA BERHAD

is a recipient of the HR Asia Best Companies to Work for in Asia 2020 organised by HR Asia

held in December 2020
Kuala Lumpur

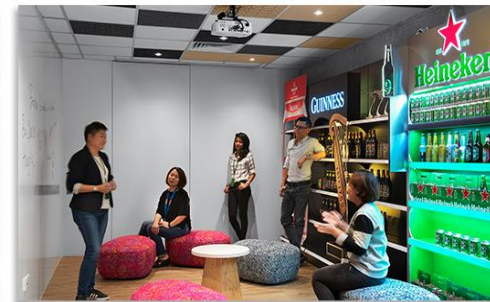
DATUK WILLIAM NG
Group Publisher / Editor-in-chief
Business Media International

HR Asia



**ONE
STRONG
TEAM**

WINNING





Financial Highlights



Full Year 2020 Performance

FY 2020 vs. FY 2019
(12 months ended 31 Dec 2020)

Revenue

- 24%

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

Profit Before Tax

- 51.8%

from RM412 million
to **RM198 million**

Q4 2020 vs. Q4 2019
(3 months ended 31 Dec 2020)

Revenue

- 23.7%

from RM680 million
to **RM519 million**

Profit Before Tax

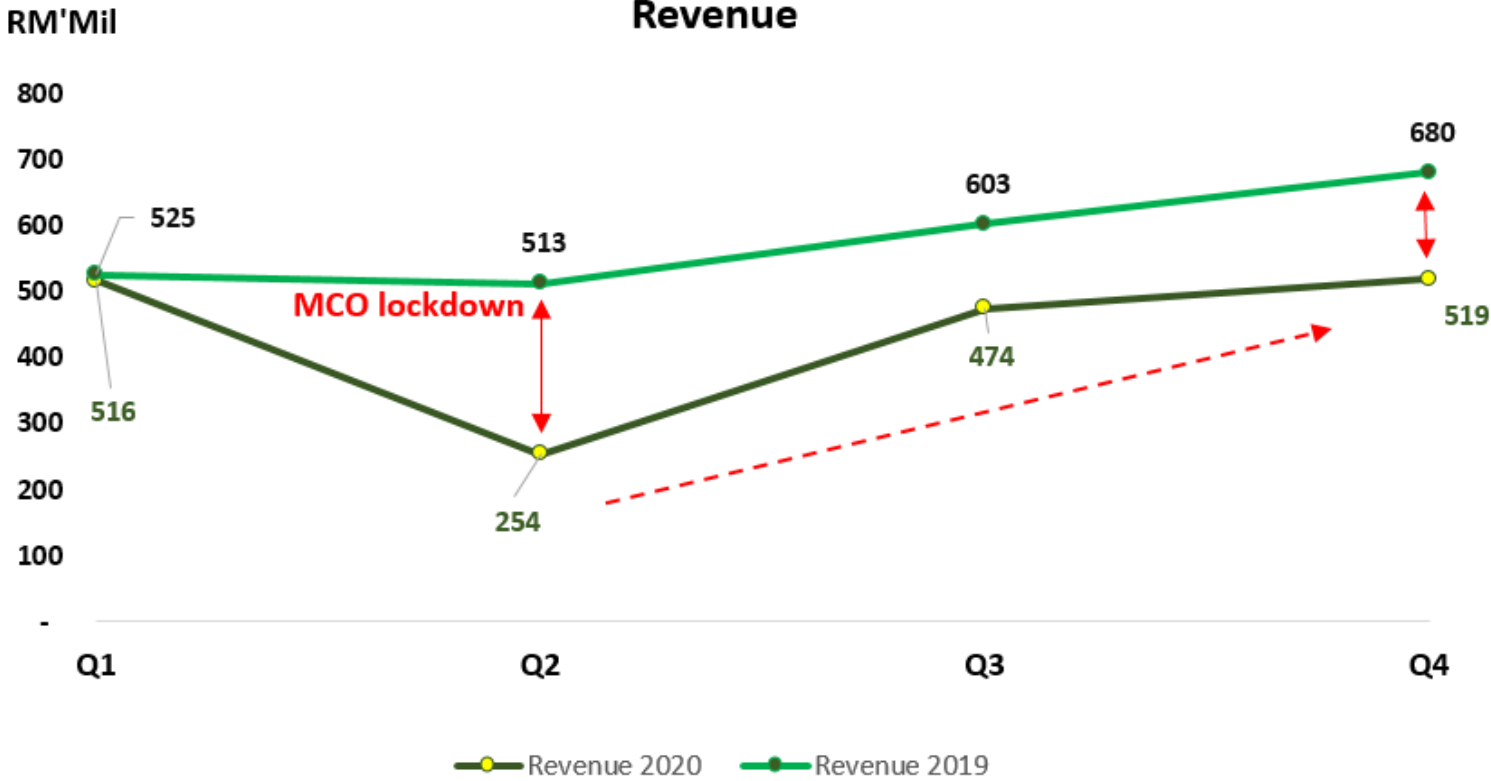
- 43.9%

from RM120 million
to **RM67 million**



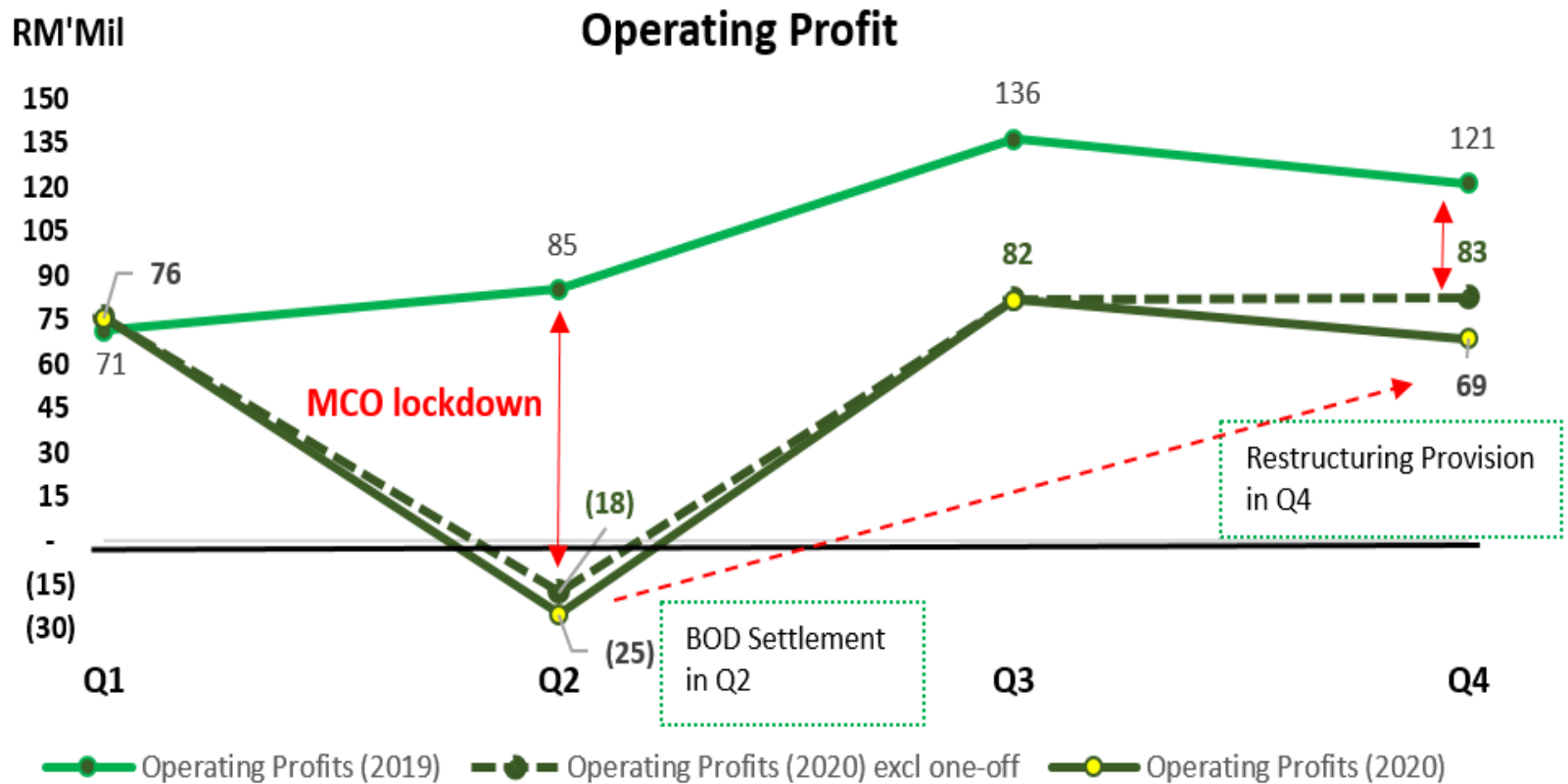
Gradual Recovery Amidst Continued Lockdown

FY2020 Rev/HL down by -3.2%



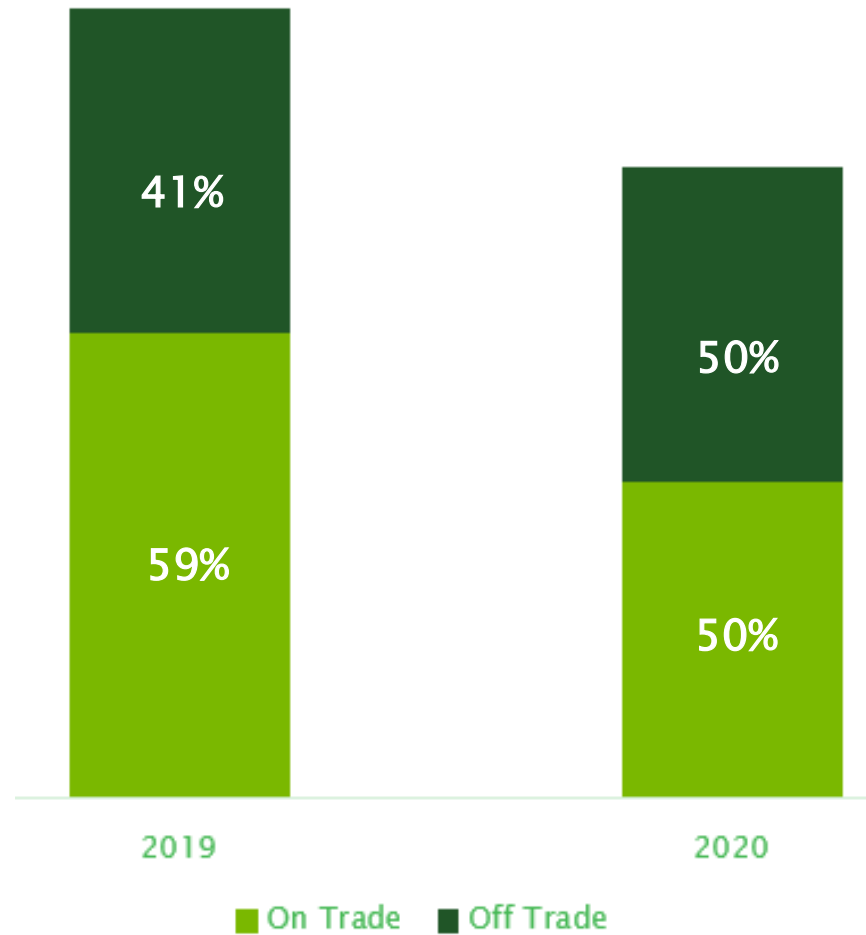


Gradual Recovery Amidst Continued Lockdown





Shifting Trend in Consumption Channels



* Beer volume decreased in the low-twenties

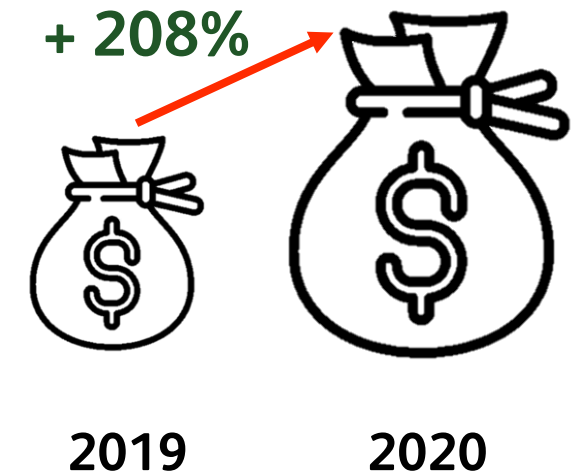
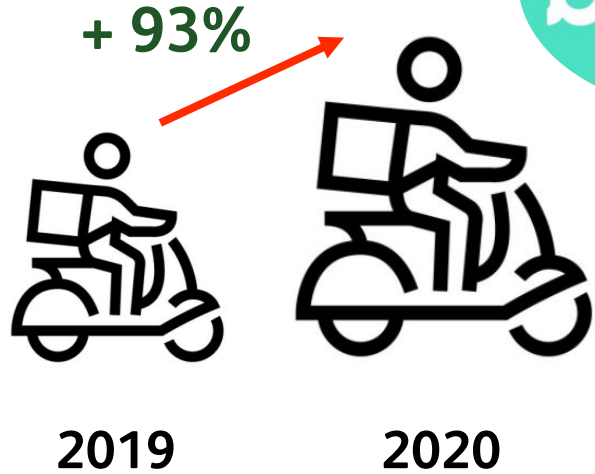


Growing E-Commerce Performance

ORDERS GROWTH

REVENUE GROWTH

Drinkies





Proposed Dividend Payout

FIRST & FINAL
DIVIDEND PROPOSED
(Payable in July 2021)

51 sen

TOTAL DIVIDEND IN FY20

51 sen

TOTAL DIVIDEND IN FY19

108 sen

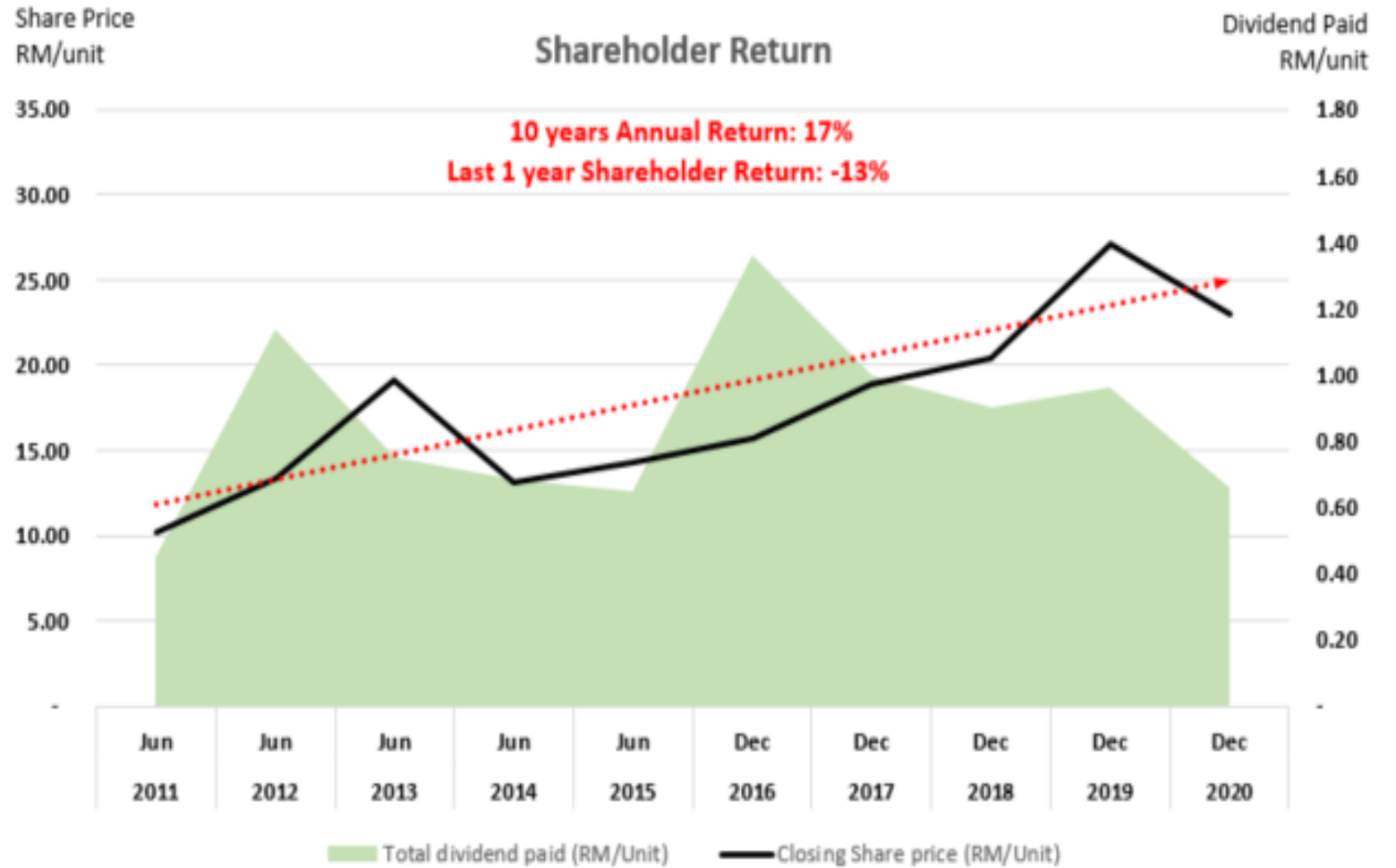
Dividend Payout
representing

100%

of FY2020 PAT



Shareholder Value Chart





Key Summary

FINANCIALS				
Revenue - 24%	Profit Before Tax - 51.8%	FY20 Dividend 51 sen per stock unit		
CHALLENGES				
Covid-19 Pandemic	Suspension of Operations for 46 Days	Ongoing Lockdown	On-trade Restrictions	Limited Social Activities
KEY POSITIVES				
Health & Safety of our People	Supporting our Stakeholders	Digital Commercial Executions	Cost-saving Initiatives	



2021 Outlook

Going into 2021...

malaymail

HOME / MALAYSIA
Ismail Sabri: MCO to continue in KL, Selangor, Penang and Johor till March 4

Tuesday, 16 Feb 2021 05:52 PM MYT
BY THASHA JAYAMANGARAN



The current movement control order (MCO) that was to end this Thursday has been extended another two weeks until March 4 for Kuala Lumpur, Selangor, Johor and Penang. — Picture by Choo Choy May



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



TheStar

Consumer confidence remains low



ECONOMY
Wednesday, 19 Feb 2020



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

Our Strategy for 2021...



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

Our Focus

- Cost & Value
 - Right size our cost base
 - Right size our organisation
- Growth
 - Focus on innovations & growing segments
- Digital
 - Accelerate B2B & B2C
- Sustainability & Responsibility
 - Protect & Conserve Water
 - Advocate Responsible Consumption
 - Empower Communities
- People & Culture
 - Build Talent Pipeline
 - Invest in Future Leaders

