

Heineken Malaysia Berhad

Full Year 2025 Financial Results

Media & Analysts
Briefing

11 February 2026



Agenda

2025 Highlights

2025
Financial Year
Performance

EverGreen 2030
& Outlook

Q & A



2025 Highlights



Guinness Unveils Clubhouse



Tiger Town Makes a Bold Return



仅限年满21岁及以上的非穆斯林人士。
For non-Muslims aged 21 years and above only.

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For non-Muslims aged 21 years and above.

Innovation

ZESTY REFRESHING



Enjoy Edelweiss responsibly. For non-Muslim, 21 years old and above only. Do not drink and drive.

Putra Brand & Aria Awards 2025



PLATINUM



GOLD



GOLD



BRONZE





The Star Academy crowns its first female champion



More than 1,500 bartenders trained in 2025

Groundbreaking immersive VR training module

11,000 bartenders trained over the last 7 years



Winning People, Culture and Organisation

86%

Employee Engagement

19,688

of total training hours

7

employees on development assignments across APAC

Employee engagement remains strong, underpinned by ongoing efforts to strengthen organisational capabilities.



Part of Fortune 100 Best Companies to Work For™ Southeast Asia 2025 list, reflecting employees recognition of our inclusive and supportive workplace.



Recognised Best People Development Award at the Malaysia Innovation & Sustainability Awards 2025, recognising our efforts to empowering and growing our people.



Good progress on Brew a Better World

Responsible



>10%

of media spend invested in responsible consumption campaigns



>RM129k

invested in e-hailing codes for consumers through brand and corporate events

Social



43%

of women in Board of Directors



Supported 3 NGOs on water access and food security projects

38%

of women in Management Team



Raised RM9 million for 7 institutions in 2025
RM436 million

Environmental



-46%

Reduction in Scope 1 & 2 emissions in production vs 2022 baseline

3,500

Mono-perc solar panels on the brewery roof

100%

Renewable Electricity via TNB's GET programme

-36%

Improvement in water consumption vs 2014 baseline

>100%

Water balanced since 2020

Fully recycled & upcycled

our production waste since 2017



Future-fit, enabled by digitalisation

DBB is critical enabler to modernise legacy systems

Benefits

Modular cloud-based platform

Outcomes



Enable growth



Drive productivity



Improve speed



Increase insights



Standardised and centralised processes, data & tech



Increased speed & insights



Financial Year Performance



2025 Sentiments

Malaysia's Consumer Confidence



Inflation remained modest but persistent — keeping consumers cautious



Rising price sensitivity as households adjust to cost of living realities

Brewers urges govt to maintain beer excise duty, citing RM7.1b impact



Excise increase may further dampen sentiments



4Q FY2025 Financial Highlights



4Q FY2025 vs.
4Q FY2024
(3 months ended 31 Dec)

Revenue	+2% RM839M from RM823M
Profit Before Tax	+8% RM189M from RM174M
Net Profit	0% RM141M from RM141M

- Q4 2025 delivered resilient performance despite a challenging operating environment.
- Revenue grew 2%, and disciplined cost management delivered an 8% increase in Profit Before Tax.
- Net profit was flat year-on-year, reflecting the non-recurrence of prior-year tax incentives; underlying profitability improved on a normalised basis.

Net Profit
excl. 2024 tax incentive

+8%
RM141M
from RM130M



Full Year 2025 Financial Highlights



FY2025 vs.
FY2024

(12 months ended 31 Dec)

Revenue

0%

RM2.80B
from RM2.80B

**Profit
Before Tax**

+4%

RM608M
from RM584M

Net Profit

-2%

RM459M
from RM467M

- FY2025 performance remained resilient overall, despite ongoing operating environment challenging
- Stable revenue and disciplined cost management drove a 4% increase in Profit Before Tax.
- Net profit moderated in FY2025, reflecting the non-recurrence of FY2024 reinvestment allowance tax incentives ; underlying profitability improved on a normalised basis.

Net Profit
excl. 2024 tax incentive

+4%
RM459M
from RM442M



Proposed Final Dividend of 112 sen

**Single Tier
Interim Dividend**
(Paid on 30 October 2025)

40 sen
per stock unit

**Single Tier
Final Dividend**
(Subject to shareholders' approval
at 62nd AGM, payable in July 2026)

112 sen
per stock unit

Total Dividend Payout for FY2025

152 sen
per stock unit

**Dividend Payout
representing**

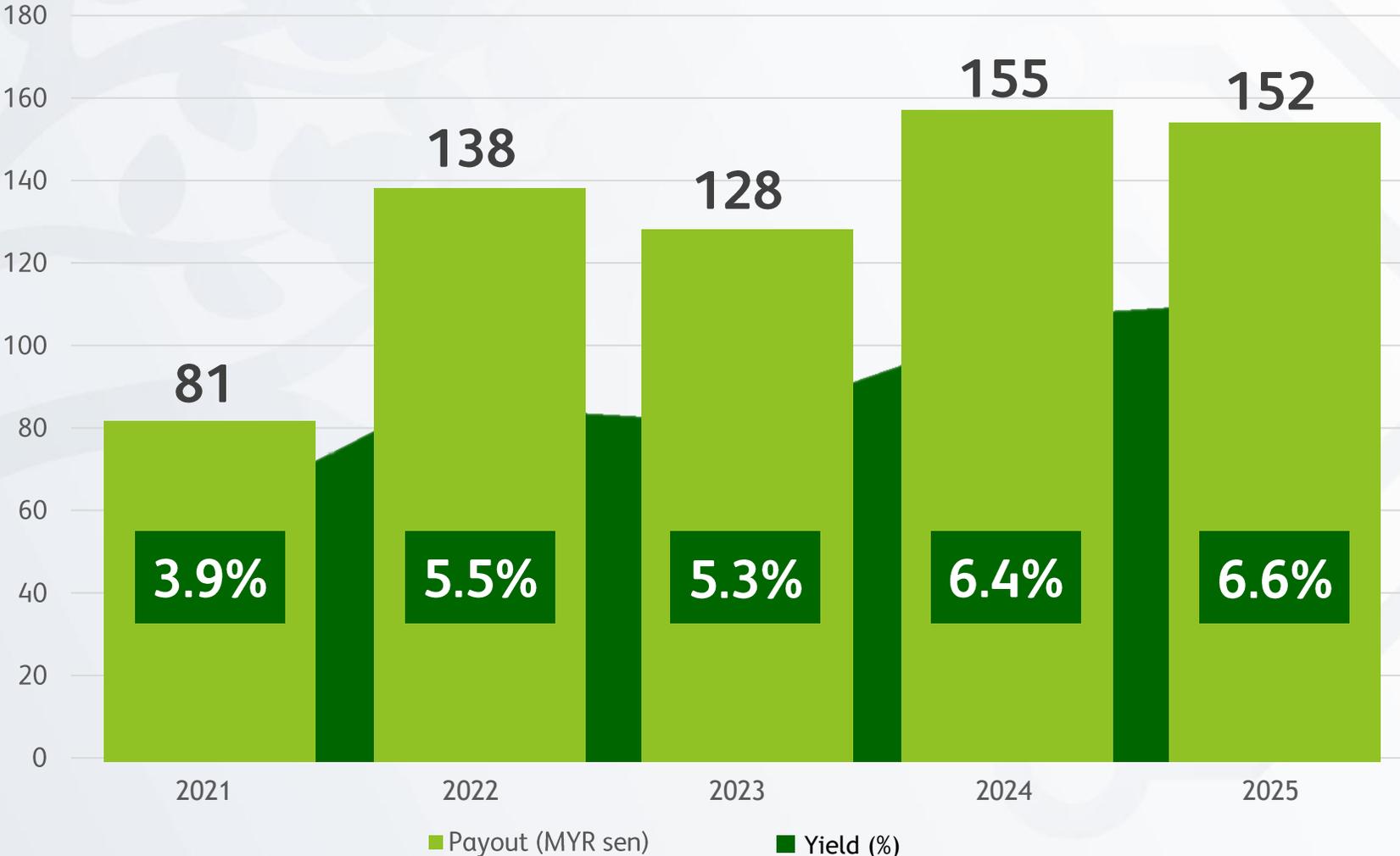
100%

**of Full Year 2025
Profit After Tax**



Highest Dividend Yield since Pandemic

5-year trend of dividend payout and yield





HMB EverGreen 2030 & Outlook





Fast-evolving world is reshaping our environment



Volatile
18-month
outlook



Weak
consumer
sentiment



Affordability
a key issue to
address



Accelerating
channel shift,
increasing
regional
differences

The World's Pioneering Beer Company™

Our Purpose

We brew the
Joy of True Togetherness
to inspire a Better World

Our Winning Aspiration

We craft legendary drinks,
brands & experiences, to
delight more consumers
globally, the right way





1
GROWTH

2
PRODUCTIVITY

3
FUTURE-FIT



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