

EST. 1873
Heineken[®]


GUINNESS


STRONGBOW[®]
APPLE CIDERS


KILKENNY
IRISH ALE


一番搾り
KIRIN ICHIBAN

SMIRNOFF
ICE


Tiger


ANCHOR
Smooth


**APPLE
FOX**
CIDER

PAULANER

MÜNCHEN


Malta

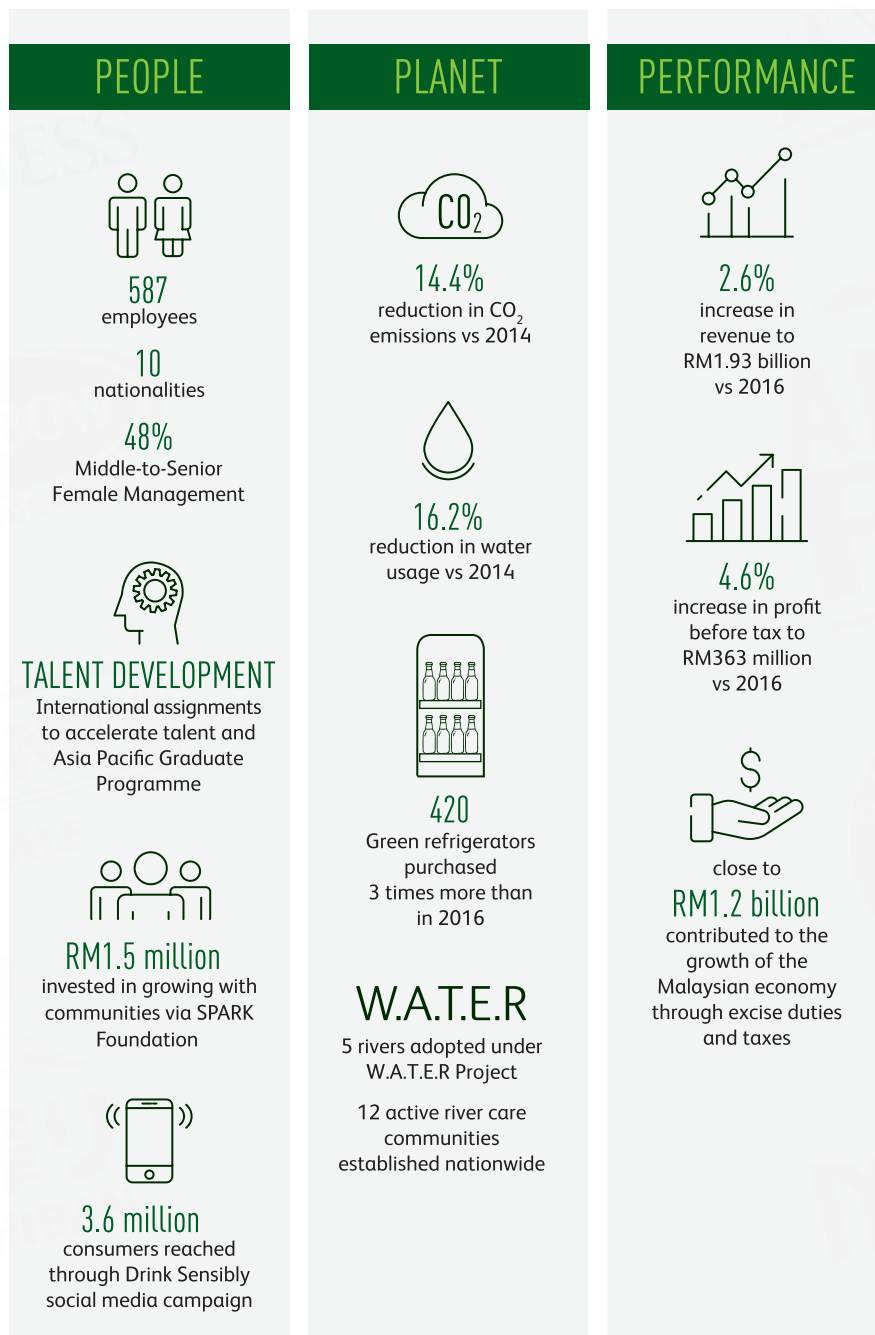

ANGLIA
THE REAL SHANDY

 **HEINEKEN**

HEINEKEN MALAYSIA BERHAD
Annual Report 2017

As a responsible and progressive corporate citizen, HEINEKEN Malaysia is focused on creating sustainable long-term value for our stakeholders, guided by our values – Passion for Quality, Enjoyment of Life, and Respect for People and for the Planet.

In 2017, we challenged ourselves to raise the bar. Our vision? To be the leading brewer of inspirational brands, enjoyed anytime, anywhere.



 For our full achievements, please refer to our Annual Report 2017.



WE ARE HEINEKEN

We build true human connections and break down barriers, because we believe great moments of shared experiences are the best in life.

We are inspired by consumers to brew the best beers and extend that same passion to all of our brands, products and activities.

We are proud of our family history and Dutch heritage and derive from them our entrepreneurial spirit that takes us to every corner of the world.

We are brand builders. The Heineken® brand defines and unites us while our many local, regional and global brands make our portfolio diverse and unique.

People are at the heart of our company. We see our strength in trust, diversity and progress.

We stand by our values: passion for quality, enjoyment of life, respect for people and for the planet.

We always advocate for responsible consumption. We are committed to our communities and strive to consistently improve the impact we make on the planet.

We work with our customers and partners to grow together and seek to win with integrity and fairness.

And we are convinced that by staying true to these commitments, we create value for our shareholders.

WE ARE HEINEKEN.

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01 ABOUT HEINEKEN MALAYSIA

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ABOUT THIS REPORT

As the leading brewer in Malaysia, we recognise that our business impacts the lives of millions of consumers in addition to our growing family of investors, suppliers, distributors, customers and employees. Our stakeholders are concerned not only about our financial performance but also the way in which we conduct our business. We appreciate that they need to understand our plans and strategies, as well as our commitments and policies that influence our decisions and actions.

Additionally, as we seek “To be the leading brewer of inspirational brands, enjoyed anytime, anywhere”, we would like to inform our stakeholders how we intend to achieve this vision.

In order to communicate with our stakeholders, we issue press releases for significant events; we release quarterly and annual financial results; we hold analyst briefings; and we engage with the media, business partners and surrounding communities at various events and community outreach programmes. However, our annual reports stand as the most comprehensive published report on our business performance, our values and aspirations.

Driven by a commitment to transparency, beginning in 2016 we started moving towards the International Integrated Reporting Framework (IIRF) in producing our annual reports. Based on IIRF principles, we have attempted to communicate our strategies, actions and outcomes in a manner that is meaningful to our stakeholders. Our objective is to present a coherent picture of our business that demonstrates how everything we do is integrated with our ultimate vision of creating stakeholder value From Barley to Bar and to entrench our sustainability through Brewing a Better World. Our sustainability efforts support the United Nations Sustainable Development Goals (SDGs) covering a range of social and economic development issues.

Our non-financial statements reflect Bursa Malaysia’s Main Market Listing Requirements and the Malaysian Code on Corporate Governance. Our financial statements have been prepared according to the requirements of the Malaysia Companies Act 2016, Malaysian Financial Reporting Standards, and International Financial Reporting Standards.

This report covers our financial year from 1 January 2017 to 31 December 2017 (FY 2017).



Heineken Malaysia Berhad (HEINEKEN Malaysia or the Company) is the leading brewer in the country, with a portfolio of iconic international brands that includes Heineken® – the world’s no. 1 international premium beer; Tiger – Malaysia’s no. 1 beer; Guinness – the world’s no. 1 stout; all-time local favourite Anchor; Strongbow – the world’s no. 1 cider; and, as of 2017, Apple Fox – a refreshing New Zealand-inspired cider. The Company’s portfolio also includes Kilkeny, Paulaner, Kirin Ichiban, Smirnoff Ice, Anglia Shandy, and the non-alcoholic Malta.

HEINEKEN Malaysia’s history in the country dates back to 1964, and the Company’s shares have been listed on the Main Market of Bursa Malaysia since 1965.

The Company, previously known as Guinness Anchor Berhad (GAB), is 51% owned by GAPL Pte Ltd (GAPL) and 49% by the public. The Company’s name was changed to Heineken Malaysia Berhad on 21 April 2016 following Heineken NV’s acquisition of Diageo PLC’s stakes in GAPL in October 2015. GAPL is now a subsidiary 100% owned by Heineken NV, the world’s most international brewer.

Our 23.72-acre Sungei Way Brewery is the first in Malaysia to receive the MS 1480: 2007 Hazard Analysis Critical Control Point (HACCP) Certification from the Ministry of Health in August 2002. Prior to this, it had received the ISO 9002 Certification in 1995, which was upgraded to MS ISO 9001: 2008 in 2010.

HEINEKEN Malaysia employs a total of 587 people at our headquarters and brewery in Petaling Jaya, Selangor, as well as 14 sales offices throughout Peninsular and East Malaysia. Our people are the heart of the Company, driving us forward with their energy and dedication. Through their every action and day-to-day interactions, they reflect Heineken NV’s values of passion for quality, enjoyment of life, respect for people and for the planet. These values strengthen our stakeholder relationships From Barley to Bar, and underline our global sustainability strategy of Brewing a Better World.

We believe it is critical to be responsible in order to be sustainable, and take our responsibility to our people, planet and performance seriously. While promoting the enjoyment of our beers and ciders, we take the lead in advocating responsible consumption through our Drink Sensibly campaign. Through SPARK Foundation, we extend our commitment to grow with local communities in the areas of environmental conservation and education for a better tomorrow.

HEINEKEN Malaysia’s vision for 2020 is “To be the leading brewer of inspirational brands, enjoyed anytime, anywhere”.

BOUT
US

CORPORATE INFORMATION

BOARD OF DIRECTORS

Dato' Sri Idris Jala
Chairman,
Independent Non-Executive Director

Hans Essaadi
Managing Director,
Non-Independent Executive Director

Martin Giles Manen
Senior Independent Non-Executive
Director

Datin Ngiam Pick Ngoh, Linda
Independent Non-Executive Director

Choo Tay Sian, Kenneth
Non-Independent Non-Executive Director

Yong Weng Hong
Non-Independent Non-Executive Director

Lim Rern Ming, Geraldine
Non-Independent Non-Executive Director
(Appointed on 1 November 2017)

COMPANY SECRETARY

Ng Sow Hoong
MAICSA 7027552
Tel : +603-78614537
Email : rachel.ng@heineken.com

REGISTERED OFFICE

Sungei Way Brewery
Lot 1135, Batu 9
Jalan Klang Lama
46000 Petaling Jaya
Selangor, Malaysia
Tel : +603-78614688
Fax : +603-78614602
Website : www.heinekenmalaysia.com
Email : MY1-General.Enquiry@heineken.com

SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn Bhd
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8 Jalan Kerinchi
59200 Kuala Lumpur, Malaysia

Tricor Customer Service Centre

Unit G-3, Ground Floor
Vertical Podium
Avenue 3, Bangsar South
No. 8 Jalan Kerinchi
59200 Kuala Lumpur, Malaysia

Tel : +603-27839299
Fax : +603-27839222
Email : is.enquiry@my.tricorglobal.com

AUDITORS

Deloitte PLT (AF0080)
Chartered Accountants
Level 16, Menara LGB
1 Jalan Wan Kadir
Taman Tun Dr Ismail
60000 Kuala Lumpur, Malaysia
Tel : +603-76108888
Fax : +603-77268986

PRINCIPAL BANKERS

Citibank Berhad
BNP Paribas Malaysia Berhad
HSBC Bank Malaysia Berhad

STOCK EXCHANGE LISTING

Listed on the Main Market of Bursa Malaysia
Listed since 1965
Stock name : HEIM
Stock number : 3255



FROM BARLEY TO BAR

1

AGRICULTURE

HEINEKEN Malaysia is committed to importing only the highest quality malted barley and hops from HEINEKEN pre-approved suppliers in Europe and Australia. These suppliers have to meet strict criteria along the entire agricultural value chain, from the research and development of seeds, to farming and harvesting.

92.1% of our suppliers have been trained on the HEINEKEN Supplier Code, which details our commitment and enforcement of integrity and business conduct, respecting human rights and the environment.

6 8 12 17

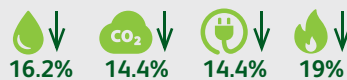


We pursue an increasingly holistic approach to sustainability, focusing on the entire value chain From Barley to Bar. Our initiatives support the United Nations Sustainable Development Goals.

2

BREWING

Strict safety standards are adhered to in the art of brewing at HEINEKEN Malaysia. Together with our master brewers, we are committed to improving our energy and water efficiency in our production lines, and are switching to more environmentally-friendly energy sources where feasible. Our achievements since 2014 are as below:



6 7 12 13 15 17



4

PACKAGING

Our beers and ciders are served in bottles, cans and kegs. We are constantly looking to innovate on ways to optimise the environmental-friendliness of our packaging via light weighting and increasing the recycling and re-use rate.

12

3

EMPLOYEES

We provide a vibrant workplace for all 587 employees at HEINEKEN Malaysia, offering attractive benefits and rewards that include overseas assignments in addition to training, healthcare and career opportunities. At the same time, we expect all employees to adhere to the HEINEKEN Code of Business Conduct. The annual Employee Climate Survey tracks engagement levels, and informs us of actions required to address dimensions that fall short of expectations.

5 8 13



United Nations Sustainable Development Goals



5 DISTRIBUTION



The movement of our products are carefully managed through optimised distribution networks. Health and Safety policies are in place to ensure a safe working environment. Through a Safety Council established in 2017, we are working towards achieving a zero accident rate.



6 CUSTOMERS

Thousands of retailers, bars, restaurants and clubs serve a selection of our brands. We promote awareness of responsible serving and sensible drinking to ensure our products are consumed responsibly.

We are reducing our carbon footprint through the use of green refrigerators. We purchased 420 green refrigerators in 2017, three times the number in 2016.



7 CONSUMERS

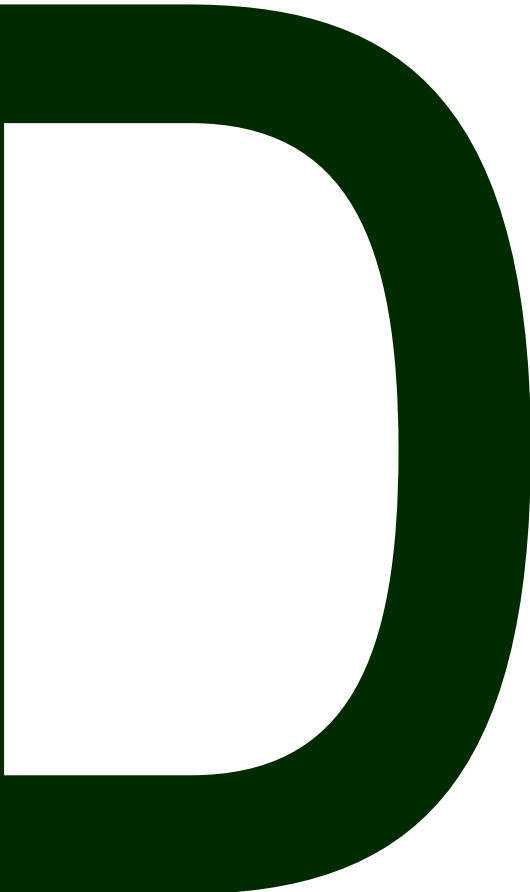
We continue to innovate to bring consumers enjoyment with new products and creative experiences. At the same time, we want our consumers to drink sensibly. In 2017, we reached 3.6 million consumers through our Drink Sensibly campaign, with more than 14% of Heineken® brand media spend dedicated to advocating responsible consumption.



8 COMMUNITIES

We believe in growing with our surrounding communities through programmes geared to protect our natural water resources and increase learning opportunities. Through collaboration with communities, Non-Governmental Organisations and relevant Government stakeholders, SPARK Foundation invested RM1.5 million for projects in Peninsular and East Malaysia.





PEOPLE PLANET PERFORMANCE


PEOPLE


▲
587
EMPLOYEES

GENDER DIVERSITY
▲
 
52% **48%**
Middle-to-Senior Management


▲
COMMUNICATIONS
Employee Climate Survey
Workplace by Facebook


▲
HEALTH & SAFETY
HEINEKEN Life Saving Rules


▲
3.6 million
consumers reached through
our Drink Sensibly social
media campaign


▲
TALENT DEVELOPMENT
International assignments
to accelerate talent and
Asia Pacific Graduate
Programme


▲
RM1.5 million
invested in growing with
communities via SPARK
Foundation



▲
NATIONALITIES

PLANET



▲
420

Green refrigerators purchased 3 times more than in 2016



▲
6 million

people reached through #3890Tigers campaign in partnership with World Wildlife Fund



▲
RM130,000

saved within 5 months by reducing use of paper, electricity and water through the Green Office campaign



14.4%

reduction in CO₂ emissions vs 2014



16.2%

reduction in water usage vs 2014



▲
100%

of waste is recycled into compost, paper, metal and glass products, achieving zero waste to landfill, effective September 2017

W.A.T.E.R

▲
5 rivers adopted under W.A.T.E.R Project

12 active river care communities established nationwide

PERFORMANCE



▲
2.6%

increase in revenue to RM1.93 billion vs 2016



▲
4.6%

increase in profit before tax to RM363 million vs 2016



▲
close to

RM1.2 billion

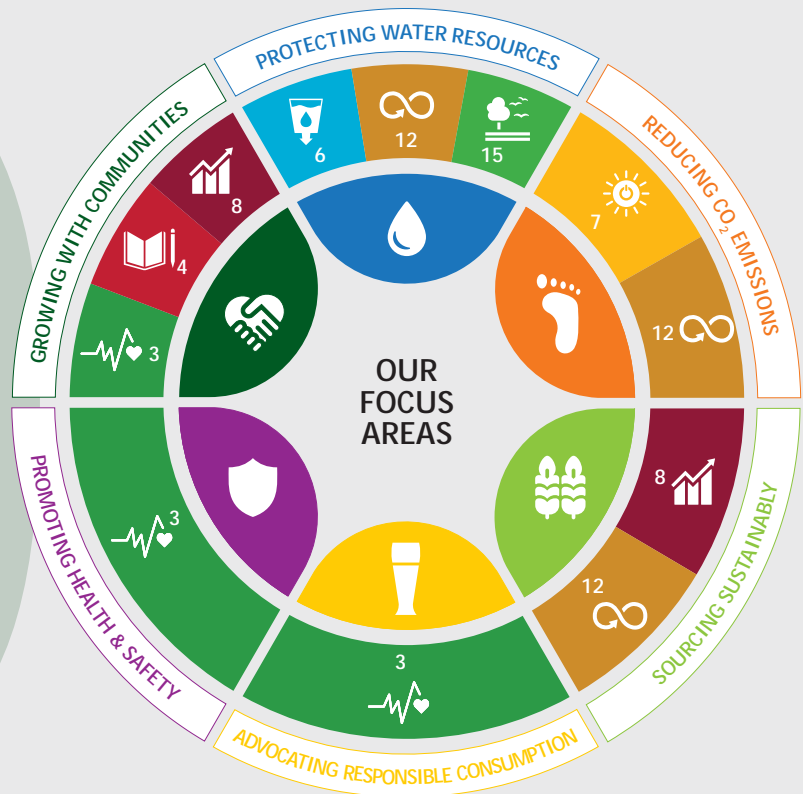
contributed to the growth of the Malaysian economy through excise duties and taxes

At HEINEKEN Malaysia, we believe in the long-term sustainability of our business and in creating value for our key stakeholders. We believe that business growth and sustainability go hand in hand with our focus on people, planet and performance.

BREWING A BETTER WORLD

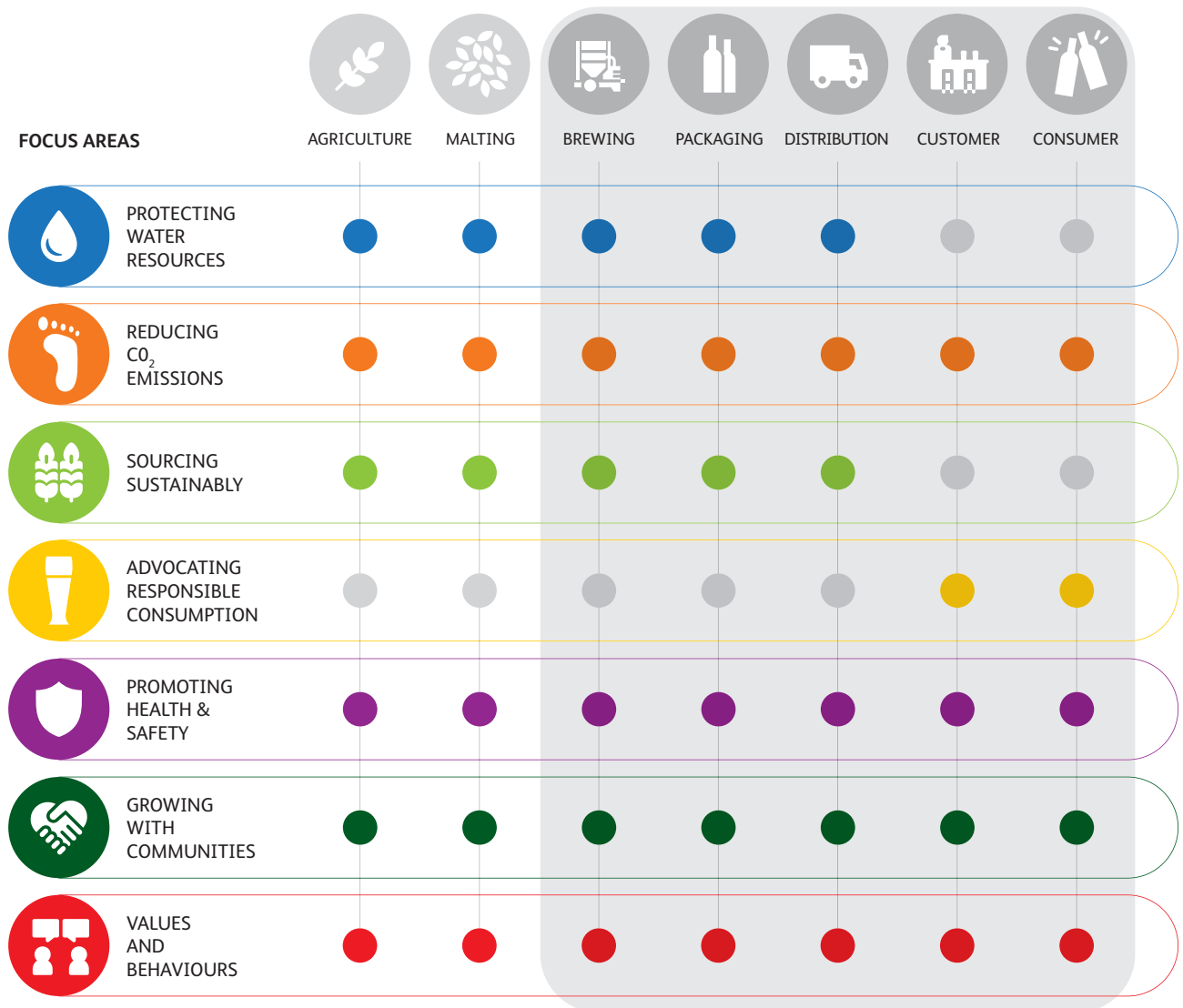
SCOPE

This section covers our performance under the six focus areas outlined by the HEINEKEN Global sustainability strategy, Brewing a Better World (BaBW). We are pleased to share that we are making good progress towards fulfilling our BaBW commitments and targets set for 2020. Through our sustainability strategy, we are supporting seven out of 17 of the United Nations Sustainable Development Goals, mainly Good Health & Well-being, Quality Education, Clean Water & Sanitation, Affordable & Clean Energy, Decent Work & Economic Growth, Responsible Consumption & Production, Life on Land.



HEINEKEN MALAYSIA'S VALUE CHAIN

Our sustainability strategy is aligned with HEINEKEN Global's approach. Our raw materials, mainly malted barley and hops, are imported from HEINEKEN pre-approved suppliers in Europe and Australia and our agricultural sourcing practices are aligned with the HEINEKEN Supplier Code. In Malaysia, our commitments and responsibilities begin from the brewing process and end with the consumer. We aim to report our sustainability performance annually to create transparency in our actions and to be accountable to our valued stakeholders.



BREWING A BETTER WORLD

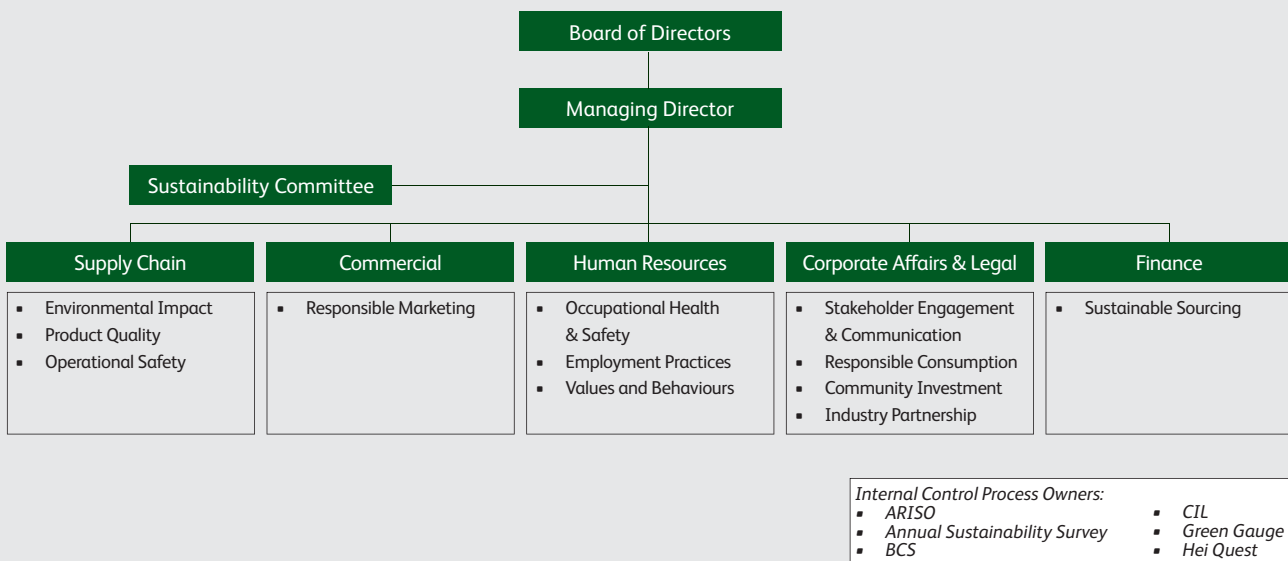
SUSTAINABILITY GOVERNANCE

HEINEKEN NV and HEINEKEN Malaysia

HEINEKEN NV	HEINEKEN Malaysia - Corporate Affairs	HEINEKEN Sustainability Governance	Business Function
Curates sustainability strategy, sets commitments, assesses our progress and discusses challenges and opportunities.	Receives advice, leads implementation of BaBW sustainability strategy in Malaysia and ensures compliance.	Ensures BaBW sustainability strategy is embedded across all operations in Malaysia. Identify areas for process improvement and cascade strategies down to committee members.	Implement BaBW initiatives in Malaysia.

HEINEKEN Malaysia

In 2017, to further strengthen HEINEKEN Malaysia’s management and reporting on our BaBW commitments, we established a structured Sustainability Governance framework. We set up a Sustainability Committee, which meets on a quarterly basis and reports to the Board of Directors every six months. The structure comprises key stakeholders across various functions, led by our Corporate Affairs & Legal Director, supported by our Corporate Responsibility Manager, and advised by our Head of Process & Controls Improvement.



RELIABILITY, COMPLETENESS AND METHODOLOGY

We aim to improve our sustainability milestones by seeking feedback from our stakeholders, refining our internal controls and extracting more meaningful data from our data collection systems. Data are extracted from the following internal control systems:

1. Accident Reporting & Investigation Software (ARISO) system for safety reporting
2. Annual Sustainability Survey for all other sustainability-related reporting
3. Business Comparison System (BCS) for environmental reporting
4. Company Information Logistic (CIL) for business control and taxation tracking
5. Green Gauge reporting system for progress reporting on HEINEKEN Global sustainability commitments
6. Hei Quest for the monitoring of the 12 Life Saving Rules

WHAT WE SAID AND WHAT WE HAVE DONE

In the following table, we have tracked our milestones in 2017 against BaBW goals for 2018 and 2020.

Focus Areas	2016 Achievement	2017 Achievement	Indicator	2018 Global Milestones	2020 Global Commitments
Protecting Water Resources 	Water consumption: 3.65 hl/hl	Water consumption: 3.62 hl/hl Water balancing: W.A.T.E.R Project carried out at five sites in Malaysia, two sites near the Sungei Way Brewery	On-going	Reduce specific water consumption to 3.6 hl/hl Conduct water balancing initiative	Reduce specific water consumption to 3.5 hl/hl, 3.3 hl/hl if brewery is in an area identified as water-stressed Water balancing initiative implemented
Reducing CO ₂ Emissions 	Reduced CO ₂ emissions by 5.3% vs FY15 ¹	Reduced CO ₂ emissions by 3% vs 2016, resulting in 11.98kg of CO ₂ eq/hl 14.4% reduction in emissions since 2014	On-going	Reduce CO ₂ emissions from production by 37% ²	Reduce CO ₂ emissions from production by 40% ² as compared to 2008
	Purchased 140 refrigerators in compliance with HEINEKEN policy	Purchased 420 refrigerators in compliance with HEINEKEN policy	On-going	100% green refrigerators purchased	Reduce the CO ₂ emissions of our refrigerators by 50% ³
Sourcing Sustainably 	85% of our suppliers have adhered to the HEINEKEN Supplier Code together with HEINEKEN Malaysia Supplementary Code	92.1% compliance with four-step Supplier Code Procedure	On-going	95% compliance with four-step Supplier Code Procedure	On-going compliance with our Supplier Code Procedure
Advocating Responsible Consumption 	Engaged more than 215,000 consumers on Drink Sensibly Partnered with Pestle and Mortar and ride hailing service Grab Malaysia to advocate safety and responsible consumption	Reached more than 3.6 million people and engaged 91,130 consumers Launched an internal moderate drinking app: BarWatch Partnered with Grab Malaysia and five influencers On-going education on responsible consumption reaching more than 18,000 consumers on Drink Sensibly Facebook page 14% Heineken® brand media spend on advocating responsible consumption	Achieved	Report publicly on a measurable partnership aimed at addressing alcohol abuse	Every market reports publicly on a measurable partnership aimed at addressing alcohol abuse
Promoting Health & Safety 	100% employees have been educated on HEINEKEN Life Saving Rules (LSR)	100% employees have been educated on HEINEKEN Life Saving Rules (LSR) Safety Council established	Achieved	Operating companies accomplish 80% of the actions coming from Live Saving Rules action plans	Life Saving Rules action plans fully implemented
Growing with Communities 	W.A.T.E.R Project: Engaged five new communities English Enrichment Training Programme: Reached out to 63 underprivileged educators in seven states	More than 2,000 people engaged through the W.A.T.E.R Project English Enrichment Training Programme: Reached out to 65 teachers from 53 schools across seven states	N/A	No milestones have been set	Global commitments to be decided in the coming years

Reference:

- CO₂ calculation was defined differently before 2014, therefore Malaysia's 2018 and 2020 achievements will be reported against a baseline 2014.
- Global milestone was meant to be measured against baseline 2008. However, due to item 1, CO₂ progress will be reported against baseline 2014.
- Global milestone makes reference to baseline 2010. However, this was only in scope effective April 2016, therefore future measurement will be made to baseline 2016.

BREWING A BETTER WORLD





STAKEHOLDER ENGAGEMENT

Our stakeholders are important to our sustainability journey. Through engagement and communication, we are able to work towards delivering our BaBW commitments through collaborations. Under the guidance and direction of an independent consultancy, PwC Consulting Services (M) Sdn Bhd, we embarked on an exercise in 2017 along with our Leadership Team in HEINEKEN Malaysia to prioritise and define our key stakeholders. The outcome of this exercise will be used in 2018, to further strategise our communication approaches to respond to the needs and concerns of our stakeholders.



In 2017, our key stakeholders and engagement strategies were as below:


Who We Engage	How We Engage	Our Focus
Regulators & Public Authorities 	<ul style="list-style-type: none"> Courtesy visits Dialogue sessions Workshops and training Regular scheduled meetings Round-table discussions Industry and F&B sector engagement 	<ul style="list-style-type: none"> Industry issues Excise duty Licensing and regulatory matters Anti-contraband initiatives Support for business operations
Employees 	<ul style="list-style-type: none"> Online communication platform – Workplace by Facebook Employee Climate Survey Quarterly Town Halls Department Away Day/Teambuilding Annual HR roadshow (HR4U) Quarterly meet & lunch with Union employees Inclusive, supportive & open work environment Quarterly Leadership Team Meetings Union Work-Site Committee engagements Department meetings 6-month on-boarding programme for new employees Employer value proposition contest Festive get together Annual gathering Management Team/Leadership Team business workshop E-Icon - internal magazine 	<ul style="list-style-type: none"> Insight gathering for better work environment Industrial relationship management Strategic direction and cross-function collaboration Developing talent Create a "Great Place to Work" Fostering industrial harmony and positive employee relations Employee welfare Employer value proposition
Suppliers 	<ul style="list-style-type: none"> Engagement and education programme on new requirements Supplier evaluation & feedback session Socialisation of HEINEKEN 4-Step Supplier Code 	<ul style="list-style-type: none"> All suppliers to comply with HEINEKEN Supplier Code and HEINEKEN Malaysia Supplementary Code Win-win situation Long-term partnerships Communication on changes, for example new payment terms
Customers 	<ul style="list-style-type: none"> Annual trade partner engagement Distributor engagement sessions One-on-one interviews Joint business planning meetings 	<ul style="list-style-type: none"> Business strategy and targets Identification of areas for improvement

Who We Engage	How We Engage	Our Focus
Media 	<ul style="list-style-type: none"> Media and analyst briefings One-on-one interviews 	<ul style="list-style-type: none"> Strategic direction and business performance
Shareholders/ Investors 	<ul style="list-style-type: none"> Q&A session at Annual General Meetings Write-in to Company Secretary and investor relations (IR) officer Enquiry via telecommunications Analyst and media briefings One-on-one meetings with investors Timely announcements to Bursa Securities and press releases Annual Reports and quarterly financial results reports IR platform on Company website 	<ul style="list-style-type: none"> Strategic direction and business performance Corporate developments Shareholder returns Sustainability agenda
Associations 	<ul style="list-style-type: none"> Engagement sessions Dialogue sessions Regular scheduled meetings 	<ul style="list-style-type: none"> Industry issues
Consumers 	<ul style="list-style-type: none"> Brand events Social media, contests Third-party one-on-one interviews / online interviews Focus groups 	<ul style="list-style-type: none"> Brand campaigns and engagement activities Drink Sensibly campaign Product quality and freshness Consumer attitude and behaviour
NGOs & Communities 	<ul style="list-style-type: none"> Direct engagement through SPARK Foundation Facilitated engagement through local Non-Governmental Organisations Engagement with local communities through one-on-one meetings Positive social impact programmes 	<ul style="list-style-type: none"> W.A.T.E.R Project English Enrichment Training Programme East Malaysia rainwater harvesting project

MATERIALITY ASSESSMENT FOR HEINEKEN MALAYSIA

In line with Bursa Malaysia's Sustainability Reporting Guidelines, we conducted a materiality assessment through data analysis and stakeholder engagement. We gathered insight on material matters in which we have an economic, environmental and/or social impact, and prioritised 8 out of 12 issues. Our report this year summarises our strategies, initiatives and action plans taken to address the material matters.



 HEINEKEN Malaysia has in place a structured Risk Management Framework. The key features of the framework are reported in the Statement on Risk Management and Internal Control

A large, stylized green number '27' is positioned in the background, with the '2' on the left and the '7' on the right. The number is semi-transparent, allowing the background image to be seen through it. The background image shows a brick wall on the left and a window with a view of greenery on the right. A dark green rectangular box is overlaid on the right side of the '2', containing the text 'OUR PEOPLE' and a table of contents.

OUR PEOPLE

- 20 Board of Directors
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BOARD OF DIRECTORS



From left to right

Yong Weng Hong, Lim Rern Ming (Geraldine), Martin Giles Manen, Dato' Sri Idris Jala,
Hans Essaadi, Datin Ngiam Pick Ngoh (Linda), Choo Tay Sian (Kenneth)





IRECTORS' PROFILE

DATO' SRI IDRIS JALA

CHAIRMAN, INDEPENDENT NON-EXECUTIVE DIRECTOR

Appointment Date	1 January 2017
Nationality/Gender/Age	Malaysian/Male/59

Committee Membership

- Nomination & Remuneration Committee - Chairman
- Audit & Risk Management Committee - Member

Qualifications

- Bachelor's Degree in Development Studies and Management, University Sains Malaysia
- Master's Degree in Industrial Relations, University of Warwick

Working Experience

- Presently, President and Chief Executive Officer (CEO) of PEMANDU Associates and Advisor to the Prime Minister, National Transformation Programme.
- Former Managing Director of BFR Institute and CEO of PEMANDU, a unit in the Prime Minister's Department, Malaysia, the organisation tasked with spearheading Malaysia's transition towards high income status by 2020.
- Served as Minister in the Prime Minister's Department for 6 years.
- A renowned transformation guru in turning around companies' performance through his big fast results methodology and transformational strategies that are innovative, rigorous and relevant to today's demands.
- Has continuously delivered sustainable social economic reforms which, in 2014, saw Bloomberg place him among the top 10 most influential policy makers in the world.

- Founder and Executive Chairman of the Global Transformation Forum (GTF), the world's singular platform for influential, global leaders to engage and share experiences and best practices on how to drive transformation.
- An Expert Resource Speaker at the Harvard Health Leaders' Ministerial Forum and a Visiting Fellow of Practice at the Oxford Blavatnik School of Government.
- Served on the Advisory panel for the World Economic Forum (WEF) on New Economic Growth and also on the Advisory Panel of World Bank.
- Former Managing Director / CEO at Malaysia Airlines (MAS) for 3 years. He was brought on board to turn around the airline which was in crisis brought about by a prolonged bout of losses from operational inefficiencies.
- Prior to MAS, he spent 23 years at Shell, rising up the ranks to hold senior positions including Vice President, Shell Retail International and Vice President Business Development Consultancy, based in UK. This included successful business turnarounds in Malaysia and Sri Lanka.

Directorship of Public Companies/Listed Companies

- Malaysia Petroleum Resources Corporation
- Johor Petroleum Development Corporation Berhad
- Talent Corporation Malaysia Berhad
- Sunway Berhad
- Jeffrey Cheah Foundation

DIRECTORS' PROFILE

HANS
ESSAADI
**MANAGING DIRECTOR,
NON-INDEPENDENT EXECUTIVE DIRECTOR**

Appointment Date	1 March 2013
Nationality/Gender/Age	Dutch/Male/52

Committee Membership

- Nil

Qualifications

- Bachelor's Degree in Finance, Hotelschool, the Hague

Working Experience

- Has been with HEINEKEN for more than 25 years, in increasingly senior commercial roles.
- Appointed as Managing Director Designate on 1 January 2013 and assumed the role of Managing Director of HEINEKEN Malaysia (then known as Guinness Anchor Berhad) on 1 March 2013.
- From 2008 to 2012, General Manager of Sirocco, a joint venture between HEINEKEN and Emirates in Heineken Region – Africa and Middle East. In this role, he oversaw several key markets in the Gulf Region and managed a portfolio of brands from various principals including HEINEKEN International, AB InBev, Molson Coors and Asia Pacific Breweries.
- From 2005 to 2008, General Manager of Brau Union International Vienna, Austria, the export operation of Heineken Central and Eastern Europe, oversaw offices in Slovenia, Serbia and Germany.
- From 2003 to 2005, Country Manager of HEINEKEN Puerto Rico.
- Between 1991 and 2002, he held various roles within HEINEKEN Group, including Senior Brand Manager with Vrumona, Heineken Export Manager, Sales Manager with HEINEKEN Germany and Sales Representative with HEINEKEN Netherlands.

Directorship of Public Companies/Listed Companies

- Confederation of Malaysian Brewers Berhad

MARTIN GILES MANEN

SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

Appointment Date	29 August 2008
Nationality/Gender/Age	Malaysian/Male/63

Committee Membership

- Audit & Risk Management Committee - Chairman
- Nomination & Remuneration Committee - Member

Qualifications

- Chartered Accountant
- Member of the Malaysian Institute of Accountants and the Malaysian Institute of Certified Public Accountants

Working Experience

- Served more than 21 years with Sime Darby Group, holding various senior positions including Group Tax Controller, Group Company Secretary, Group Finance Director and Divisional Director of the Allied Products & Services Division.
- After leaving the Sime Darby Group in 2007, he served as Chief Executive Officer of a public relations and communications consultancy until May 2009.
- Started his career at KPMG with whom he served 11 years in Malaysia and the United Kingdom, undertaking audit, tax and business advisory assignments.
- Served as a member of the Malaysian Accounting Standards Board and the Executive Committee of the International Fiscal Association (Malaysia Branch).

Directorship of Public Companies/Listed Companies

- Hong Leong Investment Bank Berhad
- Unisem (M) Berhad



DIRECTORS' PROFILE

DATIN NGIAM
PICK NGOH,
LINDAINDEPENDENT
NON-EXECUTIVE DIRECTOR

Appointment Date	3 December 2012
Nationality/Gender/Age	Malaysian/Female/62

Committee Membership

- Audit & Risk Management Committee - Member
- Nomination & Remuneration Committee - Member

Qualifications

- Bachelor of Arts (Hons) in Social Sciences, University of Malaya
- Diploma in Advertising and Marketing, Institute of Communications, Advertising and Marketing (CAM), United Kingdom

Working Experience

- Former Group Managing Director/Chief Executive Officer of Star Media Group Berhad from 1 July 2008 to 30 June 2011. First employed in The Star as Advertising Sales Promotions Manager in 1985 before serving as General Manager, Advertising and Business Development in 1995. In 2004, she was appointed as Deputy Group General Manager and in 2007 she was promoted to Executive Director/Group Chief Operating Officer before assuming the office as Group Managing Director/Chief Executive Officer in 2008, a position she held till her retirement in 2011.
- Former Board Member of the Audit Bureau of Circulations (ABC) Malaysia and Chairperson of the ABC Content & Communications Committee.
- Represented The Star on the Malaysian Newspapers Publishers Association (MNPA) as its Honorary Secretary.
- Former Board Member of the Advertising Standards Authority (ASA) Malaysia.

Directorship of Public Companies/Listed Companies

- | | |
|---------------------------|-------------------------------|
| ▪ Star Media Group Berhad | ▪ Hong Leong Assurance Berhad |
| ▪ MUI Properties Berhad | ▪ Yayasan Sin Chew |

Others

- Presently, she contributes her time to the 30% Club Malaysia through co-leading the Media & Communications Workgroup.

CHOO TAY SIAN, KENNETH



NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

Appointment Date	15 August 2013
Nationality/Gender/Age	Singaporean/Male/50

Committee Membership

- Audit & Risk Management Committee - Member
- Nomination & Remuneration Committee - Member

Qualifications

- Advanced Management Programme, Harvard Business School
- Chartered Accountant, Singapore
- Bachelor of Accountancy Degree (Hons), Nanyang Technological University, Singapore

Working Experience

- Presently, Managing Director of Heineken Asia Pacific Pte Ltd (HAP) responsible for the growth and development of its operating companies within the Asia Pacific region.
- Joined HAP in 2003 and has held senior positions in Finance and Business Development with HAP. He played a key leadership role during HEINEKEN's acquisition of Asia Pacific Breweries Limited (APB) and following that, the successful integration of APB.
- From 2013 to 2014, he led the Finance function across Asia Pacific as Senior Director Regional Finance, overseeing planning and control, strategy development, accounting and reporting, tax and treasury as well as people and competency development.
- Took on the Regional Director role in 2014, leading the operating companies in Singapore, Indochina and exports cluster at HAP.
- Before joining HEINEKEN, he was the Regional Business Development Director of global retailer, Royal Ahold NV.

Directorship of Public Companies/Listed Companies

- Nil

DIRECTORS' PROFILE

YONG
WENG HONGNON-INDEPENDENT
NON-EXECUTIVE DIRECTOR

Appointment Date	18 August 2015
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Nationality/Gender/Age	Singaporean/Male/49
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Committee Membership

- Audit & Risk Management Committee - Member

Qualifications

- Bachelor of Accountancy, Nanyang Technological University, Singapore

Working Experience

- Presently, Business Control Director at Heineken Asia Pacific Pte Ltd. He acts as an active business partner to the operating companies and various functions in supporting business decisions, driving business performance and developing people capabilities in the region.
- He has over 25 years of experience in Finance across Singapore listed companies, Government agency and multinational companies.
- First joined Asia Pacific Breweries Limited (APB) (now known as Heineken Asia Pacific Pte Ltd) in 2001 as a Project Manager. He was promoted several times over the years and eventually to General Manager, Group Finance in 2007. He played instrumental roles in overseeing accounting and reporting, financial planning and analysis, strategic planning, M&A deals, post-acquisition integration, people development and investor relationships.
- After the acquisition of APB by HEINEKEN, he led the integration of the finance function in Asia Pacific region.

Directorship of Public Companies/Listed Companies

- Nil



LIM RERN MING, GERALDINE

**NON-INDEPENDENT
NON-EXECUTIVE DIRECTOR**

Appointment Date 1 November 2017
Nationality/Gender/Age Singaporean/Female/46

Committee Membership

- Nil

Qualifications

- LLB Honours, National University of Singapore

Working Experience

- Presently, Regional Legal Director for HEINEKEN, responsible for the functional oversight of legal in Asia Pacific. She is also a member of the HEINEKEN Asia Pacific management team.
- Started her tenure at HEINEKEN in 2013 following its take-over of Asia Pacific Breweries Limited, where she had been General Counsel since 2004. She was closely involved in the de-listing and integration process and now heads HEINEKEN's Asia Pacific legal function.
- More than 20 years of experience in legal practice and in the in-house legal function for various Singapore listed companies. At Asia Pacific Breweries Limited, she was responsible for legal, compliance and enterprise risk management.
- Other experience includes joint ventures, mergers and acquisitions, setup of greenfield breweries and managing high profile litigation and arbitration in the Asia Pacific region.
- Listed in the 2017 GC Powerlist Southeast Asia (Most Influential Lawyers in Business).

Directorship of Public Companies/Listed Companies

- Nil



MANAGEMENT TEAM'S PROFILE



HANS ESSAADI

MANAGING DIRECTOR

Bachelor's Degree in Finance
(Hotelschool, The Hague)

Appointment Date	1 March 2013
Nationality/Gender/Age	Dutch/Male/52

WORKING EXPERIENCE

Within the HEINEKEN Group:

- Has been with HEINEKEN for more than 25 years, in increasingly senior commercial roles.
- Appointed as Managing Director Designate on 1 January 2013 and assumed the role of Managing Director of HEINEKEN Malaysia (then known as Guinness Anchor Berhad) on 1 March 2013.
- From 2008 to 2012, General Manager of Sirocco, a joint venture between HEINEKEN and Emirates in Heineken Region – Africa and Middle East. In this role, he oversaw several key markets in the Gulf Region and managed a portfolio of brands from various principals including HEINEKEN International, AB InBev, Molson Coors and Asia Pacific Breweries.
- From 2005 to 2008, General Manager of Brau Union International Vienna, Austria, the export operation of Heineken Central and Eastern Europe, oversaw offices in Slovenia, Serbia and Germany.
- From 2003 to 2005, Country Manager of HEINEKEN Puerto Rico.
- Between 1991 and 2002, he held various roles within HEINEKEN Group, including Senior Brand Manager with Vrumona, Heineken Export Manager, Sales Manager with HEINEKEN Germany and Sales Representative with HEINEKEN Netherlands.



SZILARD VOROS

FINANCE DIRECTOR

Master of Science Degree in Corporate Finance and Accounting
(University of Pecs, Hungary)
Bachelor's Degree in Foreign Economics
(College of Commerce and Economic, Hungary)

Appointment Date	1 November 2017
Nationality/Gender/Age	Hungarian/Male/41

WORKING EXPERIENCE

Within the HEINEKEN Group:

- Joined HEINEKEN in July 2015 as Finance Director in HEINEKEN Hungary, where he led the Finance, Procurement and IT functions and co-pilot the business to drive HEINEKEN Hungary back on a growth path after years of decline.

Previous experience:

- Over 15 years of experience working with the British American Tobacco (BAT) Group in various financial roles.
- Among some of the positions he held at BAT were Regional Marketing Investment Manager for BAT European Region, and Head of Finance Baltic Cluster.



ANDREW WOON KEAN LEONG

SALES DIRECTOR

Bachelor of Information Technology (Hons)
(Universiti Utara Malaysia)

Appointment Date	19 September 2016
Nationality/Gender/Age	Malaysian/Male/46

WORKING EXPERIENCE

Within the HEINEKEN Group:

- Overseeing the sales portfolio for HEINEKEN Malaysia, growth and expansion.

Previous experience:

- Over 20 years experience across retail, consumer electronics and telecommunications in both domestic and regional capacities.
- Regional Director for Home Appliances; TV & AV division at Samsung Electronics.
- Country Manager of Kraft Food Singapore.
- Other stints include Johnson & Johnson (Singapore and Malaysia); Procter & Gamble Malaysia.



JIRI RAKOSNIK

MARKETING DIRECTOR

Master of International Trade and Commercial Communications
(University of Economics, Prague)

Appointment Date	1 September 2017
Nationality/Gender/Age	Czech/Male/37

WORKING EXPERIENCE

Within the HEINEKEN Group:

- Joined HEINEKEN in 2011 as Marketing Manager in HEINEKEN Czech Republic, where he helped to grow the Heineken® brand and key local mainstream brands.
- In 2015, he joined the Cider team as Cider Global Marketing Manager, developing a portfolio of global brands, including Strongbow and Orchard Thieves.
- Previously focusing on brand renovation in Reckitt Benckiser and SABMiller.

MANAGEMENT TEAM'S PROFILE



RENUKA INDRARAJAH

CORPORATE AFFAIRS & LEGAL DIRECTOR

Formerly an Advocate and Solicitor of the High Court of Malaya
Solicitor of the High Court of Australia
Solicitor of the Supreme Court of Queensland
Post Graduate Diploma in Legal Practice (QUT)
Bachelor of Laws (University of Queensland)

Appointment Date	1 February 2002
Nationality/Gender/Age	Malaysian/Female/50

WORKING EXPERIENCE

Within the HEINEKEN Group:

- 16 years experience within the Group.
- Held various roles including Head of Legal Affairs before being promoted to Corporate Relations & Legal Director (now Corporate Affairs & Legal Director).
- Since June 2007, serving as a Governing Council Member of the Confederation of Malaysian Brewers Berhad and since May 2013 as Trustee of the SPARK Foundation (formerly known as GAB Foundation).

Previous experience:

- Over 20 years of working experience in legal including over 10 years experience in corporate affairs.
- Advocate & Solicitor specialising in corporate law at Skrine.
- Regional Legal Counsel at Sema Group.
- Vice President of Legal at Schlumberger Sema.



WILLIAM MATHERS

SUPPLY CHAIN DIRECTOR

Master Brewer
(The Institute of Brewing and Distilling)
Bachelor of Science in Brewing
(Heriot Watt University, UK)

Appointment Date	15 April 2015
Nationality/Gender/Age	British/Male/58

WORKING EXPERIENCE

Within the HEINEKEN Group:

- Over 10 years experience within the Group.
- Held several senior supply chain roles including Head Brewer at John Smiths Courage Brewery; Group Manufacturing Development Manager; and Operations Integration Manager at Scottish & Newcastle Plc.

Previous experience:

- Over 30 years brewing experience covering technical and operations functions with a number of international brewing companies in UK, Europe including The Netherlands.
- Started as an entrepreneur in 1981 with a craft brewery in Glasgow, Scotland.



LIM KWAN-SEK

HUMAN RESOURCES DIRECTOR

Master of Science (Econs) Management
(London School of Economics, UK)
Bachelor of Arts (Hons) Sociology
(Reading University, UK)

Appointment Date	1 January 2014
Nationality/Gender/Age	Malaysian/Male/45

WORKING EXPERIENCE

Within the HEINEKEN Group:

- Overseeing HEINEKEN Malaysia's human resource, health and safety and facilities management portfolio.

Previous experience:

- Over 20 years domestic and multi-sectoral experience.
- Chief HR Officer of AIA Malaysia.
- Head of Organisational Performance at Sime Darby Berhad.
- Head of Organisational Development at Malayan Banking Berhad.
- Management Consultant of Accenture.

HOW WE CREATE VALUE FOR OUR PEOPLE

We believe in creating value for the people whose lives we touch, namely our employees, business partners, consumers and members of the community. Our employees are our most valued asset; they are at the heart of our Company. Our business partners support our growth vision, and provide key services that enhance our business. We live for our consumers; they inspire us to innovate and are the reason we strive to deliver the best brews each day. The community reflects our efforts in terms of upholding one of our key values: “respect for people”. All four stakeholder groups are important to us, and we are committed to building strong relationships with each to ensure our sustainability.

CREATING A DYNAMIC WORKPLACE

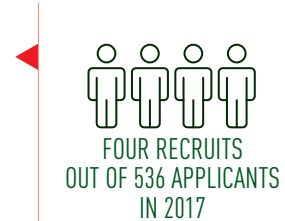
We seek to attract and retain the best talent by offering our employees a dynamic, challenging yet rewarding place to work. Today, along with greater emphasis on growing local talent, we are increasing our efforts to create greater visibility and awareness of HEINEKEN Malaysia as an employer of choice, leveraging on our HEINEKEN Global Employer Value Proposition - ‘Go Places’- demonstrating that when you join our Company, you go places with your job both geographically as well as professionally.



TALENT DEVELOPMENT

Asia Pacific Graduate Programme (APGP)

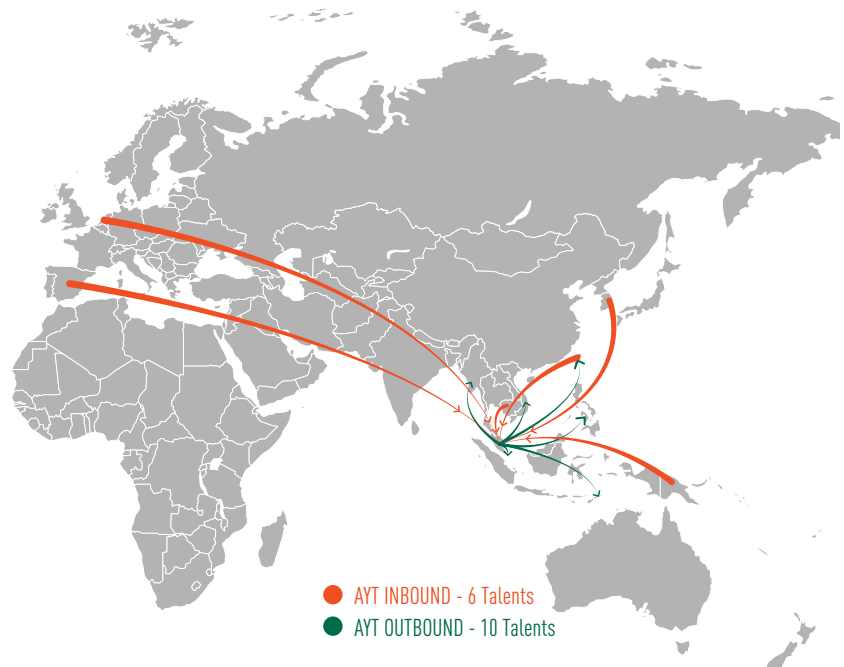
The APGP was launched in 2016 to attract the best fresh graduates and provide them a two-year development programme, which includes two six-month rotations in other HEINEKEN operating companies within the Asia Pacific region. During the entire programme, which seeks to nurture regional and global future leaders, candidates are provided cross-functional exposure and paired with a mentor from the Management Team. Given the significant investment we make in the graduates selected for the programme, the application process is stringent and extremely competitive. The first year the programme was launched, we selected one candidate out of 311 applicants. In 2017, we brought on board four candidates out of 536 applicants. Our target is to recruit five outstanding Malaysians every year, and hope to achieve this in the 2018 intake. To connect with even more potential candidates, this year we launched a new Careers microsite and rolled out a social media campaign to create greater awareness on 'Go Places' as well as APGP.



Accelerate Your Talent (AYT)

High-performing employees are also given the opportunity to gain invaluable exposure in HEINEKEN operating companies in the Asia Pacific region through short term assignments for a duration of three to nine months. While preparing them for longer-term global mobility, this initiative helps to accelerate development through experiences in a different country and culture.

During the year, HEINEKEN Malaysia was the most active operating company in the region under the AYT programme, sending 10 talents to the Philippines, Taiwan, Singapore, Myanmar, Vietnam and East Timor, and hosting six talents from Taiwan, Papua New Guinea, South Korea, the Netherlands, Spain and Cambodia.



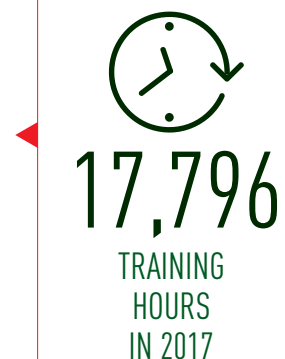
Heineken APAC Leadership Programmes

For our potential leaders, we have two regional development programmes – the HEINEKEN Asia Pacific Leadership Development Programme and HEINEKEN Asia Pacific Leadership Excellence in Action Programme. The former is designed to equip emerging leaders with core leadership tools while the latter empowers more senior managers to manage the business, people and cultural complexities through strategic thinking, enhanced self-awareness, one-on-one coaching and authentic leadership styles.

Other Development Programmes

Various other programmes are designed for employees at all levels, aimed at equipping them with both soft and technical skills required to enhance their performance and progress their careers. Among the programmes in 2017 were:

- Dynamics of Influencing;
- First Time Manager;
- Managing for Results;
- Achieving Through Change; and
- Mentoring Programme.



HOW WE CREATE VALUE FOR OUR PEOPLE

EMPLOYEE ENGAGEMENT

We are passionate – about our performance, people and the planet – and seek to nurture the same passion in our people for what they do. Hence, we engage with our people continuously, sharing our Brewing a Better World values, and inspiring them with the local and global companies’ successes, while encouraging them to connect with their colleagues within the local, regional and international domains.

In 2017, as part of the HEINEKEN Group, we launched Workplace by Facebook to all employees. This internal social media platform supports the work of our teams by encouraging greater connectivity and collaboration not only across the various functions in HEINEKEN Malaysia, but also regionally and globally with colleagues from other HEINEKEN operating companies throughout the world. Furthermore, our office upgrade, completed during the year, provides more spaces designed to enhance collaboration, communication and team work.

The year also saw our first Young Talent Roundtable. The event brought together high potential juniors and heads from the region for a full-day session at HEINEKEN Malaysia’s Sungei Way Brewery. During the event, our young talent were given the opportunity to discuss various work-related issues freely with our leaders and learn from their knowledge as well as experience in growing a meaningful career in HEINEKEN.

Climate Survey

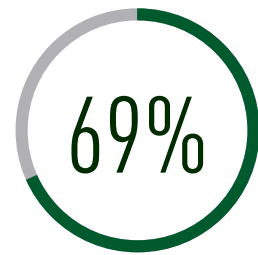
In September 2017, we conducted an employee survey – called the Climate Survey – to gauge the level of employee engagement and performance enablement (how effective they believe the Company is and the extent to which the Company supports them to perform) relative to selected norms. A total of 518 employees completed the survey, representing a response rate of 95%, providing us with useful insight into areas that we can improve on to increase employee satisfaction. Among the positive results were:

- a high level of understanding of the Company’s business strategy and goals;
- the feeling that employees make an important contribution to the success of the Company; and
- that they understand the relationship between their job and the Company’s overall direction and goals.

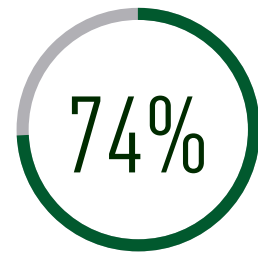
DIVERSITY AT WORK

One of our key strengths is the diversity of talent we have at HEINEKEN Malaysia in terms of age, nationality and gender. We value diversity for the richness of perspective that it brings and positively encourage the connecting of people from different backgrounds. Our regional postings are an extension of this belief, enabling our people to gain exposure to different cultures and ways of working either through immersion in a foreign work place or through interaction locally with colleagues from other HEINEKEN operating companies.

We are pleased to note that at middle to senior management we have a 52:48 balance between men and women, with 32 of 66 middle to senior managers being women. We are also aware of the requirement to have 30% female representation on the Board of Directors and this year welcomed a new female Director to the Board.



EMPLOYEE ENGAGEMENT SCORE



PERFORMANCE ENABLEMENT SCORE



AGE GROUP

<25	13
25-29	56
30-39	203
40-49	157
50-55	77
>55	81

GENDER DIVERSITY



6

SENIOR MANAGEMENT

28

MIDDLE MANAGEMENT



2

30

ETHICS & INTEGRITY

We are built on a strong foundation of ethics that has seen the Heineken® brand grow over the period of 153 years. The same values that guided the Company through its initial years continue to be shared with our employees and partners to reinforce our operations and entrench our sustainability. Our Company Purpose, We Are HEINEKEN, explains the ideas that form our identity both collectively as a team and individually for our employees. It is with these beliefs that we strive to move forward to create sustainable value for all of our stakeholders.

HEINEKEN Code of Business Conduct & HEINEKEN Rules (HeiRules)

Our commitment to conduct business with integrity, fairness and respect for the law and values is demonstrated through this code as it sets clear expectations for our people when taking action on behalf of the Company. The HEINEKEN Code of Business Conduct can be read at www.heinekenmalaysia.com.

HeiRules is a set of 25 rules that define how we work and conduct our day-to-day business. Each HeiRule has reference to relevant HEINEKEN standards and procedures which help us achieve our business objectives, minimise financial and reputational risk and protect the health and safety of our people.

Speak Up

Speak Up is a HEINEKEN Global process that allows our stakeholders to raise concerns about suspected misconduct in a confidential manner. Employees can also file reports directly on an externally operated Speak Up service that is reviewed at the corporate level to ensure they are dealt with appropriately and confidentially.

Greenprint to Win Behaviours

This represents a set of behaviours we expect all our employees to exhibit to drive our core values and entrench our culture of safety, learning and zero-accidents. The behaviours are used in the annual appraisals of all employees.

HEINEKEN Supplier Code

We seek to ensure that ethics and integrity are upheld not only by those employed by HEINEKEN Malaysia, but also by those involved at all stages across the value chain, including our suppliers. Much of our impact lies indirectly with our suppliers, so we work with them to embed the right practices throughout our upstream value chain. Every supplier is asked to abide by our Supplier Code, which cover prevention of child labour, anti-bribery and conflicts of interest. For further information, the HEINEKEN Supplier Code is available at www.heinekenmalaysia.com.



HOW WE CREATE VALUE FOR OUR PEOPLE

HEALTH AND SAFETY

Safety First

As a leading brewer, safety is given top priority at HEINEKEN Malaysia. We recognise that safety represents an on-going journey and strive continuously to reinforce a culture of individual and collective responsibility to ensure everyone goes home safely. 'Put Safety First' is the first key behaviour we promote amongst our people through HEINEKEN's Greenprint to Win.

At the core of our safety framework is a robust Accident Reporting System and Investigation Software (ARISO). Considerable emphasis is placed on the reporting of not only actual accidents but also near misses. Incidents are also prevented via regular safety audits that ensure full compliance with Occupational Safety and Health Administration (OSHA) requirements. In 2017, we not only audited all HEINEKEN Malaysia offices, but have also started reaching out to collaborate with our distributors to ensure safety at their warehouses.

Supporting our safety systems, in 2017, we established a Safety Council with representatives from both our commercial, supply chain and human resources functions. The Council is responsible for ensuring everyone at HEINEKEN Malaysia, as well as our suppliers and vendors, complies with our Life Saving Rules (LSR).



Emphasis on safety extends beyond our premises to encompass safe behaviours on the road and elsewhere. Our sales force spend a significant amount of time on the road and in 2017, all of our sales staff have received defensive driving training. Adherence to traffic rules coupled with safe habits can help reduce the risk of accidents on the road. Furthermore, our brand promoter teams, who spend a significant amount of time in the trade, were trained on personal safety through programmes such as City Survival.

Throughout the year, we organised various programmes – such as Safety Day, first aid and firefighting workshops – to reinforce our safety messages and inculcate safety habits beneficial to the overall wellbeing of our people. In 2017, we also rolled out various training programmes on the different work-related aspects of safety, including Food Handler Training, Brewing Safety, Rescue at Confined Spaces, Emergency Response Drill, Cooling Plant Workshop, Process Safety, etc.

ADVOCATING RESPONSIBLE CONSUMPTION

Drink Sensibly

We continue to drive Drink Sensibly (DS), one of HEINEKEN Malaysia's key corporate responsibility initiatives, because we believe consumers should enjoy our brands responsibly. Our DS programme utilises creative marketing campaigns to instill a sensible drinking culture, encouraging moderation as key to life and enjoyment.

A highlight of the DS programme in 2017 was a four-week 'Get Ready to Party' campaign that unfolded in the run up to Christmas and New Year reminding revellers to drink sensibly. Under the campaign, we engaged consumers through a mobile game with five drinking sensibly tips as its core message: EAT, MOVE, HYDRATE, PACE and TAXI HOME. The aim was to educate consumers on how to have a fun, but safe night out with friends. To encourage participation, we gave away up to RM40,000 in prizes, including e-hailing service vouchers.



Collaboration with Social Media Influencers

To increase awareness and reach of our campaign in 2017, we engaged five social media influencers. With Dennis Yin, Jestinna Kuan, Brian See, Dior Yaw and Karen Kho as our DS ambassadors, we managed to spread the message of sensible consumption to well over 3.6 million consumers and inspired the active involvement of almost 100,000 people.

'PARTY SAFE' – Partnership with Grab Malaysia

This year, we also continued our partnership with Grab Malaysia to encourage party goers to stay safe during the year end festive season with the message: "Don't Drink and Drive". Revellers who used the code 'PARTYSAFE' when booking their GrabCar enjoyed discounted rides, enabling them to go home safely.

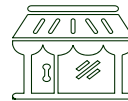
DRINK SENSIBLY 2014-2017 MILESTONES



Reached out to more than
14.8 million
consumers



Engaged more than
550,000
consumers



Partnered with
60 outlets
to educate consumers



Offered
3,200
discounted rides to revellers

Close to RM4.5 million invested in Drink Sensibly

Responsible Marketing Code

At the heart of HEINEKEN Malaysia's commitment to responsible consumption lies our Responsible Marketing Code (RMC), which serves to ensure our brands are enjoyed in the way that we intend. To ensure compliance with the RMC, we have a process in place where marketing materials including point of sales materials are reviewed according to eight principles below:

1. We do not primarily appeal to minors
2. We actively restrict exposure of our branding to minors
3. We are always legal, ethical and truthful
4. We advocate drinking responsibly, driving responsibly and general safety
5. We do not associate our brands with anti-social behaviour or overconsumption
6. We never claim that consuming our brands leads to social or sexual success or enhanced performance
7. We are committed to our brands being part of a healthy lifestyle
8. We are progressive about cultural context and its evolution

RESPONSIBLE MARKETING CODE APPROVAL PROCESS FLOW

