

Purpose

Brewing a sustainable future for our People, Business and Planet

Ambition

To be an undisputed market leader in Volume, Revenue and Sustainability

Values

Passion for Quality
Enjoyment of Life
Respect for People and for the Planet

Leading Brewer in Malaysia

- With history dating back to 1964
- Listed on Bursa Malaysia since 1965

Portfolio of Iconic International Brands

12 brands and 79 SKUs

Part of the HEINEKEN Company

- 51% owned by HEINEKEN NV
- 49% by public

Sustainability embedded

in business strategy and priority

1 brewery and 12 sales offices throughout Malaysia

- First in Malaysia to receive the Hazard Analysis Critical Control Point Certification from the Ministry of Health since 2002.
- Received the ISO Certification since 1995

Key Financials

Key Operating Results

RM million	Q4	Q4	Change	FY	FY	Change
	2021	2020		2021	2020	
Revenue	692	519	33	1,979	1,762	12
Operating profit	125	69	83	324	204	59
Taxation	29	13	116	76	45	70
Profit after tax	96	54	77	246	154	59
Net cash from operating activities	254	130	96	348	226	54

RM million	FY	FY	Change
	2021	2020	
Total assets	1,091	1,047	4
Total liabilities	696	697	(0)
Reserves	244	198	23
Total equity	396	349	13
Capex	404	358	13

Financial Ratios	FY	FY
	2021	2020
Operating working capital % of revenue	4.28	6.52
EBITDA margin	19.94	15.31
Return on equity	81.87	57.53
Debt to equity	1.75	1.98
Earnings per share (sen)	81.32	51.04
Net assets per share (RM)	1.31	1.16

EBITDA: Earnings before interest, tax, depreciation and amortisation

Q4 / 2021 Key Performance

- Group revenue grew 33% as compared to the same quarter in 2020. The significant growth was mainly due to higher sales volume, driven by the easing of Covid-19 restrictions and earlier festive sell-in for Chinese New Year 2022. During the fourth quarter ended 31 December 2021, price adjustment has been taken for certain products to compensate for rising input costs.
- Group profit before tax ("PBT") grew 85% principally due to improved sales performance across all brand portfolio, effective cost management and the absence of a one-off provision of RM14 million in December 2020 for costs associated with the organisational restructuring exercise implemented in 2021.

Full Year 2021 Performance

- Despite a longer lockdown period of 11 weeks in 2021 versus 7 weeks in 2020, Group revenue rose 12%, mainly due to improved revenue management and PBT grew 62%. Excluding the one-off settlement and provision in 2020, Group PBT would have grown by 46%.
- The Group undertook bold moves to right-size the organisation and cost base, whilst driving revenue growth through effective commercial and marketing executions.
- However, compared with pre-pandemic levels, the Group Revenue and PBT performance was still below the 2019 levels where Revenue was at RM2.32 billion and PBT was RM412 million, an indication that its business is still under the recovery phase.
- Operating cash flow improved attributed to the improved in the working capital.
- Improvement was seen in Earnings per share, EBITDA and return on equity underpinned by profit growth and efficient cost management.

Outlook

- The Group saw encouraging business recovery in the last quarter of 2021 as most states moved to Phase 4 of the National Recovery Plan following the reopening of the food & beverage and local tourism sectors. However, the Group remains cautious given the recent spike in new Covid-19 cases amidst high vaccination rate, continued closure of international borders resulting in lower arrivals of tourists, escalating input costs and various logistics challenges posed by the pandemic.
- The Group will continue to navigate the challenging external environment by adapting to the new market reality, ensuring the safety of our people, keeping a tight rein on costs and staying focused on our strategy to accelerate our business recovery.
- As health and safety of our employees remained our top priority, the Company participated in the Government's vaccination programme to enable 100% of our brewery's essential workforce vaccinated. The Company continues to accelerate booster dose amongst its employees.
- The Group welcomes the stance taken by the Government not to increase excise duties on beers and stouts in its Budget 2022, as any hike in excise rates will further fuel illicit alcohol demand. As it is, Malaysia's excise rate for beers and stouts ranks second highest in the world. Illegal trade and smuggling have caused the Government to incur huge tax revenue losses, disrupted legitimate businesses and risked exposing consumers to cheaper and unregulated illicit alcohol. HEINEKEN Malaysia remains committed to support the Government to stamp out illicit trade.

Top 10 Shareholders as of 31 December 2021

Name of shareholder	Number of shares held	%
1. GAPL Pte Ltd	154,069,900	51.00
2. DB (Malaysia) Nominee (Asing) Sdn Bhd - The Bank of New York Mellon for Virtus Kar International Small-Cap Fund	9,795,500	3.24
3. Citigroup Nominees (Tempatan) Sdn Bhd – Great Eastern Life Assurance (Malaysia) Berhad (Par 1)	8,420,880	2.79
4. HSBC Nominees (Asing) Sdn Bhd - JPMBL SA for Stichting Depository APG Emerging Markets Equity Pool	5,594,200	1.85
5. Cartaban Nominees (Asing) Sdn Bhd - SSBT Fund MNGN for Mawer Global Small Cap Fund	4,555,200	1.51
6. UOB Kay Hian Nominees (Asing) Sdn Bhd – Exempt An for UOB Kay Hian Pte Ltd (A/C Clients)	4,031,259	1.33
7. Citigroup Nominees (Tempatan) Sdn Bhd – Exempt An for AIA Berhad	3,582,100	1.19
8. Tai Tak Estates Sdn Bhd	2,156,000	0.71
9. Key Development Sdn Berhad	2,037,000	0.67
10. HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Total International Stock Index Fund	1,926,900	0.64
	196,168,939	64.93

Sustainability

We believe in the long-term sustainability of our business. Our global sustainability strategy, Brew a Better World has had a profound influence on our business. It has driven us to innovate and collaborate to protect the environment, support local communities and make a positive contribution to society – all with the goal of supporting delivery of the UN Sustainable Development Goals (SDGs).

As a responsible and progressive organisation, we pursue an increasingly holistic approach to sustainability, focusing on the entire value chain from Barley to Bar. As we are moving into a decade in which the world must face even more complex challenges. We know we can only thrive if the planet and our communities thrive. Our BaBW 2030 ambitions are woven into the fabric of our balanced growth strategy, putting environmental, social sustainability and responsibility as our key focus areas as we write our next growth chapter.

Our ambitions and targets for this new chapter are in line with the benchmarks set by the UN Global Compact and we are determined to contribute to the UN SDGs to protect the planet, ensure prosperity and end poverty for all.

Our 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 our agricultural sourcing practices are aligned with the HEINEKEN Supplier Code.

In HEINEKEN Malaysia, the 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

Our Focus Area



Analysis by Category as of 31 December 2021

	Number of shareholders	Number of shares held	%
Malaysian	11,488	77,070,721	25.5
Foreigner	873	225,027,279	74.5
Total	12,613	302,098,000	100



Home of World Class Brands
A brand of choice for every occasion

Highlights

ENVIRONMENTAL

Water Efficiency



Water consumption for year 2021 is 3.65hl/hl. Reduced by 15% since 2014.

Carbon Emission



Carbon emissions of 12.14 kg CO2 eq/hl representing a reduction of 7.6% since 2014.

SOCIAL

Tiger Sin Chew Chinese Education Charity Concert (Tiger CECC)



Tiger CECC converted to virtual concert and successfully raised RM6 million for 5 schools.

HEINEKEN Cares

Over 250,000 meals and aid packages in 2021



Provided meals to the B40 communities through HEINEKEN Cares to the communities impacted by the pandemic and to the flood victims.
Food Aid Programme – 155,000 meals
Flood Relief Aid – 100,000 meals

Commercial Activation

'Xperience The Xtraordinary' With Tiger Street Food

Due to ongoing social restrictions, the Tiger Street Food Virtual Festival was held again, this time bringing together streetwear, street food and many new exciting features for the virtual festivalgoers. As part of Tiger's consistent efforts to support the local street food scene, over 100 street food vendors took part in the festival. Fans could enjoy their favourite street food dishes paired with Tiger Beer and Tiger Crystal, all delivered to their doorsteps. Breaking the boundaries of street food, the brand also partnered Malaysian streetwear brands to curate limited-edition streetwear apparels specially for this virtual festival. The six-week-long campaign featured many other attractive promotions available for fans outside of the virtual festival too, including rewarding Tiger Beer consumers with exclusive vouchers of food delivery platforms to drive support towards street food vendors.



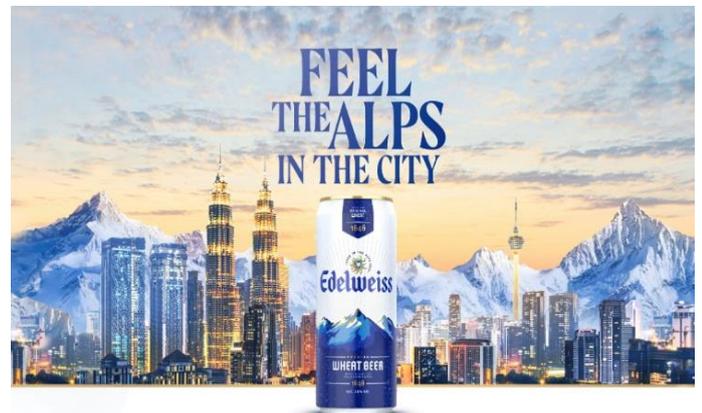
Guinness is Ready When You Are

When the lockdown was lifted, restaurants were finally able to welcome guests back for dine-in. Guinness gave family and loved ones an opportunity to reconnect post lockdown through its 'Ready When You Are' campaign. Whenever they are ready, fans will finally be able to reunite with friends, family and loved ones at their favourite outlets, while catching up with long-overdue conversations. Doing all that with a glass of fresh, cold, smooth and creamy Guinness in hand is the perfect commemoration to all those months of waiting. Guinness brought back the renowned STOUTie machines to selected partner restaurants and bars where consumers can print their selfies on top of a cold and creamy glass of Guinness.



#FeelTheAlps in your City with Edelweiss

Edelweiss, the premium wheat beer born in the Alps, inspired fans to hit the refresh button and awaken their senses to enjoy life in a fun way whilst rediscovering their cities in a new light. Edelweiss kicked off the #FeelTheAlps journey by rallying various influencers share their inspirations on how they rediscovered their cities. Fans were invited to share their #FeelTheAlps experience in the comments section of Edelweiss' social media post, or take part in contests run by influencers and stand to get rewarded with exclusive prizes. Brewed with all-natural ingredients and a unique blend of fresh mountain herbs, Edelweiss is a smooth, easy-to-drink wheat beer with a refreshing finish, a golden cloudiness, and a subtle, fruity, aftertaste. Edelweiss is unique as it offers a contemporary twist to a centuries-old wheat beer, and now inspires fans to discover exciting, new and fresh experiences.



Disclaimer

This presentation contains forward-looking statements that are not historical facts with regard to the financial position, trends for future periods, and results of HEINEKEN Malaysia's activities. These forward-looking statements involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed in the forward-looking statements as originally made.

Many of these risks and uncertainties relate to factors that are beyond HEINEKEN Malaysia's ability to control or estimate precisely, such as, but not be limited to, future industry, market and economic conditions, the behaviour of other market participants, changes in consumer preferences, costs of raw materials, interest rate and foreign exchange fluctuations, change in tax rates, changes in law, technological advances, access to financing, international and domestic economic conditions, actions of government, regulators and weather conditions.

You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this presentation. HEINEKEN Malaysia does not undertake any obligation to publicly release any revisions to these forward-looking statements to reflect events or circumstances after the date of these materials.

None of the HEINEKEN Malaysia, or any of their respective directors, employees, representatives or agents shall have any responsibility or liability whatsoever (for negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection with this presentation. Nothing in this presentation (including any opinions expressed) should be regarded as investment advice being provided by HEINEKEN Malaysia or a solicitation or a recommendation that any particular investor should invest, buy, sell, hold or otherwise deal in any share or business of HEINEKEN Malaysia.