



WE ARE **HEINEKEN**

Our Purpose

**We brew the
Joy of True Togetherness
to inspire a better world**

Our Values



PASSION
for consumers &
customer



COURAGE
to dream &
pioneer



CARE
for people &
planet



ENJOYMENT
of life

About Us



Heineken Malaysia Berhad (HEINEKEN Malaysia) is a leading brewer, with a portfolio of world-class brands that includes:

- The World's No. 1 international premium beer – Heineken®
- The great taste of Heineken® with dealcoholised Heineken® 0.0
- The World acclaimed Asian beer – Tiger Beer
- The crystal-cold filtered beer – Tiger Crystal
- The World's No. 1 stout – Guinness
- The smooth and creamy Guinness Draught in a Can
- The premium wheat beer born in the Alps – Edelweiss
- The New Zealand inspired cider – Apple Fox Cider
- The all-time local favourite – Anchor Smooth
- The premium Irish ale – Kilkenny
- The real shandy – Anglia
- The wholesome, premium quality 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.

HEINEKEN Malaysia 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 N.V.'s acquisition of Diageo Plc's stakes in GAPL in October 2015. GAPL is a subsidiary 100% owned by Heineken N.V., 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. The brewery also received the ISO 9002 Certification since 1995 and has upgraded to MS ISO 9001: 2008 in 2010 and, subsequently, to ISO 9001:2015 in 2018.

HEINEKEN Malaysia employs more than 500 people at our headquarters and brewery in Petaling Jaya, Selangor, as well as our 13 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's values of Passion for customers & consumers, Courage to dream & pioneer, Care for people & planet, and Enjoyment of life.

These values strengthen our stakeholder relationships from Barley to Bar, and underline our HEINEKEN Global sustainability strategy to Brew 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 HEINEKEN Malaysia's corporate social responsibility arm SPARK Foundation, we extend our commitment to grow with local communities for a better tomorrow.

Our Chairman's Message



Group Revenue

RM2.64 billion (FY2022: RM2.86 billion)



Group Profit Before Tax (PBT)

RM511 million (FY2022: RM595 million)

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Dear Shareholders,

As we reflect on the past year, I am pleased to present the 2023 Annual Report for HEINEKEN Malaysia. Despite the challenges posed by the various economic uncertainties, rising inflation, as well as increasing pressures on cost of living, we have navigated through the challenges with great resilience and I am proud to share that we have emerged stronger together.

”

Dato' Sri Idris Jala
Chairman



During the year, inflation was on the increase around the world, with food and energy prices hitting new highs. The global landscape remained complex, fuelled by geopolitical conflicts that intensified supply chain challenges, contributing to rising input costs for various industries including ours. In Malaysia, according to the Ministry of Finance, 2023 growth normalised to 3.7%, following the robust growth registered in the previous year (2022: 8.7%). Similarly, consumer sentiments measured by the Malaysian Institute of Economic Research, which recovered above the threshold level in 2022 declined for most of 2023 except for the last quarter when an improvement was recorded, indicating that inflation and cost of living worries persisted and had a detrimental effect on consumer spending during the year. However, the sentiment going into 2024 appears to show signs of recovery.

Similarly for HEINEKEN Malaysia, we had a strong 2022 having recorded a strong rebound where we accelerated our recovery to perform above pre-pandemic 2019 levels of revenue and profit. With the economy fully reopened, the restrictions that had suppressed consumer spending for an extended period lifted and a tidal wave of pent-up demand surged. People yearned for experiences – travel, dining out, entertainment, and retail therapy. This demand ultimately proved to be unsustainable and as we observed, the market experienced an extended phase of correction and normalisation in 2023.

Post COVID-19 pandemic, HEINEKEN Malaysia's revenue rose to an all-time high in 2022. This unprecedented growth is largely due to customers "making up for lost time" during the intermittent COVID-19 lockdowns in 2020 – 2021. In addition, many distributors placed more orders than their normal.

In 2023, HEINEKEN Malaysia's revenue decreased by 8% to RM2.64 billion compared to the previous year (FY2022). This was mainly due to market correction and weak consumer sentiment attributed

to growing macroeconomic concerns in 2023. In perspective, the group also underwent a notable recovery in 2022 (Revenue +44% versus 2021) post the COVID-19 pandemic restrictions. Correspondingly, Group PBT decreased by 14% principally due to lower revenue while the Group's net profit decreased by 6% due to the absence of the one-off Prosperity Tax in 2023.

The Board of Directors (Board) has proposed a single tier final dividend of 88 sen per stock unit for FY2023, subject to the approval of shareholders at the forthcoming Annual General Meeting. The total dividend for the year amounts to 128 sen per stock unit comprising:

▶ **A single tier interim dividend of 40 sen per stock unit paid on 10 November 2023**

▶ **A proposed single tier final dividend of 88 sen per stock unit**



I take the opportunity to recognise the efforts of the Management Team and all employees at HEINEKEN Malaysia for the extraordinary commitment towards transforming our organisation for a stronger future. Despite the many uncertainties and obstacles we have had to deal with in the past few years, the team's immense effort in collaboration with our business partners and valued customers helped to deliver commendable results on all fronts, accelerating our recovery above pre-pandemic levels in 2019.

As an operating company of Heineken N.V, we adopted the HEINEKEN Global strategy – EverGreen, which is a multi-year strategy designed to enable our next chapter of our growth. Through EverGreen, we aim to deliver superior and balanced growth with greater focus on meeting the needs of our consumers and customers. We will drive premiumisation, invest behind our brands

Our Chairman's Message

and capabilities, and do these with a cost and value mindset that will fund this growth journey. EverGreen leverages our existing strengths and new opportunities to chart the next chapter of our growth. We are making great strides in our end-to-end digital transformation to benefit our route-to-consumer and drive cost efficiencies as we aim to become the best-connected brewer. And we are stepping up our focus to deliver continuous productivity improvements and raising the bar on our environmental and social sustainability ambitions.

In 2023, we made significant progress towards our Brew a Better World sustainability and responsibility ambitions in three key areas – Environmental Sustainability, Social Sustainability and Responsible Consumption. I am proud that we have accelerated our progress in our Net Zero Carbon roadmap, which sets out our ambition to reach net zero in Scope 1 & 2 emissions by 2030 and the full value chain by 2040. Compared with the base year of 2018, we have reduced Scope 1 & 2 carbon emissions by 65% in 2023. We continued to maintain procurement of 100% renewable electricity through the Malaysian Renewable Energy Certificates (mRECs) which are purchased through utility provider Tenaga Nasional Berhad's Green Electricity Tariff (GET) programme. Our project to install an on-site solar power generation facility is still ongoing, and we target to go live by June 2024.

As a responsible brewer, we renewed our commitment to protect water resources through our "Towards Healthy Watersheds" programme, committing to invest RM6 million in our water stewardship project across the next eight years until 2030. Our three-pronged approach combines water efficiency, water circularity and water balancing to ensure we do our part to protect our watersheds. We have a target to balance 1.5 litres of water for every 1 litre of water in our products. In 2023, we are proud to have exceeded this target again just as we have done since 2020, achieving over 200% of the targeted volume. In terms of water efficiency,

Our Chairman's Message

we improved our water consumption by 1% versus 2022 and 21% versus our 2014 baseline. As for water circularity, we continued treating 100% of our wastewater before release.

We continued our practice of recycling or upcycling 100% of our bi-products and waste from production. Indeed, we are proud of achieving Zero Waste to Landfill since 2017. As a result of our achievements in environmental sustainability, we are proud to have received recognitions externally at the ESG Positive Impact Awards organised by the Star Media Group, winning Gold in the Waste Management and Innovative Partnership categories. At the UN Global Compact Network Malaysia & Brunei's Forward Faster Awards, we are proud to be the winner in the Water Resilience category.

We continued to lead by example when it comes to advocating for Diversity, Equity and Inclusion (DEI), with women comprising 43% of our Board, exceeding the Government's target of 30% women on the Boards of public listed companies. We are also proud to be recognised at the 2023 HR Excellence Awards winning Silver in the Work Life Harmony category and Bronze in the Workplace Culture category.

Our commitment to improving social sustainability extends beyond our business. Our long running Tiger Sin Chew Chinese Education Charity Concert broke several records, successfully raising RM26 million for eight institutions in 2023 which is the highest ever raised in a single year. Since 1994, this initiative has raised RM407 million for schools

across Malaysia. Recognising community resilience and food security as a growing societal concern, our HEINEKEN Cares community food aid programme, collaborated with Sokong, a civil society fundraising platform by online news organisation Malaysiakini. Our partnership resulted in RM250,000 channelled to six NGOs and social enterprises that focus on community farming and access to water and renewable electricity for underprivileged communities.

As a progressive and responsible corporate citizen, HEINEKEN Malaysia also contributed RM1.4 billion in taxes to the Government in 2023. I take this opportunity to thank the Government for not increasing excise duties on beer and stout. As it is, Malaysia's excise rate for beer and stout ranks among the highest in the world and any increase in taxes on legitimate beer and stout products will only fuel the illicit trade. We commend the Government for committing to further clamp down on illicit trade and pledge our support for a more holistic approach in addressing this issue, which represents a loss of revenue for both Industry and Government.

ACKNOWLEDGEMENTS

On behalf of the Board, I put on record sincere appreciation to Datin Linda Ngiam Pick Ngoh who retired from the Board after more than 10 years of service. Datin Linda Ngiam played an instrumental role in providing valuable guidance and insights in the Group's strategic matters on stakeholder communications, ESG/ sustainability, people development and corporate governance. We convey our

heartfelt gratitude to Datin Linda Ngiam for her invaluable contributions as a long-serving member of the Board. In her place, we are pleased to welcome Carmen Chua as Independent Director. Carmen is the Chief Executive Officer of ONE IFC Sdn Bhd, the developer of the St. Regis Hotel and Residences Kuala Lumpur, and the Managing Director of ONE KLCC Sdn Bhd, the developer of ONE KL condominium. She also sits on the Board of various companies within the CMY Capital Group and she is a Trustee of Amanah Warisan Negara, a National Public Trust founded by Khazanah Nasional Berhad.

During the year, we welcomed another new Board member, Erin Sakinah Atan who replaced Raquel B. Esguerra (Rocky) who has left the HEINEKEN Group to pursue other opportunities. Erin is the Regional Corporate Affairs Director of Heineken Asia Pacific Pte Ltd. Erin is an experienced Corporate Affairs professional with an extensive background in brand strategy, reputation and crisis management, public affairs, integrated communications and sustainability across different sectors, including aviation, automotive, conglomerates and financial services.

On behalf of the Board, we thank Datin Linda Ngiam and Rocky for their contributions and wish them the best. We welcome Carmen and Erin and I look forward to serving alongside both capable leaders on the Board together.

On behalf of the Board, I also take this opportunity to thank our shareholders and our trade partners for your continued trust and support during this challenging year.

I would also like to thank our Management Team, led by Roland, as well as all employees at HEINEKEN Malaysia for their One Strong Winning Team spirit, united by our common purpose to **Brew the Joy of True Togetherness to Inspire a Better World.**

Thank you.

Dato' Sri Idris Jala
Chairman
20 March 2024

We are proud to have received recognitions externally at the ESG Positive Impact Awards organised by the Star Media Group, winning Gold in the Waste Management and Innovative Partnership categories



Directors' Profile



DATO' SRI IDRIS JALA

Chairman
Independent Non-Executive Director

Malaysian | Male | 65

Appointed on 1 January 2017

Qualifications:

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

Board Committee Membership:

- Nomination & Remuneration Committee (Chairman)

Working Experience:

- Presently, President and Chairman of PEMANDU Associates.
- 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, and later as the Advisor to the Prime Minister on the National Transformation Programme.
- 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 in other Public Companies / Organisations in Malaysia:

- Sunway Berhad
- Jeffrey Cheah Foundation
- MyKasih Foundation

Directors' Profile



ROLAND BALA

Managing Director
Non-Independent Executive Director

Malaysian | Male | 58

Appointed on 1 September 2018

Qualifications:

- Bachelor's Degree in Business Administrations, UiTM Malaysia

Board Committee Membership:

- Nil

Working Experience:

Within HEINEKEN Group

- From February 2012 to August 2018, Managing Director of Cambodia Brewery Ltd (CBL), HEINEKEN's operating company in Cambodia. In this role, he has led CBL to increase its market share by more than double, establishing CBL as the market leader in Cambodia.
- From March 2009 to February 2012, General Manager for Danang and Quang Nam Breweries in the central region of Vietnam.
- February 2008 to February 2009, Special Assistant to the Regional Director of Asia Pacific Breweries.

Previous experience

- Started his career with British Petroleum (BP) where he spent 16 years working in sales, logistics, operations and planning roles in retail, gas and lubes businesses.
- He was then appointed as the General Manager for BP Vietnam from 2003 to 2005 and subsequently as the Sales Director for the lubes business for Malaysia and Singapore from 2005 to 2007.

Directorship in other Public Companies / Organisations in Malaysia:

- Confederation of Malaysian Brewers Berhad



LAU NAI PEK

Senior Independent Non-Executive Director

Malaysian | Male | 71

Appointed on 22 May 2021

Qualifications:

- Member of the Malaysia Institute of Accountants
- Bachelor of Commerce Degree, Canterbury University, New Zealand

Board Committee Membership:

- Audit & Risk Management Committee (Chairman)
- Nomination & Remuneration Committee

Working Experience:

- A finance professional with more than 35 years of working experience in various locations including New Zealand, Brunei, United Kingdom, Malaysia, China and the Netherlands.
- Retired from Shell Malaysia in August 2011 after serving the Royal Dutch Shell Group for over 30 years. His major assignments include Finance Director of Shell Malaysia, Finance Director of Shell China, Global Controller of the Exploration & Production Division of Royal Dutch Shell Group, and Vice-President Finance of Shell International Exploration and Production B.V., in the Netherlands.
- Upon his retirement from Shell, David served 12 years with Axiata Group Berhad and Celcom Axiata Berhad as an Independent non-executive Director and Chairman of their Board Audit Committees, and 11 years with Employees Provident Fund, Malaysia as an Independent Investment Panel member and 12 years with Malaysia Airlines Group as an Independent Non-Executive Director and Chairman of their Board Audit Committee.

Directorship in other Public Companies / Organisations in Malaysia:

- KKB Engineering Berhad
- Boost Bank Berhad

Directors' Profile

**SENG YI-YING**

Non-Independent Non-Executive Director

Singaporean | Female | 51

Appointed on 1 September 2020

Qualifications:

- Bachelor of Law, 2nd Class Upper (Honours), University of Nottingham, U.K.
- Diploma in Singapore Law, National University of Singapore

Board Committee Membership:

- Nil

Working Experience:

- Presently, Regional Legal Director of Heineken Asia Pacific Pte Ltd (APAC), responsible for the functional oversight of legal in Asia Pacific. She is also a member of the APAC Management Team.
- Has more than 20 years of in-house legal experience, with close to 15 years in the alcohol and beverage industry. Her experience includes general corporate and commercial matters (both regional and operational), mergers and acquisitions, joint ventures, set up of greenfield breweries, compliance and managing disputes in the Asia Pacific region.
- Joined the APAC team as Senior Legal Manager in 2006. During this time, she successfully advised on and negotiated various mergers and acquisition projects in various markets within APAC.
- In 2015, she moved to Asia Pacific Breweries (Singapore) Pte Ltd (APB Singapore) as Legal Director and a member of the Management Team, where she was a valued business partner and was instrumental in successfully achieving a commitment with the Competition and Consumer Commission of Singapore in respect of APB Singapore's draught exclusive arrangements with outlets as well as facilitating a transformational change to the APB Singapore route to market.
- In 2018, she undertook a short-term assignment to HEINEKEN Cambodia for three months to establish a robust legal framework and processes.
- In 2019, she moved back to the APAC Legal Affairs team to take on the position as Legal Manager for APAC where she was responsible to oversee a broad range of legal issues for various HEINEKEN operating companies across the region as well as manage a range of mergers and acquisitions and joint venture matters.
- Prior to joining HEINEKEN, she was the Legal Counsel for Sembcorp Utilities Pte Ltd for five years.

Directorship in other Public Companies / Organisations in Malaysia:

- Nil

**CHOO TAY SIAN, KENNETH**

Non-Independent Non-Executive Director

Singaporean | Male | 56

Appointed on 26 October 2020

Qualifications:

- Advanced Management Programme, Harvard Business School, Cambridge, USA
- Bachelor of Accountancy (Honours Degree), Nanyang Technological University Singapore
- Chartered Accountant, Institute of Singapore Chartered Accountants

Board Committee Membership:

- Audit & Risk Management Committee
- Nomination & Remuneration Committee

Working Experience:

- Currently serves as Managing Director of Heineken Asia Pacific Pte Ltd (APAC) responsible for overseeing HEINEKEN operating companies in the Asia Pacific region (2014 – present).
- Since joining APAC in 2003, he has held a number of strategic positions including Chief Financial Officer of APAC.
- Before joining HEINEKEN, he was the Regional Business Development Director of Royal Ahold N.V., a global retailer.
- He was a Non-Independent Non-Executive Director of HEINEKEN Malaysia from 15 August 2013 until 30 September 2019 prior to his re-appointment on 26 October 2020.

Directorship in other Public Companies / Organisations in Malaysia:

- Nil

Directors' Profile



CHUA CARMEN

Independent Non-Executive Director

Malaysian | Female | 40

Appointed on 13 May 2023

Qualifications:

- Bachelor of Science in Economics with First Class Honours, London School of Economics and Political Science, United Kingdom

Board Committee Membership:

- Audit & Risk Management Committee
- Nomination & Remuneration Committee

Working Experience:

- Carmen Chua is the Chief Executive Officer of ONE IFC Sdn Bhd, the developer of the St. Regis Hotel and Residences Kuala Lumpur; and the Managing Director of ONE KLCC Sdn Bhd, the developer of ONE KL condominium.
- She also sits on the Board of various companies within the CMY Capital Group and she is a Trustee of Amanah Warisan Negara, a National Public Trust founded by Khazanah Nasional Berhad with the objectives of undertaking projects involving the rejuvenation, rehabilitation and/or operations of selected public spaces together with heritage assets of national significance.
- Carmen was a member of the Blue Ocean Corporate Council (May 2017 – May 2018) whose initiatives include the MyApprenticeship programme, offering students the opportunity for hands-on training and employment post-graduation. She also served as a Trustee of Yayasan Hijau (November 2014 – August 2018) focusing on promoting, developing and improving education on energy efficiency, green technology applications and green lifestyle practices and a Director of the Kuala Lumpur Business Club from 2009 to 2012.

Directorship in other Public Companies / Organisations in Malaysia:

- Nil



ERIN SAKINAH ATAN

Non-Independent Non-Executive Director

Singaporean | Female | 50

Appointed on 14 July 2023

Qualifications:

- Bachelor of Arts, University of South Australia
- High Impact Leadership Programme, Institute of Sustainability – Cambridge University
- MBA Essentials, London School of Economics
- Women's Leadership Programme, INSEAD

Board Committee Membership:

- Nomination & Remuneration Committee

Working Experience:

- Erin Sakinah Atan is the Regional Corporate Affairs Director of Heineken Asia Pacific Pte Ltd (APAC). She is also a member of the APAC Regional Leadership Team and the HEINEKEN Global Corporate Affairs Management Team.
- Erin is an experienced Corporate Affairs professional with an extensive background in brand strategy, reputation and crisis management, public affairs, integrated communications and sustainability across different sectors, including aviation, automotive, conglomerates and financial services. She has led businesses and teams across multiple markets in Asia Pacific and beyond.
- For the first part of her career, she worked for consultancies in the region, culminating with a leadership role as Vice President at LEWIS (previously Blacki McDonald) where she led a team of 85 across 7 offices in Asia Pacific.
- She transitioned into in-house roles as Corporate Affairs Director for Asia at BMW Group. Then, in 2011, she joined Rolls-Royce plc as Corporate Affairs Director for Asia Pacific, Middle East and Turkey.
- After Rolls-Royce plc, she became Group Corporate Affairs Director for Jardine Matheson Limited, joining the Group Executive Management Team based in Hong Kong. In 2020, she took up the responsibility as Senior Director of Corporate Affairs of Prudential plc, responsible for the Asia and African regions, before joining HEINEKEN in 2021.

Directorship in other Public Companies / Organisations in Malaysia:

- Nil

Management Team's Profile



ROLAND BALA

Managing Director

Malaysian | Male | 58

Appointed on 1 September 2018

Qualifications:

- Bachelor's Degree in Business Administrations, UiTM Malaysia

Working Experience:

Within HEINEKEN Group

- From February 2012 to August 2018, Managing Director of Cambodia Brewery Ltd (CBL), HEINEKEN's operating company in Cambodia. In this role, he has led CBL to increase its market share by more than double, establishing CBL as the market leader in Cambodia.
- From March 2009 to February 2012, General Manager for Danang and Quang Nam Breweries in the central region of Vietnam.
- February 2008 to February 2009, Special Assistant to the Regional Director of Asia Pacific Breweries.

Previous experience

- Started his career with British Petroleum (BP) where he spent 16 years working in sales, logistics, operations and planning roles in retail, gas and lubes businesses.
- He was then appointed as the General Manager for BP Vietnam from 2003 to 2005 and subsequently as the Sales Director for the lubes business for Malaysia and Singapore from 2005 to 2007.



CHRISTIAAN JOHANNES FOLKERTS

Finance Director

Dutch | Male | 42

Appointed on 15 June 2021

Qualifications:

- Bachelor and Master of Science in International Business (Financial Management), Tilburg University, Netherlands

Working Experience:

Within HEINEKEN Group

- Prior to his appointment to HEINEKEN Malaysia, he was Chief Financial Officer/ Head of Finance, Procurement and Digital & Technology for AB HEINEKEN Philippines (ABHP) since January 2020, where he navigated ABHP through continuous COVID-19 lockdowns. Under these difficult circumstances, he has shaped a new future for HEINEKEN in the Philippines. He successfully managed the transition of the Philippines business from a joint venture structure with Asia Brewery to a new partnership.
- Before moving to Manila, he was Finance Manager for Europe Export & Global Duty-Free (EE&GDF) for three years. Under his leadership, the Finance team has significantly improved business partnering capabilities, professionalised the revenue management approach in EE&GDF and strengthened the control environment, considerably impacting the business.
- Joined HEINEKEN in 2007 as Finance Management Trainee, after which he was in Business Control and Project Management positions in VRUMONA, HEINEKEN Netherlands, and HEINEKEN Brazil.



JIMMY DING SU HONG

Sales Director

Malaysian | Male | 49

Appointed on 1 July 2023

Qualifications:

- Bachelor's Degree in Business Administration (Major in Marketing), Universiti Utara Malaysia

Working Experience:

Within HEINEKEN Group

- Joined HEINEKEN Malaysia in March 2020 as National Sales Manager responsible for Field Force Management, Route-to-Consumer and Distributor Management covering both Malaysian Duty Paid and Duty Not Paid Markets, before being promoted to Sales Director in July 2023.
- Notable achievements in role include reframing of Sponsorship Contracts, transforming Route-to-Consumer to improve market fundamentals and effective resource allocation. He has also led the Sales Team to deliver HEINEKEN's Premiumisation agenda, giving the business a better mix for long term growth.

Previous experience

- 22 years in Sales and Marketing in MNCs with last 14 years in Senior positions across Insurance (AIA), Tobacco (BAT) and Beverages (Red Bull) industries. He is experienced in both Brand and Trade Marketing particularly in delivering Field Force transformation, winning Route to Consumer solutions, Distributor reorganisation, Shopper Marketing, Trade Terms and Pricing.
- He has spent time managing the Sales Charter of the merger between BAT Indonesia operations with Bentoel International Investama PT Tbk in Indonesia between 2009 to 2013 before returning to BAT Malaysia.
- Since 2019, he is a member of the Board of Governors for British American Tobacco Malaysia Foundation.

Management Team's Profile



WILLEMIJN SNEEP

Marketing Director

Dutch | Female | 43

Appointed on 1 November 2022

Qualifications:

- Master's degree in Communication Sciences, University of Amsterdam
- Minor Degree in Business Economics, University of Amsterdam

Working Experience:

Within HEINEKEN Group

- Prior to joining HEINEKEN Malaysia, she was Heineken® Country Manager Australia since August 2020.
- Before moving to Australia, Willemijn was Head of Marketing for the Gulf Region at Sirocco FZCO, HEINEKEN's Joint Venture with Emirates Group in Dubai, leading the Brand and Trade Marketing team.
- A strong track record of working across the Heineken® brand and other portfolio brands, driving brand and commercial performance and working through-the-line.

Previous experience

- Prior to joining HEINEKEN, she was responsible for Marketing & Brand Activation at Danone Switzerland before developing her Marketing career at C1000 Retail in the Netherlands.
- She holds 5 years of agency experience in Amsterdam.



LUKASZ KAKOL

Digital & Technology Director

Polish | Male | 43

Appointed on 1 January 2024

Qualifications:

- Master's in Business Administration, University of Amsterdam, Netherlands
- Master's in Management and Economic Consulting, Jagiellonian University, Poland
- Master's in Political Science, University of Gdansk, Poland

Working Experience:

Within HEINEKEN Group

- Prior to joining HEINEKEN Malaysia from March 2022 to December 2023, he was the Digital & Technology Director and Digital, Technology and Shared Services Integration Lead at HEINEKEN South Africa responsible for the successful integration between HEINEKEN South Africa, Distell and Namibia Breweries.
- Between 2021 and 2022, he was the Markets & Technology Manager for Africa and Middle East, responsible for Technology overall in the region and full Digital & Technology agenda in 6 markets (Egypt, Algeria, Tunisia, Sierra Leone, Mozambique and UAE).
- In the previous years (2012-2021) he was the IT Manager for HEINEKEN Global Shared Services, Global Cloud & Hosting Manager and Global Product Owner for Software Development Lifecycle Management.

Previous experience

- IT Service Delivery Manager at UBS Investment Bank, building and running organisation of ~170 software developers and support engineers.
- Software Developer at Motorola, building software for public safety systems.



NIKO VAN CAUWENBERGE

Supply Chain Director

Belgian | Male | 48

Appointed on 1 August 2023

Qualifications:

- Master's Degree in Biochemistry (Specialising in Brewing), University of Ghent

Working Experience:

Within HEINEKEN Group

- Prior to his appointment to HEINEKEN Malaysia, he was Supply Chain Director HEINEKEN Mozambique since February 2019, where he built the new supply chain organisation within the newly founded Opco and greenfield production facility. He successfully guided HEINEKEN Mozambique through its first years of local operation, navigating the COVID-19 restrictions and building a strong local team.
- Before moving to Mozambique he was Supply Chain Director of HEINEKEN Jamaica – Red Stripe, laying the foundation for the HEINEKEN way of working in the newly acquired business and incorporating the formerly outsourced production of Red Stripe from the USA back to the Jamaican brewery.
- Before moving to Jamaica, he was Supply Chain Manager of HEINEKEN St Lucia – Windward & Leeward Brewery where he set the local operation up for growth and successfully integrated the acquired local soft drink plant.
- Joined HEINEKEN in 2008 as Brewing Specialist working on investment projects (green and brownfield) in various parts of the world before taking on the role of Team Leader for the Brewing Specialists department.

Management Team's Profile



RENUKA INDRARAJAH

Corporate Affairs & Legal Director

Malaysian | Female | 56

Appointed on 1 February 2002

Qualifications:

- 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

Working Experience:

Within HEINEKEN Group

- Over 20 years of experience within HEINEKEN Malaysia.
- Held various roles including Head of Legal Affairs before being promoted to Corporate Affairs & Legal Director.
- Trustee of SPARK Foundation since 2013.

Directorships

- Since June 2007, serving as a Governing Council Member of the Confederation of Malaysian Brewers Berhad.
- Vice President and General Committee Member of the Malaysian International Chamber of Commerce & Industry (MICCI).
- EXCO member of the National Chamber of Commerce & Industry of Malaysia (NCCIM).

Previous experience

- Over 25 years of working experience in legal including 15 years of 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.



VICTORIA ANG SU LIM

People Director

Malaysian | Female | 47

Appointed on 26 April 2021

Qualifications:

- Executive Education in Strategic Human Resources, National University Singapore

Working Experience:

Within HEINEKEN Group

- Joined HEINEKEN Malaysia in April 2021 and partnered with the Management Team establishing leadership capabilities leading to our One Strong Winning Team culture. Led culture change initiatives to drive trust and confidence of employees with the OpCo, leading to improved climate engagement survey score above Global High Performance Norms. She led Malaysia to be a front runner in Asia Pacific digitalization efforts, for the People Function, from its manual and fragmented ways of working, creating a reliable interconnected workplace.

Previous experience

- 12 years with BASF (Malaysia) Sdn. Bhd. with last position held as Vice Director, Human Resources, Malaysia – Singapore.
- 12 years with Levi Strauss (Malaysia) Sdn. Bhd. with last position held as HR Manager and Acting Retail Manager.
- Experience includes mergers & acquisition, systems implementation and deployment, change management, culture transformation, leadership development, talent management for workforce planning and development of people capabilities for future workforce requirements. Experience encompasses working with local stakeholders as well as in collaborative projects either regionally or globally.