

ESG Review

ABOUT THIS STATEMENT

As a responsible and progressive company, HEINEKEN Malaysia is guided by our purpose, To Brew the Joy of True Togetherness to Inspire a Better World, embedding sustainability into our core operations to drive long-term value for all stakeholders. As part of the HEINEKEN Group, HEINEKEN Malaysia has adopted the HEINEKEN sustainability strategy, Brew a Better World (BaBW) 2030 which clearly outlines measurable and ambitious goals across three pillars: environmental sustainability, social sustainability and responsible consumption.



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The three pillars of this strategy are central to achieving our objective of net zero environmental impact, contributing to an inclusive, fair and equitable world and encouraging moderation in consumption. We are transparent in our progress, measuring success not only by the value we generate for our shareholders but also by how we contribute to a resilient and enduring future for both people and the planet.

The sustainability strategy BaBW 2030 was launched in April 2021 to drive progress towards a net zero, fairer and more balanced world and it has been deeply integrated into how we operate.

The strategy includes nine ambition areas and measurable goals, driving progress in environmental sustainability, social responsibility and responsible consumption.

HEINEKEN's net zero targets are approved by the Science-Based Targets initiative (SBTi), aligning with the 1.5°C pathway for a science-based approach. As part of our climate action efforts, we have updated the carbon baseline year from 2018 to 2022, in alignment with Heineken N.V.'s (our ultimate holding company) reporting approach, to ensure an accurate measurement of our carbon footprint. This change ensures that our progress towards the net zero goal is measured against a more current and comprehensive baseline, providing a clearer picture of our environmental impact and the effectiveness of our sustainability initiatives. We began reporting our carbon emissions reduction based on the 2022 baseline, effective from the financial year 2024 reporting, ensuring a more comprehensive view of our Scopes 1, 2 and 3 emissions in our net zero journey.

We are dedicated to achieving our 2030 goals through close monitoring and proactive implementation, with regular updates tracked during quarterly Sustainability Committee (SC) meetings.

By strengthening our sustainability practices and raising the bar on our ESG performance, HEINEKEN Malaysia is proud to present this annual sustainability statement.

Scope and Reporting Framework

The sustainability statement covers the period from 1 January 2024 to 31 December 2024 (FY2024) and includes HEINEKEN Malaysia and its wholly-owned operating subsidiary, Heineken Marketing Malaysia Sdn Bhd (the Group) located in Petaling Jaya, Selangor.

The statement has been prepared with reference to the Bursa Malaysia Securities Berhad's (Bursa Malaysia) Main Market Listing Requirements (MMLR) on sustainability reporting, Bursa Malaysia's Sustainability Reporting Guide (3rd edition) and the indicators of the FTSE4Good Bursa Malaysia (F4GBM) Index. Our ESG disclosures are in line with the Global Reporting Initiative (GRI) standards, and with reference to the United Nations Sustainable Development Goals (UN SDGs).

As an operating subsidiary of Heineken N.V., an EU-based company, we have included in our sustainability governance structure a newly appointed personnel responsible for our sustainability reporting to Heineken N.V.. This change ensures Heineken N.V.'s compliance with Corporate Sustainability Reporting Directive (CSRD) while enhancing transparency and accountability in our disclosures. In addition, we are referencing our climate-related disclosures with IFRS S2, in preparation for the climate-related disclosure standard required under the National Sustainability Reporting Framework (NSRF).



Bursa Malaysia's Sustainability Reporting Guide (3rd edition)



Global Reporting Initiative Standards



FTSE4Good Bursa Malaysia Index



United Nations Sustainable Development Goals



Corporate Sustainability Reporting Directive

Assurance Statement

The SC and the Board of Directors (the Board) of HEINEKEN Malaysia have reviewed and approved the contents of this statement. To ensure data accuracy and compliance, we engaged Rapid Genesis Sdn Bhd, an independent consultant, to provide limited assurance for our ESG Review and the ESG data section. Additionally, our water balancing initiatives were quantified and independently verified by Limnotech, a leading water sciences and environmental engineering firm based in the United States.

Feedback Contribution

We continue to refine our sustainability reporting and welcome feedback from our stakeholders. We value your input and invite active engagement in our sustainability reporting journey. For any inquiries or suggestions, please reach out to us at MY1-generalenquiry@heineken.com.

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BaBW 2024 HIGHLIGHTS

HEINEKEN Malaysia remains focused on upholding ESG principles, shaping a future where brewing excellence aligns with responsible business practices. Our BaBW 2024 Highlights section provides an overview of the key initiatives and achievements delivered throughout the reporting period.



ENVIRONMENTAL SUSTAINABILITY

Path towards Net Zero Impact

100%

renewable electricity since March 2022 through Green Electricity Tariff (GET) programme

29%

improvement in water consumption since FY2014

36%

reduction in Scope 1 and Scope 2 emissions in production vs FY2022 baseline

Fully recycled and upcycled

our production waste since FY2017

Installed

3,500

mono-perc solar panels on Sungei Way Brewery roof

209%

water balanced via water stewardship projects



SOCIAL SUSTAINABILITY

Path towards an Inclusive, Fair and Equitable Company and World

43%

of women in Board of Directors

38%

of women in Management Team

20,993 hours

of training provided to employees

ZERO

fatal accidents and serious injuries

2

social impact initiatives



RESPONSIBLE CONSUMPTION

Path towards Moderation and No Harmful Use

>10%

of Heineken® media spend on promoting responsible consumption

Distributed over

RM140,000

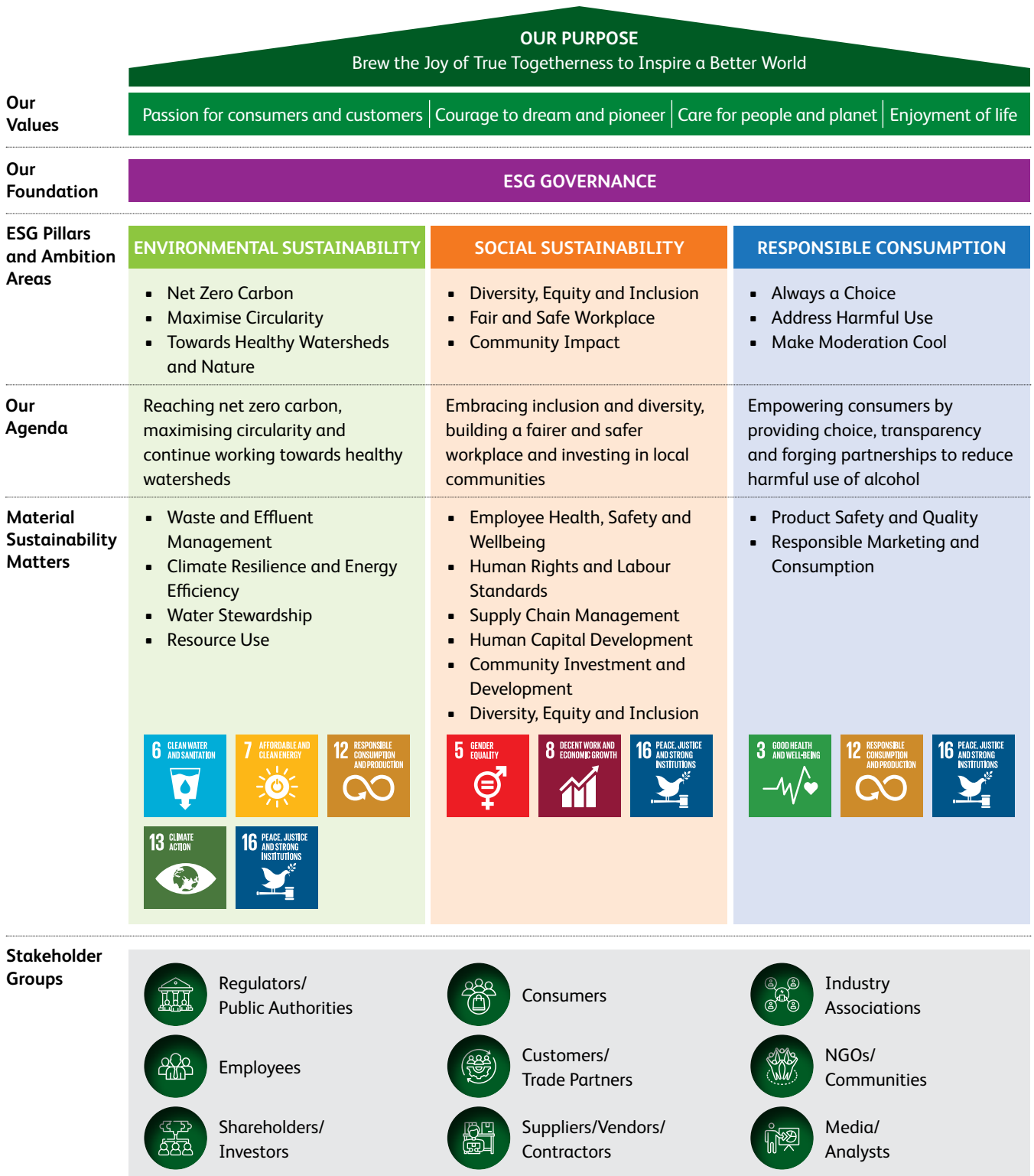
in Grab e-hailing promo codes for consumers through brand and corporate events

ESG Review

SUSTAINABILITY APPROACH

ESG Framework

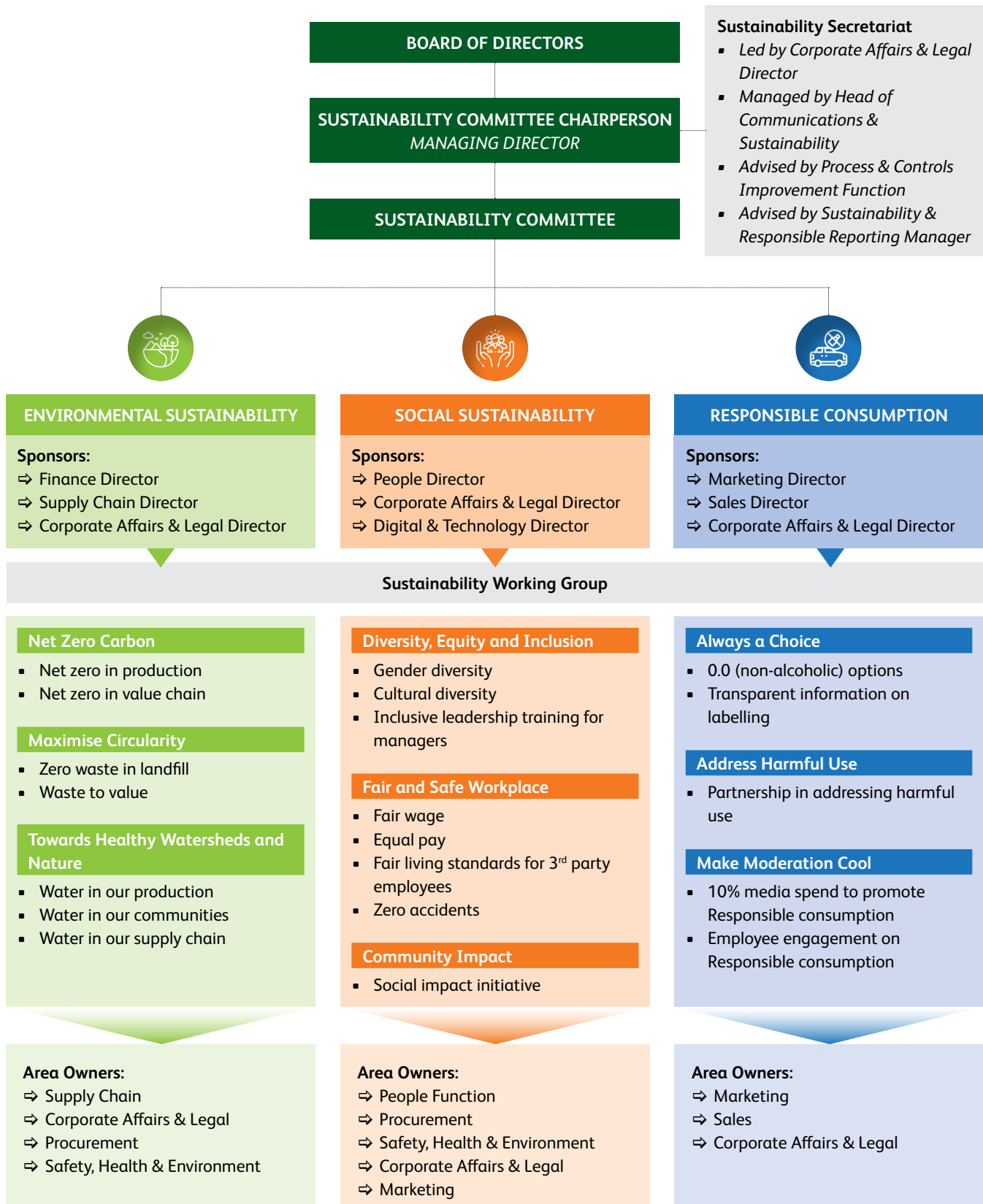
Our ESG Framework reflects our focus on sustainability, aligned with the BaBW 2030 ambition. It centres on three core pillars: environmental sustainability, social sustainability and responsible consumption. This approach ensures our operations are guided by long-term goals, proactive management of ESG risks and a clear understanding of stakeholder expectations.



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Sustainability Governance Structure

HEINEKEN Malaysia has established a governance structure that ensures accountability in managing ESG matters, operating through a three-tier framework comprising the Board, the SC and the Sustainability Working Group (SWG). As an operating subsidiary of Heineken N.V., an EU-based company, we have included in our sustainability governance structure a newly appointed personnel responsible for our sustainability reporting to Heineken N.V.. This change ensures Heineken N.V.'s compliance with CSRD while enhancing transparency and accountability in our disclosures.



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Roles and Responsibilities



BOARD OF DIRECTORS

- Provides strategic oversight concerning the Group's sustainability strategies, material matters, targets and policies; and the integration of ESG-related risks and opportunities, including climate-related factors, into the Group's strategy and risk management.
- Reviews periodic updates from the Managing Director and the Management Team on sustainability performance, progress and key developments.
- Reviews and approves proposed sustainability initiatives and the annual sustainability statement.



SUSTAINABILITY COMMITTEE

- Oversees the strategic management of material sustainability matters and resource allocation.
- Proposes and advises the Board on sustainability strategies, initiatives and targets.
- Identifies, assesses and manages ESG-related risks and opportunities, including climate-related factors.
- Monitors quarterly progress across sustainability pillars in line with the BaBW 2030 goals and reports updates to the Managing Director and the Management Team.
- Ensures effective implementation of sustainability strategies and initiatives to achieve the Group's targets.



SUSTAINABILITY WORKING GROUP

- Integrates sustainability strategies and initiatives into daily operations, advancing the BaBW 2030 goals.
- Engages stakeholders regularly, addressing concerns and aligning with expectations.
- Reports progress and performance in implementing sustainability strategies and initiatives to the SC.
- Compiles ESG-related data for sustainability reporting and gathers updates from respective pillar owners on key initiatives and future plans.

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Our Sustainability Policy

The Group's Sustainability Policy, approved by our SC and adopted by the Board, reflects our ESG strategies and aligns with our Purpose and Values. It sets out core principles that guide our approach, providing a structured basis for integrating ESG considerations across our operations and value chain.




The Sustainability Policy is available on our company website at <https://www.heinekenmalaysia.com/corporate-governance/>.

Our Green Claims Policy






In FY2024, the Group adopted the Green Claims Policy introduced by Heineken N.V. with an aim to ensure all environmental claims on our products and initiatives are accurate, substantiated and compliant with regulations. The policy provides clear guidelines for environmental claims in communications, marketing, product labels and advertising, emphasising reliable evidence and international standards. It aims to prevent greenwashing, enabling consumers to make informed choices based on actual environmental impact. The policy strengthens our ESG disclosures, enhancing transparency and trust in our sustainability efforts. It aligns with the HEINEKEN sustainability frameworks and reinforces the Group's support for ethical environmental stewardship.

Our Alignment with the UN SDGs

The Group integrates the UN SDGs into our BaBW strategy, aligning our 2030 ambitions and goals with relevant targets and indicators to drive meaningful progress. As such, we have adopted eight SDGs that are most relevant to our business operations, with SDG 16 (Peace, Justice and Strong Institutions) added as a focus area. Below are the highlights of our contributions to the SDGs:

SDG	Target	Our Actions	Materiality
 3 GOOD HEALTH AND WELL-BEING	3.5: Strengthen the prevention and treatment of substance abuse, including harmful use of alcohol	<ul style="list-style-type: none"> Introduced a Policy on Responsible Alcohol Consumption Supported the Government's efforts to eliminate illicit alcohol sales in Malaysia as part of the Confederation of Malaysian Brewers Berhad's (CMBB) initiatives Allocated more than 10% of the Heineken® annual media spend to promote responsible consumption Provided Grab e-hailing promo codes to consumers as part of the "When You Drive, Never Drink" campaign at brand events, corporate events and throughout the festive season 	<ul style="list-style-type: none"> Corporate Governance and Anti-Corruption Responsible Consumption
 5 GENDER EQUALITY	5.5: Ensure women's full and effective participation for leadership	<ul style="list-style-type: none"> Adopted the HEINEKEN Code of Business Conduct (HeiCode) and the HEINEKEN Human Rights Policy, highlighting the principles of non-discrimination, including but not limited to race, gender, nationality and age Hired, compensated and promoted employees in accordance with the principle of equal opportunity 	<ul style="list-style-type: none"> Diversity
 6 CLEAN WATER AND SANITATION	6.3: Improve water quality by reducing pollution	<ul style="list-style-type: none"> Ensured the compliance of wastewater treatment with the Environmental Quality Act 1974 and the Environmental Quality (Industrial Effluent) Regulations 2009, Fifth Schedule Achieved result that surpassed the Department of Environment's standards for wastewater treatment 	<ul style="list-style-type: none"> Water Stewardship
	6.4: Increase water-use efficiency across all sectors	<ul style="list-style-type: none"> Improved water consumption by 29% compared to the 2014 baseline year and replenished 209% of the water used in our products 	<ul style="list-style-type: none"> Water Stewardship
	6.6: Protect and restore water-related ecosystems	<ul style="list-style-type: none"> Supported the conservation and restoration efforts through our Working Actively Through Education & Rehabilitation (W.A.T.E.R.) Project 	<ul style="list-style-type: none"> Water Stewardship

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SDG	Target	Our Actions	Materiality
7 AFFORDABLE AND CLEAN ENERGY 	7.2: Increase the share of renewable energy	<ul style="list-style-type: none"> Continued subscription to Tenaga Nasional Berhad's (TNB) GET programme since March 2022 Installed 3,500 mono-perc solar panels on Sungei Way Brewery roof with a total capacity of 2,600 MWh, operational since July 2024 	<ul style="list-style-type: none"> Climate Resilience and Energy Efficiency
	7.3: Double the global rate of improvement in energy efficiency	<ul style="list-style-type: none"> Upgraded utilities, cooling systems and CO₂ plants at the brewery to enhance energy efficiency Utilised energy-efficient refrigerators to improve energy efficiency 	<ul style="list-style-type: none"> Climate Resilience and Energy Efficiency
8 DECENT WORK AND ECONOMIC GROWTH 	8.7: Eradicate forced labour	<ul style="list-style-type: none"> Fully complied with the Employment Act 1955 and the Minimum Wages Order 2022 The principles of non-discrimination are outlined in the HeiCode and the HEINEKEN Human Rights Policy Advocated ethical business conduct and human rights through the HEINEKEN Supplier Code and the Distributor Code of Conduct 	<ul style="list-style-type: none"> Human Rights and Labour Standards
	8.8: Protect labour rights and promote safe and secure working environments for all workers	<ul style="list-style-type: none"> Ensured all employees received training on HEINEKEN Life Saving Commitments (LSC) Addressed the widespread culture of overwork by encouraging healthier work-life balance through the Work Responsibly Campaign 	<ul style="list-style-type: none"> Employee, Health, Safety and Wellbeing Human Capital Development
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	12.5: Reduce waste generation through prevention, reduction, recycling and reuse	<ul style="list-style-type: none"> Recycled or upcycled all production waste since 2017 Replaced plastic shrink wraps in all locally brewed multi-can secondary packaging with paper-based packaging, prem collar Collected returnable packaging materials, including kegs, bottles and crates from on-trade outlets in Peninsular Malaysia, for reuse Mandated supplier compliance with the HEINEKEN Supplier Code 	<ul style="list-style-type: none"> Waste and Effluent Management Resource Use
13 CLIMATE ACTION 	13.1: Strengthen resilience and adaptation to climate-related hazards	<ul style="list-style-type: none"> Progressed on the journey towards net zero carbon emissions, targeting net zero emissions in production by 2030 and across the entire value chain by 2040 Fully transitioned to renewable energy for Scope 2 through the GET programme 	<ul style="list-style-type: none"> Climate Resilience and Energy Efficiency
16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	16.5: Substantially reduce corruption and bribery	<ul style="list-style-type: none"> All Board members received training on Anti-Bribery and Anti-Corruption Conducted online courses to raise awareness among employees of the Group's Anti-Bribery and Anti-Corruption principles Promoted the HEINEKEN Speak Up Policy to drive awareness and encourage the reporting of suspected misconduct 	<ul style="list-style-type: none"> Corporate Governance and Anti-Corruption

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Stakeholder Engagement


Our stakeholders play a key role in shaping decisions at HEINEKEN Malaysia. Having identified nine key stakeholder groups impacted by our activities, we focus on ongoing engagement to gain insights into their concerns. We actively pursue our BaBW goals through effective communication, cross-functional collaboration and strategic partnerships with external stakeholders.

Our Focus	How We Engage	Frequency	Our Response
 Shareholders/Investors			
<ul style="list-style-type: none"> Strategic direction and business performance Business strategy and targets Shareholders' returns Sustainability agenda 	<ul style="list-style-type: none"> Annual General Meeting Investor Relations enquiries Enquiries to Company Secretary Analysts and media briefings Investor calls/meetings Financial announcements via Bursa Malaysia Annual Reports in Investor Relations section on corporate website 	<ul style="list-style-type: none"> Annually As needed As needed Bi-annually As needed Quarterly Annually 	<ul style="list-style-type: none"> Updates on the Group's strategic direction, operational and financial performance are shared through Bursa Malaysia's announcements platform Sustainability policies and practices, as well as corporate governance, are communicated through the Company's Annual Report
 Regulators/Public Authorities			
<ul style="list-style-type: none"> Industry issues Excise duty Licensing and regulatory matters Anti-contraband initiatives Support for business operations 	<ul style="list-style-type: none"> Courtesy visits Dialogue sessions Workshops and training Scheduled meetings Roundtable discussions, Industry and F&B sector engagement via chambers of commerce and trade associations 	<ul style="list-style-type: none"> As needed As needed As needed Regularly As needed 	<ul style="list-style-type: none"> Engagement with the Government, as part of CMBB, drives initiatives on responsible consumption and combating illicit beer
 Consumers			
<ul style="list-style-type: none"> Brand campaigns and engagement activities Responsible consumption campaigns Product quality and freshness Consumer attitude and behaviour 	<ul style="list-style-type: none"> Brand events Social media campaigns Product sampling Consumer research interviews and focus groups Virtual consumer engagements 	<ul style="list-style-type: none"> Regularly Ongoing Regularly Regularly Regularly 	<ul style="list-style-type: none"> Innovative packaging solutions are being explored to reduce plastic use as we shift towards paper-based materials such as prem collars Advocate responsible consumption through brand campaigns and corporate events
 Suppliers/Vendors/Contractors			
<ul style="list-style-type: none"> Safety, Health and Wellbeing Anti-bribery and corruption Cost and value Engagement session with Business Partners on Scope 	<ul style="list-style-type: none"> Compliance with HEINEKEN's Supplier Code Supplier meetings Vendor registration briefings/requirements Business partner engagement sessions 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing 	<ul style="list-style-type: none"> The Group's suppliers are required to adhere to the HEINEKEN Supplier Code and the Distributor Code of Conduct Our collaboration with suppliers focuses on creating and scaling efficient, innovative packaging solutions Conducted engagement session with key business partners to raise awareness of Scope 3 emissions and ensure they are informed about the reporting requirements

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Our Focus	How We Engage	Frequency	Our Response
 Customers/Trade Partner			
<ul style="list-style-type: none"> Business strategy and targets Identification of areas for improvement 	<ul style="list-style-type: none"> Trade partner engagements Distributor engagement sessions One-on-one engagements Joint business planning/review meetings 	<ul style="list-style-type: none"> Regularly Regularly Regularly Regularly 	<ul style="list-style-type: none"> Business operations are conducted with integrity, assisting customers in refining their strategies, targets and sustainability efforts Collaboration with trade partners ensures the return of reusable kegs, bottles and crates through a deposit system to promote circularity
 Employees			
<ul style="list-style-type: none"> Safety, Health and Wellbeing Alignment on business strategy, direction and goals Industrial relationship management Talent development Cross-function collaboration Employee engagement Productivity Whistleblowing (Speak Up) Responsible consumption Diversity, Equity and Inclusion Leadership capability 	<ul style="list-style-type: none"> Online communication platform – Workplace by Facebook Employee Pulse Survey Employee Climate Survey Town halls Meetings with Union employees Flexible and open workspace Management Team meetings Leadership Team meetings Union Work-Site Committee engagements Department meetings On-boarding programme for new employees Employee engagement get-togethers Annual Dinner Festive get-togethers Inclusive Behaviour workshops 	<ul style="list-style-type: none"> Ongoing Quarterly Annually Quarterly As needed Ongoing Monthly Monthly Twice a year Weekly As needed Regularly Annually Regularly Regularly 	<ul style="list-style-type: none"> Training on the LSC was provided to employees Transparent performance reviews and appraisals were conducted Various employee engagement programmes were implemented to foster a positive workplace culture Quarterly updates on sustainability achievements to all employees Health and wellbeing workshops Regular data privacy and phishing trainings
 NGOs/Communities			
<ul style="list-style-type: none"> Environmental conservation projects Water stewardship projects Fundraising for schools via Tiger Sin Chew CECC HEINEKEN Cares community food aid programme 	<ul style="list-style-type: none"> SPARK Foundation activities NGO partner activities Community engagement programmes Fundraising initiatives Community events Participation in forum sessions 	<ul style="list-style-type: none"> Regularly Ongoing Ongoing and Annually Regularly Regularly As needed 	<ul style="list-style-type: none"> Ongoing contributions are made to flagship community initiatives, with collaboration alongside NGO partners through the HEINEKEN Cares Programme, administered by the SPARK Foundation Audits conducted on W.A.T.E.R. Project Regular meetings with participating NGOs conducted
 Media/Analysts			
<ul style="list-style-type: none"> Strategic direction and business performance Sustainability agenda Brand activities 	<ul style="list-style-type: none"> Media briefings Media interviews Media visits Product launches Brand marketing campaigns 	<ul style="list-style-type: none"> As needed As needed As needed As needed Ongoing 	<ul style="list-style-type: none"> 10% of Heineken® media spend is allocated to promote responsible consumption Partnership with Grab Malaysia to promote responsible consumption

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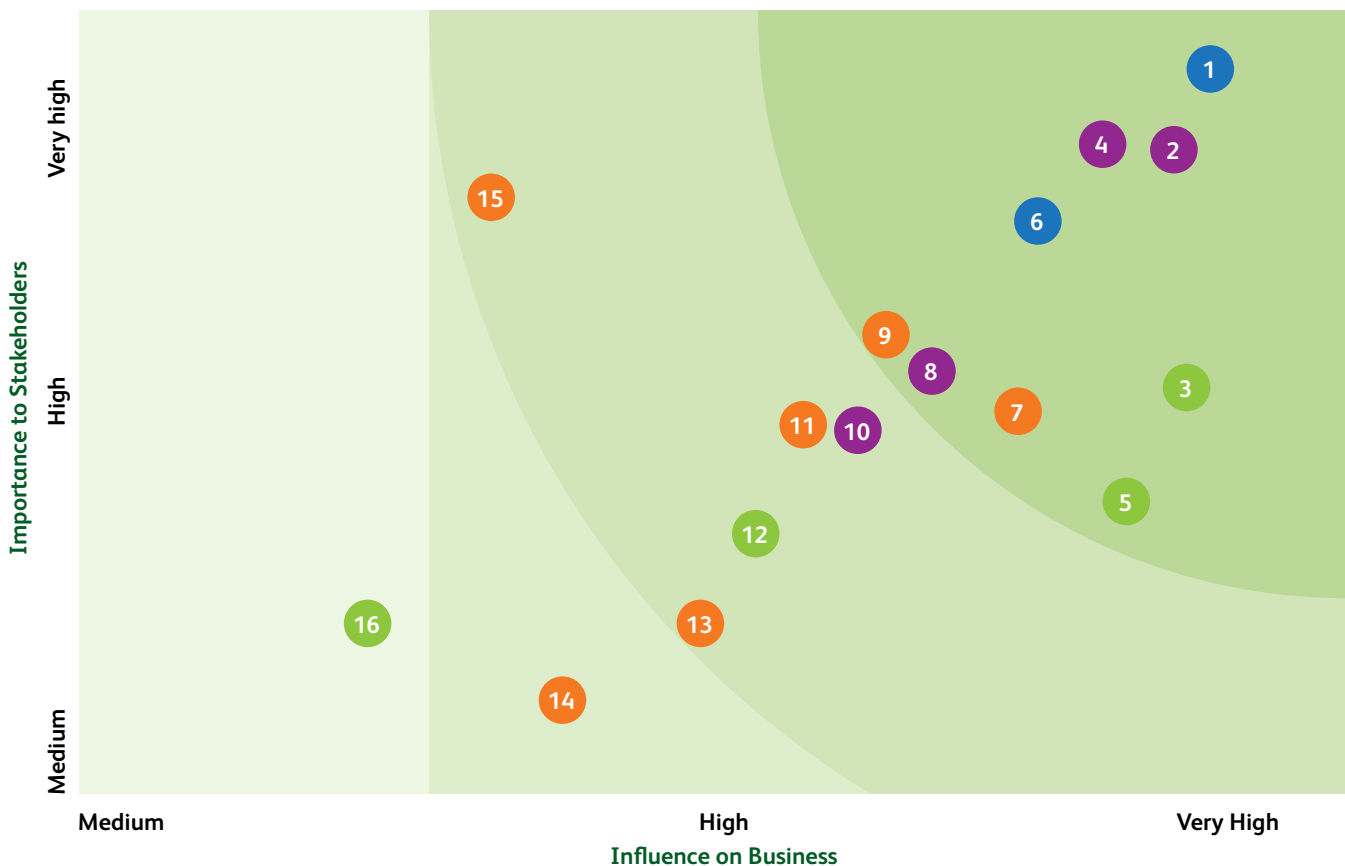
Our Focus	How We Engage	Frequency	Our Response
 Industry Associations			
<ul style="list-style-type: none"> Industry issues 	<ul style="list-style-type: none"> Engagement session Dialogue and forum sessions Scheduled meetings 	<ul style="list-style-type: none"> As needed As needed Regularly 	<ul style="list-style-type: none"> Our Industry collaboration focused on mitigating irresponsible drinking and addressing drinking and driving issues We collaborate with seven industry associations, including: <ul style="list-style-type: none"> CMBB Federation of Malaysian Manufacturers (FMM) Malaysian Advertisers Association (MAA) Malaysian Dutch Business Council (MDBC) Malaysian Employers Federation (MEF) Malaysian International Chamber of Commerce and Industry (MICCI) UN Global Compact Network Malaysia and Brunei (UNGCMYB)

MATERIALITY ASSESSMENT

HEINEKEN Malaysia evaluates the relevance of ESG topics and material sustainability matters to both our organisation and stakeholders to ensure alignment with business priorities, regulatory requirements and long-term sustainability goals.

The materiality assessment conducted in FY2022 identified 16 material sustainability matters. These material matters have remained relevant to our operations and have been retained for FY2024.

Materiality Matrix



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GOVERNANCE

- 2 Regulatory Compliance
- 4 Ethical Business Conduct
- 8 Data Privacy and Cybersecurity
- 10 Risk Management



ENVIRONMENTAL SUSTAINABILITY

- 3 Climate Resilience and Energy Efficiency
- 5 Water Stewardship
- 12 Waste and Effluent Management
- 16 Resource Use



SOCIAL SUSTAINABILITY

- 7 Employee Health, Safety and Wellbeing
- 9 Human Rights and Labour Standards
- 11 Supply Chain Management
- 13 Human Capital Development
- 14 Community Investment and Development
- 15 Diversity, Equity and Inclusion



RESPONSIBLE CONSUMPTION

- 1 Product Safety, Quality and Hygiene
- 6 Responsible Marketing and Consumption







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Mapping of Material Matters

The following table aligns our material sustainability matters with the relevant sustainability pillars, UN SDGs, key stakeholder groups and the Company's strategic initiatives. This mapping facilitates the development of clear objectives and underscores the interconnected nature of these matters across our operations.

Material Matters	Our Approach	UN SDGs	Key Stakeholder Groups
Governance			
Regulatory Compliance	We uphold compliance with laws and regulations by conducting regular policy reviews to align with evolving industry standards		<ul style="list-style-type: none">Regulators and Public AuthoritiesShareholders and InvestorsCustomers/Trade PartnersSuppliers/Vendors/ContractorsIndustry AssociationsMedia/Analysts
Corporate Governance and Anti-Corruption	We maintain a strong governance framework with stringent anti-corruption policies to ensure ethical practices across our operations		
Data Privacy and Cybersecurity	We safeguard data by implementing robust cybersecurity measures while adhering to global privacy standards		
Risk Management	We proactively manage risks through continuous monitoring and adopting best practices to mitigate business and operational uncertainties		
Environmental Sustainability			
Climate Resilience and Energy Efficiency	We reduce carbon emissions by optimising energy use and investing in renewable energy to enhance climate resilience	  	<ul style="list-style-type: none">Regulators and Public AuthoritiesShareholders and InvestorsCustomers/Trade Partners
Water Stewardship	We promote efficient water use and invest in community water projects to balance our water footprint	  	<ul style="list-style-type: none">Regulators and Public AuthoritiesNGOs and Communities
Waste and Effluent Management	We minimise waste generation and ensure proper treatment of effluent to maintain environmental integrity	 	<ul style="list-style-type: none">Regulators and Public AuthoritiesNGOs and Communities
Resource Use	We focus on reducing material usage and maximising recycling to conserve natural resources	 	<ul style="list-style-type: none">Shareholders and InvestorsCustomers/Trade PartnersIndustry AssociationsMedia/Analysts
Social Sustainability			
Diversity	We embrace diversity by fostering an inclusive workplace culture that values different perspectives		<ul style="list-style-type: none">Employees
Human Rights and Labour Standards	We uphold human rights by ensuring fair labour practices while prohibiting discrimination across our operations	 	<ul style="list-style-type: none">Regulators and Public AuthoritiesSuppliers/Vendors/ContractorsEmployees

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Material Matters	Our Approach	UN SDGs	Key Stakeholder Groups
Social Sustainability (Continued)			
Employee Health, Safety and Wellbeing	We prioritise employee wellbeing through safety initiatives and comprehensive health programmes		<ul style="list-style-type: none">Regulators and Public AuthoritiesSuppliers/Vendors/ContractorsEmployeesIndustry Associations
Human Capital Development	We invest in skill development and training to empower our workforce for future challenges		<ul style="list-style-type: none">Employees
Community Investment and Development	We engage in impactful community programmes, addressing local needs while driving socio-economic growth		<ul style="list-style-type: none">Industry AssociationsMedia/Analysts
Supply Chain Management	We prioritise responsible sourcing and collaborate with suppliers to ensure adherence to ESG criteria and quality standards		<ul style="list-style-type: none">Regulators and Public AuthoritiesSuppliers/Vendors/ContractorsEmployees
Responsible Consumption			
Product Safety, Quality and Hygiene	We maintain strict quality control protocols to deliver safe, high-quality products that meet international standards	 	<ul style="list-style-type: none">Regulators and Public AuthoritiesConsumersCustomers/Trade PartnersEmployees
Responsible Marketing and Consumption	We advocate responsible consumption by promoting awareness campaigns and aligning with ethical marketing guidelines		<ul style="list-style-type: none">Shareholders and InvestorsConsumersCustomers/Trade PartnersEmployees



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GOVERNANCE

HEINEKEN Malaysia maintains a governance structure rooted in ethical conduct and accountability, fostering integrity across all levels of the organisation. These principles guide our daily operations, from frontline employees to senior leadership, ensuring operational excellence, ethical sourcing and supply chain integrity. Together, we build trust and encourage responsible corporate leadership which is essential for success in the competitive brewing industry.

Material Sustainability Matters

- 2 Regulatory Compliance
- 4 Corporate Governance and Anti-Corruption
- 8 Data Privacy and Cybersecurity
- 10 Risk Management

Key Highlights



ZERO

substantiated non-compliance incidents with applicable laws or regulations



ZERO

substantiated complaints concerning breaches of customer privacy and losses of customer data



100%

employees underwent training on anti-bribery and anti-corruption

Corporate Governance and Anti-Corruption

Legal compliance and ethical conduct are central to HEINEKEN Malaysia's governance and anti-corruption efforts. To maintain the highest standards of integrity and transparency across our operations, the Group maintains the following codes and policies.

HEINEKEN Code of Business Conduct (HeiCode)

The HeiCode was updated in 2023 to address evolving business needs and emerging challenges. Organised into four key areas – Caring for People and Planet, Maintaining Business Integrity, Protecting our Assets and Engaging Responsibly – the revised Code has been enhanced to clarify critical issues, including harassment and corruption. Regular reviews ensure its continued relevance and support our industry leadership. Compliance is mandatory, and violations may result in disciplinary action, termination of employment, or legal action where appropriate.



To read the HeiCode, please visit <https://www.heinekenmalaysia.com/corporate-governance/>

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HEINEKEN Policy on Bribery

Our anti-bribery policy maintains a firm stance against bribery and corruption. We ensure full legal compliance, implement robust internal controls, offer periodic training and promote a culture of integrity and transparency to maintain the highest ethical standards across our operations.



ZERO

incidents of corruption reported



100%

Board members and employees received anti-bribery and anti-corruption training

HEINEKEN Speak Up Policy

As part of the Speak Up Policy, we provide a confidential reporting channel for our employees and stakeholders to report their concerns regarding unethical practices. Reports can be submitted online or by phone and are managed by an independent third party under the oversight of the HEINEKEN Global Integrity Committee. The Speak Up Policy ensures confidentiality for those reporting misconduct, including cases of fraud, corruption, harassment or discrimination. This service operates on a 24/7 basis, providing timely responses to all concerns.



14

reports received via Speak Up Channel



100%

cases resolved successfully



NONE

of the Speak Up cases has caused any material financial impact to the Group

HEINEKEN Policy on Fraud

Recognising the significant financial and reputational risks posed by fraud, we have a Fraud Policy that clarifies what constitutes fraudulent activity and provides guidance for its identification and mitigation. Maintaining transparency, accuracy and completeness in all records, both financial and non-financial, is essential for mitigating these risks and upholding stakeholder confidence.



Fully implemented

fraud risk assessments

Risk Management

The Group has established a comprehensive system of risk management and internal control, drawing from the COSO Enterprise Risk Management and Internal Control Reference model which is a key component of our HEINEKEN Business Framework.

The HEINEKEN Risk Management Framework (RMF) provides guidance for identifying and mitigating risks.

Type of Risks	Our Actions
Responsible Commercial Communication	
Risk of adverse public reaction to external communications/activities and potential change in regulations.	<ul style="list-style-type: none"> Managed external activities and communications across commercial teams. Stepped up communications to enhance the Group's reputation. Corporate Affairs and Marketing teams explore partnership with Grab Malaysia for responsible consumption campaigns. Introduced a new responsible marketing code e-learning in FY2024. Engaged key government stakeholders on the Group's socio-economic contributions and corporate responsibility activities.

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Type of Risks	Our Actions
Safety	
Uncontrolled events which lead to serious injuries or fatalities impacting the communities, potentially followed by business disruption, losses, reputational or legal claims.	<ul style="list-style-type: none"> A safety workshop was conducted with the Management Team. A fire drill alongside an emergency evacuation drill for a chemical leak, was conducted in Sungei Way Brewery in collaboration with the Fire and Rescue Department (BOMBA). A driving restriction hour was imposed for the commercial team. Additionally, mandatory safety e-learning sessions, focusing on LSC, were rolled out across the organisation.
Non-Compliance with Environmental Regulations	
Occurrences of excessive waste, pollution, or any other non-compliance with legal and regulatory requirements or stakeholder expectations may result in legal claims, reputational damage, or the revocation of the operational license.	<ul style="list-style-type: none"> Upgraded the Wastewater Treatment Plant with the employment of qualified personnel. Completed the inspection and repair of underground drainage in 2021. Proactive measures were taken to minimise the volume of scheduled waste within the brewery.
Violation of Human Rights	
Significant alleged or actual non-compliance with the Human Rights policy arising from our business activities within our operations or value chain, may result in claims, fines and reputational damage.	<ul style="list-style-type: none"> Adopted the HeiCode e-learning initiative to enhance awareness of human rights issues. Spot checks on contract workers' payroll are conducted by the People Function and Internal Audit Department to ensure compliance. The annual Control Self-Assessment conducted on internal controls related to human rights has been rated effective.
Cyber Security Incident	
Cyber-attacks targeting the Group for the purposes of disrupting, disabling, destroying or stealing its critical data leading to potential loss of intellectual property, fines, legal expenses, loss of public confidence, business disruption, reputational damage, financial losses and loss of our license to operate.	<ul style="list-style-type: none"> Implemented the HEINEKEN Global Cybersecurity Framework, including firewall, network and security operations centre. Adopted the HEINEKEN Information Security Maturity Assessment Framework as part of the internal controls to protect and detect threats against information systems, with quarterly assessments conducted to evaluate the effectiveness of the Group's information security management system and cyber security measures. Conducted monthly scanning of applications through the HEINEKEN Global Information Security vendor. Launched the annual Cybersecurity Awareness programme. Launched Cyber Security e-learning to raise awareness. Conducted a Cyber Crisis Preparedness tabletop exercise.
Sustainability Goals	
Failure to fulfil BaBW's goals could result in substantial damage to our reputation and heightened scrutiny of our sustainability programmes.	<ul style="list-style-type: none"> A sustainability governance structure is in place. Management Team and the Board are updated quarterly on sustainability progress. Non-financial reporting controls have been implemented since 2022 to track our progress and achievements of the BaBW goals.
Sustainability Disclosures	
Inaccurate reporting or unbalanced disclosure of non-financial indicators and BaBW goals could undermine transparency and accountability.	<ul style="list-style-type: none"> Proactive measures were taken to mitigate the risks associated with the goals of BaBW. Consultants have been appointed to benchmark the standards, with the process currently ongoing.
Data Breach	
Accidental or deliberate loss of sensitive or critical data leading to fines, brand damage, adverse media exposure, loss of customer confidence and possibly loss of revenue.	<ul style="list-style-type: none"> Reviewed data and reporting system access controls. Assessed the detection of unauthorised file transfer. Modified Access Profiles for production interfaces. Activated a phishing campaign across the organisation to enhance awareness of phishing and its attack methods with a 1.22% click rate recorded. Digital and Transformation team will continue to run this campaign to increase awareness. Recognised an opportunity to address potential consumer data leakage, safeguarding our reputation. Monitored Data Privacy regulation to embed compliance in SOPs.

ESG Review

Type of Risks	Our Actions
Disruption of Sourcing Continuity	
Adverse change or high volatility in currency rates leading to deterioration of revenues and/or increase in input costs and reduced margins and/or liquidity.	<ul style="list-style-type: none"> Continued to manage the Group's foreign currency exposures and align with HEINEKEN Global on hedging strategies and requirements.

Data Privacy and Cybersecurity

We prioritise the protection of both personal and business data to maintain trust and meet regulatory requirements. Safeguarding this information minimises the risk of data breaches, preserves our reputation and strengthens relationships with clients, enabling continued operational performance and compliance.

In compliance with the Personal Data Protection Act (PDPA) 2010, our Privacy Policy governs data management activities across the Group. The HEINEKEN Information Security Maturity Assessment (ISMA) framework, now known as Security Control Effectiveness Assessment (SCEA), was established by Heineken N.V. in compliance with the NIST Cybersecurity Framework. The NIST Cybersecurity Framework (CSF) is a set of guidelines developed by the U.S. National Institute of Standards and Technology (NIST) to help organisations manage and mitigate cybersecurity risks. All this information is stipulated in the HEINEKEN Cyber Security Policy. The framework is designed to fortify our information systems against potential threats. The efficacy of our cybersecurity risk management measures and the robustness of our information security management system undergo quarterly assessments through the SCEA evaluations.



ZERO

substantiated complaints concerning breaches of customer privacy and losses of customer data

In FY2024, all employees completed mandatory training through the Data Privacy e-learning course to strengthen their cybersecurity awareness. To further enhance vigilance, a series of simulated phishing email exercises were conducted, focusing on recognising phishing tactics and attacks. Additionally, we engaged external specialists to perform network penetration tests, simulating real-world cyberattacks to identify vulnerabilities in our computer network. These tests not only help pinpoint weaknesses but also offer valuable recommendations for improving our security measures.

Data Security Measures in 2024



Email Phishing Exercise



Disaster Recovery Drill for Production Systems



SCAM ME - QR Phishing Campaign



Physical Cyber Security Training with Live Hacking Demos



Secure Brew - Cyber Security Newsletter



Cyber Security Awareness Day



Continuous Education on WhatsApp Phishing Scam Alert



Phishing Recognition Game 2.0



Security Awareness Training 2024



How to Identify Phishing Attacks Training

ESG Review



ENVIRONMENTAL SUSTAINABILITY

As a responsible corporate citizen, HEINEKEN Malaysia acknowledges the environmental risks posed by climate change and resource scarcity, including high energy and water consumption. In response, we adhere to the highest environmental responsibility standards, ensuring our sustainability claims are substantiated by credible and verifiable data. Our BaBW 2030 ambition guides our efforts with clear, measurable goals to reduce our environmental impact. Through this, we aim to brew responsibly and contribute to a more resilient future.

Material Sustainability Matters

- 3 Climate Resilience and Energy Efficiency
- 5 Water Stewardship
- 12 Waste and Effluent Management
- 16 Resource Use

ESG Pillars and Ambition Areas

- Reach Net Zero Carbon
- Maximise Circularity
- Towards Healthy Watersheds and Nature

Key Highlights



100%

renewable electricity since March 2022 through TNB GET programme



36%

reduction in Scope 1 and Scope 2 emissions in production vs FY2022 baseline



29%

improvement in water consumption vs 2014 baseline



Fully recycled and upcycled

our production waste since FY2017



3,500

mono-perc solar panels installed on roof of the Sungei Way Brewery



209 %

water balanced via water stewardship projects



ESG Review



NET ZERO CARBON

Our Ambition: We aim to achieve net zero emissions in Scopes 1 and 2 by 2030 and fully advance Scope 3 initiatives towards net zero by 2040.

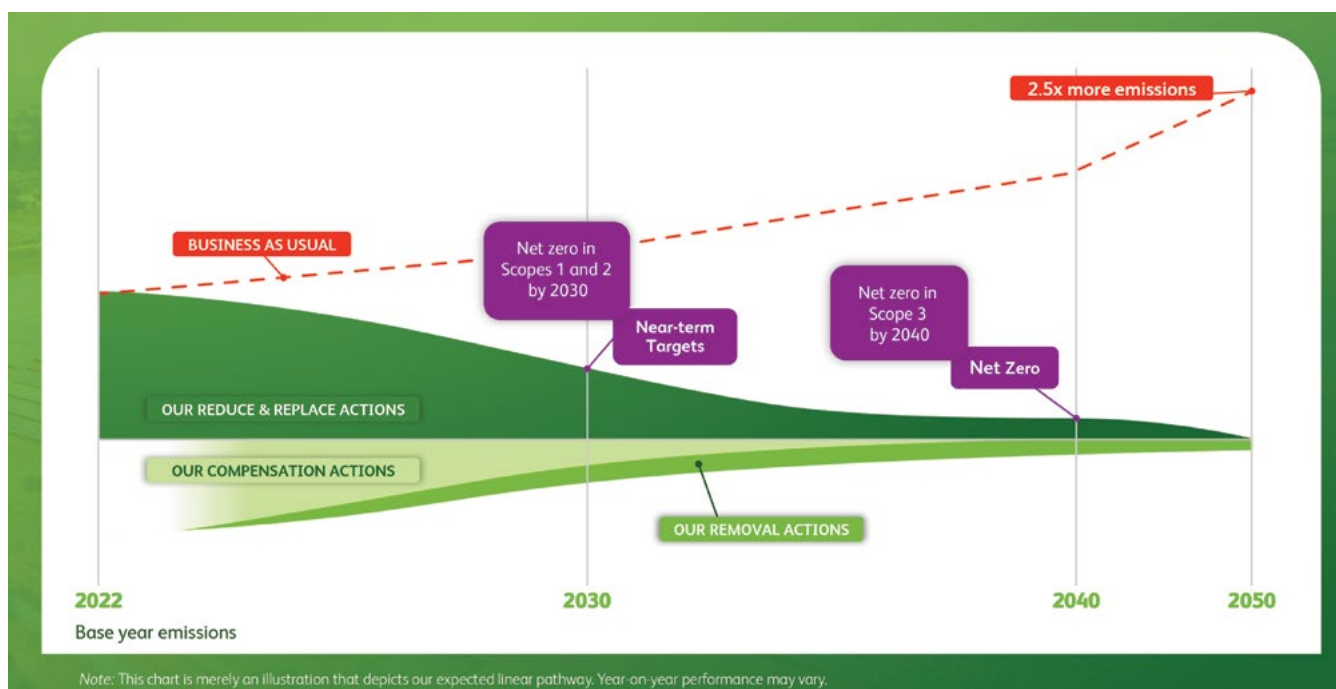
Our Roadmap to Net Zero

HEINEKEN Global's BaBW strategy sets out both short and long-term approaches to achieving net zero emissions across the entire value chain. Our target is to achieve net zero emissions in Scopes 1 and 2 by 2030 and fully advance Scope 3 initiatives towards net zero by 2040, relative to our 2022 baseline year.

Our strategy to reach net zero across our value chain is built on the four Rs: reduce, replace, remove and report. This involves transitioning from fossil fuels to renewable energy across our operations and value chain. We have set long-term and near-term targets to achieve this, approved by the SBTi. This ambition aligns with the 1.5°C global temperature limit in the Paris Agreement.

Our Net Zero Glidepath

2030 – Net zero in Scope 1 and 2 | 2040 – Net zero in Scope 3



Our Strategic Pillars

OUR NET ZERO ROADMAP IS ALL ABOUT THE 4 R'S



Reduce



Replace



Remove



Report

Process Optimisation for Increased Energy Efficiency

HEINEKEN Malaysia has implemented various energy-saving initiatives, including utility upgrades, process improvements and plant upgrades, resulting in a 1 kWh/hl reduction in cooling plant electricity consumption. Key measures include installing insulation on steam boilers and fermentation tanks, investing in energy-efficient refrigeration and adding a heat recovery system in the brewhouse. These are complemented by process optimisations such as reducing evaporation rates, enhancing clean-in-place efficiency and improving condensate return rates to maximise energy efficiency across our operations.

ESG Review

Enhancing Scope 3 ESG Engagement with Suppliers and Business Partners

We have engaged with our key suppliers and business partners to strengthen our collective focus towards ESG principles. With the support of our Procurement team and in partnership with the United Nations Global Compact Network Malaysia and Brunei (UNGCMYB), we rolled out the ESG Start dashboard to provide suppliers with access to maturity assessments and e-learning modules, equipping them with the necessary resources to strengthen their ESG practices while also contributing to our Scope 3 disclosures. This session aimed to deepen our suppliers' understanding of ESG principles and enhance their preparedness for compliance with ESG standards. It also enables us to effectively report on our Scope 3 engagement with suppliers and business partners.

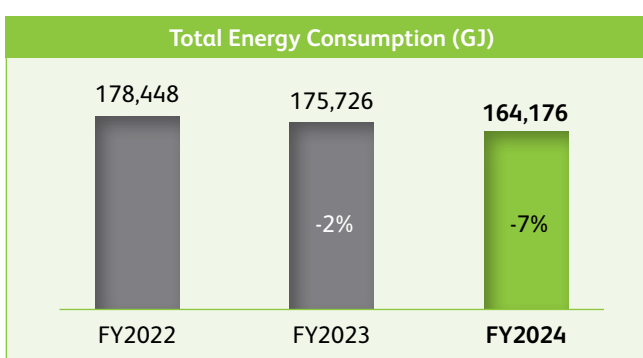


RENEWABLE ENERGY INTEGRATION

- Installed 3,500 mono-perc solar panels on Sungei Way Brewery roof, covering 9,044m² with a 2,600 MWh capacity.
- We subscribed to the GET programme with TNB, reducing emissions from our electricity usage.

Energy Management

In FY2024, HEINEKEN Malaysia's total energy consumption is recorded at 164,176 GJ. 62% of the total energy consumption stemmed from natural gas usage followed by 35% from procured electricity for the production process at the brewery. The remaining are from non-production processes at the office and company-owned vehicles. In FY2024, we recorded a reduction of 7% in total energy consumption compared to FY2023.



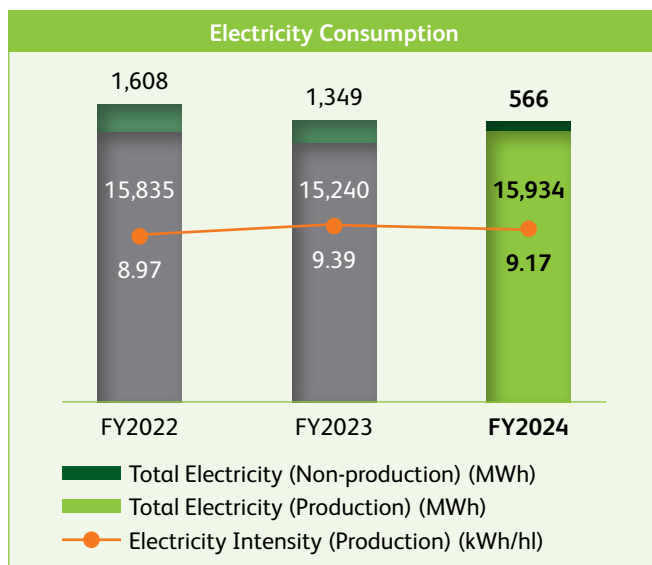
Note: Three years of energy data have been disclosed.

ESG Review

Breakdown by Type of Energy Consumption

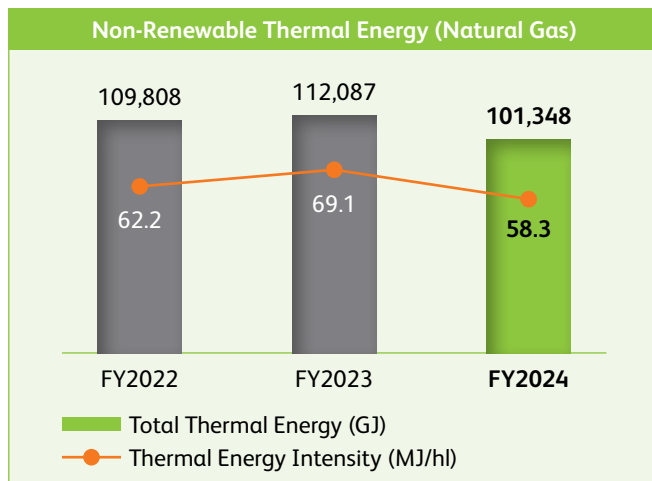
Procured Electricity

In FY2024, our procured electricity data accounts for consumption at both the brewery and the office. HEINEKEN Malaysia's total electricity consumption in FY2024 amounted to 16,500 MWh, where 97% was attributed to the production at the brewery. This marks a 1% decrease compared to our electricity consumption of 16,589 MWh in FY2023. Our electricity consumption for production decreased by 5% in FY2024, aided by the installation of mono-perc solar panels on our brewery roof.

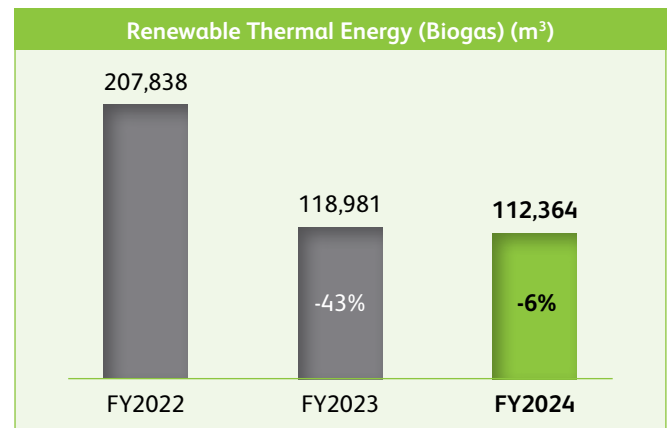


Thermal Energy

The primary sources of thermal energy for our production processes are natural gas, supplemented by biogas generated from our wastewater treatment plant which provides a renewable energy source. In FY2024, we recorded 101,348 GJ of natural gas consumption with an intensity of 58.3 MJ/hl. Compared to FY2023, our natural gas consumption has decreased by 10%.

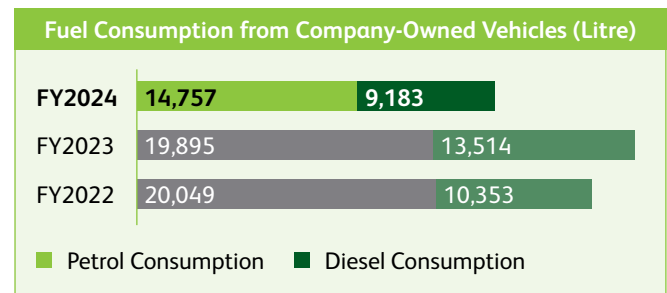


For biogas consumption, we generated 112,364 m³ of biogas this year. A decrease of 6% in FY2024 was observed. By reducing water consumption across our production processes, we not only minimised overall water usage but also decreased the load on our wastewater treatment plant. This led to a lower volume of wastewater to be processed, which directly impacted the amount of biogas generated from the treatment plant, as less biogas was needed to handle the reduced load.



Fuel Consumed by Company-Owned Vehicles

Since FY2022, we have tracked fuel consumption from company-owned vehicles, including petrol and diesel. In FY2024, total fuel consumption was 23,940 litres, with 62% from petrol and 38% from diesel. Compared to FY2023, fuel consumption decreased by 28%.



Total Greenhouse Gas (GHG) Emissions

In FY2024, HEINEKEN Malaysia's total GHG emissions were 6,873 tCO₂e, with 84% from Scope 1, including thermal energy, refrigerants and fuel consumption from company-owned vehicles. We achieved zero Scope 2 emissions through a 100% transition to renewable electricity. Additionally, our mono-perc solar panels have contributed to an emissions reduction of 736 tCO₂e from July to December 2024. Our Scope 3 emissions, covering employee commute and business travel, accounted for 16% of the total emissions.

ESG Review

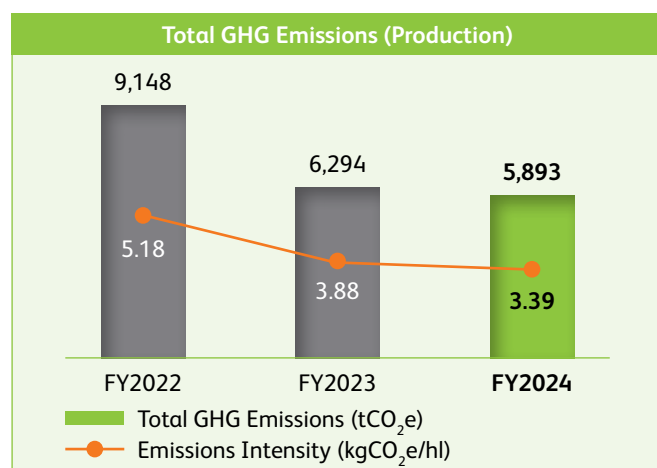
	FY2022	FY2023	FY2024
Scope 1 emissions (tCO ₂ e) (natural gas, refrigerants and company-owned vehicles)	7,810	6,375	5,743
Scope 2 emissions (tCO ₂ e) (procured electricity in production and non-production)	11,146	10,600	10,543
Scope 2 emissions reduction (tCO ₂ e) (through procured electricity from GET programme)	(9,736)	(10,600)	(10,543)
Scope 2 emissions reduction (tCO ₂ e) (through solar panel installation in FY2024)	N/A	N/A	(736)
Total Scope 1 and 2 GHG Emissions (tCO₂e)	9,220	6,375	5,743
Scope 3 emissions (tCO ₂ e) (employee commute and business travel)	N/A	1,310	1,130
Total GHG Emissions (tCO₂e)	9,220	7,685	6,873

Notes:

- FY2022's emissions expanded to include Scope 1 emissions from production and company-owned vehicles, in addition to Scope 2 emissions from production and office activities.
- Emissions for FY2023 and FY2024 encompass Scope 1 emissions from production and company-owned vehicles, Scope 2 emissions from production and office operation and the inclusion of Scope 3 emissions from business travel (both land and air).
- Total GHG emissions data presented in HEINEKEN Malaysia's Annual Report 2022 is only inclusive of Scopes 1 and 2 for production only.
- Three years of total GHG emissions data for all operations have been disclosed, applying the Operational Control consolidation method.

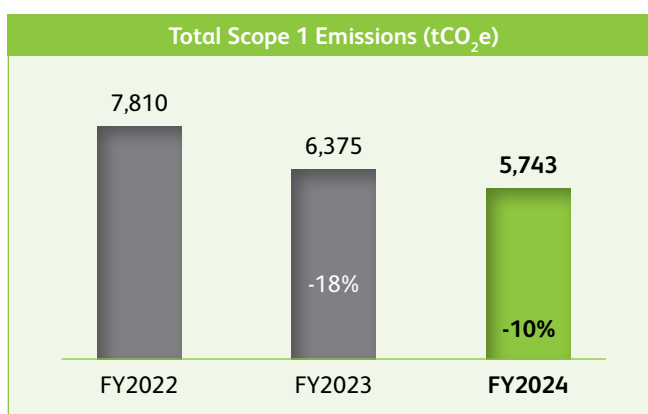
Total GHG Emissions from Production

Our GHG emissions from production include those from natural gas consumption, refrigerants, signboards and purchased electricity for use at the brewery. Our total carbon emissions have decreased by 36% since our FY2022 baseline, recording at 3.39 kgCO₂e/hl. This reduction is attributed to the Group's complete transition to renewable electricity since March 2022 and the mono-perc solar panels installation on Sungei Way Brewery roof which has been operational since July 2024.



Direct Scope 1 Emissions

The Group's Scope 1 emissions primarily stem from natural gas usage and refrigerants in production processes. In FY2024, total Scope 1 emissions amounted to 5,743 tCO₂e, marking a 10% decrease compared to 6,375 tCO₂e in FY2023. In comparison with our FY2022 baseline, a 26% reduction in Scope 1 emissions has also been recorded, reflecting ongoing improvements in operational efficiency.

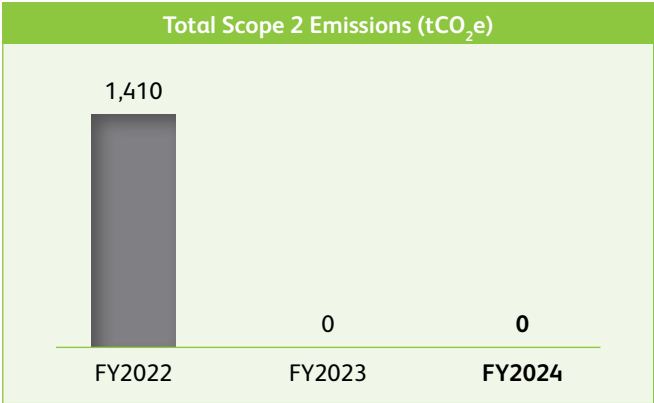


Indirect Scope 2 Emissions

The Group's Scope 2 emissions are primarily consumed in both production and non-production activities at the headquarters office in Sungei Way Brewery. Since March 2022, we have subscribed to TNB's GET Programme which mitigated all Scope 2 emissions, where 100% of our electricity was sourced from renewable sources, resulting in zero Scope 2 emissions recorded for FY2023 and FY2024.

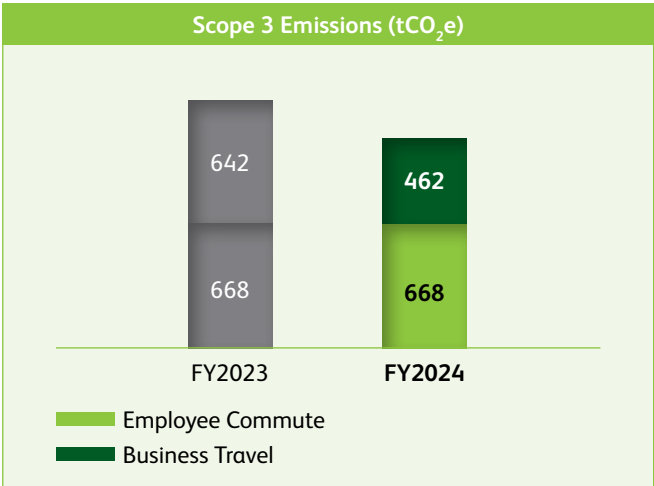
ESG Review

Additionally, the 3,500 mono-perc solar panels installed on the Sungei Way Brewery roof, with a total capacity of 2,600 MWh further reduced 736 tCO₂e from the period of July 2024 till December 2024. The mono-perc solar panels are fully operational since July 2024 which accounts for 7% of the total electricity consumption of the brewery.



Other Indirect Scope 3 Emissions

Our total Scope 3 emissions for FY2024 amounted to 1,130 tCO₂e. Specifically, our emissions from business travel amounted to 462 tCO₂e, with 668 tCO₂e attributed to employee commute. Our emissions from employee commute represent the entire workforce at HEINEKEN Malaysia (526 employees). We have utilised an average-based methodology to estimate these emissions, drawing insights from a survey conducted by Heineken N.V. in FY2023, categorised by the Asia Pacific (APAC) region.



MAXIMISE CIRCULARITY



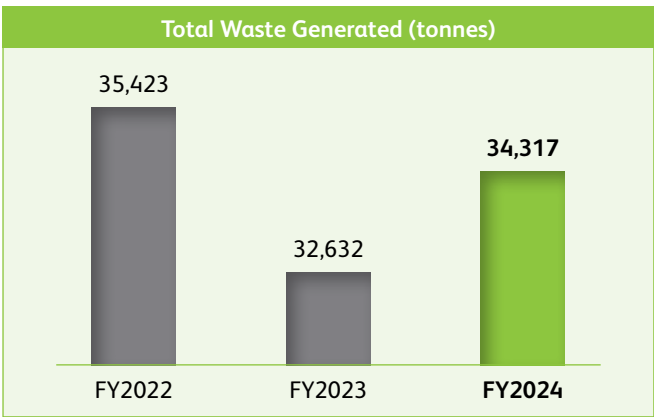
Our Ambition: We aim to reach zero waste to landfill by 2025 at our production site, advancing circularity by repurposing, recycling and transforming waste into valuable resources, contributing to a closed-loop value chain.

Waste and Effluent Management

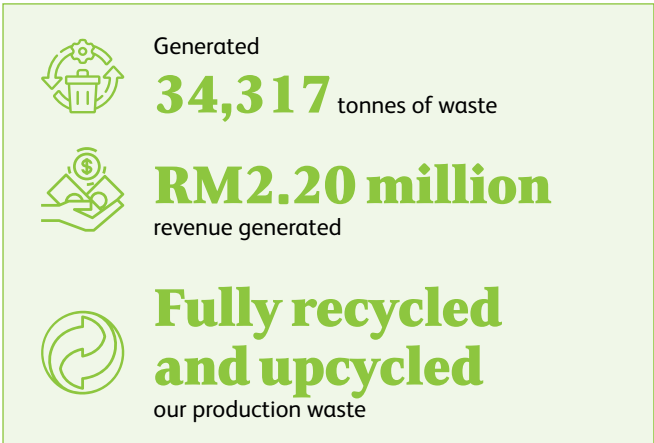
HEINEKEN Malaysia places great importance on effective waste management to minimise environmental impact and optimise cost efficiency. The majority of our waste consists of biodegradable byproducts such as spent grain, yeast and kieselguhr, which have commercial value from reuse in other industrial applications.

We prioritise the reuse of brewery by-products, such as spent grain and yeast, while enhancing recycling initiatives to improve resource efficiency. During the reporting year, the Group incurred no environmental fines or penalties.

Total Waste Generated



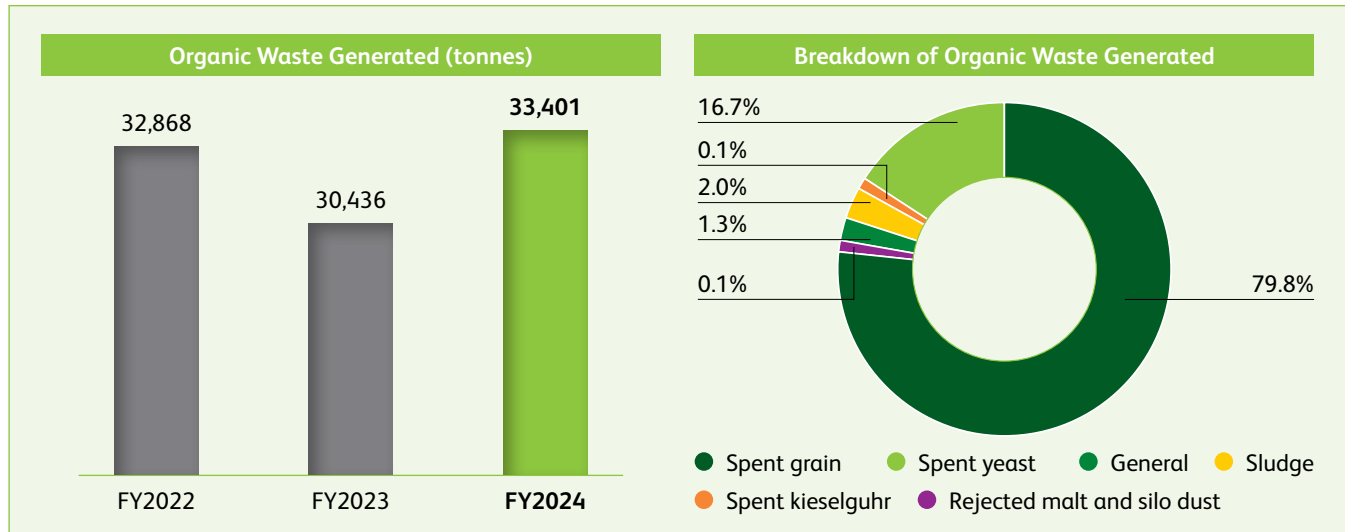
Note: The total waste generated covers 100% of our operations.



ESG Review

Organic Waste Management

In FY2024, we produced a total of 33,401 tonnes of organic waste with spent grain accounting for 79.8% of the organic waste.



TURNING WASTE INTO VALUE



A majority of our organic waste streams, encompassing spent grain, yeast and kieselguhr, have inherent biodegradability and considerable commercial potential. We collaborate with external partners to repurpose these by-products through bioconversion processes, generating valuable materials for a range of industries.

WASTE TO ENERGY

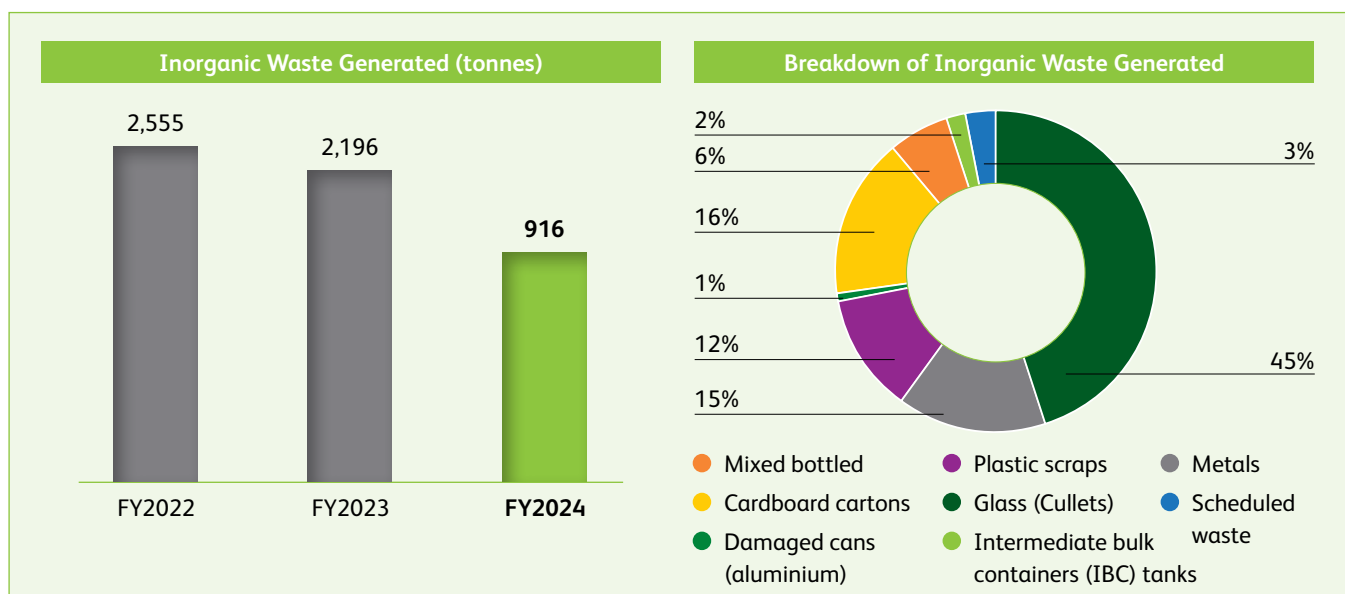


Wastewater is transformed into a valuable resource for biogas production via anaerobic digestion, thereby reducing our reliance on fossil fuels within the brewing process. As part of our ongoing ambition towards sustainability, we actively explore innovative technologies for converting organic waste into biogas.

Inorganic Waste Management

Our inorganic waste stream consists of a range of materials such as cardboard, glass, metals, plastics, damaged aluminium cans, intermediate bulk containers (IBC) tanks and scheduled waste. Our brewery produces minimal scheduled waste, and it is handled by a licensed contractor. To support effective waste segregation, we provide dedicated bins in cafés, office spaces and pantries, allowing staff to separate food waste, packaging and other types of waste.

In FY2024, we produced a total of 916 tonnes of inorganic waste, where 45% of our inorganic waste consisted of glass.



ESG Review

Packaging Material

HEINEKEN Malaysia is proud to announce that through a strategic partnership aimed at advancing sustainability in secondary packaging, we introduced prem collars in our secondary packaging material. We are replacing plastic shrink wraps in all locally brewed multi-can secondary packaging with a paper-cardboard prem collar. Prem collar, a type of paperboard packaging made from renewable materials that is used to hold cans, offers an alternative to traditional shrink wrap.

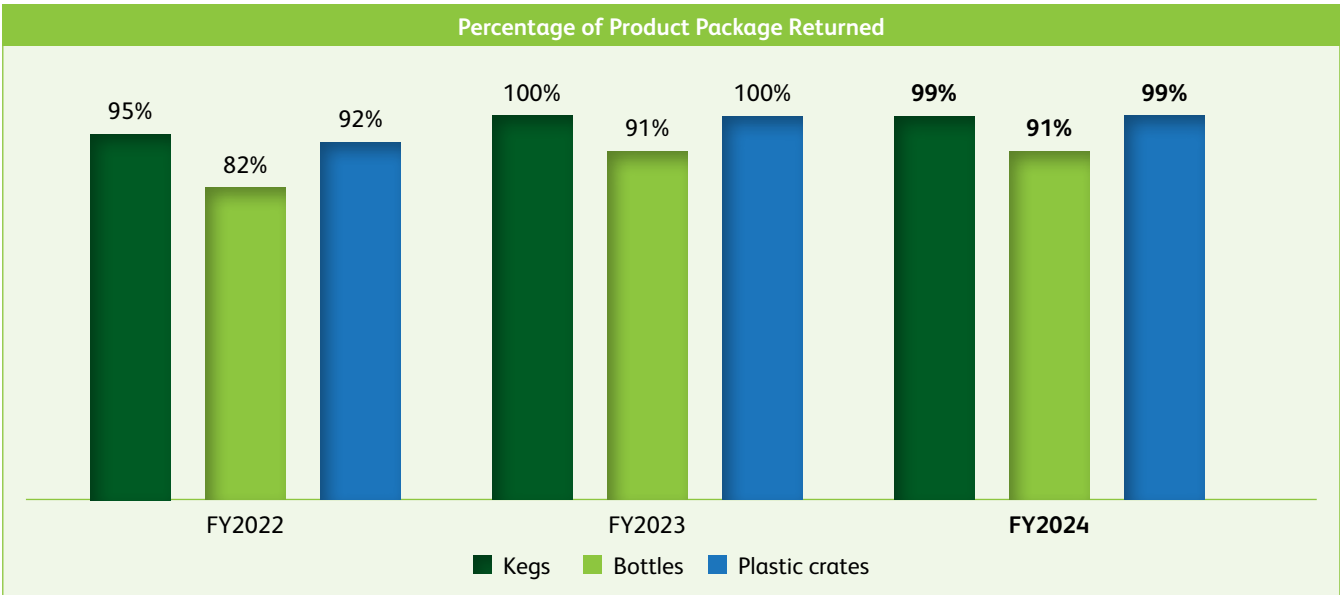
Through this innovative initiative, we are taking steps to reduce single-use plastic from our secondary packaging. This initiative is also expected to reduce approximately 108 tonnes of single-use plastic from the packaging from the period of September 2023 to December 2024.



Resource Use

Our approach emphasises reduction, reuse and recycling across kegs, bottles and crates. By embracing a circular packaging model, we minimise our reliance on finite resources.

In FY2024, the returned kegs, bottles and plastic crates, which are collected from the on-trade outlets in Peninsular Malaysia, are at 99%, 91% and 99% respectively. FY2024 presents a unique challenge due to the seasonal peak periods in January and December, which are two key months for stock build-up. During these peak periods, the returnable packaging materials are typically delayed as customers accumulate stock to meet demand. These seasonal driven returnable patterns provide a great opportunity to refine and optimise logistics processes. By understanding and anticipating these patterns, we can improve forecasting, enhance supply chain efficiency, whilst ensuring our packaging returns remain consistent and contribute to a more sustainable circular economy to advance our sustainability goals.



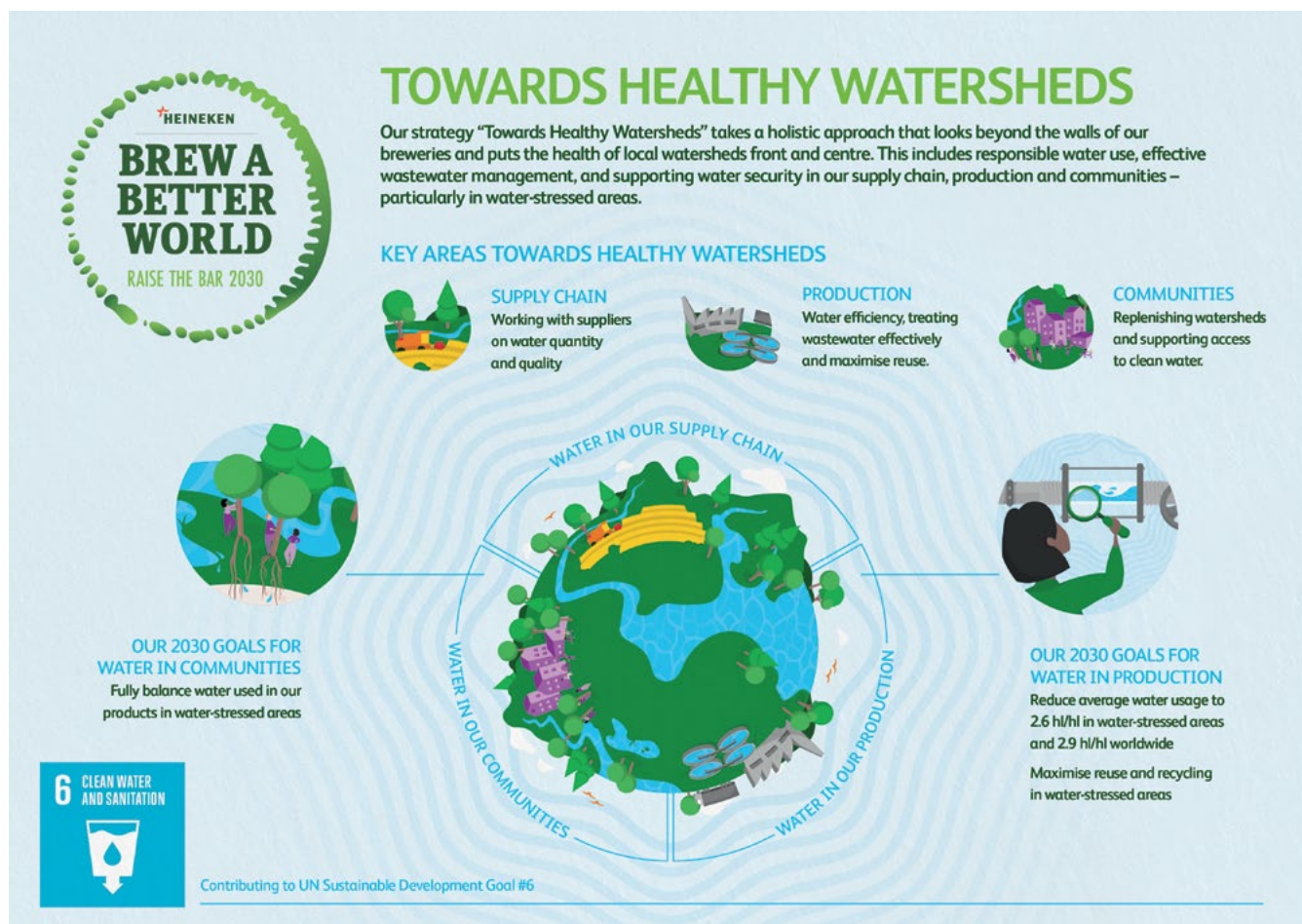
ESG Review



TOWARDS HEALTHY WATERSHEDS AND NATURE

Our Ambition: Our 2030 water strategy, 'Towards healthy watersheds and nature' is designed to create long-term value in our production processes and go beyond our brewery walls to actively support the health and sustainability of local watersheds.

Our 2030 Water Goals



Water is not only essential to our products – it is an important resource that supports all aspects of our operations. We have made water management a core priority, recognising its importance to our business, communities and the environment. This strategy is built on three key pillars: **water in our production**, **water in our communities** where we operate and **water in our supply chain**.

At HEINEKEN Malaysia, we manage water use in production through a combination of water efficiency improvements, reuse and recycling initiatives and wastewater treatment processes. Our focus is on improving water usage, reusing and recycling water within our operations and promoting best practices beyond our business. We also invest in advanced technologies to improve water management efficiency.

For 2030, we aim to reduce the amount of water we use to produce one litre of our products to 2.6 hl/hl. This target is part of

our measurable sustainability goals, which are regularly tracked and reported to ensure we are making progress towards achieving them. All wastewater produced in our brewery is treated to protect the local ecosystem and comply with the Environmental Quality Act 1974 and the Environmental Quality (Industrial Effluent) Regulations 2009 Fifth Schedule (Standard B) by the Department of Environment.

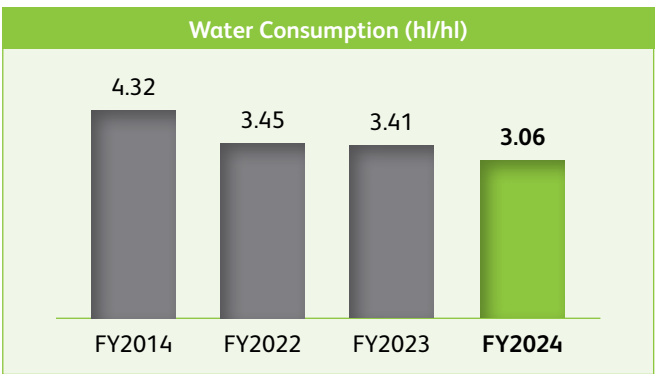
In our communities, we strive to balance the water used in our products through initiatives that incorporate nature-based solutions, including reforestation and rehabilitation projects at our watershed and wastewater discharge. These actions are focused on reducing water loss and improving resilience to climate change impacts.

ESG Review

Water In Our Production

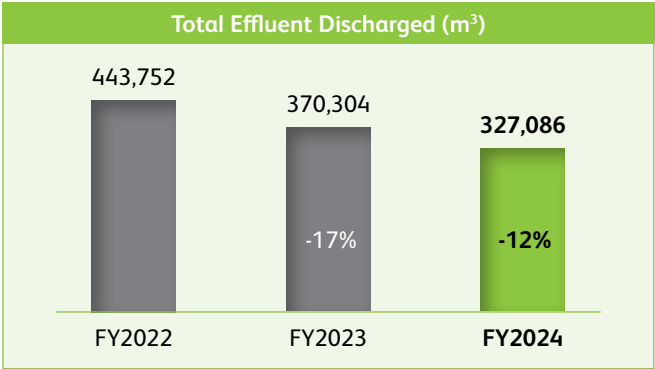
To achieve our 2030 goal of reducing water consumption to 2.6 hl/hl, we have upgraded our brewery to reduce our water consumption. To further enhance our efforts, the integration of flow metres enables precise monitoring and optimisation of recycling processes, improving overall resource efficiency.

In FY2024, we recorded an average water consumption of 3.06 hl per hl of beer produced, a 29% improvement versus the FY2014 baseline year. There was a decreasing pattern seen from previous years, and we continue to strive to meet our BaBW target of reducing average water consumption to 2.6 hl/hl.



Our wastewater treatment plant, with an annual capacity of 780 million litres, ensures full compliance with the Environmental Quality Act 1974 and the Environmental Quality (Industrial Effluent) Regulations 2009 Fifth Schedule (Standard B). Zero incidents of non-compliance with water quality standards and regulations were recorded in the reporting year.

In FY2024, wastewater discharge decreased by 12% compared to FY2023. By implementing more efficient water usage practices, optimising processes and promoting conservation efforts, we were able to lower the volume of water used, which directly contributed to a decrease in wastewater discharge.



Water In Our Communities

We aim to balance the amount of water used in our products with our local watersheds through investing in water stewardship projects. For every 1 litre of water in our beers and ciders, we target to balance 1.5 litres of water in our watersheds. We have initiated various water conservation projects and remain dedicated to ongoing contributions. Central to these efforts is our flagship initiative, the W.A.T.E.R Project, undertaken in collaboration with the Global Environment Centre and local communities supported by the Government agencies. Spearheaded by the SPARK Foundation, HEINEKEN Malaysia's corporate responsibility arm established in 2007, our endeavours focus on environmental protection and empowering local communities in the areas of water access and food security.



ESG Review

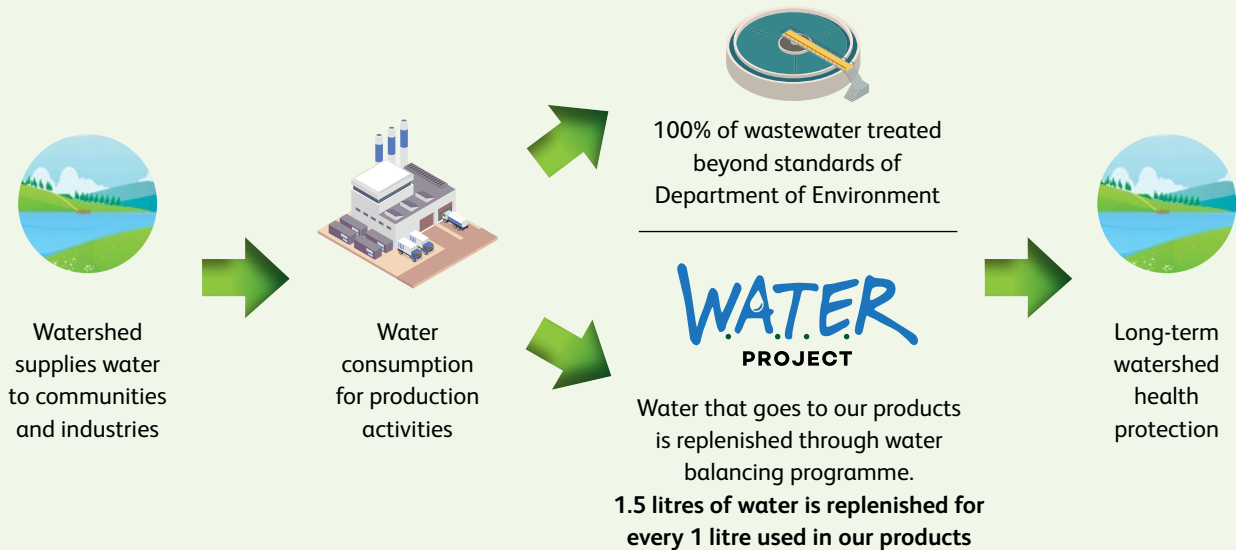
HEINEKEN Malaysia Target:

$$\text{Balance Volume (m}^3\text{)} = \text{Water Intake (m}^3\text{)} - \text{Treated Effluent (m}^3\text{)}$$

Balancing amount to be more than water used in our products

1.5 litre of water is replenished for every 1 litre of product. 0.5 litre accounts for unavoidable losses from evaporation and moisture

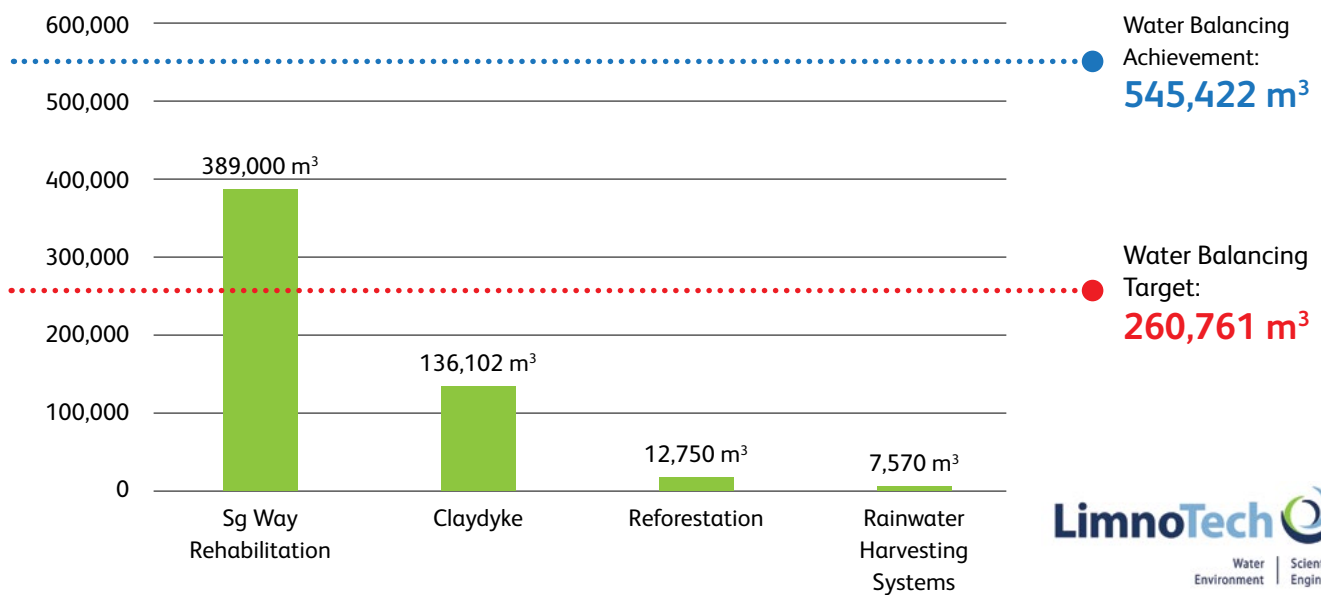
Target Water Balancing (1.5 x water used in our products)



Our water balancing volumes are quantified and verified in line with the Volumetric Water Benefit Accounting (VWBA) framework by the World Resources Institute; volumetric benefit evaluation is independently verified by LimnoTech, a leading water sciences and environmental engineering firm based in the United States.

In 2024: HEINEKEN Malaysia achieved 209% of our target water balancing volume

2024 Water balancing achievement through Water Stewardship initiatives



ESG Review



Sungai Way River Rehabilitation



WHERE

Sungai Way river

Petaling Jaya

WHY

Located next to HEINEKEN Malaysia's Sungei Way Brewery, this is where our **treated wastewater is discharged**

WHAT

Transformed water quality

from Class IV-V (extremely polluted) to Class III (suitable for living organisms)

HOW

- Pollution reduction: point source mapping, rubbish traps, solid waste monitoring
- Water quality improvement: food, oil and grease traps systems and biological treatment
- River within river concept - constructed wetlands to improve quality of water in the river

RESULT

- Reduction in pollution
- Improved habitat and biodiversity

VOLUMETRIC WATER BENEFIT

389,000 m³
(389 million litres)



Clay Dyke for Water Retention



WHERE

Raja Musa Forest Reserve

Hulu Selangor

WHY

Sungai Selangor watershed

as a key water resource

WHAT

Constructed **305-metre clay dyke** at Raja Musa Forest Reserve

HOW

- Built four to five metres vertical wall of clay below the peat surface to prevent peatland fires by promoting wetter soil conditions
- Blocks water flow from the peatlands into disused mining ponds, effectively raising the water table in the areas upgradient to the dyke

RESULT

- Increase in soil water retention
- Decrease in the risks of peatland fires
- Restoration of peatland, contributing to the long-term sustainability of the watershed
- **ZERO** forest fires since 2019

VOLUMETRIC WATER BENEFIT

136,102 m³
(136 million litres)

ESG Review



Reforestation of Degraded Peatland



WHERE

Raja Musa Forest Reserve

Hulu Selangor

WHY

Prevent peatland fires

by promoting wetter soil conditions

WHAT

1,800 trees planted

and maintained on three hectares of degraded peatland

HOW

- Open planting techniques
- Cleared invasive weeds and plants

RESULT

- Prevent further degradation of the peat
- Increased soil water retention

VOLUMETRIC
WATER BENEFIT

12,750 m³
(12.7 million litres)



Rainwater Harvesting for Local Communities



WHERE

Klang Valley

WHY

Help communities

obtain access to alternative water sources to reduce reliance on treated water

WHAT

33 Rainwater Harvesting Systems

consists of an interconnected rooftop area that serves as a catchment for the rainwater and storage tanks to collect and store rainwater

HOW

- The rainwater collected serves as non-potable water supply including cleaning, landscaping and irrigation
- Increase water availability in the local community to reduce wastage on treated water and stress on our water resources

RESULT

- Reduced demands on treated water source
- Rainwater harvesting systems are linked to 12 community farming projects which help in supplementing income and food

VOLUMETRIC
WATER BENEFIT

7,570 m³
(7.5 million litres)

ESG Review

Our Progress Against BaBW 2030 Ambitions

Environmental Sustainability

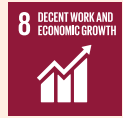


Ambition Areas	Our BaBW Global Ambitions	Our FY2024 Progress
Net Zero Carbon	<ul style="list-style-type: none"> Reach net zero across our value chain by 2040¹ Reach net zero in Scopes 1 and 2 by 2030² Reduce Scope 3 FLAG (forest, land and agriculture) emissions by 30% and non-FLAG by 25% by 2030 <p>¹ 100% of our Scopes 1, 2 and 3 GHG emissions. ² 100% of our Scopes 1 and 2 GHG emissions.</p>	<ul style="list-style-type: none"> Reduced 36% of carbon emissions (Scopes 1 and 2) in production vs 2022 baseline 100% renewable electricity via TNB GET programme 3,500 mono-perc solar panels with a total capacity of 2,600 MWh installed and operational since July 2024 Engaged 36 business partners on Scope 3 reporting
Maximise Circularity	<ul style="list-style-type: none"> Zero waste to landfill for all production sites by 2025 Turn waste into value and close material loops throughout the value chain 	<ul style="list-style-type: none"> Fully recycled and upcycled our production waste since 2017
Towards Healthy Watersheds and Nature	<ul style="list-style-type: none"> Reduce average water usage to 2.6 hl/hl in water-stressed areas by 2030 Fully balance³ water used in our products in water-stressed areas by 2030 ³ For every 1 litre of water in our products, we aim to balance 1.5 litres of water through water stewardship projects. Maximise reuse and recycling in water-stressed areas by 2030 	<ul style="list-style-type: none"> Improved water consumption by 29% vs 2014 baseline year 3.06 hl water consumed per hl of beer 209% water balanced in 2024 Treated wastewater is collected and reused for general cleaning and gardening purposes 100% of wastewater treated beyond the standards required by the Department of Environment

Note: A comprehensive set of environmental data in compliance with Bursa Malaysia's sustainability reporting requirements can be referred to the Performance Data Table on page 99.



ESG Review



SOCIAL SUSTAINABILITY

Our social sustainability efforts focus on promoting Diversity, Equity and Inclusion (DEI), supporting local communities and ensuring the health and safety of employees and consumers. We strive to create a positive social impact through initiatives that enhance wellbeing, foster safe drinking and empower employees while contributing to societal development through partnerships and community engagement. We aim to align our business practices with global social sustainability standards, driving long-term value for both society and the company.

Material Sustainability Matters

- 7 Employee Health, Safety and Wellbeing
- 9 Human Rights and Labour Standards
- 11 Supply Chain Management
- 13 Human Capital Development
- 14 Community Investment and Development
- 15 Diversity

List of Ambition Areas

- Embrace Inclusion and Diversity
- A Fair and Safe Workplace
- Positive Impact on our Communities

Key Highlights



43%

of women in Board of Directors



ZERO

fatal accidents and serious injuries



38%

of women in Management Team



2

social impact initiatives



20,993 Hours

of training provided to employees



ESG Review



EMBRACE DIVERSITY, EQUITY AND INCLUSION

Our Ambition: We aim to create an environment where everyone feels valued and respected. Embracing diverse perspectives and equitable opportunities enhances collaboration between our teams for a shared purpose.

Diversity

Guided by our DEI principles, we cultivate an environment where diverse strengths are valued, enabling individuals to reach their full potential. Efforts to enhance gender balance in Senior Management are progressing, with targets set at 30% women by 2025 and 40% by 2030. To accelerate progress, initiatives such as the DEI Strategy and Women Interactive Network (WIN) have been introduced.

DEI Strategy

HEINEKEN Malaysia's DEI strategy promotes inclusivity by strengthening leadership, cultivating a supportive environment and promoting equitable opportunities. Appointed from each department, DEI ambassadors play a key role in creating meaningful spaces for employees to share their experiences and perspectives, driving deeper engagement across the organisation.

Our key DEI initiatives in FY2024 include:



Reigniting the "WANT" to participate by refreshing DEI council members from various functions.



Launched a DEI BINGO Challenge, gamifying inclusion with activities for recognition and rewards.



Curated two DEI-themed films, "Breaking Labels" and "The Inner Voice", to challenge workplace stereotypes and foster belonging.



Conducting Unconscious Bias Awareness workshops for targeted teams to improve awareness and practices.



ESG Review

Our efforts to advance the gender equality agenda are embraced through five key pillars.



Talent Acquisition and External Brand

- Ensured our recruitment processes encourage equal opportunity by including diverse candidate pools, with a target of at least 30% female applicants, particularly for Sales and Supply Chain roles.
- Designed inclusive job advertisements, free from gendered language, using gender-neutral titles and descriptions to promote diversity.
- Implemented blind screening by eliminating photographs in CV submissions to reduce potential biases.
- Maintained a merit-based hiring process, promoting fairness and objective criteria while striving for gender diversity.



Leadership Development

- Required all People Managers to complete the All-Inclusive Leadership e-learning module, focusing on strategies to advance gender equality.
- Rolled out the Inclusive Practices toolkit, comprising nine key strategies, including ensuring equal opportunities for all.



Performance Management and Rewards/Gender Pay Parity

- Conducted unbiased performance discussions through Inclusive Leadership practices, contributing to higher promotion rates for women employees.
- Incorporated Gender Pay Gap analysis into the annual salary review process, ensuring equitable salary considerations for new hires based on internal benchmarks.



Employee Relations/Inclusive Culture

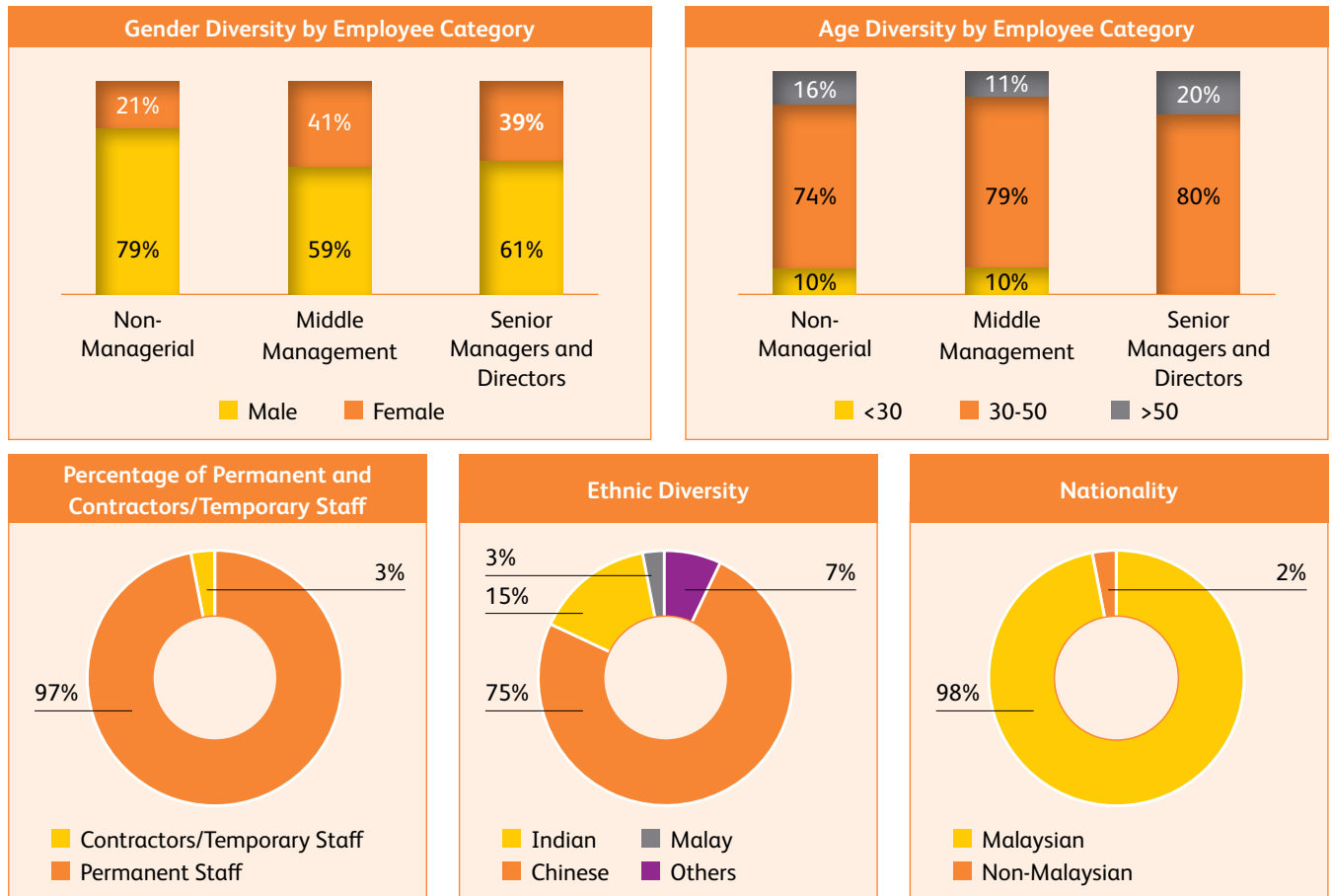
- Updated the Anti-Sexual Harassment policy to strengthen understanding and awareness among employees.
- Delivered a refresher on the Speak Up Policy, reinforcing its importance and accessibility.
- Organised bi-annual feedback sessions, such as listening circles and dialogue forums, to understand women's perspectives on gender equality efforts.
- Guaranteed the inclusion of women in all internal and external events, initiatives and projects to reflect organisational diversity.

ESG Review

Workforce Diversity

To improve our workforce diversity, hiring, remuneration and promotion practices are conducted without any discrimination based on race, gender, sexual orientation, religion, national or social origin, age, or disability. Furthermore, our remuneration practices are benchmarked against external market data to guarantee fair compensation for our employees.

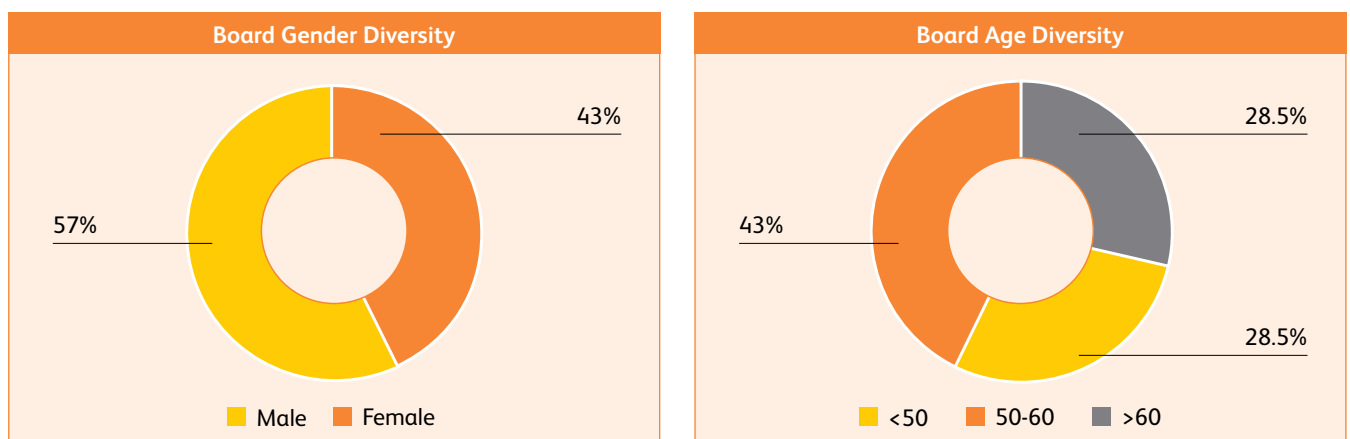
In total, our workforce comprised 526 employees, with a gender ratio of 70:30 between male and female. In terms of age distribution, 9% were under 30 years old, 76% fell within the 30 to 50 range and 15% were above 50 years old. The breakdown also showed a majority of employees in permanent positions, constituting 97% of the workforce.



Notes:

- * A comprehensive comparison of three years data can be referred to the Performance Data Table on pages 100 and 101.
- Other individuals under the ethnic demographics encompass indigenous people of Sabah and Sarawak, Eurasians and foreign nationals.
- Senior Managers and Directors are exclusive of Board members.

Our Board of Directors exceeded the 30% female representation recommended under the Malaysian Code on Corporate Governance 2021 by the Securities Commission Malaysia, achieving 43%. 43% of the Directors fell within the age range of 50 to 60, while 28.5% were above 60 and 28.5% below 50.



ESG Review

Employee Engagement

We believe that engaging with our employees is key to instilling a culture where all employees feel valued, giving them the opportunity to be agents of positive change. In working towards fostering a more inclusive and diverse workplace, HEINEKEN Global created a global community of DEI ambassadors to deliver its DEI goals and to respond to local contexts and opportunities. In HEINEKEN Malaysia, we have established a DEI Council, supported by the Management Team, to facilitate awareness programmes and initiatives for all people leaders and all employees from across functions and departments. They are empowered to host inclusion sessions to gather the thoughts and experiences of our employees on DEI.

EMPLOYEE CLIMATE SURVEY



We ensure continuous, two-way communication across our organisation through impactful engagement initiatives. Our annual employee climate survey provides insights into organisational culture and the work environment. It includes the Employee Engagement Index, measuring employees' willingness to go beyond their core duties, and the Performance Enablement Index.

In FY2024, we have achieved



Employee Engagement Index Score of
86



Performance Enablement Index Score of
84

As a result of our initiatives for the year, zero incidents of discrimination were recorded.

A FAIR AND SAFE WORKPLACE



Our Ambition: We foster a culture of care where employee safety and wellbeing are paramount. We remain focused towards achieving zero workplace accidents and ensuring all employees receive fair compensation and equitable treatment, underpinned by a robust performance assessment framework.

Employee Health, Safety and Wellbeing

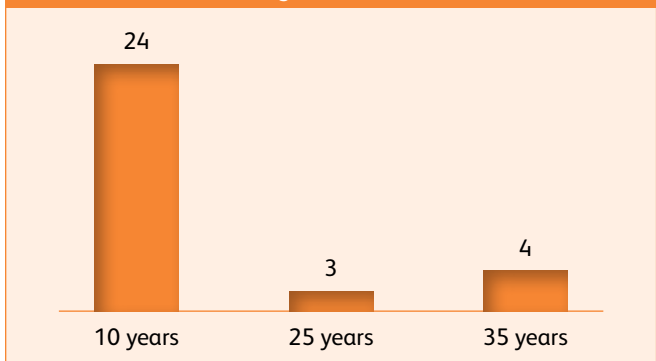
HEINEKEN Malaysia prioritises employee wellbeing by providing comprehensive benefits that support health, financial security and work-life balance, creating a safe and supportive workplace.

Employee Benefits

- Personal accident insurance
- Group term life insurance
- Outpatient and inpatient medical insurance
- Dental and optical benefits

Efforts to support employee wellbeing include providing parental leaves to our employees, where we have recorded a 100% return-to-work rate in FY2024.

Length of Service



Parental Leave

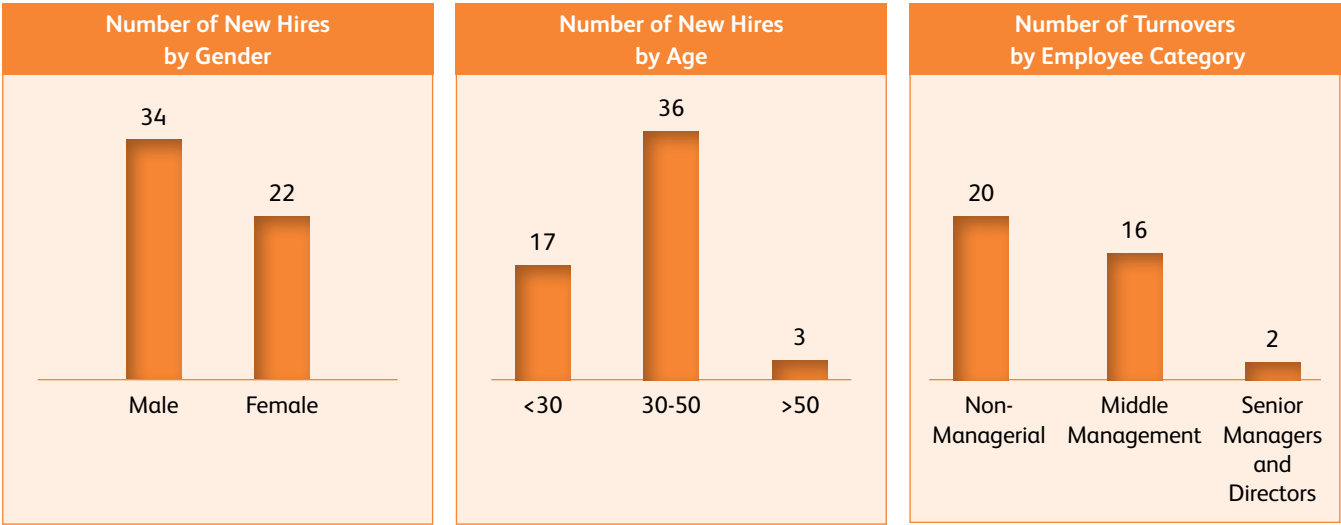
FY2024

Number of employees entitled to Parental Leave	337
Number of employees that took Parental Leave	9
Number of employees that returned after Parental Leave	9
Return-to-work rate	100%

In terms of performance, evaluations were conducted throughout the year to ensure all employees had opportunities for growth and development. Hence, all employees underwent performance appraisals in FY2024.

In FY2024, the Group welcomed 56 new hires, reflecting our ongoing pursuit of talent acquisition and growth. These new employees contributed to various functions across the organisation, bringing fresh perspectives and skills. During the same period, we recorded a turnover of 38 employees and a turnover rate of 7%, which highlights the need for continued focus on employee retention strategies and fostering a positive work environment.

ESG Review



Note:

- Senior Managers and Directors are exclusive of Board members.

Human Rights and Labour Standards

We foster an inclusive and fair workplace that upholds dignity and respect for all. In line with the HeiCode which outlines the principles of Caring for People and the Planet, the HEINEKEN Human Rights Policy reinforces our efforts towards non-discrimination, irrespective of race, gender, nationality, age, religion, sexual orientation and disabilities. As of December 2024, 50.4% of our workforce were members of trade unions, reflecting our resolve towards freedom of association and collective bargaining.



Our recruitment processes are designed to be transparent and free from bias, ensuring all employees are well-informed about their employment conditions and any forthcoming changes to operations or policies. We place particular emphasis on hiring local talent, including individuals from disadvantaged communities, as part of our inclusive recruitment strategy.

We also comply with the Malaysian Minimum Wages Order 2022, which is in line with HEINEKEN Global's 2023 objective of achieving global wage equity where we prioritise equal pay for equal work. To ensure fairness in wage practices, we carried out thorough assessments across all operations in FY2024.

ZERO
substantiated labour standards non-compliance issues reported for the past three years.

ESG Review

Strengthening Workplace Safety and Compliance

Our operations adhere to the guidelines set by the Department of Safety and Health (DOSH) and comply with the Occupational Safety and Health (Amendment) Act 1994 and the Factories and Machinery Act 1967. Central to our operations is the HeiCode which integrates the HEINEKEN Health and Safety Policy, offering a structured approach to managing health and safety risks.

Life Saving Commitments (LSC)

Ensuring a safe working environment is essential for the implementation of LSC, in line with the HEINEKEN Global Safety Standards and Requirements. The critical principles governing high-risk activities are defined by these LSC and apply to both employees and contractors.



526

employees trained on health and safety standards in FY2024
(FY2023: 519)

Health and Safety Programme Themes

- Emergency Response and Fire Safety
- Confined Space Safety
- Equipment and Electrical Safety
- Road Safety
- Occupational Safety and Hazard Management
- Chemical and Hazardous Material Safety
- Contractor Safety
- Risk Assessment and Control

Life Saving Commitments

We foster a safe environment in the implementation of LSC, guided by the stringent HEINEKEN Global Safety Standards and Requirements. These LSC delineate the fundamental principles governing our operation's highest-risk activities and are applicable to both our dedicated employees and contractors.



ESG Review

The Life Saving Commitments training (LSC e-learning) further strengthens our safety culture. This initiative achieved a completion rate of 100% among people managers and 98% among targeted employees in FY2024. We also recorded zero instances of non-compliance with the health and safety management system during FY2024.

In FY2024, the Group recorded zero fatalities and three lost-time injuries, meeting our target of zero fatal accidents and maintaining continuous reduction in injury rate.

	FY2022	FY2023	FY2024
Total number of hours worked	960,831	1,062,866	1,070,196
Number of fatalities	0	0	0
Number of lost time accidents per 100 full-time employees	0	2	3
Lost time accident rate	0	0.4	0.5

Notes:

1. The value of 200,000 was used as a standardised value of the total amount of hours that 100 employees work weekly.
2. The number of hours worked, fatalities, lost time accidents and the lost time accident rate covers 100% of our operations.

HUMAN CAPITAL DEVELOPMENT

We have an integrated learning platform that provides access to a diverse range of courses to equip employees with critical business skills and insights into digital trends, ensuring they remain adaptable and future-ready in a dynamic industry. The training and development programmes for FY2024 focuses on six themes as outlined below:

Types of Training Programmes						
	Compliance and Regulatory			Ethics and Integrity		Commercial Excellence
	Leadership and Management Skills			Environmental Sustainability		Technology and Software
	Diversity, Equity and Inclusion					

Strengthening Board Expertise: Training and Development

Enhancing governance capabilities ensures informed decision-making on critical sustainability matters. Recognising this, Board members attended targeted training programmes to refine their responsibilities, equipping them with the knowledge needed to navigate an evolving regulatory and sustainability landscape. A list of the training programmes attended by some of our Board members can be found below:

- Anti-Bribery and Corruption Compliance: A Practical Guide
- Business, International Relations and the Political Economy
- E-learning on HEINEKEN Responsible Marketing Code 2024
- E-learning on HeiCode 2024
- Mandatory Accreditation Programme Part II - Leading for Impact - Building high-impact boards for long-term growth

HEINEKEN Global Graduate Programme 2024

The HEINEKEN Global Graduate Programme 2024 develops graduates for future leadership roles by providing induction and exposure to various functions within the HEINEKEN network. Participants complete three four-month rotations at HEINEKEN Malaysia and a six-month cross-functional placement at another HEINEKEN operating company in the APAC region, preparing them for leadership roles in Commercial, Supply Chain, Finance, People, Corporate Affairs, Legal and Digital and Transformation functions.

Short-Term Assignments

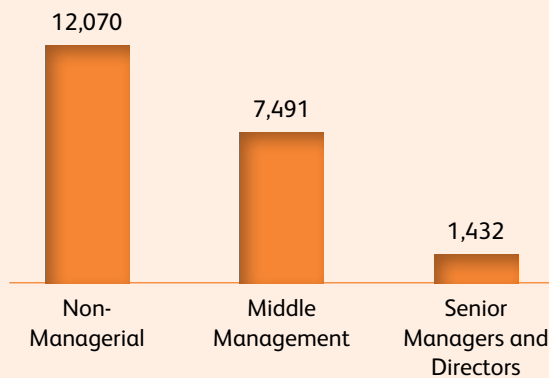
The Short-Term Assignment programme provides local employees with international experience across HEINEKEN's operations in the APAC region, fostering professional growth and expanding networks. In FY2024, five employees successfully completed the short-term assignments, showcasing their creativity and leadership in diverse environments.

ESG Review

HEINEKEN Malaysia's training and personal development programmes offer employees a broad spectrum of learning opportunities. Leveraging our integrated learning platform, staff were able to access courses focused on both emerging digital trends and cross-functional business skills.

Our employees completed 20,993 hours of training during FY2024, averaging 40 hours (approximately five days) per employee.

Total Training Hours by Employee Category



Note:

- Senior Managers and Directors are exclusive of Board members.

Supply Chain Management

HEINEKEN Malaysia ensures that all suppliers strictly adhere to the HEINEKEN Supplier Code. Updated in 2023, this code defines our stance on ethical business conduct, human rights, ethical procurement and environmental care.



Our supplier expectations are outlined in the HEINEKEN Supplier Code and the HEINEKEN General Terms and Conditions for Purchase Orders, both accessible at www.heinekenmalaysia.com/procurement

By actively engaging local suppliers, we reduce emissions, support environmental preservation and boost local economies. Incorporating this approach minimises transportation impacts while fostering economic growth within local communities.

SMART Outsourcing

Acknowledging the vital role of third-party vendors, we ensure their right to fair treatment, reasonable working hours and safe working environments. Our SMART Outsourcing programme incorporates an extensive survey of contractors and local workers to identify any gaps in their working conditions. The findings were measured against our fair labour standards, and we partnered with service providers to implement the necessary enhancements. Drawing from these insights, we established an action plan aimed at improving the management of outsourced contracts and fostering better workplace practices.

Supplier Evaluation

To mitigate risks linked to third-party engagements, HEINEKEN Malaysia implements stringent evaluation measures that include compliance with data protection laws and respect for privacy. We collect and process information such as company details, directors, shareholders, Politically Exposed Persons and Ultimate Beneficial Owners as part of our due diligence process. Where risks are identified, third-party partners are encouraged or directed to undertake remedial actions to address these concerns.

Communication

We maintain consistent and transparent communication with third parties by sharing questionnaire invitations, reminders and follow-up correspondence. This includes addressing risk management measures or requesting their acceptance and implementation.

Due Diligence Process

- We gather and screen information about the company, key personnel and ownership structure, ensuring compliance with risk assessment standards.
- Third parties may be asked to complete a detailed due diligence questionnaire to identify risks related to bribery, money laundering or sanctions.
- Names are cross-checked against publicly accessible databases that highlight risks involving bribery, sanctions, human rights, negative media and, where applicable, criminal offences or political links.
- Comprehensive reports summarise findings, if any, and assign a risk rating to guide further action.

Our Speak Up Policy provides distributors and suppliers with a secure channel for reporting any suspected misconduct or unethical practices within the Group, enabling them to raise concerns without fear of reprisal.



100%

of our suppliers adhered to the HEINEKEN Supplier Code



96%

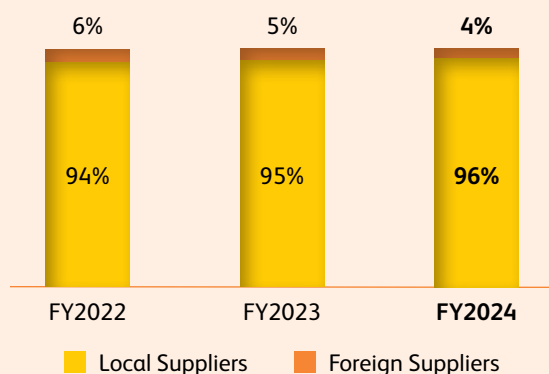
of our engaged suppliers were from local sources



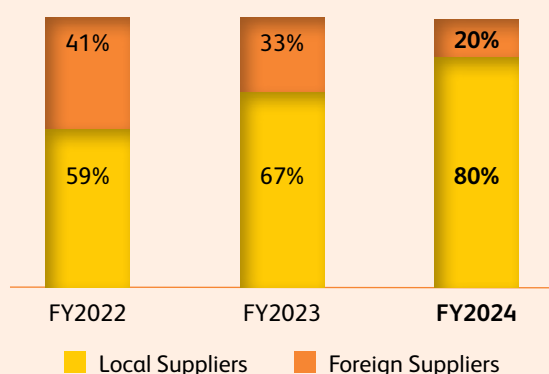
Procurement spent on local suppliers increased to **80%**

ESG Review

Percentage of Suppliers Contracted



Percentage of Procurement Spent



To uphold the Group's integrity, we conduct annual risk assessments for both our new and existing suppliers, including an evaluation on their social and environmental impacts.

	FY2022	FY2023	FY2024
Number of suppliers assessed for environmental impacts	2	1	1
Number of suppliers assessed for social impacts	0	3	3



POSITIVE IMPACT IN OUR COMMUNITIES

Our Ambition: The Group aims to deliver at least one positive social impact initiative annually.

Community Investment and Development

HEINEKEN Malaysia's BaBW 2030 strategy includes community-focused initiatives such as food distribution, watershed restoration and promoting responsible consumption. These efforts strengthen our ties with local communities and demonstrate our focus towards long-term social responsibility, contributing to a positive impact

for the future. HEINEKEN Malaysia remains a key contributor to Malaysia's economic development, both directly and indirectly. Our products generate income for more than 27,000 Malaysian businesses and retailers. As our presence in the brewing sector continues to expand, our contributions to the nation's economic growth and community development will grow accordingly. In FY2024, our tax contributions exceeded RM1.45 billion, underscoring our substantial financial impact. Beyond this, we drive economic activity by directly employing 526 individuals and indirectly supporting over 30,000 jobs.

Tiger Sin Chew CECC

The Tiger Sin Chew CECC programme demonstrated HEINEKEN Malaysia's ongoing ambition to advance community wellbeing. In FY2024, the initiative raised RM19 million through nine institutions. Since its launch in 1994, this programme has raised RM427 million and made meaningful contributions to the education sector thanks to the generous contributions of our stakeholders.

HEINEKEN Cares 2024

HEINEKEN Cares continued to strengthen support for employees and local communities in FY2024, focusing on essential needs such as clean water, food security and community resilience. Through a collaboration with Sokong, a digital fundraising platform for NGOs, non-profit organisations and social enterprises, RM220,000 has been allocated across FY2024 to aid underserved communities. This initiative supports four NGOs in delivering food aid and other critical resources to those in need. Our efforts were guided by a carefully crafted narrative developed in alignment with HEINEKEN Malaysia's cross-functional team, reinforcing the organisation's social sustainability position. By working closely with our trade partners and stakeholders, HEINEKEN Cares remains focused on making a meaningful impact in the lives of vulnerable communities as we ensure long-term benefits beyond immediate relief.

In alignment with our ambition to social responsibility, HEINEKEN Malaysia channelled RM2.9 million in external community initiatives in FY2024.



RM2.9 million

channelled in Community Projects in FY2024

Project	Number of Beneficiaries
Tiger Sin Chew CECC	Nine institutions
HEINEKEN Cares	1,000 individuals from four projects
W.A.T.E.R Project (Rainwater harvesting beneficiaries)	6,990

ESG Review

Our Progress Against BaBW 2030 Ambitions

Social Sustainability

5



8



Ambition Areas	Our BaBW Global Ambitions	Our FY2024 Progress
Diversity, Equity and Inclusion	<ul style="list-style-type: none"> Gender balance across Senior Management: 30% women by 2025, 40% by 2030 Continue assessment and action towards achieving equal pay for equal work 	<ul style="list-style-type: none"> 38% of women in Management Team
Fair and Safe Workforce	<ul style="list-style-type: none"> Continue to confirm that 100% of our employees earn at least a fair wage Create fair living and working standards for third-party employees and Brand Promoters Shape a leading safety culture to drive zero fatal accidents and continue reduction in injury rate 	<ul style="list-style-type: none"> 100% assessment completed 0 fatalities
Community Impact	<ul style="list-style-type: none"> A social impact initiative in 100% of our markets every year 	<ul style="list-style-type: none"> Tiger Sin Chew CECC HEINEKEN Cares Community Food Aid programme

Note: A comprehensive set of social data in compliance with Bursa Malaysia's sustainability reporting requirements can be referred to the Performance Data Table on pages 100 and 101.



ESG Review



RESPONSIBLE CONSUMPTION

We promote responsible consumption by empowering consumers to make informed choices. Our marketing practices align with social responsibility, emphasising moderation through clear messaging and initiatives that promote a balanced lifestyle.

Material Sustainability Matters

- 1 Product Safety, Quality and Hygiene
- 6 Responsible Marketing and Consumption

List of Ambition Areas

- Always a Choice
- Address Harmful Use
- Make Moderation Cool

Key Highlights



>10 %

of Heineken® media spend on promoting responsible consumption



Distributed over

RM140,000

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



ESG Review



ALWAYS A CHOICE

Our Ambition: We continue to innovate by offering a diverse range, including zero-alcohol options. We prioritise clear and transparent product information to empower consumers to make informed choices that align with their preferences and lifestyles.

Everyone should have the option of selecting the right beverage for the right occasion. Our zero-alcohol option, Heineken® 0.0 provides the refreshing fruity notes and soft malty body of beer without the effects of alcohol. This gives consumers a 'real alternative' which promotes moderate alcohol consumption and a more balanced lifestyle.

We are focused on providing clear information about our products, making them available on both brand and corporate websites. Information for consumers include Alcohol by Volume (ABV), calories, ingredients, allergens, nutrient information and harm reduction symbols. We are also working towards our goal of providing clear and transparent product information on 100% of our products.

Product Safety, Quality and Hygiene

In promoting the health and wellbeing of our consumers, we practise stringent adherence to hygiene and safety standards and closely monitor our operations throughout production processes. Our brewery was 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 and we have also been accredited with the ISO 9001:2015 certification, an international standard for quality management systems, since 2018.

Responsible Marketing Code

We uphold our dedication to promote responsible consumption through our Responsible Marketing Code (RMC). We review all marketing materials, including point-of-sale items, based on the following eight principles:



ESG Review

In FY2024, we reported zero incidents of non-compliance with the RMC in relation to our marketing communications. As the majority of our brands transitioned to the new labelling format in 2023, we have since reported zero instances of non-compliance with the HEINEKEN Global Labelling Policy.

Marketing Material Reviewing Process

1. External agency develops marketing material
2. Reviewed by Brand Team
3. Verified by Marketing Manager
4. Signed off by Head of Communications and Sustainability
5. Signed off by Senior Legal Manager
6. Signed off by Marketing Director

ADDRESS HARMFUL USE



Our Ambition: We aim to reduce harmful alcohol use by promoting responsible consumption, raising awareness and supporting initiatives that encourage moderation and informed choices among consumers.

Responsible Consumption

HEINEKEN Malaysia remains focused on tackling the harmful use of alcohol. We will continue to cultivate local partnerships to address alcohol harm including topics like the prevention of underage drinking, drink-driving and binge drinking.

We believe awareness is key to emphasise the importance of moderation and responsible consumption. In addition, by cultivating partnerships at the local level, we aim to promote responsible drinking practices, including preventing underage drinking and reducing drink-driving incidents, while discouraging excessive consumption.

Advocating Responsible Consumption

Since 2012, Heineken N.V. has endorsed the Beer, Wine and Spirits Producers' Commitments to Reduce Harmful Drinking. The ambitions are centred on five key goals designed to encourage responsible consumption, both within the organisation and among external stakeholders.

HEINEKEN Malaysia continues to prioritise responsible consumption and the reduction of harmful consumption behaviours through a range of ongoing initiatives. Over 5,000 Grab e-hailing promo codes were distributed at brand and corporate events in FY2024, encouraging responsible consumption. Beyond this, a year-end campaign promoting responsible consumption during the festive season saw over RM140,000 worth of Grab e-hailing promo codes being distributed to consumers. These efforts have positively impacted numerous communities towards raising awareness on responsible consumption practices.

Illicit Alcohol Trade

HEINEKEN Malaysia actively participates in efforts to eradicate illicit alcohol sales, collaborating closely with various ministries and agencies under Multi-Agency Task Force, spearheaded by the Ministry of Finance.

MAKE MODERATION COOL



Our Ambition: We dedicate 10% of our Heineken® media spend to impactful campaigns that promote responsible consumption, including "Enjoy Responsibly" and "When You Drive, Never Drink" initiatives, encouraging moderate and safe alcohol consumption.

We believe in promoting responsible consumption and annually allocate more than 10% of our Heineken® media budget to support impactful campaigns such as "When You Drive, Never Drink," launched in 2022 and "Low, Slow, No," "Boring Phone" and "Player 0.0," campaigns launched in 2024. This reporting year, we increased this allocation to RM1.5 million.

HEINEKEN Malaysia advocates for responsible alcohol consumption. Our employees are expected to exemplify this by adhering to our strict policy on responsible alcohol consumption. This policy emphasises the enjoyment of our products within the context of a balanced lifestyle. Effective communication ensures all employees understand their responsibilities and any breach of this policy may result in disciplinary action, including termination.



ESG Review

Our Progress Against BaBW 2030 Ambitions

Responsible Consumption



Ambition Areas	Our BaBW Global Ambitions	Our FY2024 Progress
Always a Choice	<ul style="list-style-type: none"> A zero-alcohol option for one strategic brand in the majority of our markets (accounting for 90% of our business) by 2025 Clear and transparent consumer information on 100% of our products by 2024 	<ul style="list-style-type: none"> Heineken® 0.0 has been available in Malaysia since 2019 100% fully compliant with the HEINEKEN Global Labelling Policy for all brands
Address Harmful Use	<ul style="list-style-type: none"> A partnership to address alcohol-related harm in 100% of markets every year 	<ul style="list-style-type: none"> Partnership with Grab Malaysia offering Grab e-hailing promo codes to promote responsible consumption
Make Moderation Cool	<ul style="list-style-type: none"> 10% of Heineken® media spend invested every year in responsible consumption campaigns, reaching 1 billion consumers 	<ul style="list-style-type: none"> More than 10% of Heineken® media spend invested in responsible consumption campaign

KEEP IT LOW. SLOW. NO.
FOR TRUE TOGETHERNESS

DRINKING IN MODERATION IS THE BEST WAY TO EXPERIENCE THE JOY OF TRUE TOGETHERNESS.

For more than 150 years, we have been bringing the world together over a beer. Brewing connections that ignite joy, create memories and fuel happiness. And as a company that brews the joy of true togetherness, we believe that drinking in moderation is the best way to experience that joy.

OUR MODERATION MANTRA

- LOW!** For moderate drinkers, strength matters. Think **low**. People should always have a choice to drink **low** or no alcohol beer.
- SLOW!** There's no place for binge drinking. Think **slow**.
- NO!** Alcohol is for adults of legal purchase age - if you're underage it's a **no**. When you drive, never drink. Don't drink while pregnant.

KEEP IT LOW. SLOW. NO. FOR TRUE TOGETHERNESS
HEINEKEN

HEINEKEN
GET RM10 OFF YOUR **Grab** RIDE

PROMO CODE
ENJOYRESPONSIBLY

Limited to 2x redemption per user.
*The offer is available from December 26, 2024 to January 5, 2025 (Friday, Saturday & Sunday only) or until codes run out.

LET TOGETHERNESS GLOW, ALWAYS THINK **LOW**.
FOR A FESTIVE FLOW, KEEP IT **SLOW**.
AND SOMETIMES IT'S A PLAIN **NO**.



ESG Review



STRATEGIC ADVOCACY

HEINEKEN Malaysia has been actively involved in strategic advocacy efforts centred on ESG principles and water stewardship across 10 prominent platforms in 2024. This involvement underscored our pursuit of sustainable business practices and responsible environmental management.

Among the key events are The Star ESG Summit 2024, the National Climate Governance Summit by Climate Governance Malaysia, and the UNGCMYB Leads FLOWS 2024 Symposium themed “Accelerating Impact for Water Resilience.” These events have been instrumental in raising awareness about water stewardship, responsible corporate governance and climate-conscious decision-making.

The forums provided valuable insights into how companies can better integrate ESG factors into their strategies. This helps them address global challenges such as climate change and resource management. Through these engagement sessions, HEINEKEN Malaysia has reinforced our dedication to creating long-term value not just for our stakeholders but also for the communities and environments in which we operate.



ESG Review

RECOGNITIONS

HEINEKEN Malaysia has been honoured with various distinguished awards across the beverage sector, acknowledging our resolve towards product excellence and sustainability. These accolades underscore our continuous efforts to embrace industry standards and drive progress in all aspects of our operations.



The Star Positive Impact Awards 2023

HEINEKEN Malaysia won gold in three categories: Water Management and Efficiency, Innovative Partnership and Waste Management.



Sustainability & CSR Malaysia Awards 2024

HEINEKEN Malaysia was recognised as Company of the Year (Manufacturing) for the seventh consecutive year.



HR Excellence Awards 2024

HEINEKEN Malaysia secured two Gold Awards for Excellence in Retention Strategy and Excellence in Total Rewards Strategy.



Malaysian Dutch Business Council Innovation & Sustainability Awards 2024

HEINEKEN Malaysia was honoured for Best Sustainable Built Environment, for its achievements under the Environment pillar of the BaBW strategy.

ESG Review



UN Global Compact Network Malaysia and Brunei Forward Faster Sustainability Awards 2024

HEINEKEN Malaysia triumphed in the Water Resilience category for our Water Balancing efforts and initiatives in promoting Healthy Watersheds at both the river behind our brewery and the Raja Musa Forest Reserve, a key water catchment area. We also received the SDG Reporting Disclosure Recognition, underscoring our resolve towards transparency and sustainability in reporting.



Employee Experience Awards 2024 Malaysia

HEINEKEN Malaysia was awarded Bronze in the Best Employee Wellness Strategy category, a testament to our pursuit of fostering a healthy and supportive workplace environment.



Asian Experience Awards 2024

Our e-Commerce platform, Drinkies, clinched two awards for Malaysia Service Experience - E-Commerce: For our Drinkies Star Bar and Malaysia Product Experience - E-Commerce: For our Draught Beer Party Package.

Great Place To Work®
Certified
 JUN 2024-JUN 2025
 MALAYSIA™

Great Place to Work Certification

HEINEKEN Malaysia received the Great Place to Work Certification, in recognition of our efforts in fostering an engaged workforce.

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Our Climate-related Disclosures

HEINEKEN Global's BaBW strategy prioritises climate action through proactive mitigation and adaptation. Recognising the impact of climate change on key ingredients such as barley, hops and water, we are enhancing supply chain sourcing, water stewardship and agricultural resilience. Our climate progress, tracked through transparent disclosures aligned with the IFRS standards, targets net zero emissions in production by 2030 and across our value chain by 2040.

Core Elements	Disclosures	Reference
Governance		
The Board's oversight of climate-related risks and opportunities.	<ul style="list-style-type: none"> ▪ The Board is responsible for providing oversight on the Group's sustainability strategy, including its long-term direction, sustainability strategy and overall strategic trajectory. ▪ As part of its governance and effectiveness assessment, the Board also provides strategic direction on sustainability and climate-related risks and opportunities. ▪ The Board provides oversight on the setting of targets related to climate-related risks and opportunities by approving the Group's Annual Sustainability Plan and related targets and policies for risk mitigation. ▪ The Board monitors progress towards BaBW 2030 goals and relevant climate-related targets quarterly. ▪ The Group's sustainability agenda is reviewed by the Board through the assessment of progress on climate-related initiatives and alignment with the BaBW ambition, while sustainability strategies and initiatives are guided by adherence to the Group's Sustainability Policy. 	<p>Sustainability Governance Structure (pages 50 to 51)</p> <p>Corporate Governance Overview Statement (pages 102 to 110)</p>
The Management's role in assessing and managing climate-related risks and opportunities.	<ul style="list-style-type: none"> ▪ The Management provides oversight of initiatives under the BaBW 2030 strategy, with a focus on environmental sustainability, using climate-related key performance indicators (KPIs). ▪ The Management is delegated to present periodic progress reports to the Board on efforts to address climate-related risks and opportunities. ▪ The Management is also responsible for monitoring functional area owners in executing initiatives under each BaBW pillar, ensuring alignment with the 2030 goals, particularly regarding climate-related risks and opportunities. ▪ The Management stays informed about climate-related risks and opportunities by assessing quarterly updates from the SC, guided by the Global BaBW strategy. ▪ The Management engages with stakeholders for feedback on climate concerns and conducts periodic materiality assessments to prioritise key climate-related issues impacting both the Group and our stakeholders. 	

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Core Elements	Disclosures	Reference
Strategy		
Identified climate-related risks and opportunities over the short, medium and long-term.	<p>HEINEKEN Malaysia aligns with HEINEKEN Global's climate strategy, which includes systematically evaluating climate-related risks and opportunities over different time horizons.</p> <p>Short-term (<1 year): Immediate environmental dependencies, impacts and risks requiring urgent action are reviewed quarterly by our Audit & Risk Management Committee, ensuring a prompt strategic response. Some risks are mitigated through short-term financial investments.</p> <p>Medium-term (1–5 years): We engage in strategic planning to address environmental risks that may arise, balancing immediate actions with long-term sustainability goals.</p> <p>Long-term (>5 years): We incorporate climate-related risks and opportunities into our long-term planning to enhance the resilience of assets and infrastructure, ensuring alignment with sustainability objectives.</p> <p>Detailed descriptions of the identified risks and opportunities are available in the Heineken N.V. Annual Report 2024 www.theheinekencompany.com</p>	<p>Risk Management (pages 61 to 63)</p> <p>Heineken N.V. Annual Report 2024 (pages 169 to 172)</p>
Impact of climate-related risks and opportunities on the Group's businesses, strategy and financial planning.	<p>HEINEKEN Malaysia's climate impact assessment aligns with the resilience analysis conducted by Heineken N.V.. Due to their continued relevance, the resilience analysis performed by Heineken N.V. in 2023 remains a key reference for HEINEKEN Malaysia.</p> <p>Detailed descriptions of the potential risk and impact are available in the Heineken N.V. Annual Report 2024 www.theheinekencompany.com</p>	
Resilience of the Group's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<p>Three key climate-related risks remain unchanged from the previous year due to their ongoing relevance.</p> <ol style="list-style-type: none"> 1. The impact of carbon pricing on the value chain and operations. 2. Water stress affecting operational resilience. 3. Barley yield losses due to changing climate conditions. <p>Heineken N.V. conducts scenario analysis to assess potential risks under different climate scenarios:</p> <ul style="list-style-type: none"> ▪ 1.5°C scenario: <ul style="list-style-type: none"> – Increased implementation of carbon pricing and stricter emissions trading schemes to drive decarbonisation. – Advancements in water management and regulatory restrictions contribute to efficient water use. – Technological innovations in agriculture impact yield stability. ▪ 3–4°C scenario: <ul style="list-style-type: none"> – Fragmented and inconsistent carbon pricing schemes. – Population growth and uneven development intensify global water stress. – Extreme weather events and warmer winters affect crop yields, increasing brewing costs. <p>Detailed analysis of these risks is available in the Heineken N.V. Annual Report 2024 www.theheinekencompany.com</p>	

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Core Elements	Disclosures	Reference
Risk Management		
Processes for identifying and assessing climate-related risks.	<p>HEINEKEN Malaysia's Risk Management Framework (RMF) plays a key role in the Group's operational structure.</p> <ul style="list-style-type: none"> To identify critical sustainability risks and opportunities, particularly in relation to the implications of climate change by utilising the Group's EverGreen strategy. We also evaluate the impact and likelihood of occurrence through these assessments. To undertake periodic evaluations by the Management to mitigate the risks identified and ensure strategic alignment. To conduct annual materiality reassessments aligning with the RMF, highlighting key issues such as climate change risks and ensuring they are addressed in the overall strategy. 	<p>Statement on Risk Management and Internal Control (pages 115 to 121)</p> <p>Risk Management (pages 61 to 63)</p> <p>Materiality Assessment (pages 56 to 57)</p>
Processes for managing climate-related risks.	The Group's risk management processes are centred around our BaBW strategy. A key focus is on increasing the use of renewable energy to reduce our carbon footprint. Additionally, the development of a Sustainability Policy provides a clear framework for the Group and stakeholders, guiding the integration of sustainability practices across operations.	<p>Net Zero Carbon: Climate Resilience and Energy Management (pages 65 to 69)</p> <p>Sustainability Policy (page 52)</p>
Integration of processes for identifying, assessing and managing climate-related risks into the overall risk management.	HEINEKEN Malaysia conducts an annual risk assessment to evaluate climate-related risks and ensure alignment with the overall RMF. During this process, the Management Team evaluates the adequacy and effectiveness of action plans to appropriately manage the identified climate-related risks.	Risk Management (pages 61 to 63)
Metrics and Targets		
Metrics used to assess climate-related risks and opportunities in line with climate strategy and risk management process.	We evaluate climate-related risks and opportunities in line with our BaBW 2030 goals and broader risk management approach. In line with our sustainability ambition, we have updated our carbon baseline year from 2018 to 2022 to enhance the accuracy of our carbon footprint measurement. Further to this, the quantification approach is applied to evaluate the climate-related risks as outlined in the Heineken N.V. Annual Report 2024.	<p>Our Progress Against BaBW 2030 Ambitions (page 77)</p> <p>Heineken N.V. Annual Report 2024 (page 171)</p>
Disclosure of Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions and the related risks.	The disclosure of our Scope 1 and Scope 2 GHG emissions for FY2024 is based on our 2022 baseline year. In compliance with the Bursa Malaysia's sustainability reporting requirements, we have continued to track and report on our Scope 3 emissions, specifically those related to employee commute and business travel.	Net Zero Carbon: Total GHG Emissions (pages 67 to 69)
Targets used to manage climate-related risks and opportunities and performance against targets.	We have set targets to achieve net zero carbon emissions in production (Scopes 1 and 2) by 2030 and across our entire value chain by 2040. To track our progress, we have established KPIs that align with our environmental sustainability goals. These KPIs monitor our ongoing environmental performance and provide insight into how we are advancing towards our targets.	Our Progress Against BaBW 2030 Ambitions (page 77)

Bursa Malaysia Sustainability Indicators

The table below contains the common and specific sustainability indicators required by Bursa Malaysia under their Enhanced Sustainability Guide (3rd edition), and it is presented in the prescribed format as shown in the Bursa Malaysia's Illustrative Sustainability Report.

GOVERNANCE

Indicator	Unit	FY2022	FY2023	FY2024
Corporate Governance and Anti-Corruption				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
▪ Non-Managerial	%	100	100	100
▪ Middle Management	%	100	100	100
▪ Senior Managers and Directors	%	100	100	100
Bursa C1(b) Percentage of operations assessed for corruption related risks	%	100	100	100
Bursa C1(c) Confirmed incidents of corruption and actions taken	Number	0	0	0
Data Privacy and Cybersecurity				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy or losses of customer data	Number	0	0	0

ENVIRONMENT

Indicator	Unit	FY2022	FY2023	FY2024
Climate Resilience and Energy Management				
Bursa C4(a) Total energy consumption	GJ	178,448	175,726	164,176
Bursa C11(a) Scope 1 emissions in tonnes of CO ₂ e	tCO ₂ e	7,810	6,375	5,743
Bursa C11(b) Scope 2 emissions in tonnes of CO ₂ e	tCO ₂ e	11,146	10,600	10,543
Scope 2 emissions reduction (through procured electricity from the GET programme)	tCO ₂ e	(9,736)	(10,600)	(10,543)
Bursa C11(c) Scope 3 emissions in tonnes of CO ₂ e (business travel and employee commuting)	tCO ₂ e	-	1,310	1,130
Waste and Effluent Management				
Bursa C10(a) Total waste generated	Metric tonnes	35,423	32,632	34,317
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	35,423	32,632	34,317
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	0	0	0
Bursa S8(a) Total volume of water (effluent) discharge over the reporting period	m ³	443,752	370,304	327,086
Water Stewardship				
Bursa C9(a) Total volume of water used	hl of water/hl of beer	3.45	3.42	3.06

Notes:

- FY2022's emissions expanded to include Scope 1 emissions from production and company-owned vehicles, in addition to Scope 2 emissions from production and office activities.
- Emissions for FY2023 and FY2024 encompass Scope 1 emissions from production and company-owned vehicles, Scope 2 emissions from production and office operation and the inclusion of Scope 3 emissions from business travel (both land and air).
- Total GHG emissions data presented in HEINEKEN Malaysia's Annual Report 2022 is only inclusive of Scopes 1 and 2 for production only.
- Three years of total GHG emissions data for all operations have been disclosed, applying the Operational Control consolidation method.

Bursa Malaysia Sustainability Indicators

SOCIAL

Indicator	Unit	FY2022	FY2023	FY2024
Employee Health, Safety and Wellbeing				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate (LTIR)	Rate	0	0.4	0.5
Bursa C5(c) Number of employees trained on health and safety standards	Number	-	519	526
Human Rights and Labour Standards				
Bursa C6(d) Number of substantiated complaints concerning human rights violation	Number	0	0	0
Human Capital Development				
Bursa C6(a) Total hours of training by employee category				
▪ Non-Manual	Hours	-	10,082	12,070
▪ Middle Management	Hours	-	8,262	7,491
▪ Senior Managers and Directors	Hours	-	1,264	1,432
Bursa C6(c) Total number of employee turnover by employee category				
▪ Non-Manual	Number	10	14	20
▪ Middle Management	Number	23	17	16
▪ Senior Managers and Directors	Number	3	1	2
Diversity				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Gender group by employee category				
▪ Non-Manual (Male)	%	80	78	79
▪ Non-Manual (Female)	%	20	22	21
▪ Middle Management (Male)	%	58	61	59
▪ Middle Management (Female)	%	42	39	41
▪ Senior Managers and Directors (Male)	%	56	57	61
▪ Senior Managers and Directors (Female)	%	44	43	39
Age group by employee category				
▪ Non-Manual (<30)	%	19	13	10
▪ Non-Manual (30-50)	%	65	71	74
▪ Non-Manual (>50)	%	16	16	16
▪ Middle Management (<30)	%	14	12	10
▪ Middle Management (30-50)	%	78	76	79
▪ Middle Management (>50)	%	8	12	11
▪ Senior Managers and Directors (<30)	%	0	0	0
▪ Senior Managers and Directors (30-50)	%	71	77	80
▪ Senior Managers and Directors (>50)	%	29	23	20
Bursa C3(b) Percentage of directors by gender and age				
▪ Male	%	57	57	57
▪ Female	%	43	43	43
▪ <50	%	0	14	28.5
▪ 50-60	%	57	57	43.0
▪ >60	%	43	29	28.5

Note:

- Senior Managers and Directors are exclusive of Board members.

Bursa Malaysia Sustainability Indicators

Indicator	Unit	FY2022	FY2023	FY2024
Bursa C6(b) Percentage of employees that are contractors or temporary staff				
▪ Permanent	%	93	97	97
▪ Contract	%	7	3	3
Supply Chain Management				
Bursa C7(a) Proportion of spending on local suppliers	%	59	67	80
Community Investment and Development				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	3.1 million	3 million	2.9 million
Bursa C2(b) Total number of beneficiaries of the investment in communities				
Tiger Sin Chew CECC	Number	8 institutions	8 institutions	9 institutions
HEINEKEN Cares	Number	14,500 individuals from 7 projects	5,000 individuals from 6 projects	1,000 individuals from 4 projects
W.A.T.E.R Project	Number	6,700 individuals	6,750 individuals	6,990 individuals

Note:

1. Other individuals under the ethnic demographics encompass the indigenous people of Sabah, Sarawak, Eurasians and foreign nationals.