

# Financial *Statements*

123	Directors' Report
127	Independent Auditors' Report
130	Statements of Profit or Loss and Other Comprehensive Income
131	Statements of Financial Position
132	Statements of Changes in Equity
133	Statements of Cash Flows
135	Notes to the Financial Statements
170	Statement by Directors
170	Declaration by the Officer Primarily Responsible for the Financial Management of the Company

# Directors' Report

The directors of **HEINEKEN MALAYSIA BERHAD** have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

## PRINCIPAL ACTIVITIES

The Company is principally engaged in the production, packaging, marketing and distribution of beverages, primarily alcoholic, whilst the principal activities of the subsidiaries are as stated in Note 13 to the financial statements.

## RESULTS OF OPERATIONS

The results of operations of the Group and of the Company for the financial year are as follows:

	Group RM'000	Company RM'000
<b>Profit for the year attributable to:</b>		
Owners of the Company	466,749	481,539

In the opinion of the directors, the results of operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

## DIVIDENDS

Since the end of the previous financial year, the amount of dividends paid or proposed by the Company are in respect of the following:

- (i) A final ordinary dividend of 88 sen per stock unit under the single tier tax system totalling RM265,846,240 in respect of the financial year ended 31 December 2023 on 25 July 2024; and
- (ii) An interim ordinary dividend of 40 sen per stock unit under the single tier tax system totalling RM120,839,200 in respect of the financial year ended 31 December 2024 on 30 October 2024.

The directors now recommend the declaration of a final ordinary dividend of 115 sen per stock unit under the single tier system totalling RM347,412,700 in respect of the financial year ended 31 December 2024 which if approved by the owners of the Company will be payable on 23 July 2025.

## RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than those disclosed in the financial statements.

## ISSUE OF SHARES AND DEBENTURES

The Company has not issued any new shares or debentures during the financial year.

## SHARE OPTIONS

No options have been granted by the Company to any parties during the financial year to take up unissued shares of the Company.

No shares have been issued during the financial year by virtue of the exercise of any option to take up unissued shares of the Company. As at the end of the financial year, there were no unissued shares of the Company under options.

## Directors' Report

### OTHER STATUTORY INFORMATION

Before the financial statements of the Group and of the Company were prepared, the directors took reasonable steps:

- (a) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts, and had satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and
- (b) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company had been written down to an amount which the current assets might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances:

- (a) which would render the amount written off as bad debts or the amount of allowance for doubtful debts in the financial statements of the Company inadequate to any substantial extent; or
- (b) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or
- (c) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate; or
- (d) not otherwise dealt with in this report or financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

At the date of this report, there does not exist:

- (a) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liability of any other person; and
- (b) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

No contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the directors, will or may substantially affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

In the opinion of the directors, no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of operations of the Group and of the Company for the succeeding financial year.

### DIRECTORS

The directors of the Company in office during the financial year and during the period from the end of the financial year to the date of this report are:

Dato' Sri Idris Jala  
Choo Tay Sian, Kenneth  
Seng Yi-Ying  
Lau Nai Pek  
Chua Carmen  
Erin Sakinah Atan  
Martijn Rene van Keulen (Appointed on 1 July 2024)  
Roland Bala (Resigned on 1 July 2024)

## Directors' Report

### DIRECTORS (CONTINUED)

The directors of the subsidiaries of the Company in office during the financial year and during the period from the end of the financial year to the date of this report are:

Renuka A/P V. Indrarajah  
 Christiaan Johannes Folkerts  
 Martijn Rene van Keulen (Appointed on 1 July 2024)  
 Roland Bala (Resigned on 1 July 2024)  
 Dato' Dominic Joseph Puthucheary (Resigned on 30 November 2024)

### DIRECTORS' INTERESTS

None of the directors in office at the end of the financial year held shares or had beneficial interest in the ordinary stock units/shares of the Company or its related corporation during or at the beginning and end of the year.

### DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the directors of the Company has received or become entitled to receive any benefit (other than the benefit included in the aggregate amount of emoluments received or due and receivable by directors as disclosed below) by reason of a contract made by the Company or a related corporation with the director or with a firm of which he is a member, or with a company in which he has a substantial financial interest.

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Directors:				
Fees	738	598	732	592
Remuneration	3,632	5,583	3,632	5,583
Share-based payment	685	939	685	939
Meeting attendance allowance	55	63	55	63
Estimated monetary value of benefits-in-kind otherwise than in cash	766	428	766	428
	5,876	7,611	5,870	7,605

During and at the end of the financial year, no arrangement subsisted to which the Company was a party whereby directors of the Company might acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

### INDEMNITY AND INSURANCE FOR DIRECTORS, OFFICERS AND AUDITORS

The Company maintains a directors and officers liability insurance for the purposes of Section 289 of the Companies Act, 2016, throughout the year, which provides appropriate insurance cover for the directors and officers of the Group. The amount of insurance premium paid during the financial year amounted to RM47,846.

No indemnity was given to or insurance effected for auditors of the Company and of the Group during the financial year.

## Directors' Report

### HOLDING CORPORATIONS

The directors regard GAPL Pte. Ltd. ("GAPL") and Heineken Asia Pacific Pte. Ltd. ("HAPPL"), both corporations incorporated in the Republic of Singapore, as the immediate and intermediate holding corporations.

HAPPL is owned by Heineken N.V., a corporation incorporated in the Netherlands, which in turn is the ultimate holding corporation of the Company.

### AUDITORS' REMUNERATION

The amount paid/payable as remuneration of the auditors for the financial year ended 31 December is as below:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Statutory audit fees	245	236	155	149
Other services	40	40	40	40

### AUDITORS

The auditors, Deloitte PLT, have expressed that they do not seek re-appointment at the forthcoming annual general meeting.

Signed on behalf of the Board of Directors  
in accordance with a resolution of the directors,

---

DATO' SRI IDRIS JALA

---

MARTIJN RENE VAN KEULEN

Petaling Jaya, Selangor  
11 March 2025

# Independent Auditors' Report

To the Members of Heineken Malaysia Berhad (Incorporated in Malaysia)

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### OPINION

We have audited the financial statements of **HEINEKEN MALAYSIA BERHAD**, which comprise the statements of financial position of the Group and of the Company as at 31 December 2024, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 130 to 169.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, and of their financial performance and their cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 2016 in Malaysia.

### BASIS FOR OPINION

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Independence and Other Ethical Responsibilities*

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

### KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

### *Revenue recognition - Accruals for promotional allowances and volume rebates*

Accounting for promotional allowances and volume rebates impacts the amounts of revenue recognised during the year. The revenue accounting policies are disclosed in Note 3 to the financial statements. Management judgement is required to estimate the value of promotional allowances and volume rebates. This estimate is considered to be a key audit matter relevant to our audit of the financial statements.

### Our audit response

Our audit procedures included, amongst others, evaluating controls relating to management's process for determining the value of promotional allowances and volume rebates. In addition, we performed substantive testing and analytical procedures to test the accuracy and completeness of the underlying calculation of the accruals. These procedures included challenging the appropriateness of management's assumptions and estimates, and agreeing input data, including volume sold, pricing and allowance data to the underlying agreements entered into with customers. We also compared the actual promotional discounts and rebates incurred against the accrual made in the prior year.

We have determined that there are no key audit matters in the audit of the separate financial statements of the Company to communicate in our auditors' report.

# Independent Auditors' Report

To the Members of Heineken Malaysia Berhad (Incorporated in Malaysia)

## INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITORS' REPORT THEREON

The directors of the Company are responsible for the other information. The other information comprises the Chairman's Statement, Five-Year Financial Indicators, Analysis of Group Revenue, Management Discussion and Analysis, Statement on Risk Management and Internal Control, Properties owned by the Group and Directors' Report (but does not include the financial statements of the Group and of the Company and our auditors' report thereon) which we obtained prior to the date of this auditors' report and the Analysis of Stockholdings, Corporate Governance Overview Statement, Audit and Risk Management Committee Report, Statement on Risk Management and Internal Control which are expected to be made available to us after that date.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the other information that are expected to be made available to us after the date of this auditors' report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

## RESPONSIBILITIES OF THE DIRECTORS FOR THE FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

## AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.

# Independent Auditors' Report

To the Members of Heineken Malaysia Berhad (Incorporated in Malaysia)

## AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act, 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are as disclosed in Note 13 to the financial statements.

## OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act, 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

**DELOITTE PLT (LLP0010145-LCA)**  
**Chartered Accountants (AF 0080)**

**TEOH CHEAP CHEE**  
**Partner - 03472/11/2025 J**  
**Chartered Accountant**

Kuala Lumpur  
11 March 2025



# Statements of Profit or Loss and Other Comprehensive Income

for the Year Ended 31 December 2024

	Note	Group		Company	
		2024	2023	2024	2023
		RM'000	RM'000	RM'000	RM'000
Revenue		2,796,791	2,637,741	1,667,265	1,478,397
Cost of sales		(1,851,951)	(1,758,969)	(1,616,611)	(1,442,365)
<b>Gross profit</b>		<b>944,840</b>	<b>878,772</b>	<b>50,654</b>	<b>36,032</b>
Other operating income		9,145	11,391	6,581	3,697
Distribution, marketing and selling expenses		(245,793)	(263,951)	(1,062)	(898)
Administrative expenses		(110,660)	(106,084)	(27,910)	(28,785)
Other operating expenses		(1,801)	(1,817)	(1,758)	(1,735)
Dividend income		-	-	441,564	370,344
<b>Results from operating activities</b>		<b>595,731</b>	<b>518,311</b>	<b>468,069</b>	<b>378,655</b>
Finance income	5	1,180	1,154	1,134	1,111
Finance costs	6	(12,608)	(8,585)	(7,376)	(8,185)
<b>Net finance costs</b>		<b>(11,428)</b>	<b>(7,431)</b>	<b>(6,242)</b>	<b>(7,074)</b>
<b>Profit before tax</b>	7	<b>584,303</b>	<b>510,880</b>	<b>461,827</b>	<b>371,581</b>
Income tax (expense)/credit	8	(117,554)	(124,080)	19,712	(28)
<b>Profit/Total comprehensive income for the year attributable to:</b>					
Owners of the Company		466,749	386,800	481,539	371,553
<b>Basic/Diluted earnings per ordinary stock unit (sen)</b>	9	<b>154.5</b>	<b>128.0</b>		

The accompanying Notes form an integral part of the Financial Statements.

# Statements of Financial Position

as at 31 December 2024

	Note	Group		Company	
		2024	2023	2024	2023
		RM'000	RM'000	RM'000	RM'000
<b>Non-current Assets</b>					
Property, plant and equipment	10	582,071	576,464	549,770	544,959
Intangible assets	11	18,360	20,357	16,690	18,083
Right-of-use assets	12	20,041	18,848	11,603	11,665
Investment in subsidiaries	13	-	-	14,344	14,344
Deferred tax assets	14	1,441	1,742	-	-
Other receivables and prepaid expenses	15	1,095	2,663	55	31
<b>Total Non-current Assets</b>		<b>623,008</b>	<b>620,074</b>	<b>592,462</b>	<b>589,082</b>
<b>Current Assets</b>					
Inventories	16	152,098	120,564	69,923	80,309
Current tax assets		22,071	29,912	22,071	22,383
Receivables, deposits and prepaid expenses	15	450,525	433,561	10,009	7,938
Cash and bank balances		32,486	43,318	20,733	38,376
<b>Total Current Assets</b>		<b>657,180</b>	<b>627,355</b>	<b>122,736</b>	<b>149,006</b>
<b>Total Assets</b>		<b>1,280,188</b>	<b>1,247,429</b>	<b>715,198</b>	<b>738,088</b>
<b>Equity</b>					
Share capital	17	151,049	151,049	151,049	151,049
Reserves		388,289	307,623	246,371	151,103
<b>Total Equity Attributable To Owners of The Company</b>		<b>539,338</b>	<b>458,672</b>	<b>397,420</b>	<b>302,152</b>
<b>Non-current Liabilities</b>					
Lease liabilities	19	5,850	5,021	535	530
Deferred tax liabilities	14	15,124	34,567	15,124	35,149
<b>Total Non-current Liabilities</b>		<b>20,974</b>	<b>39,588</b>	<b>15,659</b>	<b>35,679</b>
<b>Current Liabilities</b>					
Borrowings	18	80,000	135,000	80,000	135,000
Trade and other payables	20	632,817	610,263	220,892	264,177
Provision for restructuring	21	-	-	-	-
Lease liabilities	19	4,476	3,906	1,227	1,080
Current tax liabilities		2,583	-	-	-
<b>Total Current Liabilities</b>		<b>719,876</b>	<b>749,169</b>	<b>302,119</b>	<b>400,257</b>
<b>Total Liabilities</b>		<b>740,850</b>	<b>788,757</b>	<b>317,778</b>	<b>435,936</b>
<b>Total Equity and Liabilities</b>		<b>1,280,188</b>	<b>1,247,429</b>	<b>715,198</b>	<b>738,088</b>

The accompanying Notes form an integral part of the Financial Statements.

# Statements of Changes in Equity

for the Year Ended 31 December 2024

	Note	Share capital RM'000	Capital reserve RM'000	Distributable -Retained earnings RM'000	Total RM'000
<b>Group</b>					
<b>As at 1 January 2023</b>		151,049	647	336,757	488,453
Total comprehensive income for the year		-	-	386,800	386,800
Credit to equity for equity-settled share-based payments		-	314	-	314
Dividends	22	-	-	(416,895)	(416,895)
<b>As at 31 December 2023/1 January 2024</b>		<b>151,049</b>	<b>961</b>	<b>306,662</b>	<b>458,672</b>
Total comprehensive income for the year		-	-	466,749	466,749
Credit to equity for equity-settled share-based payments		-	602	-	602
Dividends	22	-	-	(386,685)	(386,685)
<b>As at 31 December 2024</b>		<b>151,049</b>	<b>1,563</b>	<b>386,726</b>	<b>539,338</b>
<b>Company</b>					
<b>As at 1 January 2023</b>		151,049	585	195,685	347,319
Total comprehensive income for the year		-	-	371,553	371,553
Credit to equity for equity-settle share-based payments		-	175	-	175
Dividends	22	-	-	(416,895)	(416,895)
<b>As at 31 December 2023/1 January 2024</b>		<b>151,049</b>	<b>760</b>	<b>150,343</b>	<b>302,152</b>
Total comprehensive income for the year		-	-	481,539	481,539
Credit to equity for equity-settle share-based payments		-	414	-	414
Dividends	22	-	-	(386,685)	(386,685)
<b>As at 31 December 2024</b>		<b>151,049</b>	<b>1,174</b>	<b>245,197</b>	<b>397,420</b>

The accompanying Notes form an integral part of the Financial Statements.

# Statements of Cash Flows

for the Year Ended 31 December 2024

	Note	Group		Company	
		2024	2023	2024	2023
		RM'000	RM'000	RM'000	RM'000
<b>CASH FLOWS FROM/(USED IN) OPERATING ACTIVITIES</b>					
Profit before tax		<b>584,303</b>	510,880	<b>461,827</b>	371,581
Adjustments for:					
Depreciation of property, plant and equipment	10	<b>80,267</b>	65,343	<b>68,927</b>	54,203
Amortisation of prepaid contractual promotion expenses		<b>5,197</b>	6,959	-	-
Amortisation of intangible assets	11	<b>6,078</b>	5,689	<b>5,474</b>	5,085
Inventories written off/(back)		<b>822</b>	8,180	<b>(442)</b>	3,052
Depreciation of right-of-use assets	12	<b>4,989</b>	3,980	<b>1,677</b>	1,670
Finance costs	6	<b>12,608</b>	8,585	<b>7,376</b>	8,185
Property, plant and equipment written off	10	<b>269</b>	817	<b>259</b>	816
Net unrealised loss on foreign exchange		<b>180</b>	19	<b>190</b>	3
Gain on disposal of right-of-use assets		<b>(7)</b>	-	-	-
Gain on disposal of property, plant and equipment		<b>(131)</b>	(254)	-	(107)
Reversal of provision for restructuring	21	-	(288)	-	(288)
Finance income	5	<b>(1,180)</b>	(1,154)	<b>(1,134)</b>	(1,111)
Dividend income from a subsidiary		-	-	<b>(441,564)</b>	(370,344)
Operating Profit Before Working Capital Changes		<b>693,395</b>	608,756	<b>102,590</b>	72,745
Movement in working capital:					
(Increase)/Decrease in:					
Receivables, deposits and prepaid expenses		<b>(20,593)</b>	159,741	<b>(2,095)</b>	158,053
Inventories		<b>(32,356)</b>	61,940	<b>10,828</b>	(2,735)
Increase/(Decrease) in:					
Trade and other payables		<b>11,048</b>	(86,569)	<b>(54,988)</b>	(15,142)
Cash Generated From Operations		<b>651,494</b>	743,868	<b>56,335</b>	212,921
Income tax paid		<b>(126,271)</b>	(151,182)	-	(4,782)
Interest paid		<b>(12,608)</b>	(8,585)	<b>(7,376)</b>	(8,185)
Net Cash From Operating Activities		<b>512,615</b>	584,101	<b>48,959</b>	199,954

## Statements of Cash Flows

for the Year Ended 31 December 2024

	Note	Group		Company	
		2024	2023	2024	2023
		RM'000	RM'000	RM'000	RM'000
<b>CASH FLOWS FROM/(USED IN) INVESTING ACTIVITIES</b>					
Acquisition of property, plant and equipment	10	(74,247)	(133,581)	(62,070)	(123,444)
Acquisition of intangible assets	11	(4,081)	(5,516)	(4,081)	(5,516)
Interest received		1,180	1,154	1,134	1,111
Proceeds from disposal of property, plant and equipment		162	260	-	107
Dividend received		-	-	441,564	370,344
Net Cash (Used In)/From Investing Activities		(76,986)	(137,683)	376,547	242,602
<b>CASH FLOWS USED IN FINANCING ACTIVITIES</b>					
Dividends paid	22	(386,685)	(416,895)	(386,685)	(416,895)
Repayment of revolving credit and trade financing - net		(55,000)	(35,000)	(55,000)	(35,000)
Repayment of lease liabilities	29	(4,776)	(3,759)	(1,464)	(1,432)
Net Cash Used In Financing Activities		(446,461)	(455,654)	(443,149)	(453,327)
<b>NET DECREASE IN CASH AND BANK BALANCES</b>		(10,832)	(9,236)	(17,643)	(10,771)
<b>CASH AND BANK BALANCES AT BEGINNING OF YEAR</b>		43,318	52,554	38,376	49,147
<b>CASH AND BANK BALANCES AT END OF YEAR</b>		32,486	43,318	20,733	38,376

The accompanying Notes form an integral part of the Financial Statements.

# Notes to the Financial Statements

## 1. GENERAL INFORMATION

Heineken Malaysia Berhad is a public limited liability company, incorporated and domiciled in Malaysia and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The Company is principally engaged in the production, packaging, marketing and distribution of beverages, primarily alcoholic, whilst the principal activities of the subsidiaries are as stated in Note 13.

The registered office and principal place of business of the Company is located at Sungei Way Brewery, Lot 1135, Batu 9, Jalan Klang Lama, 46000 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

The financial statements of the Group and of the Company have been authorised by the Board of Directors for issuance on 11 March 2025.

## 2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

The financial statements of the Group and of the Company have been prepared in accordance with the Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards ("IFRSs") and the requirements of the Companies Act, 2016 in Malaysia.

### Application of Amendments to MFRS

In the current financial year, the Group and the Company adopted all Amendments to MFRSs issued by the Malaysian Accounting Standards Board ("MASB") and effective for an annual financial period beginning on or after 1 January 2024:

Amendments to MFRS 16	<i>Lease Liability in a Sale and Leaseback</i>
Amendments to MFRS 101	<i>Classification of Liabilities as Current or Non-current</i>
Amendments to MFRS 101	<i>Non-current Liabilities with Covenants</i>
Amendments to MFRS 7 and MFRS 107	<i>Supplier Finance Arrangement</i>

The adoption of the above amendments to MFRSs did not result in significant changes in the accounting policies of the Group and of the Company and has no significant effect on the financial performance or position of the Group and of the Company.

### New Standards and Amendments to MFRSs in issue but not yet effective

At the date of authorisation for issue of these financial statements, the new standards and amendments to MFRSs which were in issue but not yet effective and not early adopted by the Group and the Company are as listed below:

MFRS 18	<i>Presentation and Disclosure in Financial Statements<sup>3</sup></i>
MFRS 19	<i>Subsidiaries without Public Accountability: Disclosures<sup>3</sup></i>
Amendments to 121	<i>Lack of Exchangeability<sup>1</sup></i>
Amendments to MFRS 9 and MFRS 7	<i>Amendments to the Classification and Measurement of Financial Instruments<sup>2</sup></i>
Amendments to MFRS 10 and MFRS 128	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture<sup>4</sup></i>

Annual improvements to MFRS Accounting Standards - Volume 11<sup>2</sup>

<sup>1</sup> Effective for annual periods beginning on or after 1 January 2025, with earlier application permitted.

<sup>2</sup> Effective for annual periods beginning on or after 1 January 2026, with earlier application permitted.

<sup>3</sup> Effective for annual periods beginning on or after 1 January 2027, with earlier application permitted.

<sup>4</sup> Effective date deferred to a date to be determined and announced by MASB, with earlier application permitted.

The directors anticipate that the abovementioned Standards and Amendments will be adopted in the annual financial statements of the Group and of the Company when they become effective and that the adoption of these Standards and Amendments will have no material impact on the financial statements of the Group and of the Company in the period of initial application.

## Notes to the Financial Statements

### 3. MATERIAL ACCOUNTING POLICIES

#### Statement of Compliance

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 2016 in Malaysia.

#### Basis of Accounting

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as disclosed in the summary of material accounting policies. Historical cost is generally based on the fair value of the consideration given in exchange for assets.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group and the Company take into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for leasing transactions that are within the scope of MFRS 16 and measurements that have some similarities to fair value but are not fair value, such as net realisable value in MFRS 102 or value-in-use in MFRS 136.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

The principal accounting policies are set out below:

#### Basis of Consolidation and Subsidiaries

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company (its subsidiaries). Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company. Total comprehensive income of subsidiary is attributed to the owners of the Company.

All intra-group assets and liabilities, equity income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

## Notes to the Financial Statements

### 3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

#### Basis of Consolidation and Subsidiaries (continued)

##### Subsidiaries

Investment in subsidiaries, which are eliminated on consolidation, are stated at cost less any accumulated impairment losses, if any, in the Company's financial statements.

##### **Revenue Recognition**

Revenue is recognised when or as a performance obligation in the contract with customer is satisfied, i.e. when the "control" of the goods or services underlying the particular performance obligation is transferred to the customer. A performance obligation is a promise to transfer a distinct goods or services (or a series of distinct goods or services that are substantially the same and that have the same pattern of transfer) to the customer that is explicitly stated in the contract and implied in the Group's and the Company's customary business practices.

Revenue is measured at the amount of consideration to which the Group and the Company expect to be entitled in exchange for transferring the promised goods or services to the customers, excluding amounts collected on behalf of third parties such as sales taxes or goods and services taxes. If the amount of consideration varies due to discounts, rebates, refunds, credits, incentives, penalties or other similar items, the Group and the Company estimate the amount of consideration to which it will be entitled based on the expected value or the most likely outcome. If the contract with customer contains more than one performance obligation, the amount of consideration is allocated to each performance obligation based on the relative stand-alone selling prices of the goods or services promised in the contract.

The revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

The control of the promised goods or services may be transferred over time or at a point in time. The control over the goods or services is transferred over time and revenue is recognised over time if:

- the customer simultaneously receives and consumes the benefits provided by the Group's and the Company's performance as the Group and the Company perform;
- the Group's and the Company's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
- the Group's and the Company's performance does not create an asset with an alternative use and the Group and the Company have an enforceable right to payment for performance completed to date.

Revenue for performance obligation that is not satisfied over time is recognised at a point in time at which the customer obtains control of the promised goods or services.

#### (i) **Sales of Goods**

Revenue is generated by the sale and delivery of products to customers. Revenue is measured based on the consideration specified in a contract with a customer. The products are mostly own-produced finished goods from the Group's brewing activities, but also contain purchased goods from related companies for resale to customers. The Group and the Company recognise revenue at a point in time when they transfer control over a product or service to a customer and satisfy their performance obligation to a customer. Where applicable, rebates and discounts to customers are accounted as net of revenue according to contract. The revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

#### (ii) **Dividend Income**

Dividend income is recognised in profit or loss on the date that the Company's rights to receive payment is established.



## Notes to the Financial Statements

### 3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

#### Income Tax

Income tax on the profit or loss for the year comprises current and deferred tax.

Current tax is the expected amount of income taxes payable in respect of the taxable profit for the year and is measured using the tax rates that have been enacted or substantively enacted at the reporting date.

Deferred tax is provided for, using the “liability” method, on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts in the financial statements. In principle, deferred tax liabilities are recognised for all taxable temporary differences and deferred tax assets are recognised for all deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences, unused tax losses and unused tax credits can be utilised. Deferred tax is not recognised if the temporary difference arises from the initial recognition of an asset or liability in a transaction that affects neither the accounting profit nor taxable profit.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is measured at the tax rates that are expected to apply in the period when the asset is realised or the liability settled, based on tax rates that have been enacted or substantively enacted by the end of the reporting date. Deferred tax is recognised in profit or loss except when it arises from a transaction which is recognised directly in equity, in which case the deferred tax is also charged or credited directly in equity.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority the Group and the Company intend to settle its current tax assets and liabilities on a net basis.

#### Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation and any impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future benefits associated with the item will flow to the Group and the Company and the cost can be measured reliably. The carrying amount of the replaced part is derecognised. All other repair and maintenance costs are charged to profit or loss in the year in which they are incurred.

Returnable bottles and kegs in circulation are recorded within property, plant and equipment and a corresponding liability is recorded in respect of the obligation to repay the customers' deposits. Deposits paid by customers for returnable items are reflected in the consolidated statement of financial position within current liabilities.

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date that they are available for use. Freehold land is not depreciated. Capital work-in-progress are not depreciated until the assets are ready for their intended use.

The following annual rates based on the estimated useful lives of the various assets:

Buildings	50 years
Plant and machinery	13 - 20 years
Movable plant	2 - 10 years

Where significant parts of an item of property, plant and equipment have different useful lives, the cost of the item is allocated on a reasonable basis between the parts and each part is depreciated separately.

At each reporting date, the residual values, useful lives and depreciation method of property, plant and equipment are reviewed, and the effects of any change in estimates are recognised prospectively.

## Notes to the Financial Statements

### 3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

#### Property, Plant and Equipment (continued)

Gain or loss arising from the disposal of an asset is determined as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in profit or loss.

#### Inventories

Inventories are stated at the lower of cost and net realisable value.

The cost of inventories is calculated using weighted average method, and includes cost of raw materials, duties where applicable, and other expenses incurred in acquiring inventories and bringing them to their existing location and condition. For finished goods and work-in-progress, cost also includes direct labour and an appropriate proportion of production overheads based on normal operating capacity.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated cost of completion and the estimated cost necessary to make the sale.

#### Financial Instruments

Financial assets and financial liabilities are recognised in the Group's statements of financial position when the Group becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

#### Financial Assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

#### *Classification of financial assets*

Debt instruments that meet the following conditions are measured subsequently at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

#### *Amortisation cost and effective interest method*

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

## Notes to the Financial Statements

### 3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

#### Financial Assets (continued)

##### *Amortisation cost and effective interest method (continued)*

For financial assets other than purchased or originated credit-impaired financial assets (i.e. assets that are credit-impaired on initial recognition), the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. The gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost. For financial assets other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset. If, in subsequent reporting periods, the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset.

For purchased or originated credit-impaired financial assets, the Group recognises interest income by applying the credit-adjusted effective interest rate to the amortised cost of the financial asset from initial recognition. The calculation does not revert to the gross basis even if the credit risk of the financial asset subsequently improves so that the financial asset is no longer credit-impaired.

Interest income is recognised in profit or loss.

##### *Impairment of financial assets*

The Group and the company apply the simplified approach to measure expected credit losses ("ECL") on trade receivables measured at amortised cost and trade intercompany balances. This entails recognising a lifetime expected loss allowance for all trade receivables. Loss rates are determined based on grouping of receivables sharing the same credit risk characteristics and past due days.

Management assesses the ECL for portfolios of trade receivables based on customer segments, historical information on payment patterns, terms of payment, concentration maturity, and information about the general economic situation in the countries.

No significant changes to estimation techniques or assumptions were made during the reporting period.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportable forward-looking information.

A significant increase in credit risk is presumed if a debtor is more than 180 days past due in making a contractual payment which is based on past payment trends. Credit risk on trade receivables can be reduced through bank guarantees.

For other receivables and non-trade intercompany balances, the Group and the Company apply 3-stage approach to measure ECL which reflect their credit risk and how the loss allowance is determined. The Group and the Company assessed the intercompany receivables as performing category with a low risk of default and a strong capacity to meet contractual cash flows. The basis of measuring ECL are based on 12 months ECL.

## Notes to the Financial Statements

### 3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

#### Financial Assets (continued)

##### *Impairment of financial assets (continued)*

Groupings of instruments for ECL measured on collective basis

##### (i) Collective assessment

- To measure ECL, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

##### (ii) Individual assessment

- Trade receivables that are in default or credit impaired are assessed individually.

##### *Derecognition of financial assets*

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

#### Financial Liabilities

##### *Financial liabilities*

All financial liabilities are measured subsequently at amortised cost using the effective interest method or at FVTPL.

However, financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, and financial guarantee contracts issued by the Group, are measured in accordance with the specific accounting policies set out below.

##### *Financial liabilities measured subsequently at amortised cost*

Financial liabilities that are not (i) contingent consideration of an acquirer in a business combination, (ii) held-for-trading, or (iii) designated as at FVTPL, are measured subsequently at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

##### *Foreign exchange gains and losses*

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments. These foreign exchange gains and losses are recognised in profit or loss for financial liabilities that are not part of a designated hedging relationship. For those which are designated as a hedging instrument for a hedge of foreign currency risk foreign exchange gains and losses are recognised in other comprehensive income and accumulated in a separate component of equity.

## Notes to the Financial Statements

### 3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

#### Financial Liabilities (continued)

##### *Foreign exchange gains and losses (continued)*

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of the reporting period. For financial liabilities that are measured as at FVTPL, the foreign exchange component forms part of the fair value gains or losses and is recognised in profit or loss for financial liabilities that are not part of a designated hedging relationship.

#### Contingent Liabilities

A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in the extremely rare case where there is a liability that cannot be recognised because it cannot be measured reliably.

#### Statements of Cash Flows

The Group and the Company adopt the indirect method in the preparation of the statements of cash flows.

### 4. CRITICAL JUDGEMENTS AND ESTIMATION UNCERTAINTY

#### (i) Critical judgements in applying the Group's and the Company's accounting policies

In the process of applying the Group's and the Company's accounting policies, which are described in Note 3 above, management is of the opinion that there are no instances of application of judgement which are expected to have a significant effect on the amounts recognised in the financial statements.

#### (ii) Key sources of estimation uncertainty

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities of the Group and of the Company within the next financial year except as discussed below.

##### Accruals for promotional discounts and volume rebates

Significant management judgment is required relative to the consideration of the Group's ability to estimate the promotional allowances and volume rebates, which impact revenue recognition. In making the estimates, the Group refers to the terms agreed with the customers and relies on the historical and current sales information to determine the accruals for promotional discounts and rebates as at the end of the reporting period.

##### Recognition of deferred tax assets

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences and unused tax credits can be utilised. This involves judgement regarding the future financial performance of the Group in which the deferred tax assets have been recognised.

##### Allowance for obsolete and slow moving inventories

The Group and the Company review the inventory age listing on a periodic basis. This review involves comparison of the carrying value of the aged inventory items with the respective net realisable value. The purpose is to ascertain whether an allowance is required to be made in the financial statements for any obsolete and slow moving items. In addition, the Group and the Company conduct physical counts on inventories on a periodic basis in order to determine whether an allowance is required to be made.

## Notes to the Financial Statements

### 4. CRITICAL JUDGEMENTS AND ESTIMATION UNCERTAINTY (CONTINUED)

#### (ii) Key sources of estimation uncertainty (continued)

##### Returnable packaging deposits

The Group collects deposits from customers on returnable packaging materials such as bottles, kegs, crates and cylinders. Management estimates the returnable packaging materials being circulated in the market and the expected return from customers. The estimate is based on circulation time and losses of returnable packaging materials in the market.

##### Contingent liabilities

Contingent liabilities are recognised when a possible obligation pending on whether some uncertain future events occurs, or a present obligation but payment is not probable or the amount cannot be measured reliably. Significant management estimate is required to determine likelihood of the obligations to be realised by the Group.

### 5. FINANCE INCOME

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Interest income received from deposits placed with licensed banks	1,180	1,154	1,134	1,111

### 6. FINANCE COSTS

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Interest expenses of financial liabilities that are not at fair value through profit or loss:				
Revolving credit and trade financing	7,283	8,086	7,283	8,086
Factoring	4,773	160	-	-
Lease liabilities	552	339	93	99
Recognised in profit or loss	12,608	8,585	7,376	8,185

## Notes to the Financial Statements

### 7. PROFIT BEFORE TAX

Profit before tax is arrived at after the following:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
<b>After charging:</b>				
Personnel expenses (including key management personnel):				
Wages, salaries and others	108,360	100,802	35,898	33,151
Contributions to state plans	16,834	15,106	5,119	4,479
Depreciation of property, plant and equipment (Note 10)	80,267	65,343	68,927	54,203
Amortisation of prepaid contractual promotion expenses	5,197	6,959	-	-
Amortisation of intangible assets (Note 11)	6,078	5,689	5,474	5,085
Inventories written off	822	8,180	-	3,052
Depreciation of right-of-use assets (Note 12)	4,989	3,980	1,677	1,670
Rental expense on buildings	6,401	7,483	528	802
Property, plant and equipment written off	269	817	259	816
Hire of equipment	1,570	2,700	852	1,012
Net unrealised loss on foreign exchange	180	19	190	3
Auditors' remuneration:				
Statutory audit	245	236	155	149
Other services	40	40	40	40
<b>And after crediting:</b>				
Dividend income from unquoted subsidiary	-	-	441,564	370,344
Net realised gain on foreign exchange	4,421	1,451	4,221	1,510
Reversal of provision for restructuring (Note 21)	-	288	-	288
Gain on disposal of property, plant and equipment	131	254	-	107
Gain on disposal of right-of-use assets	7	-	-	-
Inventories written back	-	-	442	-

## Notes to the Financial Statements

### 8. INCOME TAX EXPENSE/(CREDIT)

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Estimated tax payable:				
Current year	136,859	122,867	273	231
(Over)/Under provision in prior years	(163)	449	40	150
	136,696	123,316	313	381
Deferred tax (Note 14):				
Current year	(18,965)	1,115	(19,772)	686
Overprovision in prior years	(177)	(351)	(253)	(1,039)
	(19,142)	764	(20,025)	(353)
	117,554	124,080	(19,712)	28

A reconciliation of income tax expense applicable to profit before tax at the applicable statutory income tax rate to the income tax expense at the effective income tax rate of the Group and of the Company is as follows:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Profit before tax	584,303	510,880	461,827	371,581
Tax at statutory tax rate of 24% (2023: 24%)	140,233	122,611	110,838	89,179
Tax effects of:				
Expenses not deductible for tax purposes	2,643	1,618	620	903
Recognition of deferred tax arising from reinvestment allowances	(24,982)	(247)	(24,982)	(247)
(Over)/Under provision in prior years:				
Current tax	(163)	449	40	150
Deferred tax	(177)	(351)	(253)	(1,039)
Tax exempt dividend	-	-	(105,975)	(88,918)
	117,554	124,080	(19,712)	28



## Notes to the Financial Statements

### 9. EARNINGS PER ORDINARY STOCK UNIT

#### Basic earnings per ordinary stock unit

The calculation of basic earnings per ordinary stock unit at 31 December 2024 was based on the profit attributable to the holders of ordinary stock units of RM466,749,000 (2023: RM386,800,000) and the number of ordinary stock units outstanding of 302,098,000 (2023: 302,098,000).

	Group	
	2024	2023
Issued ordinary stock unit ('000)	302,098	302,098
Basic earnings per ordinary stock unit (sen)	154.5	128.0

There were no diluted earnings per ordinary stock unit for the Group as at 31 December 2024.

### 10. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land RM'000	Buildings RM'000	Plant and machinery RM'000	Movable plant RM'000	Capital work-in- progress RM'000	Total RM'000
<b>Cost</b>						
At 1 January 2023	4,037	106,796	498,531	376,942	155,663	1,141,969
Additions	-	149	4,282	51,331	81,559	137,321
Write offs	-	(35)	(10,115)	(18,251)	-	(28,401)
Disposals	-	-	(84)	(2,723)	-	(2,807)
Reclassifications	-	739	111,046	5,366	(117,151)	-
At 31 December 2023/ 1 January 2024	4,037	107,649	603,660	412,665	120,071	1,248,082
Additions	-	1,031	7,039	30,729	47,375	86,174
Write offs	-	(112)	(3,357)	(15,816)	-	(19,285)
Disposals	-	-	-	(1,687)	-	(1,687)
Reclassifications	-	2,765	137,623	16,640	(157,028)	-
At 31 December 2024	4,037	111,333	744,965	442,531	10,418	1,313,284

## Notes to the Financial Statements

### 10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group	Freehold land RM'000	Buildings RM'000	Plant and machinery RM'000	Movable plant RM'000	Capital work-in- progress RM'000	Total RM'000
<b>Accumulated Depreciation</b>						
At 1 January 2023	-	67,828	331,206	237,626	-	636,660
Charge for the year	-	2,746	20,704	41,893	-	65,343
Write offs	-	(35)	(9,863)	(17,686)	-	(27,584)
Disposals	-	-	(84)	(2,717)	-	(2,801)
At 31 December 2023/ 1 January 2024	-	70,539	341,963	259,116	-	671,618
Charge for the year	-	2,555	25,975	51,737	-	80,267
Write offs	-	(57)	(3,347)	(15,612)	-	(19,016)
Disposals	-	-	-	(1,656)	-	(1,656)
At 31 December 2024	-	73,037	364,591	293,585	-	731,213
<b>Carrying amounts</b>						
At 31 December 2024	4,037	38,296	380,374	148,946	10,418	582,071
At 31 December 2023	4,037	37,110	261,697	153,549	120,071	576,464
<b>Cost</b>						
At 1 January 2023		98,385	498,531	283,885	155,149	1,035,950
Additions		149	4,282	48,767	73,986	127,184
Write offs		(35)	(10,115)	(17,208)	-	(27,358)
Disposals		-	(84)	(1,441)	-	(1,525)
Reclassifications		482	111,046	3,046	(114,574)	-
At 31 December 2023/1 January 2024		98,981	603,660	317,049	114,561	1,134,251
Additions		1,027	7,039	23,764	42,167	73,997
Write offs		(112)	(3,357)	(14,024)	-	(17,493)
Reclassifications		2,765	137,623	6,917	(147,305)	-
At 31 December 2024		102,661	744,965	333,706	9,423	1,190,755

## Notes to the Financial Statements

### 10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Company	Buildings RM'000	Plant and machinery RM'000	Movable plant RM'000	Capital work-in- progress RM'000	Total RM'000
<b>Accumulated Depreciation</b>					
At 1 January 2023	60,542	331,206	171,408	-	563,156
Charge for the year	2,208	20,704	31,291	-	54,203
Write offs	(35)	(9,863)	(16,644)	-	(26,542)
Disposals	-	(84)	(1,441)	-	(1,525)
At 31 December 2023/ 1 January 2024	62,715	341,963	184,614	-	589,292
Charge for the year	1,986	25,975	40,966	-	68,927
Write offs	(57)	(3,347)	(13,830)	-	(17,234)
At 31 December 2024	64,644	364,591	211,750	-	640,985
<b>Carrying amounts</b>					
At 31 December 2024	38,017	380,374	121,956	9,423	549,770
At 31 December 2023	36,266	261,697	132,435	114,561	544,959

During the financial year, the Group and the Company acquired property, plant and equipment as follows:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Cash payments	74,247	133,581	62,070	123,444
Other payables	11,927	3,740	11,927	3,740
Total additions	86,174	137,321	73,997	127,184

### 11. INTANGIBLE ASSETS

Group	Computer software RM'000	Capital work-in- progress RM'000	Total RM'000
<b>Cost</b>			
At 1 January 2023	100,678	5,930	106,608
Additions	55	5,461	5,516
Write offs	(2,392)	-	(2,392)
Reclassifications	9,242	(9,242)	-
At 31 December 2023/1 January 2024	107,583	2,149	109,732
Additions	153	3,928	4,081
Write offs	(1,283)	-	(1,283)
Reclassifications	5,893	(5,893)	-
At 31 December 2024	112,346	184	112,530

## Notes to the Financial Statements

### 11. INTANGIBLE ASSETS (CONTINUED)

Group	Computer software RM'000	Capital work-in-progress RM'000	Total RM'000
<b>Amortisation</b>			
At 1 January 2023	86,078	-	86,078
Amortisation for the year	5,689	-	5,689
Write offs	(2,392)	-	(2,392)
At 31 December 2023/1 January 2024	89,375	-	89,375
Amortisation for the year	6,078	-	6,078
Write offs	(1,283)	-	(1,283)
At 31 December 2024	94,170	-	94,170
<b>Carrying Amounts</b>			
At 31 December 2024	18,176	184	18,360
At 31 December 2023	18,208	2,149	20,357
<b>Company</b>			
<b>Cost</b>			
At 1 January 2023	97,433	5,931	103,364
Additions	55	5,461	5,516
Write offs	(2,392)	-	(2,392)
Reclassifications	9,242	(9,242)	-
At 31 December 2023/1 January 2024	104,338	2,150	106,488
Additions	153	3,928	4,081
Write offs	(1,283)	-	(1,283)
Reclassifications	5,893	(5,893)	-
At 31 December 2024	109,101	185	109,286
<b>Amortisation</b>			
At 1 January 2023	85,712	-	85,712
Amortisation for the year	5,085	-	5,085
Write offs	(2,392)	-	(2,392)
At 31 December 2023/1 January 2024	88,405	-	88,405
Amortisation for the year	5,474	-	5,474
Write offs	(1,283)	-	(1,283)
At 31 December 2024	92,596	-	92,596
<b>Carrying Amounts</b>			
At 31 December 2024	16,505	185	16,690
At 31 December 2023	15,933	2,150	18,083

## Notes to the Financial Statements

### 12. RIGHT-OF-USE ASSETS

Group	Long term leasehold land RM'000	Building RM'000	Motor vehicles RM'000	Total RM'000
<b>Cost</b>				
At 1 January 2023	11,426	5,529	10,451	27,406
Additions	-	1,461	5,276	6,737
Disposals	-	(2,964)	(115)	(3,079)
At 31 December 2023/1 January 2024	11,426	4,026	15,612	31,064
Additions	-	1,384	4,877	6,261
Disposals	-	-	(1,983)	(1,983)
At 31 December 2024	11,426	5,410	18,506	35,342
<b>Accumulated Depreciation</b>				
At 1 January 2023	1,020	4,899	5,396	11,315
Depreciation for the year	255	1,126	2,599	3,980
Disposals	-	(2,964)	(115)	(3,079)
At 31 December 2023/1 January 2024	1,275	3,061	7,880	12,216
Depreciation for the year	255	1,073	3,661	4,989
Disposals	-	-	(1,904)	(1,904)
At 31 December 2024	1,530	4,134	9,637	15,301
<b>Carrying Amounts</b>				
At 31 December 2024	9,896	1,276	8,869	20,041
At 31 December 2023	10,151	965	7,732	18,848
<b>Company</b>				
<b>Cost</b>				
At 1 January 2023	11,426	2,179	4,997	18,602
Additions	-	59	145	204
Disposals	-	(2,238)	-	(2,238)
At 31 December 2023/1 January 2024	11,426	-	5,142	16,568
Additions	-	686	953	1,639
Disposals	-	-	(999)	(999)
At 31 December 2024	11,426	686	5,096	17,208

## Notes to the Financial Statements

### 12. RIGHT-OF-USE ASSETS (CONTINUED)

Company	Long term leasehold land RM'000	Building RM'000	Motor vehicles RM'000	Total RM'000
<b>Accumulated Depreciation</b>				
At 1 January 2023	1,020	2,029	2,422	5,471
Depreciation for the year	255	209	1,206	1,670
Disposals	-	(2,238)	-	(2,238)
At 31 December 2023/1 January 2024	1,275	-	3,628	4,903
Depreciation for the year	255	237	1,185	1,677
Disposals	-	-	(975)	(975)
At 31 December 2024	1,530	237	3,838	5,605
<b>Carrying Amounts</b>				
At 31 December 2024	9,896	449	1,258	11,603
At 31 December 2023	10,151	-	1,514	11,665

### 13. INVESTMENT IN SUBSIDIARIES

	Company	
	2024	2023
	RM'000	RM'000
Unquoted shares, at cost	14,344	14,344

Details of the subsidiaries are as follows:

Name of entity	Country of incorporation	Proportion of ownership interest and voting power		Principal activities
		2024 %	2023 %	
Heineken Marketing Malaysia Sdn. Bhd.	Malaysia	100	100	Marketing and distribution of beverages primarily alcoholic in Malaysia
Ramaha Corporation (M) Sdn. Bhd.*	Malaysia	100	100	Property holding and land development
Heineken East Malaysia Sdn. Bhd.*	Malaysia	100	100	Dormant

\* Elected to be exempted from audit under Practice Directive No.3/2017 issued by the Companies Commission of Malaysia.

## Notes to the Financial Statements

### 14. DEFERRED TAX ASSETS/(LIABILITIES)

The deferred tax amounts, determined after appropriate offsetting, are as follows:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Deferred tax assets	1,441	1,742	-	-
Deferred tax liabilities	(15,124)	(34,567)	(15,124)	(35,149)
	(13,683)	(32,825)	(15,124)	(35,149)
<b>Assets</b>				
Inventories	1,988	2,338	789	1,335
Receivables, deposits and prepaid expenses	377	491	-	-
Trade and other payables	3,209	3,382	3,065	2,429
Unused reinvestment allowances	29,515	4,533	29,515	4,533
Unused capital allowances	16,902	10,547	16,902	10,547
Lease liabilities	2,479	2,142	423	386
Tax assets	54,470	23,433	50,694	19,230
Set off of tax	(53,029)	(21,691)	(50,694)	(19,230)
	1,441	1,742	-	-
<b>Liabilities</b>				
Property, plant and equipment	(65,718)	(54,169)	(65,408)	(54,014)
Right-of-use assets	(2,435)	(2,089)	(410)	(365)
Tax liabilities	(68,153)	(56,258)	(65,818)	(54,379)
Set off of tax	53,029	21,691	50,694	19,230
	(15,124)	(34,567)	(15,124)	(35,149)
<b>Net</b>				
Property, plant and equipment	(65,718)	(54,169)	(65,408)	(54,014)
Inventories	1,988	2,338	789	1,335
Receivables, deposits and prepaid expenses	377	491	-	-
Trade and other payables	3,209	3,382	3,065	2,429
Unused reinvestment allowances	29,515	4,533	29,515	4,533
Unused capital allowances	16,902	10,547	16,902	10,547
Right-of-use assets and lease liabilities	44	53	13	21
Tax liabilities	(13,683)	(32,825)	(15,124)	(35,149)

## Notes to the Financial Statements

### 14. DEFERRED TAX ASSETS/(LIABILITIES) (CONTINUED)

Movement in temporary differences during the year:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
At beginning of year	(32,825)	(32,061)	(35,149)	(35,502)
Recognised in profit or loss (Note 8):				
Property, plant and equipment	(11,549)	(10,629)	(11,394)	(10,578)
Inventories	(350)	(656)	(546)	549
Receivables, deposits and prepaid expenses	(114)	1	-	-
Trade and other payables	(173)	(986)	636	(1,132)
Unused reinvestment allowances	24,982	965	24,982	965
Unused capital allowances	6,355	10,547	6,355	10,547
Right-of-use assets and lease liabilities	(9)	(6)	(8)	2
	19,142	(764)	20,025	353
At end of year	(13,683)	(32,825)	(15,124)	(35,149)

### 15. RECEIVABLES, DEPOSITS AND PREPAID EXPENSES

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
<b>Non-current</b>				
Other receivables	162	55	55	31
Prepaid expenses	933	2,608	-	-
	1,095	2,663	55	31
<b>Current</b>				
<b>Trade</b>				
Trade receivables	438,622	424,351	-	-
Less: Impairment losses [Note 28.4(a)]	(1,573)	(2,041)	-	-
	437,049	422,310	-	-
Amount due from related parties	17	-	17	-
	437,066	422,310	17	-
<b>Non-trade</b>				
Amount due from intermediate holding corporation	860	5	783	-
Amount due from ultimate holding corporation	54	-	-	-
Amount due from related parties	1,450	633	885	214
Amount due from a subsidiary	-	-	4,043	4,043
Deposits	4,257	4,009	2,900	2,821
Other receivables	813	1,119	574	536
Prepaid expenses	6,025	5,485	807	324
	13,459	11,251	9,992	7,938
	450,525	433,561	10,009	7,938



## Notes to the Financial Statements

### 15. RECEIVABLES, DEPOSITS AND PREPAID EXPENSES (CONTINUED)

#### (a) Trade receivables

Included in trade receivables is a portfolio of receivables which are subject to factoring arrangement. Under this arrangement, the Group will transfer the relevant trade receivables to a bank in exchange for cash with no recourse to the Group subsequent to the transfer.

#### (b) Amounts due from related parties, intermediate holding corporation, ultimate holding corporation and subsidiaries

The non-trade amounts due from ultimate holding corporation, intermediate holding corporation, related parties and a subsidiary are unsecured, interest-free and repayable on demand.

#### (c) Other receivables

Included in other receivables are staff loans of the Group and of the Company amounting to RM210,000 (2023: RM95,000) and RM73,000 (2023: RM50,000) respectively of which RM162,000 (2023: RM55,000) and RM55,000 (2023: RM31,000) are repayable after the next 12 months for the Group and the Company respectively.

#### (d) Prepaid expenses

Included in prepayments of the Group are upfront payments for contracts with on-trade retailers of RM6,150,945 (2023: RM7,769,235) of which RM932,661 (2023: RM2,608,448) are to be amortised over a period of more than 12 months but not exceeding 36 months. The upfront payments are made to the on-trade retailers to carry out promotional activities over the period specified in the contract. The amount is amortised to profit or loss based on actual volumes sold by the on-trade retailers as stipulated in the contract.

### 16. INVENTORIES

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Raw materials	24,416	35,712	24,416	35,712
Work-in-progress	11,174	12,975	11,174	12,975
Finished goods	84,758	47,730	9,796	13,127
Packaging materials	12,887	10,684	12,887	10,684
Engineering stores and spares	18,863	13,463	11,650	7,811
	152,098	120,564	69,923	80,309
Recognised in profit or loss:				
Inventories recognised as cost of sales	1,575,697	1,507,363	1,457,246	1,302,552

The Group has written off inventories of RM822,000 (2023: RM8,180,000). The Company has written back provision made for inventories of RM442,000 (2023: Written off of RM3,052,000). In prior year, the inventories written off arose mainly from global delay in sea freight shipment on imported brands.

## Notes to the Financial Statements

### 17. SHARE CAPITAL

	Group and Company			
	Number of shares		Amount	
	2024 (‘000)	2023 (‘000)	2024 RM’000	2023 RM’000
<b>Issued and fully paid up shares with no par value classified as equity instrument:</b>				
Ordinary stock units	302,098	302,098	151,049	151,049

The holders of ordinary stock units are entitled to receive dividends as declared from time to time, and are entitled to one vote per ordinary stock unit at meetings of the Company.

### 18. BORROWINGS

	Group and Company	
	2024 RM’000	2023 RM’000
<b>Current</b>		
Revolving credit and trade financing (unsecured)	80,000	135,000

Revolving credit and trade financing as at 31 December 2024 consist of the following:

	Tenure (weeks)	Interest rate (per annum)	Maturity date	Nominal value (RM’000)
Revolving credit	8	3.63%	24 January 2025	30,000
Revolving credit	4	3.56%	31 January 2025	50,000

Revolving credit and trade financing as at 31 December 2023 consist of the following:

	Tenure (weeks)	Interest rate (per annum)	Maturity date	Nominal value (RM’000)
Revolving credit	4	3.54%	4 January 2024	45,000
Trade financing	9	3.80%	5 February 2024	90,000

The principal and interest are repayable in full upon maturity.

## Notes to the Financial Statements

### 19. LEASE LIABILITIES

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Non-current	5,850	5,021	535	530
Current	4,476	3,906	1,227	1,080
	10,326	8,927	1,762	1,610
Minimum lease payments:				
Not later than 1 year	5,020	4,328	1,298	1,127
Later than 1 year but not later than 5 years	6,290	5,537	558	538
	11,310	9,865	1,856	1,665
Less: Unexpired finance charges	(984)	(938)	(94)	(55)
	10,326	8,927	1,762	1,610
Present value of lease liabilities:				
Not later than 1 year	4,476	3,906	1,227	1,080
Later than 1 year but not later than 5 years	5,850	5,021	535	530
	10,326	8,927	1,762	1,610

The Group and the Company discounted the lease liabilities by using the Group's and the Company's incremental borrowing rates of 3.42% - 7.49% (2023: 3.42% - 6.97%).

During the year, the Group and the Company recognised RM7,970,802 (2023: RM10,183,206) and RM1,380,906 (2023: RM1,813,589) respectively of short-term leases and leases of low value assets on a straight-line basis as expenses.

### 20. TRADE AND OTHER PAYABLES

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
<b>Trade</b>				
Amount due to intermediate holding corporation	12,465	9,817	286	619
Amount due to related parties	12,056	20,265	8,096	16,356
Trade payables	173,911	175,583	92,632	114,259
	198,432	205,665	101,014	131,234
<b>Non-trades</b>				
Amount due to intermediate holding corporation	-	213	-	213
Amount due to related parties	5,680	5,176	5,680	5,176
Amount due to a subsidiary	-	-	34,523	36,887
Returnable packaging deposits	33,323	31,674	770	355
Other payables	51,345	56,941	47,442	52,918
Derivative financial liabilities	1	-	1	-
Accrued expenses	344,036	310,594	31,462	37,394
	434,385	404,598	119,878	132,943
	632,817	610,263	220,892	264,177

## Notes to the Financial Statements

### 20. TRADE AND OTHER PAYABLES (CONTINUED)

(a) **Amount due to related parties, intermediate holding corporation and a subsidiary**

The trade amount due to related parties and intermediate holding corporation are subject to normal trade terms.

The non-trade amounts due to related parties, intermediate holding corporation and a subsidiary are unsecured, interest-free and repayable on demand.

(b) **Trade payables**

Trade payables are non-interest bearing and the normal trade credit terms granted to the Group and the Company range from 90 to 150 days (2023: 90 to 150 days).

(c) **Other payables**

Included in others payables are amount due to suppliers for acquisition of property, plant, and equipment, sales tax payable and payroll.

(d) **Accrued expenses**

Included in accrued expenses of the Group are accruals for promotional expenses of RM274,279,000 (2023: RM246,686,000).

(e) **Derivative financial liabilities**

The Group's and the Company's derivatives comprise solely foreign exchange forward contracts inceptioned to hedge its currency exposures arising from short term borrowings in United States Dollar ("USD"). In the previous financial year, foreign exchange forward contracts were entered into with licensed banks. The foreign exchange forward contracts generally had a maturity period between 1 to 2 months.

Details of the Group's and of the Company's derivative financial instruments are outlined below:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Fair value of remeasured foreign forward exchange contracts	1	-	1	-

### 21. PROVISION FOR RESTRUCTURING

On 28 October 2020, Heineken N.V., the ultimate holding corporation, announced a review of the effectiveness and efficiency of the organisations at Head Office, regional offices and each of its local operations as a part of its strategic review. Subsequently on 16 December 2020, the Group and the Company announced the restructuring exercise to the employees.

The provision relates to redundancy costs incurred. The Group and the Company have completed the restructuring exercise in the financial year 2023.

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
At beginning of year	-	288	-	288
Reversal of provision	-	(288)	-	(288)
At end of year	-	-	-	-

## Notes to the Financial Statements

### 22. DIVIDENDS

Dividends recognised by the Group and the Company are:

	Sen per stock unit	Total amount RM'000	Date of payment
<b>31 December 2024</b>			
Interim 2024 ordinary	40	120,839	30 October 2024
Final 2023 ordinary	88	265,846	25 July 2024
Total amount		<u>386,685</u>	
<b>31 December 2023</b>			
Interim 2023 ordinary	40	120,839	10 November 2023
Final 2022 ordinary	98	296,056	20 July 2023
Total amount		<u>416,895</u>	

The directors now recommend the declaration of a final ordinary dividend of 115 sen per stock unit under the single tier tax system totalling RM347,412,700 in respect of the financial year ended 31 December 2024 which, if approved by the owners of the Company, will be payable on 23 July 2025.

### 23. KEY MANAGEMENT PERSONNEL COMPENSATION

The key management personnel of the Group and of the Company include the directors of the Company and subsidiaries and certain members of senior management of the Group and the Company. Their compensation are as follows:

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
Directors:				
Fees	738	598	732	592
Remuneration	3,632	5,583	3,632	5,583
Share-based payment	685	939	685	939
Meeting attendance allowance	55	63	55	63
Estimated monetary value of benefits-in-kind otherwise than in cash	766	428	766	428
	<u>5,876</u>	<u>7,611</u>	<u>5,870</u>	<u>7,605</u>
Other key management personnel:				
Short term employee benefits	9,483	10,173	6,854	6,492
Share-based payment	600	801	448	602
	<u>15,959</u>	<u>18,585</u>	<u>13,172</u>	<u>14,699</u>

Other key management personnel comprise persons other than the directors of Group entities, having authority and responsibility for planning, directing and controlling the activities of the Group entities either directly or indirectly.

## Notes to the Financial Statements

### 24. OPERATING SEGMENTS

The Group's business is focussed only in malt liquor brewing including production, packaging, marketing and distribution of its products, principally in Malaysia. In the current financial year, less than 1% of the total sales is exported, mainly to Asian countries. As such, only one reportable segment analysis is prepared. The Managing Director of the Company (the chief operating decision maker) reviews internal management reports at least on a monthly basis.

Performance is measured based on segment profit, as included in the internal management reports that are reviewed by the Managing Director of the Company. Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of the segments relative to other entities that operate within this industry.

#### Segment assets and liabilities

Segment assets and liabilities information is neither included in the internal management reports nor provided regularly to the Managing Director of the Company. Hence, no disclosure is made on segment assets and liabilities.

#### Segment capital expenditure

Segment capital expenditure is the total costs incurred during the financial year to acquire property, plant and equipment, right-of-use assets and intangible assets.

	Group	
	2024	2023
	RM'000	RM'000
Total additions to property, plant and equipment, right-of-use assets and intangible assets	96,516	149,574
<b>Segment profit</b>		
<i>Included in the measure of segment profits are:</i>		
Revenue from external customers	2,796,791	2,637,741
Depreciation and amortisation	(91,334)	(75,012)
<i>Not included in the measure of segment profit but provided to the Managing Director of the Company:</i>		
Net finance costs	(11,428)	(7,431)

Reconciliation of reportable segment revenue, profit and other material items.

	Group	
	2024	2023
	RM'000	RM'000
<b>Net finance costs</b>		
Finance income	1,180	1,154
Finance costs	(12,608)	(8,585)
Consolidated net finance costs	(11,428)	(7,431)

No reconciliation is performed for reportable segment profit, revenue, depreciation and amortisation to consolidated figures as there are no differences.

## Notes to the Financial Statements

### 25. CAPITAL COMMITMENTS

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
<b>Capital expenditure commitments</b>				
Property, plant and equipment:				
Authorised and contracted for within one year	10,208	20,445	8,357	20,324

### 26. CONTINGENT LIABILITY – UNSECURED

- (i) On 13 April 2021, the Company and its wholly-owned subsidiary, Heineken Marketing Malaysia Sdn. Bhd (“Companies”), had received a Writ of Summons dated 2 April 2021 and Statement of Claim dated 29 March 2021 filed by Thirteen Wings Sdn Bhd, Ashwin Kumar Kandiah (trading under Sivam Kandiah Enterprise, Ashwin Kandiah Enterprise and Skan Ventures), Astrike Sdn Bhd, Axcend Sdn Bhd, Turbo Booze Sdn Bhd and Hops Sdn Bhd (“Plaintiffs”) under Kuala Lumpur High Court Civil Suit No. WA-22NCVC-221-04/2021 (“Suit”) in respect of a dispute regarding the purchase and supply of the Company’s products. The Plaintiffs are claiming among others that the Companies had failed to honour an alleged contract and are seeking for, among others, specific performance of an alleged contract, in the alternative, damages for breach of contract in the liquidated sum of RM26,520,000; and various consequential orders and declarations relating to various contract terms. The Companies had disputed the claims and filed their defence accordingly on 20 May 2021.
- (ii) On 6 December 2021, the Companies received another Writ of Summons and Statement of Claim filed by the Plaintiffs under Kuala Lumpur High Court Civil Suit No. WA-22NCVC-781-12/2021 (“Claim”). The Claim is related to the Suit filed in April 2021 as they arose from the same series of transactions, dealings and disputes between the Plaintiffs and the Companies. The Plaintiffs claimed that the Companies have breached the contract between the Plaintiffs and Heineken Marketing Malaysia Sdn Bhd relating to the company’s products (“Contract”) and they are claiming, among others, the liquidated sum of RM58,225,545. As the Claim and the Suit are inter-related, the Plaintiffs have pleaded that they will be applying to have the Claim and the Suit consolidated and/or heard together.

The directors are of the opinion that they have a strong defence against the Suit, which is frivolous and vexatious and the Claim, which is unwarranted, premature and vexatious. Correspondingly, the Companies had on 10 January 2022 filed their defence and counterclaim against the Plaintiffs in respect of Plaintiffs’ breaches of the Contract and are claiming, among others, a sum of RM36,984,914. The trial for the first suit and the second suit commenced on 19 November 2024 and continued on 6 March 2025. The next hearing is scheduled for 13 March 2025, 19 August 2025 and 20 August 2025.

### 27. RELATED PARTIES

#### Identity of related parties

For the purposes of these financial statements, parties are considered to be related to the Group if the Group or the Company has the ability, directly or indirectly, to control or jointly control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include all the directors of the Group, and certain members of senior management of the Group.

The Group has related party relationships with its holding corporations, related corporations, subsidiaries and key management personnel.

The directors regard GAPL Pte. Ltd. (“GAPL”) and Heineken Asia Pacific Pte. Ltd. (“HAPPL”), both corporations incorporated in the Republic of Singapore, as the immediate and intermediate holding corporations.

## Notes to the Financial Statements

### 27. RELATED PARTIES (CONTINUED)

#### Identity of related parties (continued)

HAPPL is owned by Heineken N.V., a corporation incorporated in the Netherlands, which in turn is the ultimate holding corporation of the Company.

#### Significant related party transactions

Significant related party transactions of the Group and the Company other than those disclosed elsewhere in the financial statements are shown below. The balances related to the below transactions are shown in Notes 15 and 20.

	Group		Company	
	2024	2023	2024	2023
	RM'000	RM'000	RM'000	RM'000
<b>Intermediate holding corporation</b>				
<i>Heineken Asia Pacific Pte. Ltd.</i>				
Royalties paid and payable	(44,747)	(39,963)	-	-
<b>Subsidiary</b>				
<i>Heineken Marketing Malaysia Sdn. Bhd.</i>				
Dividend income	-	-	441,564	370,344
Sale of products	-	-	1,663,651	1,478,352
Management service fee received and receivable	-	-	55,787	50,533
<b>Related corporations</b>				
<i>Related corporations of Heineken N.V.</i>				
Sales of products	3,613	44	3,613	44
Purchase of goods	(27,478)	(28,099)	(27,478)	(28,099)
Royalties paid and payable	(14,146)	(13,059)	-	-
Marketing and technical fees paid and payable	(38,143)	(39,119)	(35,207)	(36,084)

### 28. FINANCIAL INSTRUMENTS AND CAPITAL RISK MANAGEMENT

The Group's objectives when managing capital is to maintain a strong capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board of Directors monitors the return on capital, which the Group defines as results from operating activities divided by total equity attributable to owners of the Company. The Board of Directors also monitors the level of dividends to owners of the Company.

The Group monitors and maintains a balanced level of total equity to ensure the Group has adequate capital to support its future development and the payment of dividends to owners of the Company. There was no change in the Group's approach to capital management during the financial year.

Under the requirements of Bursa Malaysia Practice Note 17, the Company is required to maintain a consolidated shareholders' equity equal to or not less than 25 percent of the share capital and such shareholders' equity is not less than RM40 million. The Company has complied with this requirement.



## Notes to the Financial Statements

### 28. FINANCIAL INSTRUMENTS AND CAPITAL RISK MANAGEMENT (CONTINUED)

#### 28.1 Material Accounting Policies

Details of the material accounting policies and methods adopted (including the criteria for recognition, the basis of measurement and the bases for recognition of income and expenses) for each class of financial asset, financial liability and equity instrument are disclosed in Note 3.

#### 28.2 Categories of Financial Instruments

Group	2024 RM'000	2023 RM'000
<b>Financial assets</b>		
At amortised cost:		
Receivables and deposits	444,662	428,131
Cash and bank balances	32,486	43,318
<b>Financial liabilities</b>		
At fair value:		
Trade and other payables - derivative financial liabilities	1	-
At amortised cost:		
Trade and other payables - others	632,817	610,263
Borrowings	80,000	135,000
Lease liabilities	10,326	8,927
	2024	2023
<b>Company</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Financial assets</b>		
At amortised cost:		
Receivables and deposits	9,257	7,645
Cash and bank balances	20,733	38,376
<b>Financial liabilities</b>		
At fair value:		
Trade and other payables - derivative financial liabilities	1	-
At amortised cost:		
Trade and other payables - others	220,892	264,177
Borrowings	80,000	135,000
Lease liabilities	1,762	1,610

#### 28.3 Financial Risk Management

The Group has exposure to the following risks from its use of financial instruments:

- Credit risk
- Market risk
- Liquidity risk

## Notes to the Financial Statements

### 28. FINANCIAL INSTRUMENTS AND CAPITAL RISK MANAGEMENT (CONTINUED)

#### 28.4 Credit Risk

Credit risk is the risk of a financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its trade receivables. The Company's exposure to credit risk arises principally from trade amount subsidiaries and advances to subsidiaries.

##### (a) Receivables

###### *Risk management objectives, policies and processes for managing the risk*

Management has credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on all customers requiring credit over a certain amount. The Group requires collateral to be pledged by most of its customers to cover a percentage of the credit limit granted to them.

The Group has factoring arrangement in place and will transfer the relevant trade receivables to a bank in exchange for cash with no recourse to the Group subsequent to the transfer.

New customers are subject to the credit evaluation process and existing customers' risk profiles are reviewed regularly with a view to setting appropriate terms of trade and credit limits. Where appropriate, further transactions are suspended and legal actions are taken to attempt recoveries and mitigate losses. Financial guarantees from certain customers may be obtained.

###### *Exposure to credit risk, credit quality and collateral*

As at the end of the reporting period, the maximum exposure to credit risk from receivables is represented by the carrying amounts in the statement of financial position.

The Group has taken reasonable steps to ensure that receivables that are neither past due nor impaired are stated at their realisable values. Due to the nature of the industry, a significant portion of these receivables are regular customers that have been transacting with the Group. The Group uses ageing analysis to monitor credit quality of the receivables. Any receivables having significant balances past due, which are deemed to have higher credit risk, are monitored individually.

The Group has credit policies in place and the exposure to credit risk is monitored on an ongoing basis. Under these policies all customers requiring credit are reviewed and new customers are analysed individually for creditworthiness before payment and delivery terms and conditions are offered. This review can include external ratings, where available, and in some cases bank references. Credit limits are determined for each customer and are reviewed regularly.

The Group has a policy in place in respect of compliance with Anti-Money Laundering Laws. The Group considers it important to know with whom business is done and from whom payments are received.

The Group establishes allowances on trade receivables using an expected credit losses model. These allowances cover specific loss components that relate to individual exposures, and a collective loss component established for groups of similar customers. The collective loss allowance is determined based on historical data of payment statistics and updated periodically to incorporate forward looking information.

At the end of the reporting period, the Group has a concentration of credit risk in the form of trade debtors from 3 (2023: 3) main customers, representing approximately 57% (2023: 53%) of the Group's trade receivables.

## Notes to the Financial Statements

### 28. FINANCIAL INSTRUMENTS AND CAPITAL RISK MANAGEMENT (CONTINUED)

#### 28.4 Credit Risk (continued)

##### (a) Receivables (continued)

*Exposure to credit risk, credit quality and collateral (continued)*

The carrying amounts of collateral for trade receivables as at the end of reporting period were:

Type of collateral	Group	
	Carrying amounts	
	2024	2023
	RM'000	RM'000
Bank guarantees	63,940	65,270
Properties charged	51,972	51,067
Quoted shares pledged	1,554	1,554
	<b>117,466</b>	<b>117,891</b>

#### *Impairment losses*

The Group applies the MFRS 9 simplified approach to measuring expected credit losses ("ECL") which uses a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

In managing credit risk of trade receivables, the Group manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances. Generally, trade receivables will pay within 60 days.

The Group uses an allowance matrix to measure ECLs of trade receivables for all segments. Consistent with the debt recovery process, invoices which are past due more than 180 days will be considered as credit impaired. The Group writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery.

The following table provides information about the exposure to credit risk and ECLs for trade receivables as at the end of the reporting period which are grouped together as they are expected to have similar risk nature:

2024	Trade receivables - days past due				Total
	Not past due	1 - 30 days	31 - 180 days	More than 180 days	
Group	RM'000	RM'000	RM'000	RM'000	RM'000
Expected credit loss rate	0%	0%	0%	100%	
Estimated total gross carrying amount at default	400,342	33,351	3,356	1,573	438,622
Lifetime ECL					(1,573)
					<b>437,049</b>

## Notes to the Financial Statements

### 28. FINANCIAL INSTRUMENTS AND CAPITAL RISK MANAGEMENT (CONTINUED)

#### 28.4 Credit Risk (continued)

##### (a) Receivables (continued)

*Impairment losses (continued)*

2023 Group	Not past due RM'000	Trade receivables - days past due			Total RM'000
		1 - 30 days RM'000	31 - 180 days RM'000	More than 180 days RM'000	
Expected credit loss rate	0%	0%	0%	100%	
Estimated total gross carrying amount at default	404,929	16,683	698	2,041	424,351
Lifetime ECL				(2,041)	(2,041)
					422,310

The movements in the allowance for impairment losses of receivables during the financial year were:

	Group	
	2024 RM'000	2023 RM'000
At beginning of year	2,041	2,041
Write offs	(468)	-
At end of year	1,573	2,041

The allowance account in respect of trade receivables is used to record impairment losses. Unless the Group is satisfied that recovery of the amount is possible, the amount considered irrecoverable is written off against the receivable directly.

##### (b) Amount due from subsidiaries, intermediate holding corporation and related parties

*Risk management objectives, policies and processes for managing the risk*

The Group and the Company undertake trade and non-trade transactions with the intermediate holding corporation and related parties. The Company also provides unsecured advances to subsidiaries. The Group and the Company monitor their results regularly.

*Exposure to credit risk, credit quality and collateral*

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

Advances are only provided to subsidiaries which are wholly owned by the Company.

*Impairment losses*

As at the end of the reporting period, there was no indication that the intercompany balances are not recoverable.

## Notes to the Financial Statements

### 28. FINANCIAL INSTRUMENTS AND CAPITAL RISK MANAGEMENT (CONTINUED)

#### 28.5 Market Risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates that will affect the Group's financial position or cash flows.

##### (a) Foreign currency risk

The Group is exposed to foreign currency risk through normal trading activities on sales and purchases that are denominated in currency other than the respective functional currencies of Group entities. The currencies giving rise to this risk are primarily U.S. Dollar ("USD"), Singapore Dollar ("SGD"), Euro Dollar ("EURO") and Great Britain Pound ("GBP").

*Risk management objectives, policies and processes for managing the risk*

The Group uses forward exchange contracts to hedge its foreign currency risk. The outstanding forward exchange contracts as at the end of reporting period are disclosed in Note 20 (e).

*Exposure to foreign currency risk*

The Group's exposure to foreign currency (a currency which is other than the respective functional currencies of the Group entities) risk, based on carrying amounts as at the end of the reporting period was:

Group	Denominated in			
	USD RM'000	SGD RM'000	EURO RM'000	GBP RM'000
<b>2024</b>				
Trade payables	(5,735)	(354)	(17,162)	(151)
<b>2023</b>				
Trade payables	(3,391)	(6,424)	(28,702)	-

A foreign currency risk arising from Group's operations is not material, sensitivity analysis is not presented.

##### (b) Interest rate risk

The Group's fixed rate borrowings are exposed to a risk of change in their fair values due to changes in interest rates. Short term receivables and payables are not significantly exposed to interest rate risk.

*Risk management objectives, policies and processes for managing the risk*

The Group does not have a formal policy in place for managing the risk arising from interest rate. The fluctuation of interest rate is however monitored closely by the Group.

## Notes to the Financial Statements

### 28. FINANCIAL INSTRUMENTS AND CAPITAL RISK MANAGEMENT (CONTINUED)

#### 28.5 Market Risk (continued)

##### (b) Interest rate risk (continued)

###### *Exposure to interest rate risk*

The interest rate profile of the Group's and of the Company's significant interest-bearing financial instruments, based on carrying amounts as at the end of reporting period was:

	Group and Company	
	2024	2023
	RM'000	RM'000
<b>Fixed rate instruments</b>		
Borrowings	80,000	135,000

###### *Interest rate risk sensitivity analysis*

The Group does not account for any fixed rate financial assets and liabilities at fair value through profit or loss, and the Group does not designate derivatives as hedging instruments under a fair value hedge accounting model. Therefore, a change in interest rates at the end of reporting period would not affect profit or loss.

#### 28.6 Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's exposure to liquidity risk arises principally from its trade and other payables and borrowings.

The Group maintains a level of cash equivalents and bank facilities deemed adequate by the management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due. It is not expected that the cash flows included in the maturity analysis could occur significant earlier, on at significant different amounts.

##### **Maturity analysis**

The table below summaries the maturity profile of the Group's and the Company's financial liabilities as at the end of the reporting period based on undiscounted contractual payments:

Group	Carrying amount RM'000	Contractual interest rate	Contractual cash flows RM'000	Under 1 year RM'000	Between 1 and 2 years RM'000	Between 2 and 5 years RM'000
<b>As at 31 December 2024</b>						
Borrowings						
- Revolving credit and trade financing	80,000	3.56% to 3.63%	80,325	80,325	-	-
Trade and other payables	632,817	-	632,817	632,817	-	-
Lease liabilities	10,326	3.42% to 7.49%	11,310	5,020	3,221	3,069
	<b>723,143</b>		<b>724,452</b>	<b>718,162</b>	<b>3,221</b>	<b>3,069</b>

## Notes to the Financial Statements

### 28. FINANCIAL INSTRUMENTS AND CAPITAL RISK MANAGEMENT (CONTINUED)

#### 28.6 Liquidity risk (continued)

##### Maturity analysis (continued)

Group	Carrying amount RM'000	Contractual interest rate	Contractual cash flows RM'000	Under 1 year RM'000	Between 1 and 2 years RM'000	Between 2 and 5 years RM'000
<b>As at 31 December 2023</b>						
Borrowings						
- Revolving credit and trade financing	135,000	3.54% to 3.80%	135,693	135,693	-	-
Trade and other payables	610,263	-	610,263	610,263	-	-
Lease liabilities	8,927	3.42% to 6.97%	9,865	4,328	2,371	3,166
	<b>754,190</b>		<b>755,821</b>	<b>750,284</b>	<b>2,371</b>	<b>3,166</b>

##### Company

<b>As at 31 December 2024</b>						
Borrowings						
- Revolving credit and trade financing	80,000	3.56% to 3.63%	80,325	80,325	-	-
Trade and other payables	220,892	-	220,892	220,892	-	-
Lease liabilities	1,762	3.42% to 7.49%	1,856	1,298	436	122
	<b>302,654</b>		<b>303,073</b>	<b>302,515</b>	<b>436</b>	<b>122</b>

##### As at 31 December 2023

Borrowings						
- Revolving credit and trade financing	135,000	3.54% to 3.80%	135,693	135,693	-	-
Trade and other payables	264,177	-	264,177	264,177	-	-
Provision for restructuring	-	-	-	-	-	-
Lease liabilities	1,610	3.42% to 6.97%	1,665	1,127	538	-
	<b>400,787</b>		<b>401,535</b>	<b>400,997</b>	<b>538</b>	<b>-</b>

## Notes to the Financial Statements

### 28. FINANCIAL INSTRUMENTS AND CAPITAL RISK MANAGEMENT (CONTINUED)

#### 28.7 Fair values

The carrying amounts of cash and bank balances, short term receivables and payables, short term borrowings and lease liabilities reasonably approximate their fair values due to the relatively short term nature of these financial instruments or exposed to floating interest rates.

The fair value of the Group's foreign exchange forward contracts at the end of the reporting period as disclosed in Note 20(e) is determined by reference to the differences between the contract rates and quoted forward exchange rates of contract with similar quantum and maturity profile at the end of the reporting period. The fair value is categorised as Level 2 in the fair value hierarchy and classified as financial liabilities at fair value through profit or loss.

### 29. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details the reconciliation of the opening and closing amounts in the statements of financial position for each liability for which cash flows have been, or would be, classified as financing activities in the statements of cash flows:

	Note	As at 1.1.2024 RM'000	Non-cash changes Addition RM'000	Cash Flows		As at 31.12.2024 RM'000
				Drawdown RM'000	Repayment RM'000	
<b>Group</b>						
Borrowings	18	135,000	-	2,525,000	(2,580,000)	80,000
Lease liabilities	19	8,927	6,175	-	(4,776)	10,326
<b>Company</b>						
Borrowings	18	135,000	-	2,525,000	(2,580,000)	80,000
Lease liabilities	19	1,610	1,616	-	(1,464)	1,762

	Note	As at 1.1.2023 RM'000	Non-cash changes Addition RM'000	Cash Flows		As at 31.12.2023 RM'000
				Drawdown RM'000	Repayment RM'000	
<b>Group</b>						
Borrowings	18	170,000	-	2,252,000	(2,287,000)	135,000
Lease liabilities	19	5,949	6,737	-	(3,759)	8,927
<b>Company</b>						
Borrowings	18	170,000	-	2,252,000	(2,287,000)	135,000
Lease liabilities	19	2,838	204	-	(1,432)	1,610



## Statement by Directors

The directors of **HEINEKEN MALAYSIA BERHAD** state that, in their opinion, the accompanying financial statements are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and of the financial performance and the cash flows of the Group and of the Company for the year ended on that date.

Signed on behalf of the Board of Directors  
in accordance with a resolution of the directors,

---

**DATO' SRI IDRIS JALA**

---

**MARTIJN RENE VAN KEULEN**

Petaling Jaya, Selangor  
11 March 2025

## Declaration by the Officer Primarily Responsible for the Financial Management of the Company

I, **CHRISTIAAN JOHANNES FOLKERTS**, the officer primarily responsible for the financial management of **HEINEKEN MALAYSIA BERHAD**, do solemnly and sincerely declare that the accompanying financial statements are, in my opinion, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

---

**CHRISTIAAN JOHANNES FOLKERTS**

Subscribed and solemnly declared by the  
abovenamed **CHRISTIAAN JOHANNES FOLKERTS**  
at **PETALING JAYA, SELANGOR**  
this 11<sup>th</sup> day of March 2025.

Before me,

PESURUHAN JAYA SUMPAN MALAYSIA  
B459  
GUNALAN A/L MUNUSAMY  
1.1.2025 - 31.12.2027  
NO. 13, (TINGKAT 1) JALAN 52/10, PJ NEW TOWN, 46200 PETALING JAYA, SELANGOR

**COMMISSIONER FOR OATHS**

## Other Information

### PROPERTIES HELD BY THE GROUP

Address	Land area (acres)	Existing use	Tenure	Approximate age of building (years)	Net book value as of 31 December 2024 RM'000	Date of acquisition/ revaluation*
Lot 1135, Batu 9 Jalan Klang Lama 46000 Petaling Jaya Selangor	20.84	Office building and factory	Leasehold expiring 23 September 2063	58	43,468	30 September 1984*
120, Air Keroh Industrial Estate 75450 Melaka	1.07	Office building and store	Leasehold expiring 13 January 2080	42	220	30 September 1984*
Lot 123, Semambu Industrial Site 25350 Kuantan Pahang	0.52	Office building and store	Leasehold expiring 5 March 2046	42	147	30 September 1984*
Lot 1136, Batu 9 Jalan Klang Lama 46000 Petaling Jaya Selangor	2.88	Storage	Freehold	Not applicable	4,037	31 December 1991
					47,872	

\* The revaluation of properties was carried out primarily for the purpose of bonus issue in 1984.

### UTILISATION OF PROCEEDS

There was no corporate proposal undertaken by Heineken Malaysia Berhad to raise proceeds during the financial year ended 31 December 2024.

### MATERIAL CONTRACTS

There were no material contracts (not being contracts entered into in the ordinary course of business) entered into by Heineken Malaysia Berhad and/or its subsidiaries involving the interest of Directors and major shareholders, either still subsisting at the end of the financial year ended 31 December 2024 or entered into since the end of the previous financial year.

### CONFLICT OF INTEREST/CONVICTION OF OFFENCES/SANCTIONS/PENALTIES

None of the members of the Board and the Management Team has any:

- family relationship with any Director and/or major shareholder of Heineken Malaysia Berhad.
- conflict of interest in any business arrangement involving Heineken Malaysia Berhad.
- convictions for any offences, other than traffic offences, within the past 5 years.
- public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2024.

# Analysis of Stockholdings

As of 6 March 2025

Share Capital	: RM151,049,000
Number of Issued Shares	: 302,098,000 ordinary stock units
Class of Shares	: Ordinary stock unit
Voting Rights	: One vote per ordinary stock unit

Size of Holdings	No. of Stockholders	%	No. of Stock Units	%
1 – 99	1,085	8.57	7,752	0.00
100 – 1,000	6,257	49.43	3,636,924	1.20
1,001 – 10,000	4,196	33.15	15,516,327	5.14
10,001 – 100,000	952	7.52	26,927,070	8.91
100,001 – 15,104,899	167	1.32	101,940,027	33.75
15,104,900 and above	1	0.01	154,069,900	51.00
<b>Total</b>	<b>12,658</b>	<b>100.00</b>	<b>302,098,000</b>	<b>100.00</b>

## SUBSTANTIAL STOCKHOLDERS AS PER REGISTER OF SUBSTANTIAL STOCKHOLDERS

Name	Direct No. of Stock Units	%	Indirect No. of Stock Units	%
GAPL Pte Ltd	154,069,900	51.00	-	-

## DIRECTORS' INTEREST

According to the Register of Directors' Shareholdings, none of the Directors (including the spouses or children of the Directors who themselves are not Directors of the Company) holding office as of 6 March 2025 had any interest in the ordinary stock units of the Company or its related corporations.

## 30 LARGEST STOCKHOLDERS AS PER RECORD OF DEPOSITORS

Name	No. of Stock Units	%
1. GAPL Pte Ltd	154,069,900	51.00
2. Citigroup Nominees (Tempatan) Sdn Bhd - Great Eastern Life Assurance (Malaysia) Berhad (PAR 1)	6,996,780	2.32
3. UOB Kay Hian Nominees (Asing) Sdn Bhd - Exempt AN for UOB Kay Hian Pte Ltd (A/C Clients)	3,951,138	1.31
4. Cartaban Nominees (Asing) Sdn Bhd - The Bank of New York Mellon for Virtus KAR International Small-Mid Cap Fund	3,793,700	1.25
5. DB (Malaysia) Nominee (Tempatan) Sendirian Berhad - Deutsche Trustees Malaysia Berhad for Hong Leong Value Fund	3,166,600	1.05
6. Citigroup Nominees (Tempatan) Sdn Bhd - Exempt AN for AIA Bhd	2,259,400	0.75
7. CIMB Group Nominees (Asing) Sdn Bhd - Exempt AN for DBS Bank Ltd (SFS)	2,223,300	0.74
8. Tai Tak Estates Sdn Bhd	2,156,000	0.71
9. HSBC Nominees (Asing) Sdn Bhd - JPMCB NA for Vanguard Total International Stock Index Fund	2,078,484	0.69
10. Key Development Sdn Berhad	2,037,000	0.67
11. ChinChoo Investment Sdn Berhad	1,865,000	0.62

## Analysis of Stockholdings

As of 6 March 2025

Name	No. of Stock Units	%
12. Cartaban Nominees (Asing) Sdn Bhd - The Bank of New York Mellon for Virtus KAR Emerging Markets Small-CAP Fund	1,806,300	0.60
13. Cartaban Nominees (Tempatan) Sdn Bhd - PAMB for Prulink Equity Fund	1,791,300	0.59
14. DB (Malaysia) Nominee (Asing) Sdn Bhd - SSBT Fund JNDP for JNL Multi-Manager Emerging Markets Equity Fund	1,743,400	0.58
15. Citigroup Nominees (Asing) Sdn Bhd - Exempt AN for Citibank New York (Norges Bank 19)	1,670,300	0.55
16. Hong Leong Assurance Berhad - As Beneficial Owner (Life PAR)	1,611,900	0.53
17. Ho Han Seng	1,600,000	0.53
18. Cartaban Nominees (Asing) Sdn Bhd - The Bank of New York Mellon for Florida Retirement System	1,586,000	0.52
19. HSBC Nominees (Asing) Sdn Bhd - JPMCB NA for Vanguard Emerging Markets Stock Index Fund	1,550,673	0.51
20. DB (Malaysia) Nominee (Asing) Sdn Bhd - Exempt AN for State Street Bank & Trust Company (West CLT OD67)	1,547,000	0.51
21. DB (Malaysia) Nominee (Asing) Sdn Bhd - SSBT Fund KG67 for Invesco EQV International Small Company Fund	1,416,900	0.47
22. Citigroup Nominees (Asing) Sdn Bhd - CBLDN for Pohjola Bank PLC (Client AC-EUR)	1,322,100	0.44
23. Kam Loong Mining Sdn Bhd	1,320,000	0.44
24. DB (Malaysia) Nominee (Tempatan) Sendirian Berhad - Deutsche Trustees Malaysia Berhad for Hong Leong Balanced Fund	1,300,000	0.43
25. Cartaban Nominees (Tempatan) Sdn Bhd - Prudential Assurance Malaysia Berhad for Prulink Strategic Fund	1,299,900	0.43
26. Gan Teng Siew Realty Sdn Berhad	1,277,000	0.42
27. DB (Malaysia) Nominee (Asing) Sdn Bhd - SSBT Fund KG33 for Invesco EQV Asia Pacific Equity Fund	1,237,400	0.41
28. HLB Nominees (Asing) Sdn Bhd - Tan Eng Chin Holdings (Pte.) Limited (CUST.SIN 40555)	1,150,000	0.38
29. Cartaban Nominees (Asing) Sdn Bhd - BBH (Lux) SCA for Fidelity Funds Asena	1,138,300	0.38
30. Citigroup Nominees (Tempatan) Sdn Bhd - Great Eastern Life Assurance (Malaysia) Berhad (PAR 1 ACB Fund)	1,076,400	0.36
<b>Total</b>	<b>212,042,175</b>	<b>70.19</b>

# Statement of 2024 Volumetric Water Benefits



501 Avis Drive  
Ann Arbor, MI 48108  
734.332.1200  
www.limno.com

## Statement of Confirmation of 2024 Volumetric Water Benefits of Water Stewardship Projects Implemented by HEINEKEN Malaysia

LimnoTech conducted an independent third-party quantification of volumetric water benefits of project activities implemented by HEINEKEN Malaysia to achieve its water balancing goal.

Industry standard methodologies, consistent with the Volumetric Water Benefit Accounting (VWBA) framework published by the World Resources Institute were applied to quantify the water balance benefits of these water stewardship projects.

The 2024 volumetric water benefits were confirmed for 4 different project activities as shown below.

Project	Benefit (HL)
Sungei Way River Rehabilitation	3,890,000
Rainwater Harvesting System	75,700
Peatland Reforestation	127,500
Clay Dyke Implementation	1,361,020
<b>TOTAL</b>	<b>5,454,220</b>

The 2024 water balancing target for HEINEKEN Malaysia is 2,607,609 HL. Therefore, the 2024 water balance achievement is **209%** of the target.

Sincerely,  
LimnoTech

Pranesh Selvendiran  
Sr. Project Engineer

March 6, 2025

# Statement of External Assurance

## Independent Assurance Statement

Relating to Heineken Malaysia Berhad's Sustainability Statement (ESG Review) in the Group's Annual Report 2024

### Terms of Engagement

Rapid Genesis Sdn. Bhd. has been engaged by Heineken Malaysia Berhad to provide an independent, limited assurance review of selected key performance indicators (KPIs), hereafter referred to as 'Selected Information', as outlined below in HEINEKEN Malaysia Berhad's Sustainability Statement (ESG Review) in the Group's Annual Report 2024. These indicators have been prepared in accordance with HEINEKEN Malaysia's reporting criteria (referred to as 'HEINEKEN Reporting Criteria'). The engagement was carried out by a multidisciplinary team with expertise in environmental, social and governance matters relevant to sustainability reporting.

Governance			
Material Matters	GRI Standards	Sub-Topic	Selected KPIs
Regulatory Compliance	GRI 2: General Disclosures	-	Sustainability Statement 2024
Ethical Business Conduct	GRI 205: Anti-corruption	Anti-Corruption	<ul style="list-style-type: none"> <li>Operations assessed for risks related to corruption</li> <li>Anti-Corruption and Bribery training and communication</li> <li>Composition of the highest governance body</li> </ul>
Data Privacy and Cybersecurity	GRI 418: Customer Privacy	Data Privacy	Data Privacy and Security
Risk Management	GRI 201: Economic Performance	Economic Performance	Economic Performance
Environment			
Climate Resilience and Energy Efficiency	GRI 302: Energy GRI 305: Emissions	Scope 1, 2 and 3 emissions	<ul style="list-style-type: none"> <li>Scope 1: Direct</li> <li>Scope 2: Indirect</li> <li>Scope 3: <ul style="list-style-type: none"> <li>Employee commuting</li> <li>Business travel (Land)</li> <li>Business travel (Air)</li> </ul> </li> </ul>
		Solar Energy	<ul style="list-style-type: none"> <li>Reduction in procured electricity</li> <li>GHG emissions offset</li> </ul>
		Energy Consumption	<ul style="list-style-type: none"> <li>Total energy usage (within and outside of organisation)</li> <li>Energy intensity</li> <li>Reduction of energy consumption</li> <li>Reduction in energy requirements of products and services</li> </ul>
Water Stewardship	GRI 303: Water and Effluent	Water Consumption	<ul style="list-style-type: none"> <li>Total water consumption</li> <li>Water efficiency</li> <li>Water circularity</li> <li>Total wastewater discharged</li> <li>Water balancing</li> </ul>
Waste and Effluent Management	GRI 306: Waste	Organic and Inorganic Waste	<ul style="list-style-type: none"> <li>Total waste generated</li> <li>Total waste directed to disposal</li> <li>Total waste diverted from disposal</li> <li>Organic and inorganic waste management</li> </ul>
Resource Use	GRI 301: Materials	Material Return Rate	<ul style="list-style-type: none"> <li>Material return rate</li> <li>Materials used by weight or volume</li> <li>Recycled input materials used</li> </ul>
		Prem Collar (also in GRI 306)	<ul style="list-style-type: none"> <li>Material sustainability</li> <li>Investment in equipment</li> <li>Reduction in plastic use for packaging</li> </ul>

## Statement of External Assurance

Social Sustainability			
Material Matters	GRI Standards	Sub-Topic	Selected KPIs
Diversity	GRI 405: Diversity and Equal Opportunity	Workforce Diversity	<ul style="list-style-type: none"> <li>Workforce Breakdown</li> <li>Workforce Diversity by Race</li> <li>Employees that are contractors of temporary staff</li> <li>Employee Engagement</li> </ul>
Employee Health, Safety and Wellbeing	GRI 403: Occupational Health and Safety	Safety and Health	<ul style="list-style-type: none"> <li>Training on Health and Safety Standards</li> <li>Additional Health and Training programmes for FY2024</li> <li>All GRI 403 indicators</li> </ul>
Human Rights and Labour Standards	GRI 401: Employment GRI 404: Training and Education	Human Rights and Labour Standards	<ul style="list-style-type: none"> <li>Total number of employees new hires by employee category, age and gender</li> <li>Total number of employee turnover by employee category</li> <li>Length of service</li> <li>Human Rights Violation</li> <li>Parental Leave</li> <li>Benefits provided to full time employees</li> </ul>
Human Capital Development	GRI 404: Training and Education	Training and Development	<ul style="list-style-type: none"> <li>Total training spend</li> <li>Total hours of training by employee category</li> <li>Average hours of training per employee</li> <li>Employee Training and Development Programmes in FY2024</li> <li>Graduate and Internship Programmes</li> <li>Short Term Assignment</li> </ul>
Community Investment and Development	GRI 201: Economic Performance GRI 413: Local Communities	Community	<ul style="list-style-type: none"> <li>SPARK Foundation</li> <li>Education – English Enrichment Training Programmes (EETP)</li> <li>Environment – W.A.T.E.R Project</li> <li>HEINEKEN Cares</li> <li>Grab e-hailing code investment</li> <li>Tiger Sin Chew CECC</li> </ul>
Supply Chain Management	GRI 204: Procurement	Supply Chain	<ul style="list-style-type: none"> <li>Proportion of spending on local suppliers</li> <li>Supply Chain Performance</li> <li>Green Fridges</li> <li>Supplier Code</li> <li>Supplier Screening</li> <li>Supplier Assessment</li> </ul>
Responsible Consumption			
Product Safety, Quality and Hygiene	GRI 416: Customer Health and Safety	Responsible Drinking	Responsible Drinking
Responsible Marketing and Consumption	GRI 417: Marketing and Labelling	Responsible Drinking	Product Responsibility
IFRS S2			
Climate Change	IFRS S2	N/A	Climate-related disclosures

## Statement of External Assurance

### Scope of Coverage

The scope of our engagement includes data review of the 'Selected Information' within Heineken Malaysia's organisational boundaries:

- Organisational boundary: HEINEKEN Malaysia Bhd and Heineken Marketing Malaysia Sdn. Bhd.
- Control approach: Operational Control and Finance Control
- Period: 1 January 2024 to 31 December 2024.

### Reporting Criteria

HEINEKEN Malaysia's Reporting Criteria include:

- Bursa Malaysia Main Market Listing Requirements on Sustainability Reporting.
- Bursa Malaysia's Sustainability Reporting Guide (3<sup>rd</sup> Edition)
- FTSE4Good Bursa Malaysia (F4GMB) Index.
- The Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021.
- United Nations Sustainable Development Goals (UNSDG).
- International Financial Reporting Standards Climate-related Disclosures (IFRS S2).

### Management's Responsibility

HEINEKEN Malaysia's management is responsible for:

- Selecting, preparing and presenting the selected KPIs in accordance with HEINEKEN Malaysia's reporting criteria.
- Identifying stakeholders, stakeholder requirements, material issues and responsibilities related to sustainability performance.
- Designing, implementing and maintaining internal controls to ensure the accuracy of the 'Sustainability Statement' and that it is free from material misstatement, whether due to fraud or error.
- Determining the appropriateness of measurement and reporting criteria based on the intended users of the 'Selected Information' and ensuring those criteria are publicly accessible.

### Rapid Genesis' Responsibility

Our responsibility is to provide a limited assurance conclusion on the selected KPIs based on the procedures performed and the evidence gathered. This engagement was conducted in accordance with International Standard for Assurance Engagement (ISAE) 3410: Assurance Engagements on Greenhouse Gas Statements for Environment component and ISAE 3000: Assurance Engagements other than Audits or Reviews of Historical Financial Information for both the Social and Governance components.

A limited assurance engagement in accordance with ISAE 3000 (Revised) and ISAE 3410 involves assessing the suitability of HEINEKEN Malaysia's reporting criteria, evaluating the risk of material misstatements and responding to those risks as necessary. The procedures we performed, based on professional judgement, included inquiries, process observations, document inspection, analytical procedures, evaluation of quantification methods and reconciliation with underlying records.

### Our Independence and Quality Control

Rapid Genesis implements and maintains a robust quality management system that aligns with the requirements of ISO 9001:2015, fulfilling the standards of the International Standard on Quality Management 1. Furthermore, our practitioners adhere to the Professional Requirements that meets the demand of the Code of Ethics for Professional Accountants established by the International Ethics Standards Board for Accountants (IESBA). We at our level best comply with ethical requirements and plan and perform the verification to obtain a limited assurance conclusion based on the work undertaken and evidence provided.

### Assurance Activities

Assurance activities that were carried out included but not limited to:

- i. Document Review
  - RGSB reviewed HEINEKEN Malaysia's sustainability statement, relevant policies and internal documentation to understand the context and methodology applied in compiling the performance data.
- ii. Interviews and Discussions
  - RGSB conducted interviews with key personnel responsible for sustainability reporting and data collection.
  - RGSB sought clarification regarding specific data collection methods and any assumptions made during the reporting process.
- iii. Data Testing and Verification
  - RGSB performed sample-based testing to verify the accuracy of the reported data. This included validating the underlying records, reports and systems used to generate the reported figures.
  - Calculations were performed to ensure that reported energy consumption, GHG emissions, water usage, waste generation and other performance data were consistent with the reporting standards and methodologies outlined in the GRI indicators.
  - For GHG emissions indicators (Scope 1, Scope 2 and partial Scope 3), RGSB verified that emission factors and calculation methods complied with recognised standards.
- iv. Review of Internal Controls
  - RGSB assessed the internal control systems via sample-based approach to ensure that the data presented in the sustainability report was complete, accurate and consistent.
  - This review included evaluating the processes for tracking employee training hours, injury reports, diversity metrics, anti-corruption training and procurement spend with local suppliers.
- v. Review of Policies and Procedures
  - RGSB reviewed HEINEKEN Malaysia's policies on ethics, anti-corruption, health and safety and sustainability to assess how effectively these policies were communicated to employees, suppliers and other stakeholders.



## Statement of External Assurance

### Limited Assurance Conclusion

Based on our examination of the data and evidence provided by HEINEKEN Malaysia, we have no reason to believe that the Selected Information for the year ended 2024 has not been prepared, in all material respects, in accordance with HEINEKEN Malaysia's Reporting Criteria.

### Other Matters

No additional assurance procedures were performed on the previous sustainability report for the 2025 external assurance review. Information from prior reporting periods has not been subject to assurance procedures. Our report does not cover disclosures beyond the 'Selected Information' in HEINEKEN's Sustainability Statement 2024. The maintenance of HEINEKEN Malaysia's website is the responsibility of HEINEKEN Malaysia's management. We did not assess these matters and accept no responsibility for changes to the information since the report's publication on their website.

### Restriction of Liability

Our work is intended solely to provide a limited assurance conclusion on the selected KPIs to the management of HEINEKEN Malaysia. We do not accept or assume liability to any other parties for our work, this report, or the conclusion reached.

### Rapid Genesis Sdn Bhd



**Tang Kok Mun**  
Lead Consultant  
14 March 2025



# Bursa Malaysia Sustainability Reporting Index

Bursa Malaysia's Common Material Matters	Indicators	Location (Page)
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category	Corporate Governance and Anti-Corruption (61)
	Percentage of operations assessed for corruption-related risks	Corporate Governance and Anti-Corruption (61)
	Confirmed incidents of corruption and action taken	Corporate Governance and Anti-Corruption (61)
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	Community Investment and Development (87)
	Total number of beneficiaries of the investment in communities	Community Investment and Development (87)
Diversity	Percentage of employees by gender and age group, for each employee category	Diversity (81)
	Percentage of directors by gender and age group	Diversity (81)
Energy management	Total energy consumption	Climate Resilience and Energy Efficiency (66 to 67)
Health and safety	Number of work-related fatalities	Human Rights and Labour Standards (85)
	Lost time incident rate	Human Rights and Labour Standards (85)
	Number of employees trained on health and safety standards	Human Rights and Labour Standards (85)
Labour practices and standards	Total hours of training by employee category	Human Capital Development (86)
	Percentage of employees that are contractors or temporary staff	Diversity (81)
	Total number of employee turnover by employee category	Employee Health, Safety and Wellbeing (83)
	Number of substantiated complaints concerning human rights violations	Human Rights and Labour Standards (83)
Supply chain management	Proportion of spending on local suppliers	Supply Chain Management (87)
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Cybersecurity (63)
Water	Total volume of water used	Water Stewardship (73)
Waste management	Total waste generated, and a breakdown of the following: (i) total waste diverted from disposal (ii) total waste directed to disposal	Waste and Effluent Management (69)
Emissions management	Scope 1 emissions in tonnes of CO <sub>2</sub> e	Climate Resilience and Energy Efficiency (68)
	Scope 2 emissions in tonnes of CO <sub>2</sub> e	Climate Resilience and Energy Efficiency (69)
	Scope 3 emissions in tonnes of CO <sub>2</sub> e (at least for the categories of business travel and employee commuting)	Climate Resilience and Energy Efficiency (69)

# GRI Standards 2021 Content Index

## GRI CONTENT INDEX

<b>Statement of use</b>	HEINEKEN Malaysia has reported the information cited in this GRI content index for the period 1 January 2024 to 31 December 2024 with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION (Page)
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details	3, 47
	2-2 Entities included in the organisation's sustainability reporting	47
	2-3 Reporting period, frequency and contact point	47
	2-5 External assurance	47, 175 to 178
	2-6 Activities, value chain and other business relationships	3, 16 to 17, 30 to 45
	2-7 Employees	81 to 83
	2-8 Workers who are not employees	81
	2-9 Governance structure and composition	50, 108 to 109
	2-10 Nomination and selection of the highest governance body	110
	2-11 Chair of the highest governance body	102 to 103
	2-12 Role of the highest governance body in overseeing the management of impacts	51, 106
	2-13 Delegation of responsibility for managing impacts	50 to 51, 103
	2-14 Role of the highest governance body in sustainability reporting	51
	2-16 Communication of critical concerns	105, 122 to 123
	2-17 Collective knowledge of the highest governance body	87
	2-18 Evaluation of the performance of the highest governance body	108
	2-19 Remuneration policies	108 to 109
	2-20 Process to determine remuneration	108 to 109
	2-22 Statement on sustainable development strategy	46 to 53
	2-23 Policy commitments	52
	2-24 Embedding policy commitments	52, 61, 104 to 105
	2-25 Processes to remediate negative impacts	61
	2-26 Mechanisms for seeking advice and raising concerns	61
	2-27 Compliance with laws and regulations	61
	2-28 Membership associations	56
	2-29 Approach to stakeholder engagement	54 to 56
	2-30 Collective bargaining agreements	54 to 55
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	56
	3-2 List of material topics	57
	3-3 Management of material topics	Throughout the ESG Review 46 to 104
<b>GRI 201: Economic Performance 2016</b>	201-2 Financial implications and other risks and opportunities due to climate change	96 to 98
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	87
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	61
	205-2 Communication and training about anti-corruption policies and procedures	61
	205-3 Confirmed incidents of corruption and actions taken	61

## GRI Standards 2021 Content Index

GRI STANDARD	DISCLOSURE	LOCATION (Page)
GRI 301: Materials 2016	301-1 Materials used by weight or volume	71
	301-2 Recycled input materials used	71
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	66 to 67
	302-2 Energy consumption outside of the organisation	66 to 67
	302-3 Energy intensity	67
	302-4 Reduction of energy consumption	66 to 67
	302-5 Reductions in energy requirements of products and services	66 to 67
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	72 to 76
	303-2 Management of water discharge-related impacts	72 to 76
	303-4 Water discharge	73
	303-5 Water consumption	73
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	68
	305-2 Energy indirect (Scope 2) GHG emissions	68 to 69
	305-3 Other indirect (Scope 3) GHG emissions	68 to 69
	305-4 GHG emissions intensity	68
	305-5 Reduction of GHG emissions	68
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	69
	306-2 Management of significant waste-related impacts	69 to 70
	306-3 Waste generated	69 to 70
	306-4 Waste diverted from disposal	69 to 70
	306-5 Waste directed to disposal	69 to 70
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	83
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	82
	401-3 Parental leave	82
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	84 to 85
	403-2 Hazard identification, risk assessment and incident investigation	84
	403-3 Occupational health services	84 to 85
	403-4 Worker participation, consultation and communication on occupational health and safety	84 to 85
	403-5 Worker training on occupational health and safety	84
	403-6 Promotion of worker health	84
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	84 to 85
	403-8 Workers covered by an occupational health and safety management system	84 to 85
	403-9 Work-related injuries	85
	403-10 Work-related ill health	85
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	86
	404-2 Programmes for upgrading employee skills and transition assistance programmes	85
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	81
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	83

## GRI Standards 2021 Content Index

GRI STANDARD	DISCLOSURE	LOCATION (Page)
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	83
<b>GRI 408: Child Labour 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labour	83
<b>GRI 409: Forced or Compulsory Labour 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	83
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments and development programmes	87
	413-2 Operations with significant actual and potential negative impacts on local communities	87
<b>GRI 417: Marketing and Labelling 2016</b>	417-2 Incidents of non-compliance concerning product and service information and labelling	91
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	63

## UN GLOBAL COMPACT INDEX

Global Compact Principle	Location (Page)
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights;	Human Rights and Labour Standards (83) Supply Chain Management (87)
Principle 2: make sure that they are not complicit in human rights abuses.	Human Rights and Labour Standards (83) Supply Chain Management (87)
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Human Rights and Labour Standards (83)
Principle 4: the elimination of all forms of forced and compulsory labour;	Human Rights and Labour Standards (83) Supply Chain Management (87)
Principle 5: the effective abolition of child labour;	Human Rights and Labour Standards (83)
Principle 6: the elimination of discrimination in respect of employment and occupation.	Diversity (81) Human Rights and Labour Standards (83)
Principle 7: Businesses should support a precautionary approach to environmental challenges;	Climate Resilience and Energy Management (64 to 69) Waste and Effluent Management (69 to 71)
Principle 8: undertake initiatives to promote greater environmental responsibility; and	Resource Use (71) Towards Healthy Watersheds (72)
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Corporate Governance and Anti-Corruption (61) Risk Management (62)

# Group Directory

## CORPORATE OFFICE

Heineken Malaysia Berhad  
 Sungei Way Brewery, Lot 1135  
 Batu 9, Jalan Klang Lama  
 46000 Petaling Jaya  
 Selangor, Malaysia  
 T : +603 7861 4688  
 F : +603 7861 4567  
 E : MY1-generalenquiry@heineken.com

## REGIONAL SALES OFFICES

Heineken Marketing Malaysia Sdn Bhd

### BINTULU

Lot 999, Block 26, Kemena Land District,  
 Kidurong Light Industrial Estate,  
 97000 Bintulu,  
 Sarawak,  
 Malaysia.  
 T : 1800-88-6633  
 E : support.cs.my@heineken.com

### BUTTERWORTH

No. 8 & 9 Lorong Perusahaan Maju 11  
 Taman Perusahaan Pelangi  
 13600 Seberang Prai  
 Butterworth, Malaysia  
 T : 1800-88-6633  
 E : support.cs.my@heineken.com

### IPOH

1A, Jalan Perniagaan Sengat 2  
 31350 Ipoh  
 Perak, Malaysia  
 T : 1800-88-6633  
 E : support.cs.my@heineken.com

### JOHOR BAHRU

No. 22 (Lot 1569) Jalan Dewani  
 Off Jalan Tampoi  
 Kawasan Perindustrian Temenggong  
 81100 Johor Bahru, Johor, Malaysia  
 T : 1800-88-6633  
 E : support.cs.my@heineken.com

### KLANG VALLEY

Sungei Way Brewery, Lot 1135  
 Batu 9, Jalan Klang Lama  
 46000 Petaling Jaya  
 Selangor, Malaysia  
 T : 1800-88-6633  
 F : +603 7861 4567  
 E : support.cs.my@heineken.com

### KOTA KINABALU

Building No. 19B, Lot 21  
 Sedco Light Industrial Estate  
 Jalan Kilang, Kolombong  
 88450 Kota Kinabalu  
 Sabah, Malaysia  
 T : 1800-88-6633  
 E : support.cs.my@heineken.com

### KUANTAN

Lot 123, Jalan Industri Semambu 8,  
 Kawasan Perindustrian Semambu,  
 25350 Kuantan  
 Pahang, Malaysia  
 T : 1800-88-6633  
 E : support.cs.my@heineken.com

### KUCHING

No.14, Lorong Evergreen 2A,  
 RH Park Commercial, Batu 9½  
 Jalan Penrissen  
 93250 Kuching  
 Sarawak, Malaysia  
 T : 1800-88-6633  
 E : support.cs.my@heineken.com

### MALACCA

No. 120, Jalan Usaha 10  
 Ayer Keroh Industrial Estate  
 75450 Malacca, Malaysia  
 T : 1800-88-6633  
 E : support.cs.my@heineken.com

### MENTAKAB

No. 10, Jalan Dagang 3,  
 Taman Perindustrian Temerloh,  
 28400 Mentakab  
 Pahang, Malaysia  
 T : 1800-88-6633  
 E : support.cs.my@heineken.com

### MIRI

Lot 1448, Block 17 KBLD  
 Eastwood Valley  
 Industrial Park Phase 1  
 98000 Miri  
 Sarawak, Malaysia  
 T : 1800-88-6633  
 F : +60 (85)411 897  
 E : support.cs.my@heineken.com

### SANDAKAN

Lot 32-1F, Jalan Dataran BU 4  
 Utama Zone 3 Commersil, Batu 6  
 90000 Sandakan  
 Sabah, Malaysia  
 T : 1800-88-6633  
 F : +60 (89)274 082  
 E : support.cs.my@heineken.com

### SIBU

Lot 2983, Block 19  
 Lorong Then Kung Suk 4  
 96000 Sibul  
 Sarawak, Malaysia  
 T : 1800-88-6633  
 E : support.cs.my@heineken.com

### TAWAU

TB 9988, Lot 4A & 5A,  
 Perdana Square, Mile 3.5,  
 Jalan Apas,  
 91000 Tawau  
 Sabah, Malaysia  
 T : 1800-88-6633  
 E : support.cs.my@heineken.com

# Notice of 61<sup>st</sup> Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the 61<sup>st</sup> Annual General Meeting (61<sup>st</sup> AGM) of Heineken Malaysia Berhad (the Company) will be held at Grand Summit (Level M1), Connexion @ The Vertical, Bangsar South City, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia on **Wednesday, 7 May 2025 at 9.30 a.m.** for the following purposes:

## AGENDA

### Ordinary Business

- |                                                                                                                                                                                                         |                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| 1. To receive the Audited Financial Statements for the financial year ended 31 December 2024 and the Reports of the Directors and Auditors thereon.                                                     | <b>Please refer to Note 2</b>                                |
| 2. To approve the payment of a single tier final dividend of 115 sen per stock unit in respect of the financial year ended 31 December 2024.                                                            | <b>Ordinary Resolution 1</b>                                 |
| 3. To re-elect the following Directors who retire by rotation pursuant to Clause 84 of the Company's Constitution as Directors of the Company:<br>(i) Mr Choo Tay Sian, Kenneth<br>(ii) Ms Seng Yi-Ying | <b>Ordinary Resolution 2</b><br><b>Ordinary Resolution 3</b> |
| 4. To re-elect Mr Martijn Rene van Keulen who retires pursuant to Clause 91 of the Company's Constitution as a Director of the Company.                                                                 | <b>Ordinary Resolution 4</b>                                 |
| 5. To approve the payment of Directors' fees and benefits up to an aggregate amount of RM810,000 for the Non-Executive Directors of the Company for the financial year ending 31 December 2025.         | <b>Ordinary Resolution 5</b>                                 |
| 6. To appoint KPMG PLT as Auditors of the Company, to replace Deloitte PLT, who are not seeking re-appointment at the 61 <sup>st</sup> AGM, and to authorise the Directors to fix their remuneration.   | <b>Ordinary Resolution 6</b>                                 |

### Special Business

To consider and, if deemed fit, to pass the following resolutions:

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 7. Proposed Continuance in Office as Independent Non-Executive Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Ordinary Resolution 7</b> |
| <p>"That approval be and is hereby given to Dato' Sri Idris Jala, whose tenure will reach a cumulative term of 9 years on 1 January 2026, to continue in office as an Independent Non-Executive Director of the Company until the conclusion of the next Annual General Meeting."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                              |
| 8. Proposed Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature (Proposed Shareholders' Mandate)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Ordinary Resolution 8</b> |
| <p>"That, subject to the provisions of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given to the Company and/or its subsidiaries to enter into any of the recurrent transactions of a revenue or trading nature with the HEINEKEN Group of Companies and persons connected with them as set out in the Circular to Shareholders dated 8 April 2025, which are necessary for the day-to-day operations and/or in the ordinary course of business of the Company and its subsidiaries on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the minority shareholders of the Company and that such approval shall continue to be in force until:</p> <ul style="list-style-type: none"> <li>(i) the conclusion of the next Annual General Meeting of the Company at which time it will lapse, unless by a resolution passed at a general meeting, the authority conferred by this resolution is renewed; or</li> <li>(ii) the expiration of the period within which the next Annual General Meeting of the Company is required to be held pursuant to Section 340(2) of the Companies Act, 2016 (the Act) (but shall not extend to such extensions as may be allowed pursuant to Section 340(4) of the Act); or</li> <li>(iii) revoked or varied by resolution passed by the shareholders at a general meeting,</li> </ul> |                              |

whichever is earlier;

## Notice of 61<sup>st</sup> Annual General Meeting

And that the Directors of the Company be and are hereby authorised to complete and do all such acts and things as they may consider expedient or necessary to give effect to the Proposed Shareholders' Mandate."

9. To consider any other business of which due notice has been given in accordance with the Act and the Company's Constitution.

### NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

Subject to the approval of Stockholders, a single tier final dividend of 115 sen per stock unit in respect of the financial year ended 31 December 2024 will be paid on 23 July 2025 to Stockholders registered at the close of business on 25 June 2025.

A Depositor shall qualify for entitlement to the dividend only in respect of:

- (a) shares deposited into the Depositor's securities account before 12.30 pm on 23 June 2025 in respect of shares which are exempted from mandatory deposit;
- (b) shares transferred into the Depositor's securities account before 4.30 pm on 25 June 2025 in respect of ordinary transfers; and
- (c) shares bought on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

By Order of the Board

Ng Sow Hoong  
Company Secretary  
MAICSA 7027552  
SSM PC No. 202008000593  
Petaling Jaya, Selangor  
8 April 2025

### NOTES

#### 1. Entitlement to attend 61<sup>st</sup> AGM and Appointment of Proxy

- 1.1 For the purpose of determining a member who shall be entitled to attend the 61<sup>st</sup> AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to issue a Record of Depositors as at **28 April 2025** in accordance with the Company's Constitution and Section 34 of the Securities Industry (Central Depositories) Act 1991. Only a depositor whose name appears on the Record of Depositors as at **28 April 2025** shall be entitled to attend the said AGM or appoint proxies to attend and/or vote on his/her behalf at the said AGM.
- 1.2 A member entitled to attend and vote at the meeting may appoint more than one (1) proxy to attend and vote in his/her stead. Where a member appoints more than one (1) proxy, the member shall specify the proportion of the member's shareholding to be represented by each proxy.
- 1.3 Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depository) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account (Omnibus Account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. Where an exempt authorised nominee appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the Form of Proxy. An exempt authorised nominee with more than one (1) securities account must submit a separate Form of Proxy for each securities account.
- 1.4 If the appointer is a corporation, the Form of Proxy must be executed under its Common Seal or signed by an officer or attorney duly authorised. Any alteration to the Form of Proxy must be initialed.
- 1.5 Please ensure ALL the particulars as required in the Form of Proxy are completed, signed and dated accordingly.



## Notice of 61<sup>st</sup> Annual General Meeting

- 1.6 The Form of Proxy can be submitted through either one (1) of the following avenues no later than **Tuesday, 6 May 2025** at **9.30 a.m.** or in the event of any adjournment, no later than twenty-four (24) hours before the time appointed for the adjourned meeting:

**(a) Lodgement of Form of Proxy in hardcopy**

To be deposited at Tricor's Office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, or alternatively at the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia; OR

**(b) Electronic lodgement of Form of Proxy**

The Form of Proxy can be lodged electronically via TIIH Online website at <https://tiih.online>. Kindly refer to the Administrative Guide for the 61<sup>st</sup> AGM on the procedures for electronic lodgement of Form of Proxy via TIIH Online website.

- 1.7 Any authority pursuant to which such an appointment is made by a power of attorney must be deposited at Tricor's Office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, or alternatively at the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia no later than 24 hours before the time appointed for holding the 61<sup>st</sup> AGM or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.

- 1.8 For a corporate member who has appointed a representative, please deposit the **ORIGINAL/DULY CERTIFIED** certificate of appointment at Tricor's Office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, or alternatively at the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia no later than 24 hours before the time appointed for holding the 61<sup>st</sup> AGM or adjourned general meeting. The certificate of appointment should be executed in the following manner:

- (a) If the corporate member has a common seal, the certificate of appointment should be executed under seal in accordance to the constitution of the corporate member.
- (b) If the corporate member does not have a common seal, the certificate of appointment should be affixed with the rubber stamp of the corporate member (if any) and executed by:
- (i) at least two (2) authorised officers, of whom one shall be a director; or
  - (ii) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.

- 1.9 Pursuant to the Main Market Listing Requirements (MMLR) of Bursa Malaysia Securities Berhad, all the resolutions set out in this notice will be put to vote by way of poll.

### 2. Agenda 1 : Audited Financial Statements

The audited financial statements for the financial year ended 31 December 2024 are laid in accordance with Section 340(1) of the Act for discussion only. They do not require shareholders' approval and hence, will not be put forward for voting.

### 3. Ordinary Resolutions 2 to 4 : Re-election of Retiring Directors

Clause 84 of the Company's Constitution provides that one-third (1/3) of the Directors of the Company for the time being shall retire by rotation at each AGM of the Company and all Directors shall retire from office at least once every 3 years but shall be eligible for re-election. Pursuant to this, Mr Choo Tay Sian, Kenneth and Ms Seng Yi-Ying are due for retirement by rotation and they have offered themselves for re-election at the 61<sup>st</sup> AGM.

Clause 91 of the Company's Constitution provides that any new Director appointed by the Board during the year shall hold office only until the next AGM and shall be eligible for re-election but shall not be taken into account in determining the Directors who are to retire by rotation at that meeting. Mr Martijn Rene van Keulen who was appointed on 1 July 2024 is to stand for re-election at the 61<sup>st</sup> AGM pursuant to this Clause.

## Notice of 61<sup>st</sup> Annual General Meeting

Leveraging the annual Board and Directors Effectiveness Evaluation, the Nomination & Remuneration Committee (NRC) had on 12 February 2025, reviewed the performance and contributions of the above retiring Directors. Based on the evaluation, the Board agreed that they have discharged their duties and responsibilities effectively and had provided valuable contributions to the leadership of the Board; and accordingly recommended that the aforesaid retiring Directors be re-elected at the 61<sup>st</sup> AGM of the Company. All Directors standing for re-election have abstained from deliberations and decisions on their own eligibility to stand for re-election at the NRC and/or Board Meetings and they will continue to abstain from deliberations and decisions on their own eligibility to stand for re-election at the 61<sup>st</sup> AGM of the Company.

The profile of the Directors standing for re-election is set out in the Directors' Profile in the Annual Report 2024.

### 4. Ordinary Resolution 5 : Payment of Directors' Fees and Benefits

At the 60<sup>th</sup> AGM of the Company held on 16 May 2024, shareholders approved the payment of Directors' fee and benefits up to an amount of RM810,000 to the Non-Executive Directors of the Company for the financial year ended 31 December 2024. Details of the payment of the Directors' fees and benefits for the said financial year are disclosed under the Corporate Governance Report for the financial year ended 31 December 2024 which is available on the Company's website <https://www.heinekenmalaysia.com/corporate-governance/>.

There is no proposed revision to the existing Directors' Remuneration Package which was last approved by shareholders on 16 May 2024. The Directors' fees payable to the Non-Executive Directors for the financial year ending 31 December 2025 are calculated based on the current composition of the Board and the Board Committees and the number of meetings scheduled for the Board and Board Committees whilst the benefits are mainly the provision of car and petrol card for the use of the Independent Non-Executive Chairman.

The proposed motion, if passed, will facilitate the payment to Non-Executive Directors of the Company during the financial year. In the event the proposed amount is insufficient (due to enlarged Board size), approval will be sought at the next AGM for the shortfall. Non-Executive Directors who are shareholders of the Company shall abstain from voting on this motion at the 61<sup>st</sup> AGM.

### 5. Ordinary Resolution 6 : Appointment of Auditors

Deloitte PLT have served as the Auditors of the Company since April 2017. They were re-appointed at the 60<sup>th</sup> AGM held on 16 May 2024 to hold office until the conclusion of the 61<sup>st</sup> AGM. Deloitte PLT have indicated that they do not seek re-appointment as Auditors of the Company.

The Company received a letter dated 8 January 2025 from its major shareholder, GAPL Pte Ltd, nominating KPMG PLT as the Auditors of the Company. A copy of this letter is set out in the Annual Report 2024. GAPL Pte Ltd is indirectly owned by Heineken N.V. which has appointed KPMG Accountants N.V. as external auditors for the financial year 2025. Both KPMG Accountants N.V. and KPMG PLT are part of the global KPMG network affiliated with KPMG International Limited.

As an operating company of the HEINEKEN Group, it is recommended that KPMG PLT be appointed as Auditors of the Company. This proposed change aims to facilitate the efficient flow of information within the auditing entities of the HEINEKEN Group, thereby minimising non-value-added work for auditors. More importantly, it will help optimise the Company's business resources and costs. If approved, KPMG PLT will serve as the appointed Auditors until the conclusion of the next AGM of the Company.

### 6. Ordinary Resolution 7 : Proposed Continuance in Office as Independent Non-Executive Director

The Board, through the NRC, evaluated the contributions and independence of Dato' Sri Idris Jala, whose tenure is expected to reach nine years on 1 January 2026. Based on the evaluation, the Board recommended that he continues to serve as an Independent Non-Executive Director of the Company on the basis that he possesses the following attributes necessary for discharging his duties and responsibilities:

- (a) He has met the criteria of an Independent Director as prescribed under the MMLR.
- (b) He is an inclusive and effective Chairman, highly respected by the Directors and Management for his extensive knowledge, experience and dynamism. During Board and NRC meetings, he demonstrated strong leadership by fostering open and constructive discussions, providing objective views and contributing to informed and balanced decision-making.
- (c) He provides insights into his experiences and best practices for driving leadership transformation and strategic oversight, whilst ensuring good corporate governance and enhancing performance management.
- (d) He performs his role as Board Chairman with due care and diligence, carrying out his professional duties as an Independent Non-Executive Director in the interest of the Company and shareholders. He abstains from participating in deliberation or decision-making on matters where a conflict of interest may arise.

## Notice of 61<sup>st</sup> Annual General Meeting

Dato' Sri Idris Jala has abstained from deliberations and decisions on this matter at the NRC and/or Board Meetings and he will continue to abstain from deliberations and decisions at the 61<sup>st</sup> AGM of the Company. The profile of Dato' Sri Idris Jala is set out in the Directors' Profile in the Annual Report 2024.

### **7. Ordinary Resolution 8 : Proposed Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature**

Ordinary Resolution 8, if passed, will allow the Company and/or its subsidiaries to enter into the recurrent related party transactions in the ordinary course of business and the need to convene separate general meetings each time such recurrent related party transactions occur would be eliminated. This will save administrative time, inconvenience and expenses associated with holding such meetings, without compromising the Group's corporate objectives or adversely impacting its business opportunities. The Shareholders' Mandate is subject to renewal on an annual basis.

Further information on the Proposed Shareholders' Mandate is set out in the Circular to Shareholders of the Company dated 8 April 2025.

# Administrative Guide

## 61<sup>st</sup> Annual General Meeting

Date	Time	Venue	Mode of Meeting
Wednesday 7 May 2025	9.30 a.m.	Grand Summit (Level M1), Connexion @ The Vertical, Bangsar South City, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia	Physical

### Entitlement to Attend and Vote

Only a depositor whose name appears on the Record of Depositors as at **28 April 2025** shall be entitled to attend the said Annual General Meeting (AGM) or appoint proxies to attend and/or vote on his/her behalf at the said AGM.

Registration will commence at 7.30 a.m. and will remain open until 10.00 a.m. or such time as may be determined by the Chairman of the meeting. Members and proxies are encouraged to come early to facilitate registration.

For verification purpose, members and proxies are required to produce their original identity card (I/C) or passport (for foreigners) at the registration counter. Only original I/C or passport will be accepted for the purpose of identity verification. Please ensure that you collect your I/C or passport thereafter.

No person will be allowed to register on behalf of another person even with the original I/C or passport of that other person.

Upon verification and registration, please sign on the attendance list and an identification wristband will be provided at the registration counter.

If you are attending the meeting as a shareholder as well as proxy, you will be registered once and will only be given one (1) identification wristband.

The identification wristband has a passcode printed on it, which will be required for electronic voting purposes.

No person will be allowed to enter the meeting hall without wearing the identification wristband. There will be no replacement of lost or misplaced identification wristband.

A help desk will be available for any other enquiries/assistance/revocation of proxy's appointment.

### Appointment of Proxy/Proxies

A member entitled to attend and vote at the meeting may appoint more than one (1) proxy to attend and vote in his/her stead. Where a member appoints more than one (1) proxy, the member shall specify the proportion of the member's shareholding to be represented by each proxy.

Members who wish to appoint a proxy/proxies to attend and vote at the 61<sup>st</sup> AGM are required to complete, execute and submit the Forms of Proxy through either one of the following avenues no later than **Tuesday, 6 May 2025 at 9.30 a.m.** or in the event of any adjournment, no later than twenty-four (24) hours before the time appointed for the adjourned meeting:

#### (a) Lodgement of Form of Proxy in hardcopy

To be deposited at Tricor's Office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, or alternatively at the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia; OR

# Administrative Guide

## 61<sup>st</sup> Annual General Meeting

### (b) Electronic lodgement of Form of Proxy

The Form of Proxy can be lodged electronically via **TIIH Online** website at <https://tiih.online> by following the procedures below:

Procedures for Electronic Lodgement of Form of Proxy	
i. Steps for Individual Members	
Register as a user with TIIH Online (For first time registration only)	<ul style="list-style-type: none"> <li>Using your computer, access the website at <a href="https://tiih.online">https://tiih.online</a> and register as a user under the “e-Services”. Please refer to the tutorial guide posted on the homepage for assistance.</li> <li>If you are already a user with TIIH Online, you are not required to register again.</li> </ul>
Proceed with submission of Form of Proxy	<ul style="list-style-type: none"> <li>After the release of the Notice of Meeting by the Company, login with your username (i.e. email address) and password.</li> <li>Select the corporate event “<b>HEIM 61<sup>ST</sup> AGM - Submission of Proxy Form</b>”.</li> <li>Read and agree to the Terms and Conditions and confirm the Declaration.</li> <li>Insert your CDS account number and indicate the number of shares for your proxy/proxies to vote on your behalf.</li> <li>Appoint your proxy/proxies or Chairman of the meeting and insert the required details of your proxy/proxies.</li> <li>Indicate your voting instructions FOR or AGAINST, otherwise your proxy/proxies will decide your vote on your behalf.</li> <li>Review and confirm your proxy/proxies appointment.</li> <li>Print e-Form of Proxy for your record.</li> </ul>
ii. Steps for Corporation or Institutional Members	
Register as a user with TIIH Online (For first time registration only)	<ul style="list-style-type: none"> <li>Access TIIH Online at <a href="https://tiih.online">https://tiih.online</a>.</li> <li>Under e-Services, the authorised or nominated representative of the corporation or institutional member selects “<b>Create Account by Representative of Corporate Holder</b>”.</li> <li>Complete the registration form and upload the required documents.</li> <li>Registration will be verified, and you will be notified by email within one (1) to two (2) working days.</li> <li>Proceed to activate your account with the temporary password given in the email and re-set your own password.</li> </ul> <p><i>(Note: The representative of a corporation or institutional shareholder must register as a user in accordance with the above steps before he/she can subscribe to this corporate holder electronic proxy submission. Please contact our Share Registrar if you need clarifications on the user registration.)</i></p>
Proceed with submission of Form of Proxy	<ul style="list-style-type: none"> <li>Login to TIIH Online at <a href="https://tiih.online">https://tiih.online</a>.</li> <li>Select the corporate event: “<b>HEIM 61<sup>ST</sup> AGM – Submission of Proxy Form</b>”.</li> <li>Read and agree to the Terms and Conditions and confirm the Declaration.</li> <li>Proceed to download the file format for “Submission of Proxy Form” in accordance with the Guidance Note set therein.</li> <li>Prepare the file for the appointment of proxy(ies) by inserting the required data.</li> <li>Proceed to upload the duly completed proxy appointment file.</li> <li>Select “Submit” to complete your submission.</li> <li>Print the confirmation report of your submission for your record</li> </ul>

### Appointment of Corporate Representatives/Power of Attorney

Corporate representatives of corporate members must deposit their original or duly certified certificate of appointment of corporate representative at Tricor’s Office as provided above no later than **Tuesday, 6 May 2025 at 9.30 a.m.** to attend and vote at the 61<sup>st</sup> AGM.

Attorneys appointed by power of attorney are to deposit their power of attorney at Tricor’s Office as provided above no later than **Tuesday, 6 May 2025 at 9.30 a.m.** to attend and vote at the 61<sup>st</sup> AGM.

# Administrative Guide

## 61<sup>st</sup> Annual General Meeting

### Poll Voting

Voting at the 61<sup>st</sup> AGM will be conducted by poll in accordance with Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Company has appointed Tricor Investor & Issuing House Services Sdn Bhd as Poll Administrator to conduct the poll by way of electronic voting (e-voting) and an independent scrutineer will be appointed to verify the poll results.

E-voting for each of the resolutions as set out in the 61<sup>st</sup> AGM Notice will take place only upon the conclusion of the deliberations of all the businesses transacted at the meeting. Attendees at the meeting will be briefed and guided by the Poll Administrator before the commencement of the voting process.

Upon completion of the voting session for the 61<sup>st</sup> AGM, the independent scrutineers will verify the poll results followed by the Chairman's declaration on whether the resolutions are duly passed.

### Annual Report 2024 and Circular to Shareholders

The Company's Annual Report 2024 and Circular to Shareholders are available for download from our Company's website at <https://www.heinekenmalaysia.com/annual-reports.html> or Bursa Malaysia's website at <https://www.bursamalaysia.com/market/>.

### Innovation Products for Home Sampling

There will be no product sampling before or after the meeting. However, innovation products will be distributed to members or proxies for home sampling upon registration subject to the following conditions:

- Each registered member or proxy who is present shall be given one (1) sampling pack only upon registration.
- For a member who appoints more than one (1) proxy, one (1) sampling pack will only be given to the first proxy stated in the Form of Proxy.
- If you are a proxy representing more than one (1) member, you shall receive one (1) sampling pack only.
- If you are a member and also appointed as proxy by another member, you shall receive one (1) sampling pack only.
- If the proxy/proxies has/have obtained the sampling pack earlier, member(s) who decided to attend will not be given any sampling pack.

### Parking

Redemption of free parking will be provided at the help desk for members/proxies attending the 61<sup>st</sup> AGM physically who park their vehicles at the car parks within the Connexion premises. The Company will not provide cash reimbursements for parking charges incurred by members/proxies who park their vehicles at the car parks of other buildings or use the valet parking service within the Connexion premises.

### Meeting Enquiry

Members are reminded to check the Company's website for announcements of any changes to the 61<sup>st</sup> AGM arrangements. For any enquiry in relation to the 61<sup>st</sup> AGM, please contact the following during office hours on Monday to Friday from 8.30 a.m. to 5.30 p.m. (excluding public holidays):

### Share Registrar – Tricor Investor & Issuing House Services Sdn Bhd

General +603 2783 9299

Fax +603-2783 9222

Email [is.enquiry@vistra.com](mailto:is.enquiry@vistra.com)

# Letter of Nomination of Auditors



8 January 2025

The Board of Directors  
Heineken Malaysia Berhad  
Sungei Way Brewery  
Lot 1135, Batu 9, Jalan Klang Lama  
46000 Petaling Jaya  
Selangor, Malaysia

Dear Sirs,

## NOMINATION OF AUDITORS

We, GAPL Pte Ltd, being a major shareholder of Heineken Malaysia Berhad ("HEINEKEN Malaysia"), hereby give notice that we wish to nominate the following external auditors as the Auditors of HEINEKEN Malaysia:

KPMG PLT (LLP0010081-LCA & AF 0758)  
Chartered Accountants  
Level 10, KPMG Tower  
8 First Avenue, Bandar Utama  
47800 Petaling Jaya  
Selangor, Malaysia

Yours faithfully

A handwritten signature in black ink, appearing to be "Choo Tay Sian", is written over a faint, larger signature.

Choo Tay Sian, Kenneth  
Director

## FORM OF PROXY

### 61<sup>st</sup> Annual General Meeting

No. of Stock Units held:

CDS Account No.:  
(For Nominees Account Only)

Contact No.:

I/We \_\_\_\_\_  
(Full Name as per NRIC/Passport/Certificate of Incorporation)

NRIC/Passport/Company No. \_\_\_\_\_

of \_\_\_\_\_  
(Full address)

being a member or members of HEINEKEN MALAYSIA BERHAD, hereby appoint:

Name :	Proportion of Stockholding	
	No. of Stock Unit	%
NRIC/Passport No. :		
Address :		

and/or failing him/her,

Name :	Proportion of Stockholding	
	No. of Stock Unit	%
NRIC/Passport No. :		
Address :		

(Note : to put on a separate sheet where there are more than two (2) proxies)

or failing him/her, THE CHAIRMAN OF THE MEETING as my/our proxy/proxies to attend and vote for me/us and on my/our behalf at the 61<sup>st</sup> Annual General Meeting (61<sup>st</sup> AGM) of the Company to be held at Grand Summit (Level M1), Connexion @ The Vertical, Bangsar South City, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia on Wednesday, 7 May 2025 at 9.30 a.m. and at any adjournment thereof.

Please indicate with an "X" in the spaces below as to how you wish your votes to be casted. If no specific direction as to voting is given, the proxy will vote or abstain from voting at his/her discretion.

Ordinary Resolutions	FOR	AGAINST
1. Payment of final dividend for the financial year ended 31 December 2024		
2. Re-election of Mr Choo Tay Sian, Kenneth as a Director		
3. Re-election of Ms Seng Yi-Ying as a Director		
4. Re-election of Mr Martijn Rene van Keulen as a Director		
5. Payment of Directors' fees and benefits to Non-Executive Directors		
6. Appointment of KPMG PLT as Auditors		
7. Continuance of Dato' Sri Idris Jala as Independent Non-Executive Director		
8. Shareholders' Mandate on recurrent related party transactions		

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2025

\_\_\_\_\_  
Signature or Common Seal of Member(s)

#### Personal Data Privacy

By submitting this form, I hereby confirm that I have read, understood and agreed to the personal data privacy terms as set out in the Personal Data Protection Act 2010 Notice which is published on the Company's website at <https://www.heinekenmalaysia.com/privacy-policy/>

Please read the notes overleaf before completing this Form of Proxy.



#### IMPORTANT NOTICE

1. For the purpose of determining a member who shall be entitled to attend the 61<sup>st</sup> AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to issue a Record of Depositors as at **28 April 2025** in accordance with the Company's Constitution and Section 34 of the Securities Industry (Central Depositories) Act 1991. Only a depositor whose name appears on the Record of Depositors as at **28 April 2025** shall be entitled to attend the said AGM or appoint proxies to attend and/or vote on his/her behalf at the said AGM.
2. A member entitled to attend and vote at the meeting may appoint more than one (1) proxy to attend and vote in his/her stead. Where a member appoints more than one (1) proxy, the member shall specify the proportion of the member's shareholding to be represented by each proxy.
3. Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depository) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account (Omnibus Account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. Where an exempt authorised nominee appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the Form of Proxy. An exempt authorised nominee with more than one (1) securities account must submit a separate Form of Proxy for each securities account.
4. If the appointer is a corporation, the Form of Proxy must be executed under its Common Seal or signed by an officer or attorney duly authorised. Any alteration to the Form of Proxy must be initialed.
5. Please ensure ALL the particulars as required in the Form of Proxy are completed, signed and dated accordingly.
6. The Form of Proxy can be submitted through either one (1) of the following avenues no later than **Tuesday, 6 May 2025 at 9.30 a.m.** or in the event of any adjournment, no later than twenty-four (24) hours before the time appointed for the adjourned meeting:

**(a) Lodgement of Form of Proxy in hardcopy**

To be deposited at Tricor's Office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, or alternatively at the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia; OR

**(b) Electronic lodgement of Form of Proxy**

The Form of Proxy can be lodged electronically via **TIIH Online** website at <https://tiih.online>. Kindly refer to the Administrative Guide for the 61<sup>st</sup> AGM on the procedures for electronic lodgement of Form of Proxy via TIIH Online website.

..... Please fold here to seal .....

Affix stamp

#### THE SHARE REGISTRAR OF HEINEKEN MALAYSIA BERHAD

**Tricor Investor & Issuing House Services Sdn Bhd**

Unit 32-01 Level 32 Tower A

Vertical Business Suite, Avenue 3

Bangsar South, No. 8, Jalan Kerinchi

59200 Kuala Lumpur, Malaysia

..... Please fold here to seal .....

7. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited at Tricor's Office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, or alternatively at the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia no later than 24 hours before the time appointed for holding the 61<sup>st</sup> AGM or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
8. For a corporate member who has appointed a representative, please deposit the **ORIGINAL/DULY CERTIFIED** certificate of appointment at Tricor's Office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, or alternatively at the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia no later than 24 hours before the time appointed for holding the 61<sup>st</sup> AGM or adjourned general meeting. The certificate of appointment should be executed in the following manner:
  - (a) If the corporate member has a common seal, the certificate of appointment should be executed under seal in accordance to the constitution of the corporate member.
  - (b) If the corporate member does not have a common seal, the certificate of appointment should be affixed with the rubber stamp of the corporate member (if any) and executed by:
    - (i) at least two (2) authorised officers, of whom one shall be a director; or
    - (ii) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.
9. Pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the resolutions set out in the 61<sup>st</sup> AGM Notice will be put to vote by way of poll.

# Corporate Information

## BOARD OF DIRECTORS

**Dato' Sri Idris Jala***Chairman**Independent Non-Executive Director***Martijn Rene van Keulen***Managing Director***Lau Nai Pek***Senior Independent Non-Executive Director***Chua Carmen***Independent Non-Executive Director***Choo Tay Sian, Kenneth***Non-Independent Non-Executive Director***Seng Yi-Ying***Non-Independent Non-Executive Director***Erin Sakinah Atan***Non-Independent Non-Executive Director*

## COMPANY SECRETARY

Ng Sow Hoong

MAICSA 7027552

SSM PC No. 202008000593

Tel: +603 7861 4688

Email: rachel.ng@heineken.com

## REGISTERED OFFICE

Sungei Way Brewery

Lot 1135, Batu 9, Jalan Klang Lama

46000 Petaling Jaya, Selangor, Malaysia

Tel: +603 7861 4688

Fax: +603 7861 4567

Email: MY1-generalenquiry@heineken.com

Website: [www.heinekenmalaysia.com](http://www.heinekenmalaysia.com)

## AUDITORS

Deloitte PLT (LLP0010145-LCA)

Chartered Accountants (AF 0080)

Level 16, Menara LGB, 1 Jalan Wan Kadir

60000 Kuala Lumpur, Malaysia

Tel: +603 7610 8888

Fax: +603 7726 8986

## PRINCIPAL BANKERS

Citibank Berhad

Registration No. 199401011410 (297089-M)

BNP Paribas Malaysia Berhad

Registration No. 201001034168 (918091-T)

HSBC Bank Malaysia Berhad

Registration No. 198401015221 (127776-V)

United Overseas Bank (Malaysia) Bhd

Registration No. 199301017069 (271809-K)

## SHARE REGISTRAR

Tricor Investor &amp; Issuing House Services Sdn Bhd

Registration No. 197101000970 (11324-H)

Unit 32-01, Level 32, Tower A

Vertical Business Suite

Avenue 3, Bangsar South

No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia

Tel: +603 2783 9299

Fax: +603 2783 9222

Email: [is.enquiry@vistra.com](mailto:is.enquiry@vistra.com)

## STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad

Stock name: HEIM

Stock code: 3255