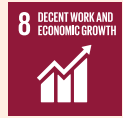


ESG Review



SOCIAL SUSTAINABILITY

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

Material Sustainability Matters

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

List of Ambition Areas

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

Key Highlights



43%

of women in Board of Directors



ZERO

fatal accidents and serious injuries



38%

of women in Management Team



2

social impact initiatives



20,993 Hours

of training provided to employees



ESG Review



EMBRACE DIVERSITY, EQUITY AND INCLUSION

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

Diversity

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

DEI Strategy

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

Our key DEI initiatives in FY2024 include:



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



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



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



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



ESG Review

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



Talent Acquisition and External Brand

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



Leadership Development

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



Performance Management and Rewards/Gender Pay Parity

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



Employee Relations/Inclusive Culture

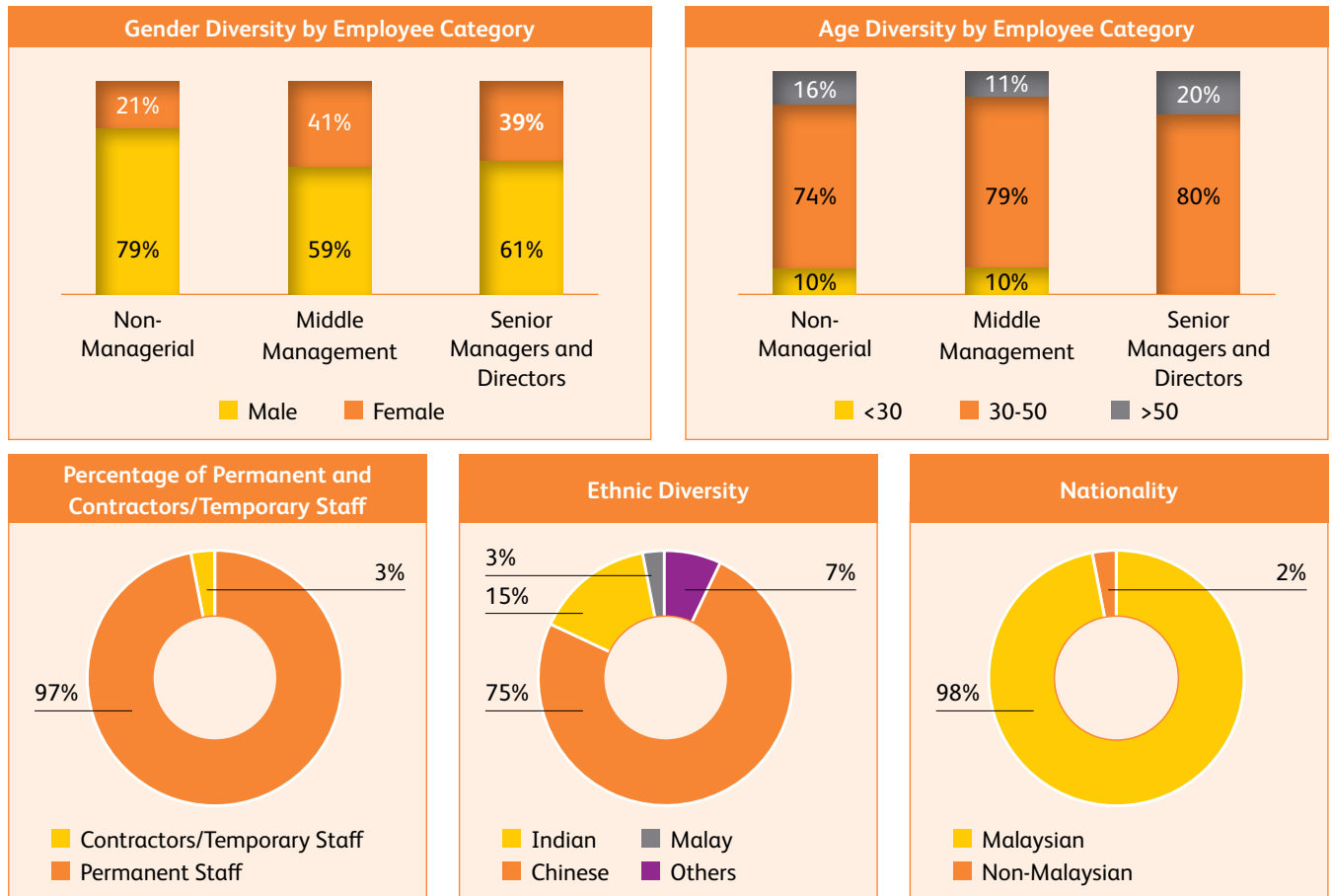
- Updated the Anti-Sexual Harassment policy to strengthen understanding and awareness among employees.
- Delivered a refresher on the Speak Up Policy, reinforcing its importance and accessibility.
- Organised bi-annual feedback sessions, such as listening circles and dialogue forums, to understand women's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

ESG Review

Workforce Diversity

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

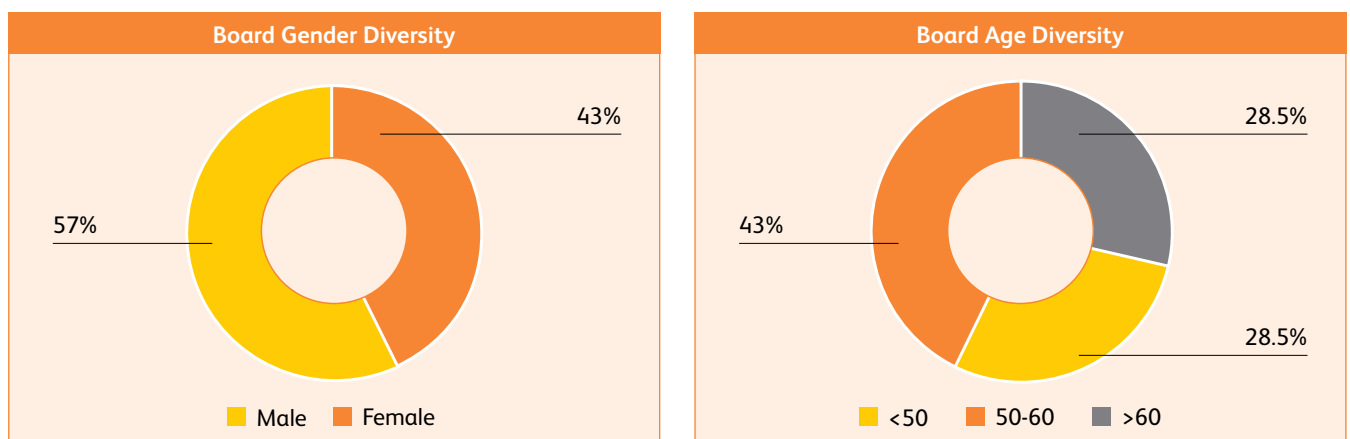
In total, our workforce comprised 526 employees, with a gender ratio of 70:30 between male and female. In terms of age distribution, 9% were under 30 years old, 76% fell within the 30 to 50 range and 15% were above 50 years old. The breakdown also showed a majority of employees in permanent positions,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



Notes:

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

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



ESG Review

Employee Engagement

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

EMPLOYEE CLIMATE SURVEY



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

In FY2024, we have achieved



Employee Engagement Index Score of
86



Performance Enablement Index Score of
84

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

A FAIR AND SAFE WORKPLACE



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

Employee Health, Safety and Wellbeing

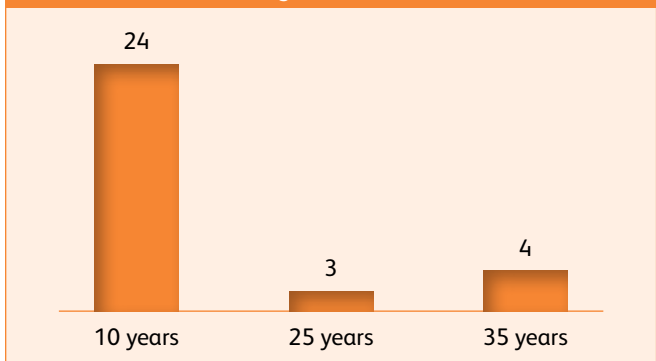
HEINEKEN Malaysia prioritises employee wellbeing by providing comprehensive benefits that support health, financial security and work-life balance, creating a safe and supportive workplace.

Employee Benefits

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

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

Length of Service



Parental Leave

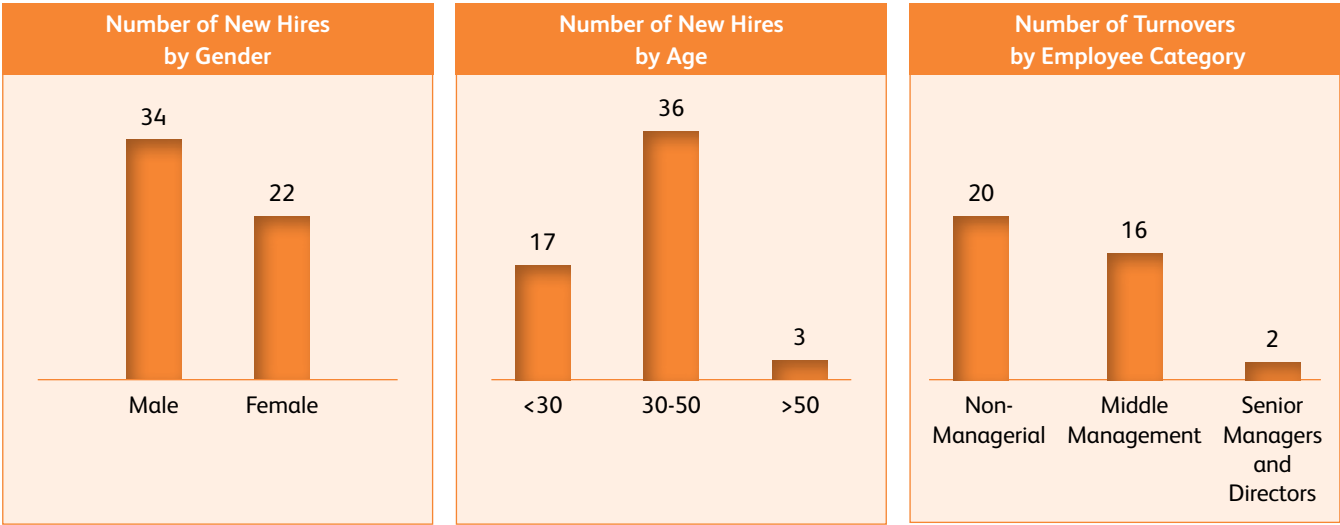
FY2024

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

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

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

ESG Review



Note:

- Senior Managers and Directors are exclusive of Board members.

Human Rights and Labour Standards

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



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

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

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

ESG Review

Strengthening Workplace Safety and Compliance

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

Life Saving Commitments (LSC)

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



526

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

Health and Safety Programme Themes

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

Life Saving Commitments

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



ESG Review

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

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

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

Notes:

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

HUMAN CAPITAL DEVELOPMENT

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

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

Strengthening Board Expertise: Training and Development

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

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

HEINEKEN Global Graduate Programme 2024

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

Short-Term Assignments

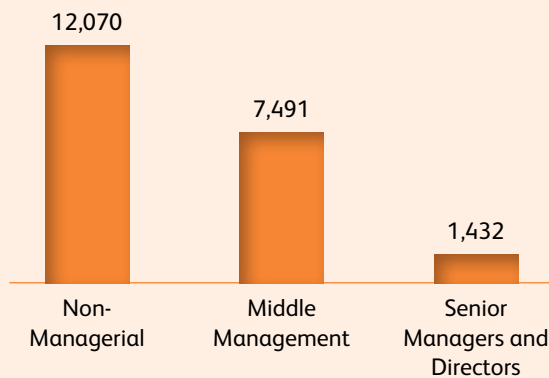
The Short-Term Assignment programme provides local employees with international experience across HEINEKEN's operations in the APAC region, fostering professional growth and expanding networks. In FY2024, five employees successfully completed the short-term assignments, showcasing their creativity and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

ESG Review

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

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

Total Training Hours by Employee Category



Note:

- Senior Managers and Directors are exclusive of Board members.

Supply Chain Management

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



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

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

SMART Outsourcing

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

Supplier Evaluation

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

Communication

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

Due Diligence Process

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

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



100%

of our suppliers adhered to the HEINEKEN Supplier Code



96%

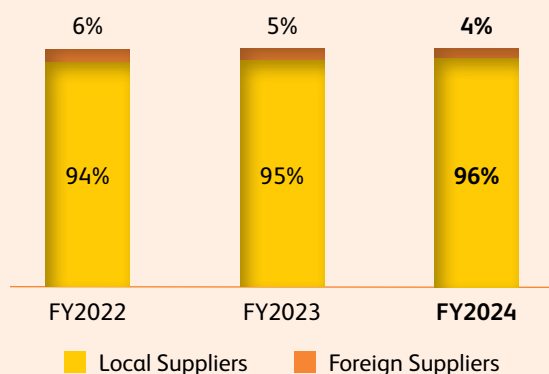
of our engaged suppliers were from local sources



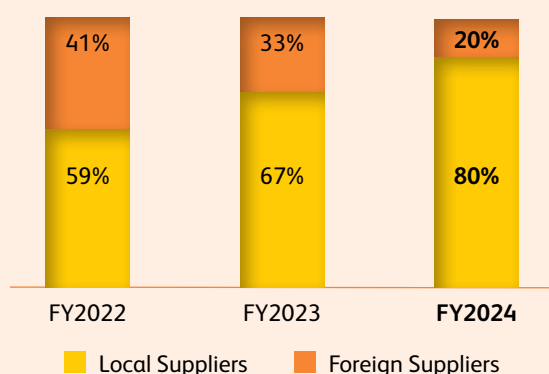
Procurement spent on local suppliers increased to **80%**

ESG Review

Percentage of Suppliers Contracted



Percentage of Procurement Spent



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

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



POSITIVE IMPACT IN OUR COMMUNITIES

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

Community Investment and Development

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

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

Tiger Sin Chew CECC

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

HEINEKEN Cares 2024

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

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



RM2.9 million

channelled in Community Projects in FY2024

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

ESG Review

Our Progress Against BaBW 2030 Ambitions

Social Sustainability

5



8



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

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

