



HEINEKEN MALAYSIA BERHAD

Company No. 196401000020 (5350-X)
(Incorporated in Malaysia)

CONDENSED CONSOLIDATED FINANCIAL STATEMENTS FOR THE FOURTH QUARTER AND YEAR ENDED 31 DECEMBER 2025

The Board of Directors of Heineken Malaysia Berhad ("the Company") wishes to announce the unaudited results of the Group for the fourth quarter and year ended 31 December 2025.

CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	INDIVIDUAL PERIOD 3 MONTHS ENDED		% Change +/-(-)	CUMULATIVE PERIOD 12 MONTHS ENDED		% Change +/-(-)
	31/12/2025 RM'000	31/12/2024 RM'000		31/12/2025 RM'000	31/12/2024 RM'000	
	839,049	823,135	2%	2,798,448	2,796,791	0%
1. Revenue						
2. Operating expenses	(646,906)	(644,375)		(2,180,286)	(2,201,060)	
3. Operating profit	192,143	178,760	7%	618,162	595,731	4%
4. Interest expense	(3,548)	(4,557)		(10,444)	(11,428)	
5. Profit before tax	188,595	174,203	8%	607,718	584,303	4%
6. Taxation	(47,349)	(33,349)		(148,374)	(117,554)	
7. Net profit for the period	<u>141,246</u>	<u>140,854</u>	0%	<u>459,344</u>	<u>466,749</u>	-2%
8. Profit attributable to owners of the Company	<u>141,246</u>	<u>140,854</u>		<u>459,344</u>	<u>466,749</u>	
9. Total comprehensive income attributable to owners of the Company	<u>141,246</u>	<u>140,854</u>		<u>459,344</u>	<u>466,749</u>	
10. Earnings per share:						
(a) Basic (based on 302,098,000 stock units) (sen)	46.76	46.63		152.05	154.50	
(b) Fully diluted	N/A	N/A		N/A	N/A	

The Condensed Consolidated Statement of Comprehensive Income should be read in conjunction with the Group's Annual Audited Financial Statements for year ended 31 December 2024.

CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	UNAUDITED AS AT 31 DECEMBER 2025 RM'000	AUDITED AS AT 31 DECEMBER 2024 RM'000
Non-current assets		
Property, plant and equipment	587,668	582,071
Intangible assets	25,849	18,360
Right-of-use asset	18,911	20,041
Deferred tax assets	704	1,441
Other receivables	1,411	1,095
	634,543	623,008
Current assets		
Inventories	148,843	152,098
Trade and other receivables	521,305	450,525
Current tax assets	21,700	22,071
Cash and cash equivalents	15,403	32,486
	707,251	657,180
Current liabilities		
Trade and other payables	631,262	632,817
Current tax liabilities	1,259	2,583
Lease Liabilities	4,910	4,476
Borrowings	150,000	80,000
	787,431	719,876
Net current assets/(liabilities)	(80,180)	(62,696)
	554,363	560,312
Financed by:		
Capital and reserves		
Share capital	151,049	151,049
Reserves	379,748	388,289
Shareholders' funds	530,797	539,338
Non-current liabilities		
Deferred tax liabilities	18,934	15,124
Lease liabilities	4,632	5,850
	23,566	20,974
	554,363	560,312
Net Assets per share attributable to owners of the Company (RM)	1.76	1.79

The Condensed Consolidated Statement of Financial Position should be read in conjunction with the Group's Annual Audited Financial Statements for the year ended 31 December 2024.

CONDENSED CONSOLIDATED STATEMENT OF CASH FLOW

	YEAR ENDED 31 DECEMBER 2025 RM'000	YEAR ENDED 31 DECEMBER 2024 RM'000
Cash flows from operating activities		
Profit before tax	607,718	584,303
Adjustments for:		
Depreciation of property, plant and equipment	83,719	80,267
Amortisation of intangible assets	6,075	6,078
Inventories written off	3,477	822
Depreciation of right-of-use assets	6,066	4,989
Interest expense	11,454	12,608
Property, plant and equipment written off	5,394	269
Unrealised foreign exchange differences	72	180
Gain on termination of leases	(12)	(7)
Gain on disposal of property, plant and equipment	(78)	(131)
Interest income	(1,010)	(1,180)
Operating profit before changes in working capital	722,875	688,198
Movements in working capital		
Inventories	(222)	(32,356)
Receivables, deposits and prepayment	(71,096)	(15,396)
Payables and accruals	(1,263)	11,048
Cash generated from operations	650,294	651,494
Tax paid	(144,780)	(126,271)
Interest paid	(11,454)	(12,608)
Net cash from operating activities	494,060	512,615
Cash flows from investing activities		
Acquisition of property, plant and equipment	(94,733)	(74,247)
Acquisition of intangible assets	(13,560)	(4,081)
Interest received	1,010	1,180
Proceeds from disposal of property, plant and equipment	98	162
Net cash used in investing activities	(107,185)	(76,986)
Cash flows from financing activity		
Dividend paid	(468,252)	(386,685)
Lease commitment paid	(5,706)	(4,776)
Drawdown / (Repayment) of borrowings	70,000	(55,000)
Net cash used in financing activity	(403,958)	(446,461)
Net change in cash and cash equivalents	(17,083)	(10,832)
Cash and cash equivalents at beginning of year	32,486	43,318
Cash and cash equivalents at end of year	15,403	32,486

The Condensed Consolidated Statement of Comprehensive Income should be read in conjunction with the Group's Annual Audited Financial Statements for the year ended 31 December 2024.

CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Attributable to equity holders of the Company						
	<i>Non-Distributable</i>		<i>Distributable</i>				
	Share Capital RM'000	Capital Reserve RM'000	Retained Earnings RM'000	Total RM'000			
Year ended							
<u>31 December 2025</u>							
Balance at 1 January 2025	151,049	1,563	386,726	539,338			
Total comprehensive income for the period	–	–	459,344	459,344			
Effects of share-based payments	–	367	–	367			
Dividends paid/ payable	–	–	(468,252)	(468,252)			
Balance at 31 December 2025	151,049	1,930	377,818	530,797			
Year ended							
<u>31 December 2024</u>							
Balance at 1 January 2024	151,049	961	306,662	458,672			
Total comprehensive income for the period	–	–	466,749	466,749			
Effects of share-based payments	–	602	–	602			
Dividends paid/ payable	–	–	(386,685)	(386,685)			
Balance at 31 December 2024	151,049	1,563	386,726	539,338			

The Condensed Consolidated Statement of Comprehensive Income should be read in conjunction with the Group's Annual Audited Financial Statements for the year ended 31 December 2024.

Notes:

1. Basis of Preparation

The interim financial report has been prepared in accordance with the requirements of Financial Reporting Standards ("FRS") 134 "Interim Financial Reporting" issued by the Malaysian Accounting Standards Board ("MASB") and paragraph 9.22 of the Listing Requirements of Bursa Malaysia Securities Berhad and should be read in conjunction with the Annual Audited Financial Statements of the Company and its subsidiaries ("the Group") as at and for the year ended 31 December 2024.

2. Significant Accounting Policies

The accounting policies applied by the Group in these condensed consolidated financial statements are the same as those applied by the Group in its consolidated financial statements as at and for the year ended 31 December 2024 save for the adoption of the following amendments to the Malaysian Financial Reporting Standards ("MFRS"):

	Effective Date
Amendments to MFRS 121: Lack of Exchangeability	1 January 2025

The adoption of the above amendments is not expected to have any material effect on the financial statements of the Group.

3. Audit Report on Preceding Annual Financial Statements

The Group's Annual Audited Financial Statements for the year ended 31 December 2024 were not qualified.

4. Seasonal or Cyclical Factors

The business operations of the Group are generally affected by festive seasons.

5. Exceptional Items Affecting the Assets, Liabilities, Equity, Net Income or Cash Flows

There were no exceptional items for the current financial quarter under review.

6. Changes in Estimates

There were no changes in estimates that have had any material effect on current financial quarter under review.

7. Debt and Equity Securities

There was no issuance, repayment of debt and equity securities for the current financial quarter under review, except for those as disclosed under Note 21.

8. Dividends Paid

The following dividend was paid during the financial year under review.

	Year ended 31 December	
	2025	2024
	RM'000	RM'000
<u>Final Dividend paid</u>		
For year ended 31 December 2024		
115 sen per stock unit tax exempt paid on 23 July 2025	347,413	–
For year ended 31 December 2023		
88 sen per stock unit tax exempt paid on 25 July 2024	–	265,846
<u>Interim Dividend paid</u>		
For year ended 31 December 2025		
40 sen per stock unit tax exempt paid on 30 October 2025	120,839	–
For year ended 31 December 2024		
40 sen per stock unit tax exempt paid on 30 October 2024	–	120,839
	468,252	386,685

9. Segmental Reporting

No segmental analysis is prepared as the Group's business is primarily engaged in malt liquor brewing including production, packaging, marketing and distribution of its products principally in Malaysia. The Management Team of the Company reviews the financial information as a whole for decision making.

10. Property, Plant and Equipment Valuation

There were no changes in the valuation of property, plant and equipment for the current financial quarter under review.

11. Events Subsequent to the End of the Period

Between the end of the financial quarter under review and the date of this announcement, there has not been any item, transaction or event of a material and unusual nature which, in the opinion of the Directors is likely to affect substantially the results of the operations of the Group for the quarter ended 31 December 2025.

12. Changes in the Composition of the Group

There was no change to the composition of the Group during the financial period under review including business combination, acquisition or disposal of subsidiaries and long-term investments.

13. Changes in Contingent Liabilities or Contingent Assets

Other than the material litigation disclosed under Note 24 of this report, there are no other contingent liabilities for the quarter under review.

14. Capital Commitments

Capital commitments not provided for in the financial statements as at 31 December 2025 are as follows:

	RM'000
Property, plant and equipment	
Authorised and contracted for	8,905

15. Significant Related Party Transactions

As at the end of the quarter under review, the Group has entered into/or completed the following significant Related Party Transactions:

	Heineken N.V. and its related corporations
	RM'000
Sales of beverage products	777
Fees received/receivable for professional services	2,308
Purchase of beverage products, manufacturing and marketing materials	27,842
Royalties paid/payable	59,299
Fees paid/payable for professional services relating to technical, marketing and other advisory support	61,368

All Related Party Transactions had been entered into in the ordinary course of business on normal commercial terms and are within the scope of the general mandate approved by the shareholders of the Company on 7 May 2025.

16. Review of Performance

Quarter ended 31 December 2025 (Q4 2025) versus quarter ended 31 December 2024 ("Q4 2024")

	3 months ended 31 December 2025 RM'000	3 months ended 31 December 2024 RM'000	% Change +/(−)
Revenue	839,049	823,135	2%
Profit before tax	188,595	174,203	8%
Net profit	141,246	140,854	0%

In the midst of a challenging operating environment, Group revenue increased by 2%, mainly driven by excise duty increase in November 2025, further supported by effective revenue management and distribution efforts, as well as strategic commercial initiatives.

Profit before tax increased by 8%, driven by the improved revenue performance and continued cost discipline throughout the quarter.

Overall, Q4 2025 demonstrated solid operational performance. Nonetheless, net profit remained steady compared to Q4 2024, primarily due to the absence of reinvestment tax allowance that benefited Q4 2024 results. Excluding this one-off benefit, the Group's underlying profitability for Q4 2025 would have increased by approximately 8%.

16. Review of Performance (Continued)

Twelve months ended 31 December 2025 versus the same period in 2024

	12 months ended 31 December 2025 RM'000	12 months ended 31 December 2024 RM'000	% Change +/(−)
Revenue	2,798,448	2,796,791	0%
Profit before tax	607,718	584,303	4%
Net profit	459,344	466,749	-2%

Group revenue for the year ended 31 December 2025 ("FY2025") remained broadly stable with a slight increase in absolute value despite being flat in percentage terms. This performance reflects topline resilience amid a challenging operating environment and softer consumer sentiment.

Profit before tax increased by 4%, supported by the Group's continued effort in cost management and disciplined operational execution.

Overall, the full-year results demonstrated steady operational performance. However, net profit declined by 2% compared to FY2024, primarily due to the absence of reinvestment tax allowance that benefited the prior year's results. Excluding this one-off factor, the Group's underlying profitability would have shown an improvement of approximately 4%.

Quarter ended 31 December 2025 ("Q4 2025") versus quarter ended 30 September 2025 ("Q3 2025")

	3 months ended 31 December 2025 RM'000	3 months ended 30 September 2025 RM'000	% Change +/(−)
Revenue	839,049	656,046	28%
Profit before tax	188,595	148,777	27%
Net profit	141,246	112,948	25%

The Group delivered stronger performance in Q4 2025 compared with Q3 2025. Revenue increased by 28%, mainly driven by early festive sell-in, strategic commercial initiatives, and effective distribution management. Profit before tax and net profit increased in line with the revenue growth in Q4 2025, with a marginal offset from operating expenses.

17. Prospects

The external environment is expected to be more challenging, with macroeconomic uncertainty, inflationary pressure, and the impact of excise duty increase in November 2025 on beer likely to continue weighing on consumer sentiment and demand. The Group remains focused on productivity improvements and operational efficiency, strengthening its core business through portfolio and channel optimisation, and the acceleration of its digital transformation to deliver long-term value.

18. Variance from Profit Forecast

No profit forecast was issued during the financial quarter under review.

19. Taxation

Taxation in respect of the current financial quarter and year ended 31 December 2025 comprises the following:

	3 months ended 31 December 2025 RM'000	12 months ended 31 December 2025 RM'000
Taxation		
Malaysian – Current	43,247	143,836
Malaysian – Prior	(9)	(9)
Deferred taxation		
Malaysian – Current	4,551	4,987
Malaysian – Prior	(440)	(440)
	<u>47,349</u>	<u>148,374</u>

The Group's effective tax rate for the quarter and year under review is broadly in line with the statutory tax rate.

20. Status of Corporate Proposals

There were no corporate proposals which have not been completed at the date of this report.

21. Group Borrowings and Debt Securities

Total group borrowing as at 31 December 2025 are as follows:

	As at 31 December 2025 RM'000	As at 31 December 2024 RM'000
<u>Current – Unsecured</u>		
Revolving credit	150,000	80,000
	<u>150,000</u>	<u>80,000</u>

The tenure for the above borrowings is between 4 to 8 weeks.

22. Financial Instruments

The outstanding derivatives at the end of the reporting period are as follows:

	Notional value RM'000	Fair Value RM'000	Loss arising from fair value changes RM'000
Forward foreign exchange contracts			
– Less than one year	484	481	3

The above forward foreign exchange contracts were entered into by the Group to minimise its exposure to foreign currency risks as a result of transactions denominated in currencies other than its functional currency, arising from the normal business activities, in accordance with the Group's foreign currency hedging policy.

Transactions in foreign currencies are translated to the respective functional currencies of the Group entities at exchange rates at the dates of the transactions. Foreign currency differences arising from retranslation are recognised in comprehensive income, except for differences arising from the retranslation of a financial instrument designated as a hedge of currency risk, which is recognised in other comprehensive income.

22. Financial Instruments (Continued)

There is minimal credit and market risk as the forward contracts are executed with the Group's relationship financial institutions, namely Citibank Berhad, BNP Paribas Malaysia Berhad, United Overseas Bank (Malaysia) Bhd and HSBC Bank Malaysia Berhad. The Group is of the view that the possibility of non-performance by these financial institutions is remote on the basis of their financial strength.

23. Notes to the Statement of Comprehensive Income

	3 months ended 31 December 2025 RM'000	12 months ended 31 December 2025 RM'000
Depreciation and amortization	23,137	95,860
Provision for and write off of inventories	1,896	3,477
Loss on derivatives	2	3

Other than the items highlighted above which have been included in the Consolidated Statement of Comprehensive Income, there were no impairment of assets nor profits/losses on any other items and sale of quoted securities, investments and properties included in the results for the quarter ended 31 December 2025.

24. Material Litigation

There is no material development relating to the material litigation as reported under Note 26 of the Group's Annual Audited Financial Statements for the financial year 2024 dated 11 March 2025. Trial for the case commenced on 19 November 2024, with subsequent hearings held in March, August, September and November of 2025, as well as January 2026. The next hearing is scheduled for 13 February 2026.

25. Dividend

The Board has proposed a single tier final dividend of 112 sen per stock unit for the year ended 31 December 2025 (31 December 2024: 115 sen per stock unit, single tier). Total dividend for the year ended 31 December 2025 is 152 sen per stock unit comprising:

- (i) a single tier interim dividend of 40 sen per stock unit which was paid on 30 October 2025; and
- (ii) a proposed single tier final dividend of 112 sen per stock unit.

The dividend payout ratio for the year is 100%.

Subject to approval of the shareholders at the forthcoming Annual General Meeting, the date of which will be announced later, the said dividend will be paid on 7 July 2026. The entitlement date for the dividend payment is 10 June 2026.

A Depositor shall qualify for entitlement only in respect of:

- (a) Shares deposited into the Depositor's securities account before 12.30 p.m. on 8 June 2026 (in respect of shares which are exempted from mandatory deposit);
- (b) Shares transferred into the Depositor's securities account before 4.30 p.m. on 10 June 2026 in respect of ordinary transfers; and
- (c) Shares bought on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad

Pursuant to FRS 110, the proposed single tier final dividend totaling RM338,349,760 has not been accounted for in the financial statements as at 31 December 2025.

26. Earnings Per Share

(a) Basic Earnings Per Share

Basic earnings per share for the period ended 31 December 2025 is calculated by dividing the net profit attributable to the shareholders by the weighted average number of ordinary stock units outstanding as at 31 December 2025 of 302,098,000.

(b) Diluted Earnings Per Share

There were no diluted earnings per ordinary stock unit for the Group as at 31 December 2025.

For and on Behalf of the Board

Martijn Rene van Keulen

Managing Director

11 February 2026