



## About this Statement

We are guided by our purpose to Brew the Joy of True Togetherness to Inspire a Better World, which shapes how we create value for our people, communities and business. Sustainability is embedded into our core business as a long-term approach to doing business the right way, ensuring we are fit for the future while supporting sustainable growth and productivity.

As part of the HEINEKEN Group, HEINEKEN Malaysia has adopted the Brew a Better World 2030 (BaBW) strategy, which sets out clear, measurable, and ambitious goals across our value chain. Over the past decade, sustainability has become an integral part of how we operate, with meaningful milestones achieved across our priorities. To enhance impact, Heineken N.V. sharpened its sustainability goals to ensure focus on the areas where we can make the biggest difference.

In 2025, Heineken N.V. refreshed the BaBW strategy to better reflect the sustainability issues most material to our business. This includes reordering our three pillars to Responsible, Social, and Environmental. These priorities are united by our rallying cry, “Together We Can”, reflecting our belief that collaboration across our value chain, communities and partners is essential to driving lasting progress for people, the planet, and our business.

## Scope and Reporting Framework

This ESG review covers the period from 1 January 2025 to 31 December 2025 (FY2025) and includes HEINEKEN Malaysia and its wholly owned operating subsidiary, Heineken Marketing Malaysia Sdn Bhd (the Group) located in Petaling Jaya, Selangor.

The Statement has been prepared in compliance with Bursa Malaysia’s Main Market Listing Requirements (MMLR) and with reference to the following frameworks, reflecting our ongoing efforts to strengthen responsible consumption, social sustainability, environmental sustainability and governance practices in line with recognised market-based sustainability benchmarks:

### Global Goals

- United Nations Sustainable Development Goals (UNSDGs)

### Reporting Frameworks

- Global Reporting Initiative (GRI) Standards 2021
- International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards in line with Bursa Malaysia’s MMLR
  - › IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information
  - › IFRS S2 Climate-related Disclosures
- Malaysian Code on Corporate Governance (MCCG) by the Securities Commission Malaysia
- Science-Based Targets initiative (SBTi)

### Sustainability-related Indices

- FTSE4Good Bursa Malaysia (F4GBM) Index

The Group adopts the sustainability-related risks and opportunities (SRROs) and climate-related risks and opportunities (CRROs) identified by Heineken N.V. for our Group’s operations. As an operating subsidiary of Heineken N.V., an EU-based company, we are also required to report in compliance with the Corporate Sustainability Reporting Directive.

## Time Horizons

The Group applies the following forward-looking time horizons when preparing sustainability disclosures, unless otherwise specified in the relevant section:

- Short-term: 1 year
- Medium-term: 1 to 5 years
- Long-term: beyond 5 years

## Assurance Statement

This ESG section was reviewed by the Sustainability Committee and subsequently approved by the Board of Directors (the Board) of HEINEKEN Malaysia on 27 February 2026. To ensure accuracy and compliance, we engaged Rapid Genesis Sdn Bhd, an independent consultant, to provide limited assurance on selected information in our ESG Review. Rapid Genesis’ engagement was conducted in accordance with ISAE 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information, and ISAE 3410 – Assurance Engagements on Greenhouse Gas Statements, in respect of our GHG emissions disclosures. Their responsibility was to express a limited assurance conclusion based on the procedures performed. Additionally, our water balancing initiatives were independently quantified and verified by LimnoTech, a leading U.S.-based water sciences and environmental engineering firm.

## First-Time Adoption of IFRS Sustainability Disclosure Standards and Transition Reliefs

In FY2025, the Group commenced application of the IFRS Sustainability Disclosure Standards, with an initial focus

on IFRS S2 Climate-related Disclosures. This represents an important step in strengthening the Group's climate-related reporting and enhancing the transparency and decision-usefulness of sustainability-related information provided to stakeholders.

In preparing these disclosures, the Group has applied the following transition reliefs:

- Permitted to disclose information only on climate-related risks and opportunities (in accordance with IFRS S2) and consequently apply the requirements of IFRS S1 only to the extent as they relate to the disclosure of information on climate-related risks and opportunities for two (2) years.

- Only selected material Scope 3 GHG emissions categories are disclosed where data quality, availability, and methodology robustness are assessed to be sufficiently mature to support quantitative reporting.

The Group has prioritised climate-related disclosures and focused on areas where underlying data, methodologies and internal controls are sufficiently developed and reliable, while progressively enhancing its approach to sustainability-related reporting.

The application of these transition reliefs does not affect the Group's commitment to transparency and continuous

improvement. The Group continues to assess how sustainability-related risks and opportunities may affect its financial performance, position and cash flows over the short, medium and long term, and will further enhance its disclosures as data processes, measurement methodologies and governance practices continue to mature.

### Feedback

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

## 2025 HIGHLIGHTS

### Responsible

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



**>10%** of media spend invested in responsible consumption campaigns



**>RM129,000** invested in e-hailing promo codes for consumers through brand and corporate events

### Social



**43%** of women in Board of Directors

**38%** of women in Management Team




Supported **3 NGOs** on water access and food security projects



Raised **RM9 million** for 7 institutions in 2025 and **RM436 million** raised since 1994

### Environmental



**45%** reduction in Scope 1 & 2 emissions in production vs 2022 baseline

**36%** improvement in water consumption vs 2014 baseline

**3,500** solar panels supply approx. **17%** of electricity

**221%** water balanced since 2020

**100%** renewable electricity via TNB's GET programme

**Fully recycled & upcycled** our production waste since 2017

## Sustainability Strategy

### ESG framework

Our ESG Framework embodies our focus on sustainability and aligns with the BaBW 2030 ambition. It is anchored on three core pillars: responsible consumption, social sustainability, and environmental sustainability. This framework ensures our operations are driven by long-term objectives, proactive ESG risk management, and a deep understanding of stakeholder expectations. We focus our efforts on areas where we can deliver measurable outcomes, guided by strong governance and continuous improvement. Building on our foundation are our ambitions and goals, which show our focus on key sustainability initiatives. We are guided by a strong set of core fundamentals that shape our daily operations and ensure we conduct business with integrity, accountability, and excellence.

### Overview of the Group and Our Value Chain

Our value chain and the key sustainability impacts across each stage of our business model are illustrated through the “Barley to Bar” framework on page 12 of this Annual Report, which forms part of our sustainability-related financial disclosures.

### Sustainability Policy

The Group’s Sustainability Policy, approved by the Sustainability Committee and adopted by the Board, reflects our sustainability strategy and aligns with our Purpose and Values, providing clear principles to guide the integration of sustainability matters across operations and the value chain.

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

### Green Claims Policy

HEINEKEN Malaysia adopts the Green Claims Policy established by Heineken N.V. to ensure that all environmental claims relating to our products and initiatives are accurate, substantiated, and compliant with applicable regulations. The policy strengthens our ESG disclosures, enhancing transparency and trust in our sustainability efforts.

Who We Are














Our Business Model

Performance Review

ESG Review

How We Are Governed

Our Numbers and Other Information

	<b>OUR PURPOSE</b> Brew the Joy of True Togetherness to Inspire a Better World			
<b>Our Values</b>	Passion for consumers and customers	Courage to dream and pioneer	Care for people and planet	Enjoyment of life
<b>Our Foundation</b>	<b>ESG GOVERNANCE</b> 			
<b>ESG Pillars and Ambition Areas</b>	<b>RESPONSIBLE CONSUMPTION</b>	<b>SOCIAL SUSTAINABILITY</b>	<b>ENVIRONMENTAL SUSTAINABILITY</b>	
	<ul style="list-style-type: none"> <li>Always a choice</li> <li>Address harmful use</li> </ul>	<ul style="list-style-type: none"> <li>Foster fairness and inclusion</li> <li>Positive impact in our communities</li> </ul>	<ul style="list-style-type: none"> <li>Towards healthy watersheds and nature</li> <li>Maximise circularity</li> <li>Reach net zero carbon</li> </ul>	
<b>Material Sustainability Matters</b>	<ul style="list-style-type: none"> <li>Product Safety and Quality</li> <li>Responsible Marketing and Consumption</li> </ul> 	<ul style="list-style-type: none"> <li>Employee Health, Safety and Wellbeing</li> <li>Human Rights and Labour Standards</li> <li>Supply Chain Management</li> <li>Human Capital Development</li> <li>Community Investment and Development</li> <li>Diversity, Equity and Inclusion</li> </ul> 	<ul style="list-style-type: none"> <li>Water Efficiency and Water Balancing</li> <li>Climate Resilience and Energy</li> <li>Waste and Effluent</li> <li>Resource Use</li> </ul> 	
<b>Fundamentals</b>	<ul style="list-style-type: none"> <li>Clear and transparent consumer information of our products</li> </ul>	<ul style="list-style-type: none"> <li>Respecting human rights through due diligence and action</li> <li>Equal pay for equal work</li> <li>Decent and safe living and working standards for our employees and outsourced workers</li> <li>Champion a culture of belonging</li> </ul>	<ul style="list-style-type: none"> <li>Treat wastewater from our operations</li> <li>Zero waste to landfill</li> </ul>	
<b>Stakeholder Groups</b>	 Regulators/Public Authorities  Employees  Shareholders/Investors	 Consumers  Customers/Trade Partners  Suppliers/Vendors/Contractors	 Industry Associations  NGOs/Communities  Media/Analysts	

**Stakeholder Engagement**

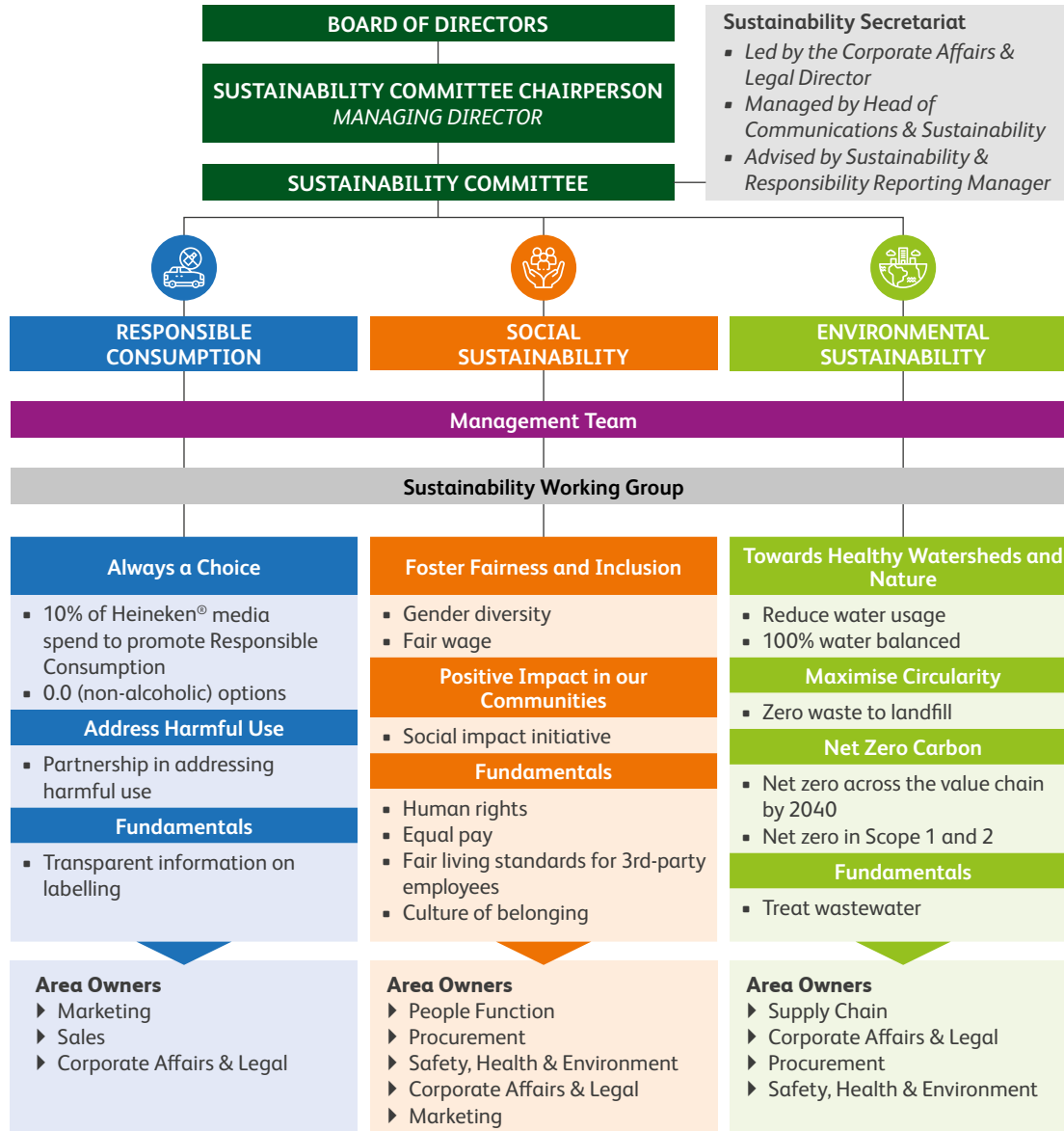
Our stakeholders play a key role in shaping decisions at HEINEKEN Malaysia. Having identified nine key stakeholder groups impacted by our activities, we focus on ongoing engagement to gain insights into their concerns.

Our Focus	How We Engage	Frequency	Our Response
<b>Shareholders/Investors</b>			
<ul style="list-style-type: none"> <li>Financial Performance</li> <li>Business Strategy</li> <li>Shareholder Returns</li> </ul>	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Investor Briefings</li> <li>Announcements to Bursa Malaysia</li> <li>Conference calls / emails</li> <li>Company's website and Investor Relations webpage</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Biannually</li> <li>As needed</li> <li>As needed</li> <li>As needed</li> </ul>	Transparent Disclosure on Strategy, Performance and Sustainability Ambitions
<b>Regulators/Public Authorities</b>			
<ul style="list-style-type: none"> <li>Licensing and Regulatory Compliance</li> <li>Excise Duty</li> </ul>	<ul style="list-style-type: none"> <li>Dialogue Sessions</li> <li>Meetings</li> <li>Workshops and Trainings</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> <li>As needed</li> <li>As needed</li> </ul>	Engagement with authorities to support regulatory compliance and illicit trade prevention
<b>Consumers</b>			
<ul style="list-style-type: none"> <li>Product Quality</li> <li>Responsible Consumption</li> </ul>	<ul style="list-style-type: none"> <li>Brand Campaigns</li> <li>Consumer research interviews, focus groups and product sampling</li> <li>Consumer Feedback</li> </ul>	<ul style="list-style-type: none"> <li>Regularly</li> <li>Regularly</li> <li>Regularly</li> </ul>	Promote responsible consumption and improve sustainable packaging
<b>Suppliers/Vendors/Contractors</b>			
<ul style="list-style-type: none"> <li>Safety and Wellbeing</li> <li>Ethical Conduct</li> <li>Cost Efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Onboarding</li> <li>Business Partner Sessions</li> <li>Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>	Upholds HEINEKEN Supplier Code of Conduct and collaborate on responsible sourcing
<b>Customers/Trade Partners</b>			
<ul style="list-style-type: none"> <li>Business Strategy Alignment</li> <li>Performance Improvement</li> </ul>	<ul style="list-style-type: none"> <li>Dialogue Sessions</li> <li>Meetings</li> <li>Workshops and Trainings</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> <li>As needed</li> <li>As needed</li> </ul>	Collaborate with partners to support business objectives and circularity initiative

Our Focus	How We Engage	Frequency	Our Response
<b>Employees</b>			
<ul style="list-style-type: none"> <li>Safety, Health and Wellbeing</li> <li>Talent Development</li> </ul>	<ul style="list-style-type: none"> <li>Employee communications (Townhalls, Department Meetings, Management Team and Leadership Team meetings)</li> <li>Trainings</li> <li>Employee Pulse Survey and Employee Climate Survey</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Regularly</li> <li>Annually</li> </ul>	Support employee development, wellbeing and ethical conduct
<b>Non-Governmental Organisations (NGOs)/Communities</b>			
<ul style="list-style-type: none"> <li>Community Development</li> <li>Social Impact</li> </ul>	<ul style="list-style-type: none"> <li>NGO Partnerships</li> <li>Community Programmes</li> </ul>	<ul style="list-style-type: none"> <li>Regularly</li> <li>Regularly</li> </ul>	Support community and environmental initiatives through structured partnerships
<b>Media/Analysts</b>			
<ul style="list-style-type: none"> <li>Business Performance</li> <li>Brand Activities</li> </ul>	<ul style="list-style-type: none"> <li>Media Briefings, Media Interviews, Press Releases, Media Visits</li> <li>Brand Marketing Campaigns</li> <li>Product Launches</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> <li>Ongoing</li> <li>As needed</li> </ul>	Support responsible consumption and commercial communications
<b>Industry Associations</b>			
<ul style="list-style-type: none"> <li>Industry Issues</li> <li>Collaboration with Industry Peers</li> </ul>	<ul style="list-style-type: none"> <li>Engagement Sessions</li> <li>Dialogues</li> <li>Scheduled Meetings</li> <li>Forums</li> </ul>	<ul style="list-style-type: none"> <li>As needed</li> <li>As needed</li> <li>Regularly</li> <li>As needed</li> </ul>	Collaborate with industry peers to address shared challenges

## Sustainability Governance

HEINEKEN Malaysia has established a structured governance framework to ensure clear accountability in managing ESG matters. Our three-tier structure—the Board, the Sustainability Committee (SC), and the Sustainability Working Group (SWG)—aligns with Heineken N.V.’s reporting requirements and local regulatory requirements, further strengthening transparency and accountability in our disclosures.



### Roles and Responsibilities

#### Board of Directors

- Provides strategic oversight concerning the Group’s sustainability strategies, material matters, targets and policies; and the integration of SRROs & CRROs into the Group’s strategy and risk management
- Reviews quarterly updates from the Managing Director and the Management Team on sustainability performance, progress, and key developments
- Reviews and approves proposed sustainability initiatives and the annual sustainability statement

\* The Board also oversees the alignment of sustainability-related targets with performance management processes and will continue to evaluate the integration of such metrics into executive remuneration structures over time.

#### Sustainability Committee

- Oversees the strategic management of material sustainability matters and resource allocation
- Proposes and advises the Board on sustainability strategies, initiatives, and targets
- Identifies, assesses and manages SRROs & CRROs
- Monitors quarterly progress across sustainability pillars in line with the BaBW 2030 goals and reports updates to the Managing Director and the Management Team
- Ensures effective implementation of sustainability strategies and initiatives to achieve the Group’s targets

#### Sustainability Working Group

- Integrates sustainability strategies and initiatives into daily operations, advancing the BaBW 2030 goals
- Engages stakeholders regularly, addressing concerns and aligning with expectations
- Reports progress and performance in implementing sustainability strategies and initiatives to the Sustainability Committee
- Compiles ESG-related data for sustainability reporting

**Reporting and Monitoring**

1. The Board received quarterly updates from the Management Team on sustainability performance, progress and key developments
2. The SC reviews sustainability progress and updates the Managing Director and the Management Team on a quarterly basis
3. The SWG monitors implementation progress and sustainability performance, reporting updates to the SC on a monthly basis

**Board Sustainability Awareness and Training**

In FY2025, the Directors participated in seven capacity-building programmes.

Training	Description
Mandatory Accreditation Programme Part II: Leading for Impact	Focuses on strengthening directors' oversight of sustainability risks, opportunities, and material matters
Water Sustainability Workshop	Covers key water sustainability topics delivered by the Nanyang Technological University Singapore
Anti-Bribery and Corruption training	Addresses anti-bribery and corruption risks and related compliance requirements
Anti-Money Laundering, Counter-Terrorism Financing and Counter-Proliferation Financing	Provides guidance on regulatory obligations and financial crime risk management
Cyber Security Awareness	Builds awareness on cyber security risks and threats
HEINEKEN Responsible Marketing Code 2025	Outlines responsible marketing principles and requirements through e-learning
HEINEKEN Code of Business Conduct 2025	Sets out ethical conduct expectations and business standards through e-learning

**RISK MANAGEMENT**

**Risk Management and Internal Controls**

Risk management and internal control within the Group are anchored in a comprehensive framework based on the Committee on Sponsoring Organisations Enterprise Risk Management and Internal Control Reference Model, which forms a core component of the HEINEKEN Business Framework. This framework enables the Group to systematically identify, assess and manage SRROs and CRROs across its operations.

The Group assesses the financial implications of sustainability-related risks and opportunities, including climate-related risks, on its financial position, financial performance and cash flows across short, medium and long-term horizons.

These impacts may include capital expenditure required for decarbonisation initiatives, and potential revenue impacts linked to evolving regulatory requirements and consumer preferences.

While such impacts are currently not material to the Group's financial statements, the Group continues to enhance the integration of sustainability-related considerations into financial planning, investment decision-making and capital allocation processes.

**Processes for Identifying and Assessing Sustainability and Climate-Related Risks**

We conduct materiality assessments to identify and prioritise key sustainability and climate-related issues that shape the Group's overall strategy.

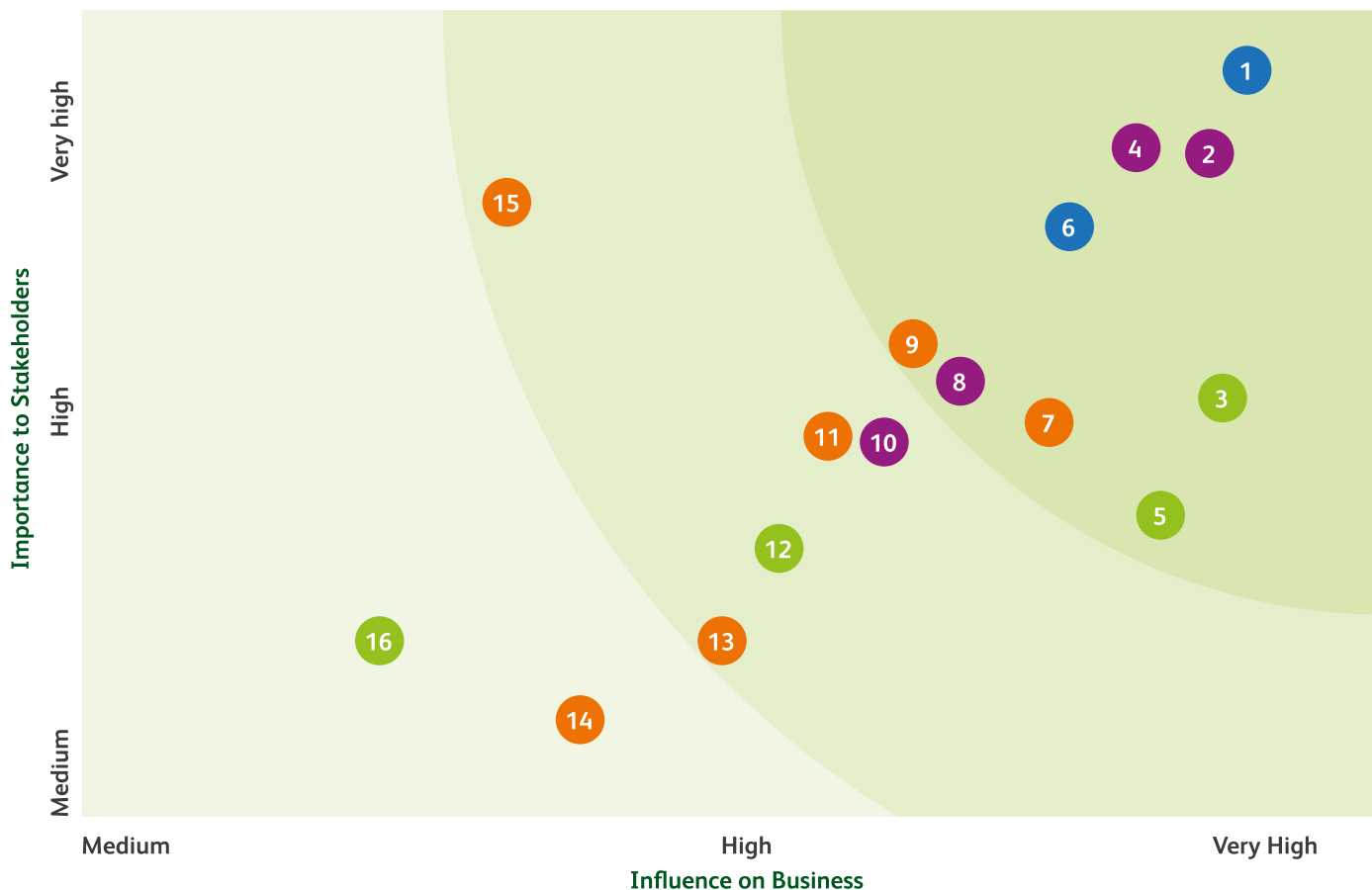
A materiality assessment carried out in FY2022 resulted in the identification of 16 SRROs and CRROs. These SRROs and CRROs remain relevant to the Group's operations and are therefore retained for FY2025.

Our top 9 sustainability and climate-related risks are outlined below:

- Product Safety and Quality
- Regulatory Compliance
- Ethical Business Conduct
- Responsible Marketing and Consumption
- Climate Resilience and Energy Efficiency
- Water Stewardship
- Employee Health, Safety and Wellbeing
- Data Privacy and Cyber Security
- Human Rights and Labour Standards

*The materiality matrix is presented on the following page.*

### Materiality Assessment



### Integration with Overall Risk Management

Management reviews the adequacy and effectiveness of mitigation actions to ensure SRROs and CRRROs are addressed within the broader risk management framework, with oversight provided by the Board.

Governance	
2	– Regulatory Compliance
4	– Ethical Business Conduct
8	– Data Privacy and Cyber Security
10	– Risk Management
Responsible Consumption	
1	– Product Safety, Quality and Hygiene
6	– Responsible Marketing and Consumption
Social Sustainability	
7	– Employee Health, Safety and Wellbeing
9	– Human Rights and Labour Standards
11	– Supply Chain Management
13	– Human Capital Investment
14	– Community Investment and Development
15	– Diversity, Equity and Inclusion
Environmental Sustainability	
3	– Climate Resilience and Energy Efficiency
5	– Water Stewardship
12	– Waste and Effluent Management
16	– Resource Use

### Processes for Managing SRROs and CRRROs

The Group integrates the management of SRROs and CRRROs into enterprise risk management processes, guided by applicable Group strategies and policies. These processes support the identification, evaluation and management of such risks across operations.

Key measures include initiatives under the BaBW strategy, such as increasing the use of renewable energy to support emissions reduction efforts, as well as the application of our Sustainability Policy, which provides a structured framework for embedding sustainability matters across operations and stakeholder engagement.

## Key Operational Risks and Mitigation Measures

In line with the Group’s risk management and internal control framework, which is aligned with the COSO Enterprise Risk Management Reference Model and the HEINEKEN Risk Management Framework, the Group monitors and manages key operational risks that may impact our operations and stakeholders.

A summary of selected risk areas and mitigation actions is presented below.

Type of Risk	Our Actions
<b>Responsible Commercial Communication</b>	
Risk of adverse public reaction to external communications or changes in regulations.	<ul style="list-style-type: none"> <li>▪ Oversight of external communications and commercial campaigns.</li> <li>▪ Responsible marketing training for employees.</li> <li>▪ Engagement with government stakeholders on corporate responsibility initiatives.</li> </ul>
<b>Employee Safety</b>	
Uncontrolled events leading to injuries or fatalities, potentially causing operational disruption, legal claims, and reputational damage.	<ul style="list-style-type: none"> <li>▪ Safety workshops and mandatory safety training across the organisation.</li> <li>▪ Emergency response and evacuation drills conducted at operational sites.</li> </ul>
<b>Non-Compliance with Environmental Regulations</b>	
Failure to comply with environmental laws or stakeholder expectations, which may result in legal claims, penalties or operational restrictions.	<ul style="list-style-type: none"> <li>▪ Wastewater treatment and waste management improvements.</li> <li>▪ Ongoing monitoring to ensure regulatory compliance.</li> </ul>
<b>Violation of Human Rights</b>	
Non-compliance with human rights standards within operations or the value chain, potentially resulting in claims, fines or reputational damage.	<ul style="list-style-type: none"> <li>▪ Human rights awareness training.</li> <li>▪ Payroll spot checks and internal control assessments.</li> <li>▪ Annual Control Self-Assessment conducted on internal controls related to human rights.</li> </ul>

Type of Risk	Our Actions
<b>Cyber Security Incident</b>	
Cyber-attacks that disrupt operations or lead to theft or loss of critical data.	<ul style="list-style-type: none"> <li>▪ Implementation of HEINEKEN’s global cybersecurity framework.</li> <li>▪ System monitoring and cyber security awareness programmes.</li> </ul>
<b>Sustainability Goals</b>	
Failure to meet BaBW sustainability commitments.	<ul style="list-style-type: none"> <li>▪ Governance structures and regular management updates on sustainability progress.</li> <li>▪ Monitoring of sustainability performance versus BaBW goals.</li> </ul>
<b>Sustainability Disclosures</b>	
Inaccurate reporting on sustainability performance which could undermine transparency.	<ul style="list-style-type: none"> <li>▪ Controls implemented to strengthen reporting processes.</li> <li>▪ Benchmarking against recommended disclosure practices.</li> </ul>
<b>Data Breach</b>	
Accidental or deliberate loss of sensitive data resulting in reputational damage or loss of stakeholder trust.	<ul style="list-style-type: none"> <li>▪ Review of data and reporting controls.</li> <li>▪ Phishing awareness campaigns and monitoring of data privacy compliance.</li> </ul>
<b>Disruption of Sourcing Continuity</b>	
Adverse currency movements impacting costs, margins or liquidity.	<ul style="list-style-type: none"> <li>▪ Management of foreign currency exposures in alignment with HEINEKEN Global hedging strategies.</li> </ul>



## Governance

### Corporate Governance & Anti-Corruption

Strong corporate governance and ethical conduct underpin how the Group manages SRROs. We place emphasis on integrity, transparency and accountability across decision-making processes to safeguard stakeholder trust and support long-term value creation.

#### Management Approach

The Group's corporate governance and anti-corruption framework is guided by the HEINEKEN Code of Business Conduct (HeiCode) and supported by the following policies:

- Anti-Bribery and Anti-Corruption Policy
- Speak Up (Whistleblowing) Policy

These policies and controls are applied consistently across operations to support ethical conduct and regulatory compliance.

To read the HeiCode, please visit:

<https://www.heinekenmalaysia.com/corporate-governance/>

#### Metrics and Targets



**100%** Board members and employees received anti-bribery and anti-corruption training.



**9** reports received via Speak Up Channel, and **100%** cases were resolved successfully.



The Group maintained **38%** female representation on the Board for three consecutive years, exceeding the Malaysian Government's target of 30% for public listed companies.

### Data Privacy and Cyber Security

The protection of data and the resilience of digital systems are critical to the Group's operations and stakeholder confidence. The Group manages data privacy and cyber security risks through system safeguards and ongoing monitoring.

#### Management Approach

The Group strengthens data privacy and cyber security through regular security effectiveness assessments, mandatory employee awareness and training programmes, and periodic system testing. These measures support early detection of vulnerabilities and enhance preparedness against potential cyber threats.

Key initiatives include:



Simulated phishing exercises



Disaster recovery drills for production systems



Cyber security training with live hacking demos

#### Metrics and Targets



In FY2025, **9** cyber security awareness and preparedness initiatives were implemented, including training sessions, campaigns and cyber incident simulations.



**NO** substantiated complaints relating to breaches of customer privacy or loss of customer data were recorded.



## Responsible Consumption

As a responsible brewer, we lead by example. We use the strength of our brands to make moderation cool, forge partnerships to address harmful use, empower our consumers with clear and transparent information, and expand our range of low-and no-alcohol drinks – ensuring there is always a choice. In 2025, we invested more than RM750,000 to promote responsible consumption.

### Product Safety, Quality and Hygiene

To safeguard consumer health and well-being, we uphold strict hygiene and safety standards across our production processes. Our brewery was the first in Malaysia to receive the MS 1480:2007 HACCP certification from the Ministry of Health in 2002 and has been ISO 9001:2015 certified since 2018. In addition, we achieved FSSC 22000 certification in June 2024, issued by the British Standards Institution. We approach responsible consumption by placing emphasis on product safety, quality and hygiene throughout marketing and consumer engagement activities. This underpins compliance with regulatory requirements and responsible communication practices.

#### Management Approach

Responsible consumption is governed by our adherence to the Responsible Marketing Code (RMC), which regulates the development and approval of marketing communications. We apply structured internal reviews to marketing materials to ensure responsible messaging and alignment with applicable requirements.

Further information on the RMC is available at: <https://www.heinekenmalaysia.com/responsible-marketing/>

#### Metrics and Targets



In FY2025, no incidents of non-compliance with the RMC were reported in relation to marketing communications.



Following the transition to the updated labelling format in 2023, no instances of non-compliance with the HEINEKEN Global Labelling Policy were reported.

### Responsible Marketing and Consumption

Our responsible marketing practices support the Group's commitment to promoting moderation and discouraging harmful consumption. We integrate responsible consumption principles across marketing activities, media placement and employee conduct.

#### Management Approach



We allocate 10% of the Heineken® media budget to campaigns that promote moderation and discourage driving under the influence, delivered through a combination of brand-led initiatives and collaborative programmes.

#### Metrics and Targets



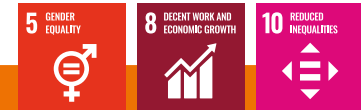
We distributed **13,000** Grab e-hailing codes, investing over **RM129,000** in responsible consumption initiatives at brand and corporate events.

## Our Progress Against BaBW 2030 Ambitions

Ambition Areas	Our Brew a Better World Global Goals	Our FY2025 Progress
<b>Always a Choice</b>	<ul style="list-style-type: none"> <li>A zero-alcohol option for one strategic brand in the majority of our markets (accounting for 90% of our business) by 2025</li> <li>Allocate 10% of Heineken® media spend each year to responsible consumption campaigns, with the objective of reaching one billion consumers</li> <li>Provide clear and transparent consumer information across all products by 2024</li> </ul>	<ul style="list-style-type: none"> <li>Heineken® 0.0 has been available in Malaysia since 2019</li> <li>More than 10% of Heineken® media spend invested in responsible consumption campaigns</li> <li>100% compliant with the HEINEKEN Global Labelling Policy for all brands</li> </ul>
<b>Address Harmful Use</b>	<ul style="list-style-type: none"> <li>A partnership to address alcohol-related harm in 100% of markets every year</li> </ul>	<ul style="list-style-type: none"> <li>Partnership with Grab Malaysia offers Grab e-hailing promo codes to promote responsible consumption</li> </ul>



## Social Sustainability



Our social sustainability efforts focus on fostering diversity, equity and inclusion and safeguarding the health, safety and well-being of our people. These efforts support an inclusive and fair workplace where they can thrive. Beyond the organisation, we support local communities and drive positive change across the value chain through responsible practices and partnerships.

### Human Rights and Labour Standards

Respect for human rights and fair labour practices supports the Group's approach to ethical and responsible operations. We seek to promote equality, fair treatment and appropriate working conditions for employees and workers.

#### Management Approach

The HEINEKEN Human Rights Policy Statement for our workforce reaffirms our dedication to upholding the dignity, safety and well-being of every individual across our value chain. This policy outlines our principles and expectations for our workforce, aligning with international standards and our HeiCode. Further information on the HEINEKEN Human Rights Policy is available at: <https://www.heinekenmalaysia.com/corporate-governance/>

- Health and Safety
- No Discrimination
- Access to Water and Sanitation
- No Forced Labour
- Decent Working Conditions
- No Harassment and Violence
- No Child Labour
- Respect for Land Rights
- Freedom of Association and the Right to Collective Bargaining

#### Metrics and Targets



As of December 2025, **48%** of the Group's workforce are members of trade unions.

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



## Employee Health, Safety and Wellbeing

Employee health, safety and well-being are integral to the Group's operations. Our approach focuses on preventing workplace incidents and fostering a strong safety culture across operations.

### Management Approach

Employee health and safety are governed by the HEINEKEN Health & Safety Policy and operationalised through the HeiCode. We focus on identifying and managing high-risk activities while embedding safe behaviours across daily operations.

Key initiatives include the implementation of Life Saving Commitments (LSC), aligned with HEINEKEN Global Safety Standards and reinforced through mandatory training, e-learning programmes and continuous monitoring to support incident prevention.

### LSC Training Completion

99% training completion among targeted employees



100% of employees trained on Health and Safety Standards



33 health and safety capacity-building programmes conducted in FY2025

### Metrics and Targets

	FY2023	FY2024	FY2025
Total number of hours worked	1,062,866	1,070,196	1,012,820
Number of fatalities	0	0	0
Number of lost-time accidents per 100 full-time employees	2	3	6
Lost time accident rate	0.4	0.5	1.18

Note: The value of 200,000 was used as a standardised value of the total amount of hours that 100 employees work weekly

## Human Capital Development

Human capital supports the Group's ability to build capabilities, sustain performance and respond to evolving business needs. We invest in learning initiatives that strengthen skills, leadership capability and professional conduct across the Group.

### Management Approach

In FY2025, we accelerated capability building to drive growth, transformation, and operational excellence. We advanced beyond traditional training by introducing immersive, certification-led, and experiential learning designed to deliver tangible behavioural and business outcomes. Key focus areas included AI and data, commercial excellence, governance, sustainability, and high-performance leadership. This integrated approach cultivates a future-ready, agile workforce equipped to succeed in a rapidly evolving environment.

Leadership & Performance Excellence

Governance & Regulatory Strengthening

Organisational Agility & Collaboration

Ethical & Responsible Business Conduct

Commercial & Digital Acceleration

### Metrics and Targets

#### Average Training Hours

Our employees completed a total of **19,689 training hours** in FY2025, with an average of **37 hours per employee**.

The Group invested **RM1.53 million** in employee training programmes in FY2025.

#### HEINEKEN Global Graduate Program

In FY2025, the Group continued to strengthen the early talent pipeline through participation in the Global Graduate Program across key functions, including Supply Chain, Marketing, Finance, and Digital & Technology. A total of four Global Graduate Program trainees were recruited.

#### HEINEKEN Malaysia Production Graduate Program

In 2025, we recruited seven graduates into our 24-month Production Graduate Program under the Supply Chain team, providing structured rotations, hands-on operational experience, and a pathway to permanent roles in packaging and engineering functions.

Diversity

A diverse and inclusive workforce contributes to balanced decision-making and long-term organisational effectiveness. The Group approaches diversity through people and leadership practices that consider representation, opportunity, and development across roles and levels.

Management Approach

Diversity, Equity, and Inclusion (DEI) considerations are integrated into the Group's people and leadership processes, including recruitment, talent development, and succession planning. These processes aim to support fair access to opportunities and encourage a range of perspectives across the organisation. The appointed DEI ambassadors play a key role in creating meaningful spaces for employees to share their experiences and perspectives, driving deeper engagement across the organisation.

Key DEI initiatives in FY2025 include workshops on Team Psychological Safety to build trust, inclusion, and collaboration across every team, and celebrations of International Women's Day and International Men's Day.

Metrics and Targets

Total Number of Employees



By Employment Type



Permanent  
FY2025  
**94%**

FY2024	97%
FY2023	97%



Contract  
FY2025  
**6%**

FY2024	3%
FY2023	3%

By Nationality



Local  
FY2025  
**93%**

FY2024	95%
FY2023	99%

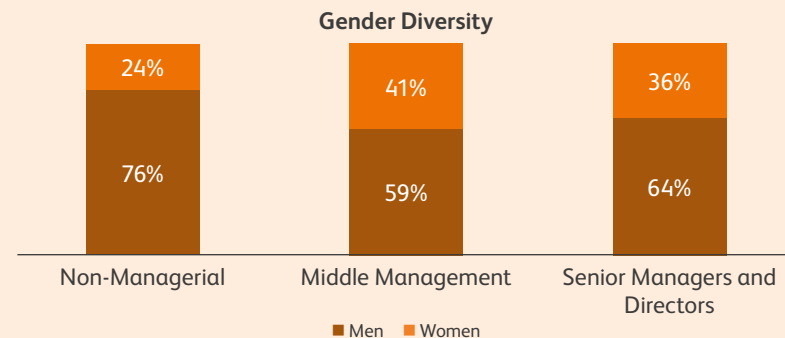
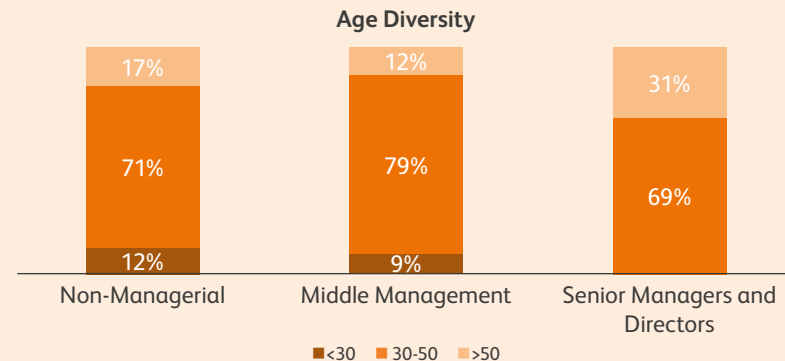


Foreign  
FY2025  
**7%**

FY2024	5%
FY2023	1%

Employee Diversity by Age for FY2025

Employee Diversity by Gender for FY2025



Notes:

\* A comprehensive comparison of three years' data can be referred to the Sustainability Indicators on pages 47 to 49 - Senior Managers and Directors are exclusive of Board members

### Supply Chain Management

Effective supply chain management contributes to responsible sourcing, ethical business practices and resilience across operations. The Group engages suppliers with the objective of managing social and environmental risks while maintaining responsible procurement standards.

#### Management Approach

Our supply chain practices are guided by the HEINEKEN Supplier Code, which sets expectations on ethical conduct, business integrity, human rights, responsible sourcing and environmental responsibility.



Supplier requirements and related information are made accessible via: [www.heinekenmalaysia.com/procurement](http://www.heinekenmalaysia.com/procurement)

#### Metrics and Targets



Local suppliers accounted for **80%** of total procurement spend in FY2025.



**88%** of engaged suppliers were sourced locally in FY2025.

We conduct annual risk assessments for all new and existing suppliers, covering social and environmental impacts. No environmental assessments were required in FY2025, as there were no changes to suppliers or scope.

	FY2023	FY2024	FY2025
Number of suppliers assessed for environmental impacts	1	1	0
Number of suppliers assessed for social impacts	3	3	5

### Community Investment and Development

We engage with local communities through initiatives that aim to address identified social needs and support positive social outcomes. Our approach focuses on areas where the Group can contribute meaningfully through partnerships and targeted programmes.

#### Management Approach

Community investments are guided by assessed social priorities and directed towards initiatives with defined community objectives. We prioritise programmes that support water stewardship, education and social support, working in collaboration with foundations, non-governmental organisations and community stakeholders.

#### Metrics and Targets

In FY2025, the Group's tax contributions exceeded **RM1.48 billion**.



During the year, the Group channelled **RM2.45 million** towards community projects.

The Group directly employs **538** individuals and as part of the beer industry supports more than **52,000** indirect jobs across the value chain.

## Our Progress Against BaBW 2030 Ambitions

Ambition Areas	Our Brew a Better World Global Goals	Our FY2025 Progress
<b>Foster Fairness &amp; Inclusion</b>	<ul style="list-style-type: none"> <li>Continue to ensure that 100% of our employees earn at least a fair wage</li> <li>Reach 40% representation of women in leadership roles</li> </ul>	<ul style="list-style-type: none"> <li>100% assessment completion</li> <li>38% of the Management Team are women</li> </ul>
<b>Positive Impact in Communities</b>	<ul style="list-style-type: none"> <li>A social impact initiative in 100% of our markets every year</li> </ul>	<ul style="list-style-type: none"> <li>Empowering communities nationwide through HEINEKEN Cares and Tiger Sin Chew Chinese Education Charity Concert initiative</li> </ul>

## Environmental Sustainability



As a company that relies on natural resources, we act to use it responsibly. Brewing togetherness for generations to come means caring for water and nature, maximising circularity and minimising carbon emissions.

### Climate Resilience and Energy Efficiency

Climate resilience and energy efficiency are central to how the Group manages environmental risks and supports long-term operational continuity. We assess CRROs and integrate these considerations into planning and decision-making to strengthen resilience, improve efficiency, and support the transition to a lower-carbon future. At this stage, the Group's exposure to climate-related risks and opportunities has been assessed qualitatively. The Group is progressively enhancing its capabilities to quantify financial impacts, including potential exposure of assets, operations and supply chain to climate-related risks, in line with evolving methodologies and data availability.

#### Our CRROs

Climate scenario analysis is undertaken at the Heineken N.V. level to evaluate potential climate-related risks and opportunities across a range of climate pathways, including scenarios aligned with the Paris Agreement (1.5°C) and higher temperature scenarios. These scenarios assess potential impacts on operations and the broader value chain, with the outcomes used to identify climate-related risks most relevant to the Group's operations and key agricultural inputs.

Looking ahead, climate-related risks and opportunities are expected to influence the Group's cost structure, capital allocation, and operational resilience.

The Group anticipates increased investments in renewable energy, water stewardship and circularity initiatives, which may impact capital expenditure and operating costs over time, while supporting long-term cost efficiencies and value creation.

1.5°C

- Rising carbon pricing and tighter emissions trading mechanisms increase compliance costs across operations and the wider value chain.
- Stricter water stewardship requirements and management practices require higher operational efficiency and greater investment in water resilience.
- Technological and agricultural advancements support decarbonisation and improve crop yields stability, while requiring adaptation across sourcing practices.

3-4°C

- Fragmented and inconsistent carbon pricing mechanisms across markets increase regulatory complexity and create uncertainty for long-term planning.
- Heightened water stress presents risks to operational continuity and agricultural sourcing.
- Increased raw material costs due to scarcity, regulatory pressures and supply chain instability.
- Rising stakeholder scrutiny and social pressures linked to climate impacts.

Detailed information on identified CRROs, scenario analysis, and resilience assessments are available in the Heineken N.V. Annual Report 2025, Page No 168-170, at <https://www.theheinekencompany.com/our-company/2025-results>

The Group aligns with and adopts HEINEKEN Global climate strategy in managing our CRROs. These risks and opportunities are assessed across defined time horizons to support informed decision-making, resilience planning, and long-term sustainability.

**Short-term:** The Heineken N.V. Risk Committee reviews climate-related risks requiring immediate action on a quarterly basis, allowing the Group to implement timely mitigation measures through operational controls and targeted short-term investments.

**Medium-term:** Strategic planning responds to emerging climate-related risks by balancing current operational requirements with longer-term sustainability objectives.

**Long-term:** Long-term planning integrates CRROs to strengthen asset resilience and ensure infrastructure readiness.

The Group's climate impact assessment is informed by Heineken N.V.'s resilience analysis. In 2025, a high-level reassessment of this analysis was performed, confirming that the three risks identified in 2023 remain the most applicable to the business, as no significant changes to external or internal conditions were identified that would materially affect the analysis. The three climate-related risks continue to be prioritised due to their ongoing relevance:

1. Exposure to carbon pricing impacts across operations and the value chain.
2. Water stress affecting operational resilience.
3. Reduced barley yields resulting from changing climate conditions.

### Our Roadmap to Net Zero

The BaBW strategy sets out our short and long-term pathways towards achieving net-zero emissions across the value chain. The Group aims to reach net zero across Scopes 1, 2 and 3 by 2040.

Further details on the Group's net-zero strategy are available in the Heineken N.V. Annual Report 2025, Page No 166 - 172 at [www.theheinekencompany.com](https://www.theheinekencompany.com)

**Our Net Zero Glidepath 2040 – Net zero in Scopes 1, 2 and 3**

Our strategy to reach net zero across our value chain is built on the four Rs: reduce, replace, remove, and report. This involves transitioning from fossil fuels to renewable energy across our operations and value chain.

The Group established short and long-term emissions reduction targets in accordance with the Science-Based Targets initiative (SBTi), consistent with the 1.5°C global temperature limit set out in the Paris Agreement.

Further details on the Group’s net-zero pathway are available in the Heineken N.V. Annual Report 2025, Page No 171, at <https://www.theheinekencompany.com/our-company/2025-results>

**Management Approach**

**GHG Emissions Measurement Methodology**

HEINEKEN Malaysia reports Scope 1, Scope 2 and Scope 3 GHG emissions in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. Where direct measurement systems are not available, emissions are estimated using activity data and relevant emission factors, applied consistently across reporting periods.

**What we do**



Optimise brewery processes and upgrade energy-efficient equipment across key operations to improve energy performance.



Increase renewable energy use through participation in the Green Electricity Tariff (GET) programme and the deployment of on-site solar.



45% reduction in Scopes 1 & 2 emissions in production vs the FY2022 baseline.

**What it delivers**



Improved energy efficiency through cooling plant optimisation, achieving an ~1kWh/hl reduction in electricity intensity relative to the 2022 baseline.



Strengthened operational resilience through improved energy performance.



100% renewable electricity since March 2022 via TNB GET Programme.

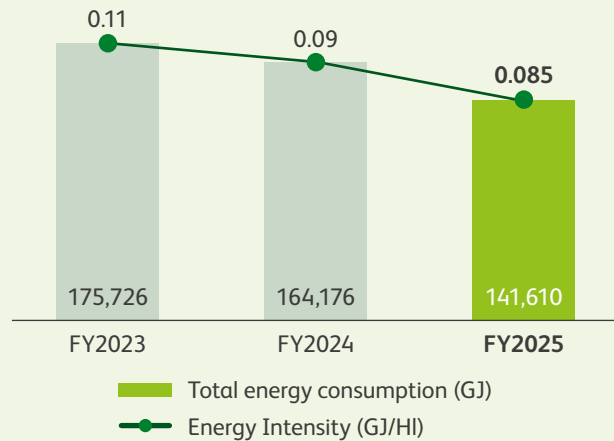
In FY2025, the installation of **3,500 mono-PERC solar panels** at the Sungei Way Brewery (operational since July 2024) generated approximately **2,646 MWh** of renewable electricity annually, supplying around **17%** of the brewery’s total annual electricity demand.

By generating electricity on-site, the brewery achieves an estimated annual **cost savings of RM419,000**, driven by reduced grid electricity consumption.



Metrics and Targets

Total Energy Consumption



Electricity Consumption

FY2025 : 52,412 GJ  
 FY2024 : 59,397 GJ  
 FY2023 : 59,719 GJ



Natural Gas Consumption

FY2025 : 84,880 GJ  
 FY2024 : 101,348 GJ  
 FY2023 : 112,087 GJ



Biogas Consumption

FY2025 : 1,472 GJ  
 FY2024 : 2,584 GJ  
 FY2023 : 2,737 GJ



Petrol Consumption

FY2025 : 197 GJ  
 FY2024 : 494 GJ  
 FY2023 : 667 GJ

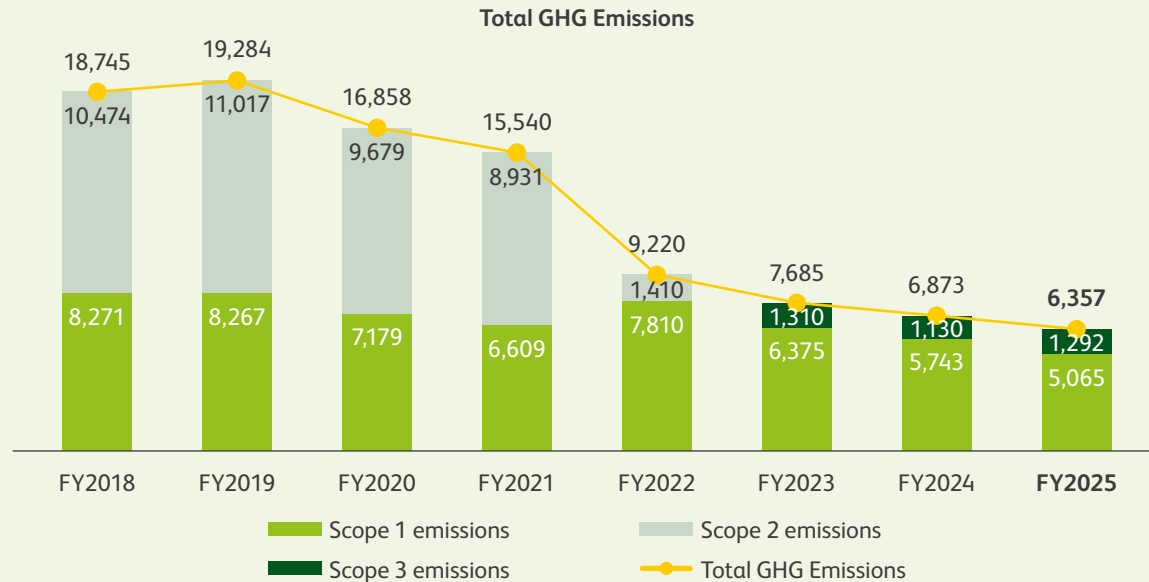


Diesel Consumption

FY2025 : 2,649\* GJ  
 FY2024 : 352 GJ  
 FY2023 : 517 GJ

\* Diesel consumption for FY2025 increased significantly due to additional usage in April following the gas explosion in Putra Heights, Subang Jaya, which disrupted Natural Gas supply and necessitated temporary reliance on diesel to maintain operations.

Total Greenhouse Gas (GHG) Emissions



	FY2023	FY2024	FY2025
Scope 1 emissions (tCO <sub>2</sub> e) (natural gas, refrigerants and company-owned vehicles)	6,375	5,743	5,065
Scope 2 emissions (tCO <sub>2</sub> e) (procured electricity in production and non-production)	10,600	10,543	9,152
Scope 2 emissions reduction (tCO <sub>2</sub> e) (through procured electricity from GET programme)	(10,600)	(10,543)	(9,152)
Scope 2 emissions reduction (tCO <sub>2</sub> e) (through solar panel installation) *Our solar panels are not connected back to the grid, and this is only for reporting purposes		(736)	(1,634)
<b>Total Scopes 1 &amp; 2 GHG Emissions (tCO<sub>2</sub>e)</b>	<b>6,375</b>	<b>5,743</b>	<b>5,065</b>
Scope 3 emissions (tCO <sub>2</sub> e) (employee commute and business travel)	1,310	1,130	1,292
<b>Total GHG Emissions (tCO<sub>2</sub>e)</b>	<b>7,685</b>	<b>6,873</b>	<b>6,357</b>

1. The Scope 1 emissions reported for FY2025 include additional emissions from diesel used in production following the gas explosion in April, which disrupted our Natural Gas supply.
2. Scope 1 and 3 GHG emissions factors were sourced from the UK Government's GHG Conversion Factors (2023, 2024 and 2025).
3. Scope 2 GHG emissions factors were sourced from the National Energy Commission: Grid Emissions Factor (GEF) in Malaysia 2022-2024.

### Water Stewardship

Responsible water management is a core priority for the Group, reflecting the importance of water to operations, communities and the environment. Our approach focuses on water use in production, stewardship within communities and responsible practices across the supply chain.

#### Management Approach

##### Water in our production

- Enhance water efficiency through process improvements and technology upgrades.
- Reuse and recycle water within brewery operations where operationally feasible.
- Monitor water performance against defined efficiency targets.

##### Water in our communities

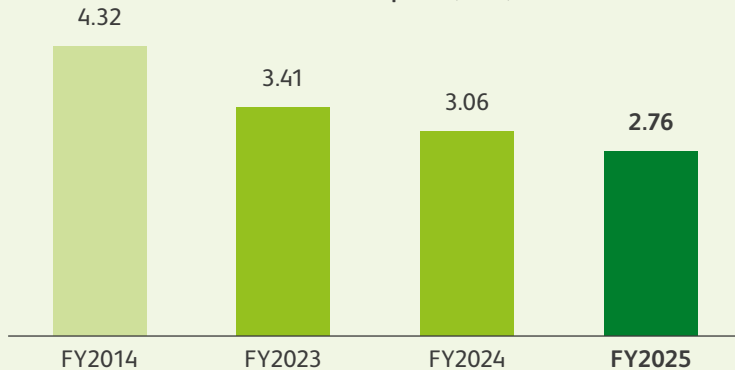
- Support water balancing initiatives within local watersheds.
- Support nature-based solutions such as reforestation and rehabilitation projects.
- Build resilience to water-related and climate-related impacts.

##### Water in our supply chain

- Promote responsible water management practices beyond direct operations.
- Encourage adoption of best practices among business partners where applicable.

#### Metrics and Targets

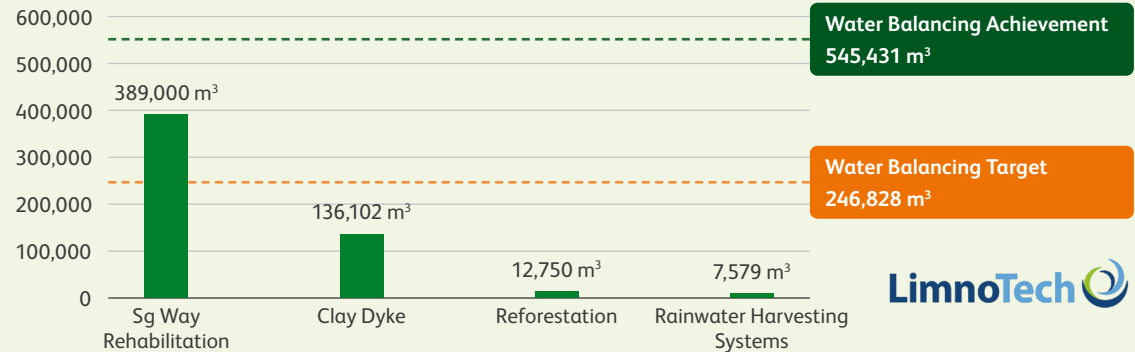
##### Water Consumption (hl/hl)



Average water consumption **decreased to 2.76 hl/hl** in FY2025, representing a **36% improvement** compared to the FY2014 baseline.

##### In 2025, HEINEKEN Malaysia achieved 221% of its target balancing volume

2025 Water balancing achievement through Water Stewardship initiatives



We aim to balance 1.5 litres of water in local watersheds for every litre used in our beers and ciders, investing in impactful water stewardship initiatives. Central to this is the W.A.T.E.R Project, spearheaded by SPARK Foundation in partnership with the Global Environment Centre, government agencies and local communities, focusing on watershed conservation, water access and community resilience. Our water balancing volumes are quantified under the World Resources Institute's Volumetric Water Benefit Accounting (VWBA) framework and independently verified by LimnoTech, a leading U.S.-based water sciences and environmental engineering firm.

## Waste and Effluent Management


Effective waste and effluent management contributes to operational efficiency, regulatory compliance and environmental protection across the Group’s brewing operations. We manage waste and effluent through segregation, recovery and treatment practices to reduce environmental impacts and support circular practices.


### Management Approach


We segregate waste at source to differentiate organic and inorganic waste streams, enabling appropriate handling and recovery pathways.


Waste-to-energy pathways are utilised for suitable organic waste to reduce reliance on disposal.


Effluent from brewery operations is treated on-site in compliance with the Environmental Quality (Industrial Effluent) Regulations 2009, Fifth Schedule (Standard B) discharge limits.

 **Organic waste** includes spent grain, spent yeast, spent *kieselguhr*, rejected malt and silo dust, general organic waste and sludge.

 Biogas is used as a renewable energy source within the brewery’s operations.

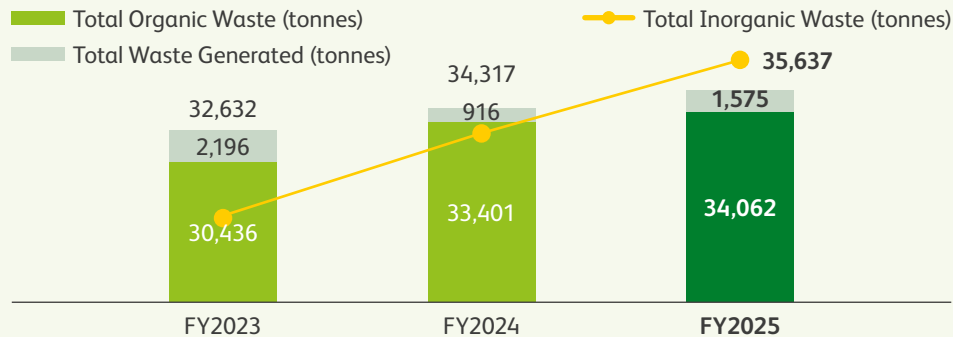
 Our wastewater treatment plant operates with an annual treatment capacity of 780 million litres.

 **Inorganic waste** includes glass, metals, plastic scraps, cardboard cartons, damaged cans, intermediate bulk containers, pallets, crates, sugar malt bags, mixed bottled waste, and scheduled waste.

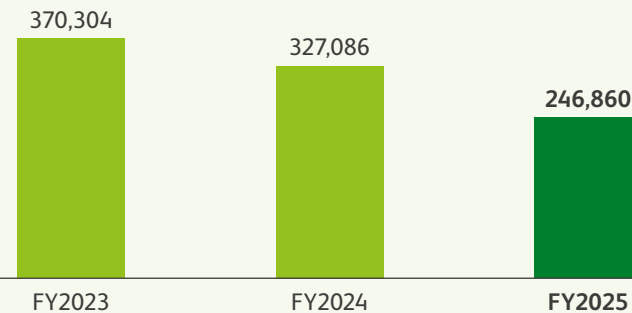
 Effluent undergoes on-site anaerobic digestion to produce biogas.

### Metrics and Targets


Waste Generated (tonnes)




Total Effluent Discharge (m³)



 Waste recovery **generated RM2.54 million** in revenue in FY2025, largely attributable to organic waste recovery.

 Organic waste, particularly spent grain, remained the main contributor to this revenue stream.




Effluent discharge from our brewery operations has seen a declining trend through improved water efficiency, process optimisation and enhanced wastewater treatment practices.

 In FY2025, total effluent discharged **declined by 24.5%** compared to FY2024.






Resource Use

Efficient use of materials contributes to circularity, resource efficiency and strengthens operational efficiency across the Group. We manage resource use through targeted material reduction initiatives, circular packaging systems, and continuous operational optimisation.

Management Approach

-  Reduce single-use materials in secondary packaging.
-  Reuse returnable packaging, including kegs, bottles and plastic crates, through established return systems.
-  Improve packaging design and logistics to enhance material efficiency and reduce resource intensity.

Metrics and Targets

-  Prem collar purchases increased by **26%** in FY2025. Prem collars support efficient multi-pack packaging while optimising material use and reducing packaging waste.
  -  Approximately **RM7 million** invested in prem collars packaging in FY2025.
- Returnable Packaging Performance FY2025**
-  **Kegs:** 98.5% return rate
  -  **Bottles:** 89.4% return rate
  -  **Plastic crates:** 97.3% return rate

Our Progress Against BaBW 2030 Ambitions

Ambition Areas	Our Brew a Better World Global Ambitions	Our FY2025 Progress
<b>Towards Healthy Watersheds &amp; Nature</b>	<ul style="list-style-type: none"> <li>▪ Reduce average water usage to 2.6 hl/hl in water-stressed areas</li> <li>▪ Fully balance water used in our products in water-stressed areas by 2030</li> </ul> <p><sup>3</sup> For every 1 litre of water in our products, we aim to balance 1.5 litres of water through water stewardship projects</p> <ul style="list-style-type: none"> <li>▪ Maximise reuse and recycling in water-stressed areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved water consumption by 36% vs 2014 baseline year</li> <li>▪ 2.76 hl water consumed per hl of beer</li> <li>▪ 221% water balanced in 2025 through high-impact water stewardship initiatives</li> <li>▪ 100% of wastewater treated beyond the standards required by the Department of Environment</li> <li>▪ Treated wastewater is collected and reused for general cleaning and gardening purposes</li> </ul>
<b>Maximise Circularity</b>	<ul style="list-style-type: none"> <li>▪ Zero waste to landfill for all production sites</li> <li>▪ Turn waste into value and close material loops throughout the value chain</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fully recycled and upcycled our production waste since 2017</li> <li>▪ Generated revenue of RM2.55 million</li> </ul>
<b>Reach Net-Zero Carbon</b>	<ul style="list-style-type: none"> <li>▪ Reach net zero in Scope 1 and 2</li> </ul>	<ul style="list-style-type: none"> <li>▪ 45% reduction in Scope 1 &amp; 2 emissions in production vs the 2022 baseline</li> <li>▪ 100% renewable electricity via TNB GET programme</li> <li>▪ 3,500 mono-PERC solar panels with a total capacity of 2,600 MWh installed and operational since July 2024 has been supplying approximately 17% of the brewery's total annual electricity demand</li> </ul>

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

## Governance

Indicator	Unit	FY2023	FY2024	FY2025
<b>Corporate Governance &amp; Anti-Corruption</b>				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
▪ Non-Managerial	%	100	100	100
▪ Middle Management	%	100	100	100
▪ Senior Managers and Directors	%	100	100	100
Bursa C1(b) Percentage of operations assessed for corruption-related risks	%	100	100	100
Bursa C1(c) Confirmed incidents of corruption and actions taken	Number	0	0	0
<b>Data Privacy and Cybersecurity</b>				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy or losses of customer data	Number	0	0	0

## Environment

Indicator	Unit	FY2023	FY2024	FY2025
<b>Climate Resilience and Energy Management</b>				
Bursa C4(a) Total energy consumption	GJ	175,726	164,176	141,610
Bursa C11(a) Scope 1 emissions in tonnes of CO <sub>2</sub> e	tCO <sub>2</sub> e	6,375	5,743	5,065
Bursa C11(b) Scope 2 emissions in tonnes of CO <sub>2</sub> e	tCO <sub>2</sub> e	10,600	10,543	9,152
Scope 2 emissions reduction (through procured electricity from the GET programme)	tCO <sub>2</sub> e	(10,600)	(10,543)	(9,152)
Bursa C11(c) Scope 3 emissions in tonnes of CO <sub>2</sub> e (business travel and employee commuting)	tCO <sub>2</sub> e	1,310	1,130	1,292
<b>Waste and Effluent Management</b>				
Bursa C10(a) Total waste generated	Metric tonnes	32,632	34,317	35,637
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	32,632	34,317	35,637
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	0	0	0
Bursa S8(a) Total volume of water (effluent) discharge over the reporting period	m <sup>3</sup>	370,304	327,086	246,860
<b>Water Stewardship</b>				
Bursa C9(a) Total volume of water used	hl of water/hl of beer	3.41	3.06	2.76

## Social

Indicator	Unit	FY2023	FY2024	FY2025
<b>Employee Health, Safety &amp; Well-being</b>				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate (LTIR)	Rate	0.4	0.5	1.18
Bursa C5(c) Number of employees trained in health and safety standards	Number	519	526	551
<b>Human Rights and Labour Standards</b>				
Bursa C6(d) Number of substantiated complaints concerning human rights violation	Number	0	0	0
<b>Human Capital Development</b>				
Bursa C6(a) Total hours of training by employee category				
▪ Non-Managerial	Hours	10,082	12,070	9,768
▪ Middle Management	Hours	8,262	7,491	8,703
▪ Senior Managers and Directors	Hours	1,264	1,432	1,218
Bursa C6(c) Total number of employee turnover by employee category				
▪ Non-Managerial	Number	14	20	12
▪ Middle Management	Number	17	16	20
▪ Senior Managers and Directors	Number	1	2	3
<b>Diversity</b>				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Gender group by employee category				
▪ Non-Managerial (Men)	%	78	79	76
▪ Non-Managerial (Women)	%	22	21	24
▪ Middle Management (Men)	%	61	59	59
▪ Middle Management (Women)	%	39	41	41
▪ Senior Managers and Directors (Men)	%	57	61	64
▪ Senior Managers and Directors (Women)	%	43	39	36

## Social

Indicator	Unit	FY2023	FY2024	FY2025
<b>Age group by employee category</b>				
▪ Non-Managerial (<30)	%	13	10	12
▪ Non-Managerial (30-50)	%	71	74	70
▪ Non-Managerial (>50)	%	16	16	18
▪ Middle Management (<30)	%	12	10	10
▪ Middle Management (30-50)	%	76	79	79
▪ Middle Management (>50)	%	12	11	11
▪ Senior Managers and Directors (<30)	%	0	0	0
▪ Senior Managers and Directors (30-50)	%	77	80	70
▪ Senior Managers and Directors (>50)	%	23	20	30
<b>Bursa C3(b) Percentage of directors by gender and age</b>				
Men	%	57	57	57
Women	%	43	43	43
<50	%	14	28.5	14
50-60	%	57	43.0	57
>60	%	29	28.5	29
<b>Bursa C6(b) Percentage of employees that are contractors or temporary staff</b>				
▪ Permanent	%	97	97	94
▪ Contract	%	3	3	6
<b>Supply Chain Management</b>				
Bursa C7(a) Proportion of spending on local suppliers	%	67	80	80
<b>Community Investment &amp; Development</b>				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	3 million	2.9 million	2.45 million
<b>Bursa C2(b) Total number of beneficiaries of the investment in communities</b>				
Tiger CECC	Number	8 institutions	9 institutions	7 institutions
HEINEKEN Cares	Number	5,000 individuals from 6 projects	1,000 individuals from 4 projects	1,000 individuals from 3 projects
W.A.T.E.R Project	Number	6,750 individuals	6,990 individuals	6,989 individuals