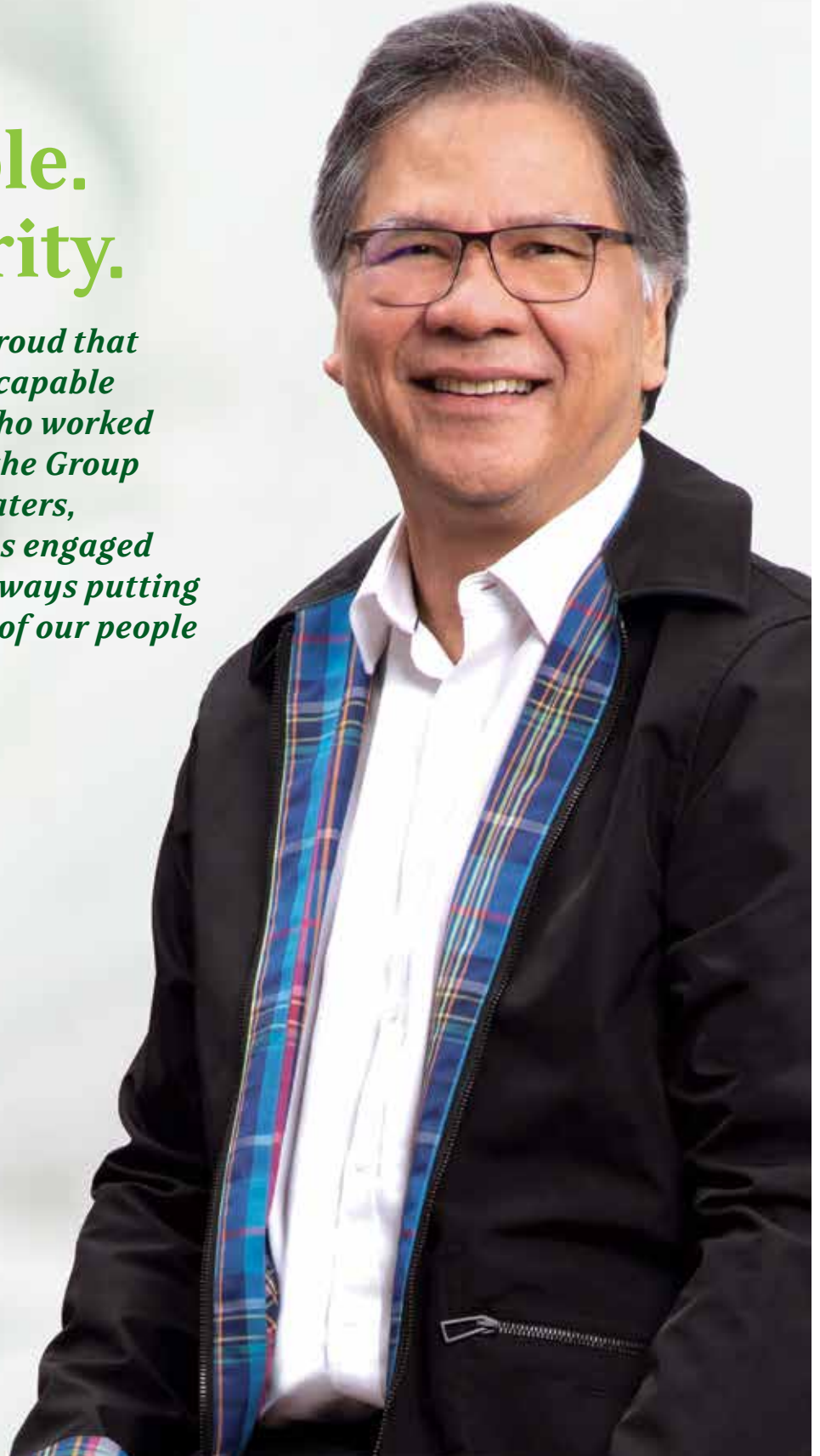


Our Chairman's Message

Our People. Our Priority.

“Looking back, I am proud that we have a strong and capable Management Team who worked tirelessly in steering the Group through uncharted waters, keeping our employees engaged and focused, whilst always putting the health and safety of our people as a key priority.”

Dato' Sri Idris Jala
Chairman



Our Chairman's Message

Dear Shareholders,

2020 was a year filled with unprecedented challenges. Globally, humanity faced the threat of the Covid-19 pandemic, which debilitated healthcare systems in many countries, forcing governments to implement lockdowns in a bid to keep infection rates under control. As the health crisis swept across countries, a new normal began to emerge. Societies learned social distancing. Face masks and hand sanitisers became daily necessities. Travel plans were put on hold indefinitely. Workers transitioned to work from home. Students learned through virtual classrooms. 'Lockdown' and 'quarantine' were amongst the most overused words that we did not need to use in previous years. And the list goes on.

In Malaysia, the Government introduced a lockdown called the Movement Control Order (MCO) from 18 March 2020. The impact was immediately felt and the economy ground to a halt. Only industries recognised as essential were allowed to continue operating. To comply with the MCO, Heineken Malaysia Berhad (HEINEKEN Malaysia) had to suspend production at our Sungei Way Brewery and our business operations nationwide for a period of 46 days until 3 May 2020. Throughout this dark period, we kept our stakeholders informed proactively through stock exchange announcements as well as on our corporate website¹. Looking back, I am proud that we have a strong and capable Management Team who worked tirelessly in steering the Group through uncharted waters, keeping our employees engaged and focused, whilst always putting the health and safety of our people as a key priority.

In responding to the crisis and to mitigate its impact to the business, the Group embarked on various initiatives to accelerate recovery whilst improving operational efficiency to protect profitability. These efforts include:

- Aggressive cost saving measures which include revision of commercial and marketing spend.
- Optimising working capital management and utilising borrowing facilities to ensure the ongoing liquidity of the Group.
- Acceleration of e-commerce channel and digital campaigns.
- Continuing to support key stakeholders to restart their respective business.
- Actionable and pragmatic commercial initiatives to meet the new business conditions.

Unfortunately, the mandatory closure of non-essential business activities and restrictions on social activities imposed by the Government, posed significant challenges to our business, particularly in the on-trade channel (restaurants, food courts, hotels, pubs, etc) which faced the most severe restrictions, including the suspension of dine-in, reduction in tourism, and the general shift towards consumption at home. The combined effect of the

¹ <https://www.heinekenmalaysia.com/covid-19>

“

Tiger's 'Save Our Street Food' campaign channeled

RM1.5 million to help restaurants, coffee shops and street food vendors.”

suspension of our business as well as the restrictions on the on-trade thus impacted our performance in a significant way, resulting in a pre-tax loss of RM24 million for the second quarter of the financial year ended 31 December 2020 (FY20).

Nevertheless, I do take pride in the efforts of the team at HEINEKEN Malaysia who demonstrated commendable passion and commitment to go above and beyond the expectations to deliver our commercial targets. We recognise that in a year filled with such challenges, our wider society is also impacted in many ways. The lockdowns have resulted in unavoidable damage to the economy, industries, businesses, communities and families. During the year, we rolled out comprehensive programmes to support our stakeholders across the value chain. From our employees to our distributors, and from our consumers to our surrounding communities, we reached out with a helping hand to lend support in times of need. In total, we invested more than RM3.5 million in such initiatives, including Tiger's 'Save Our Street Food' campaign which channeled RM1.5 million to help restaurants, coffee shops and street food vendors. We further launched the HEINEKEN Malaysia 'Raise Our Bars' campaign and donated RM1 million to support pubs and bars to reopen safely when they are allowed to. We did not forget the most vulnerable segments in society and reached out to provide more than 80,000 meals for families from B40 communities, and further supported more than 1,000 flood victims by providing food aid during one of the worst flood disasters in Sabah.



The lockdowns have remained a perpetual fixture since March 2020, although there were several months of respite in the third quarter as the rate of new Covid-19 cases reduced and the Government was able to adopt a more relaxed stance over the lockdowns, transitioning to a "recovery phase" where most businesses were allowed to resume operations.

Our Chairman's Message

However, as the infection rate picked up again towards the end of September 2020, Malaysia began witnessing a new wave of Covid-19 infections in the fourth quarter. The Government then reintroduced stronger restrictions, putting most states under a Conditional MCO. Although our business was gradually recovering in the second half of the year, the impact to our performance has been significant.

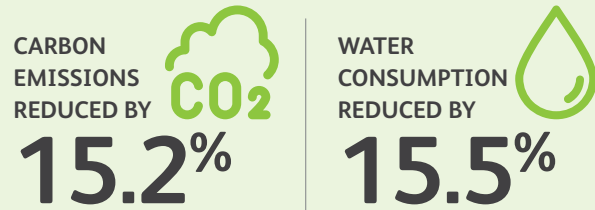
For the full year 2020, Group Revenue decreased by 24% whilst Profit Before Tax declined by 52%, mainly due to lower sales, heavily disrupted by the prolonged suspension of brewery operations during the first MCO in March 2020. The Board at HEINEKEN Malaysia has proposed a first and final single tier dividend of 51 sen per stock unit for the year ended 31 December 2020, subject to approval of shareholders at the forthcoming Annual General Meeting (AGM). The single tier dividend will be paid on 28 July 2021 to shareholders registered at the close of business of 30 June 2021.

Unfortunately, attempts at combating the new wave of Covid-19 infections since October 2020 has been less fruitful. Even as I write this note in 2021, we are yet in another lockdown. Indeed, the Government's Director-General of Health has said that the healthcare system is at breaking point. On 12 January 2021, His Majesty, the Yang di-Pertuan Agong proclaimed a state of emergency in Malaysia with the aim of enabling the Government to fight the Covid-19 crisis in a more effective manner. The emergency is expected to last until 1 August 2021 or an earlier date if Covid-19 cases are reduced or stabilised. HEINEKEN Malaysia will continue to operate responsibly and ensure we always put the safety and wellbeing of our people ahead of any commercial consideration.

I take this opportunity to thank the Government for not increasing excise duties on beer and stout during its Budget 2021 announcement. As it is, Malaysia's excise rate for beer and stout ranks second highest in the world behind Norway and alongside Singapore. We also commend the Government for committing to further clamp down on illicit trade. As part of the wider Industry, we remain committed in supporting the authorities on addressing the issue of contraband beers and illicit alcohol through the holistic efforts of the Government's Multi-Action Task Force. We greatly appreciate this approach by the Government and we believe that this will be a win-win solution for both Industry and Government.

We also take note of the Government's move to increase penalties for drink driving in 2020. As a responsible and progressive brewer, HEINEKEN Malaysia has consistently advocated for responsible consumption. Leveraging on the reach of the Heineken® brand as a global F1 partner, we continue to educate consumers by reinforcing the message "When You Drive, Never Drink" through our social media campaigns. I am proud to share that annually, we spend 10% of the Heineken® media budget on promoting the message of responsible consumption.

Sustainability remains at the core of our business, in 2020 we continued to strengthen our initiatives in line with HEINEKEN's global sustainability strategy – Brewing a Better World. Since



2014, we have reduced our carbon emissions by 15.2% and reduced our water consumption by 15.5%. Efficiency was undoubtedly affected by the suspension of operations at our Sungei Way Brewery in the second quarter of 2020, nevertheless we are making holistic progress towards our sustainability goals. We are proud that we have maintained our Zero Waste to Landfill practice since 2017 and we are proud to announce in this report that we have fully balanced the water used in brewing our beers and ciders in 2020.

Acknowledgements

On behalf of the Board, I would like to welcome Choo Tay Sian, Kenneth back to the Board. Kenneth is a widely experienced leader for HEINEKEN in the APAC region. He replaces Evers, Leonard Cornelis Jorden who resigned from the Board on 30 September 2020. I would also like to welcome Seng Yi-Ying who succeeds Lim Rern Ming, Geraldine following the latter's retirement from the Board on 14 August 2020. The other Board members and I look forward to serving together with Kenneth and Yi-Ying.

I would also like to announce the upcoming retirement of Martin Manen, Senior Independent Non-Executive Director, from the Board which will take effect after the conclusion the upcoming AGM. We would like to convey our heartfelt gratitude and appreciation to Mr Manen for his invaluable contributions as a long-serving member of the Board. The appointment of his successor will be announced by the Company in due course.

I would also like to thank our Management, led by Roland Bala, as well as all employees at HEINEKEN Malaysia for their passion, dedication, and relentless commitment towards our purpose, which is to Brew a Sustainable Future for our People, Business and Planet. Our appreciation extends to all our shareholders and business partners - including our suppliers, distributors and customers – for their continued partnership with HEINEKEN Malaysia.

2021 will no doubt be another challenging year. However, with the Government now rolling out the national Covid-19 immunisation programme, I am confident that we are on the path of recovery and we will soon emerge stronger together.

Thank you.

Dato' Sri Idris Jala

Chairman
15 March 2021

Directors' Profile



DATO' SRI IDRIS JALA

Chairman,
Independent Non-Executive Director

Malaysian	Male	62
-----------	------	----

Appointed on : 1 January 2017

Qualifications

- Bachelor's Degree in Development Studies and Management (Universiti Sains Malaysia)
- Master's Degree in Industrial Relations (University of Warwick)

Board Committees Membership

- Nomination & Remuneration Committee – Chairman
- Audit & Risk Management Committee – Member

Working Experience

- Presently, President and Chairman of PEMANDU Associates.
- Former Managing Director of BFR Institute and CEO of PEMANDU, a unit in the Prime Minister's Department, Malaysia, the organisation tasked with spearheading Malaysia's transition towards high income status by 2020.
- Served as Minister in the Prime Minister's Department for 6 years, and later as the Advisor to the Prime Minister on the National Transformation Programme.
- A renowned transformation guru in turning around companies' performance through his big fast results methodology and transformational strategies that are innovative, rigorous and relevant to today's demands.
- Has continuously delivered sustainable social economic reforms which, in 2014, saw Bloomberg place him among the top 10 most influential policy makers in the world.
- Founder and Executive Chairman of the Global Transformation Forum (GTF), the world's singular platform for influential, global leaders to engage and share experiences and best practices on how to drive transformation.
- An Expert Resource Speaker at the Harvard Health Leaders' Ministerial Forum and a Visiting Fellow of Practice at the Oxford Blavatnik School of Government.
- Served on the Advisory panel for the World Economic Forum (WEF) on New Economic Growth and also on the Advisory Panel of World Bank.
- Former Managing Director / CEO at Malaysia Airlines (MAS) for 3 years. He was brought on board to turn around the airline which was in crisis brought about by a prolonged bout of losses from operational inefficiencies.
- Prior to MAS, he spent 23 years at Shell, rising up the ranks to hold senior positions including Vice President, Shell Retail International and Vice President Business Development Consultancy, based in UK. This included successful business turnarounds in Malaysia and Sri Lanka.

Directorship of Public Companies / Listed Companies

- Sunway Berhad
- Jeffrey Cheah Foundation

Directors' Profile



ROLAND BALA

Managing Director,
Non-Independent Executive Director

Malaysian	Male	55
-----------	------	----

Appointed on : 1 September 2018

Qualifications

- Bachelor's Degree in Business Administrations (UiTM Malaysia)

Board Committees Memberships:

Nil

Working Experience

Within HEINEKEN Group:

- From February 2012 to August 2018, Managing Director of Cambodia Brewery Ltd (CBL), HEINEKEN's operating company in Cambodia. In this role, he has led CBL to increase its market share by more than double, establishing CBL as the market leader in Cambodia.
- From March 2009 to February 2012, General Manager for Danang and Quang Nam Breweries in the central region of Vietnam.
- From February 2008 to February 2009, Special Assistant to the Regional Director of Asia Pacific Breweries.

Previous experience

- Started his career with British Petroleum (BP) where he spent 16 years working in sales, logistics, operations and planning roles in retail, gas and lubes businesses.
- He was then appointed as the General Manager for BP Vietnam from 2003 to 2005 and subsequently as the Sales Director for the lubes business for Malaysia and Singapore from 2005 to 2007.

Directorship of Public Companies / Listed Companies

- Confederation of Malaysian Brewers Berhad



MARTIN GILES MANEN

Senior Independent Non-Executive Director

Malaysian	Male	66
-----------	------	----

Appointed on : 29 August 2008

Qualifications

- Chartered Accountant
- Member of the Malaysian Institute of Accountants and the Malaysian Institute of Certified Public Accountants

Board Committees Membership:

- Audit & Risk Management Committee – Chairman
- Nomination & Remuneration Committee – Member

Working Experience

- Served more than 21 years with Sime Darby Group, holding various senior positions including Group Tax Controller, Group Company Secretary, Group Finance Director and Divisional Director of the Allied Products & Services Division.
- After leaving the Sime Darby Group in 2007, he served as Chief Executive Officer of a public relations and communications consultancy until May 2009.
- Started his career at KPMG with whom he served 11 years in Malaysia and the United Kingdom, undertaking audit, tax and business advisory assignments.

Directorship of Public Companies / Listed Companies

- Hong Leong MSIG Takaful Berhad
- BOS Wealth Management Malaysia Berhad (formerly known as Pacific Mutual Fund Bhd)
- Bermaz Auto Berhad

Directors' Profile



DATIN NGIAM PICK NGOH, LINDA
Independent Non-Executive Director

Malaysian	Female	66
Appointed on : 3 December 2012		

Qualifications

- Bachelor of Arts (Hons) in Social Sciences (University of Malaya)
- Diploma in Advertising and Marketing (Institute of Communications, Advertising and Marketing (CAM) of United Kingdom)

Board Committees Membership

- Audit & Risk Management Committee – Member
- Nomination & Remuneration Committee – Member

Working Experience

- Former Group Managing Director/Chief Executive Officer of Star Publications (M) Bhd (The Star) from 1 July 2008 to 30 June 2011. First employed in The Star as Advertising Sales Promotions Manager in 1985 before serving as General Manager, Advertising and Business Development in 1995. In 2004, she was appointed as Deputy Group General Manager and in 2007 she was promoted to Executive Director/Group Chief Operating Officer before assuming the office as Group Managing Director/Chief Executive Officer of The Star in 2008, a position she held till her retirement in 2011.
- Former Board Member of the Audit Bureau of Circulations (ABC) Malaysia and Chairperson of the ABC Content & Communications Committee.
- Represented The Star on the Malaysian Newspapers Publishers Association (MNPA) as its Honorary Secretary.
- Former Board Member of the Advertising Standards Authority (ASA) Malaysia.

Directorship of Public Companies / Listed Companies / Others

- MUI Properties Berhad
- Hong Leong Assurance Berhad
- Yayasan Sin Chew
- Make A Wish Malaysia Welfare Association



YU YU-PING
Non-Independent Non-Executive Director

Taiwanese	Female	52
Appointed on : 10 December 2018		

Qualifications

- Master in Business Administration (Babson College, Massachusetts)

Board Committees Membership

- Audit & Risk Management Committee – Member
- Nomination & Remuneration Committee – Member

Working Experience

- Presently the Senior Director, Human Resources (HR) of HEINEKEN APAC.
- Began her career with HEINEKEN in April 1996 as Singapore's Regional HR Manager Far East before moving to Heineken International Amsterdam in September 1998 as a Benchmarking Analyst with Corporate HR. She subsequently took on a different role as a Policy & OD Consultant before relocating back to Asia in 2005 as the Regional HR Manager, Asia Pacific.
- In October 2010, she assumed the role of Group HR Director with Asia Pacific Breweries Limited (APB). In that position, she played a key role in creating a shared HR Vision for a diverse HR team across Asia Pacific. With the successful integration of APB business into the HEINEKEN Group, she was then appointed as the Regional HR Director.
- Promoted to Senior Director, Human Resources on 1 July 2015.

Directorship of Public Companies / Listed Companies

Nil

Directors' Profile



SENG YI-YING

Non-Independent Non-Executive Director

Singaporean	Female	48
-------------	--------	----

Appointed on : 1 September 2020

Qualifications:

- Bachelor of Law, 2nd Class Upper (Honours) (University of Nottingham, U.K.)
- Diploma in Singapore Law (National University of Singapore)

Board Committees Membership:

Nil

Working Experience

- Presently, Regional Legal Director of Heineken Asia Pacific Pte Ltd, responsible for the functional oversight of legal in Asia Pacific. She is also a member of the HEINEKEN APAC Management Team.
- Has more than 20 years of in-house legal experience, with close to 15 years in the alcohol and beverage industry.
- Joined the HEINEKEN Asia Pacific team as Senior Legal Manager in 2006.
- In 2015, she moved to Asia Pacific Breweries (Singapore) Pte Ltd (APB Singapore) as Legal Director and a member of the Management Team.
- In 2018, she undertook a short term assignment to HEINEKEN Cambodia for three months to establish a robust legal framework and processes.
- In 2019, she moved back to the APAC Legal Affairs team to take on the position as Legal Manager for APAC where she was responsible to oversee a broad range of legal issues for various Heineken operating companies across the region as well as manage a range of mergers and acquisitions and joint venture matters.
- Prior to joining HEINEKEN, she was the Legal Counsel for Sembcorp Utilities Pte Ltd for five years.

Directorship of Public Companies / Listed Companies

Nil



CHOO TAY SIAN, KENNETH

Non-Independent Non-Executive Director

Singaporean	Male	53
-------------	------	----

Appointed on : 26 October 2020

Qualifications

- Advanced Management Program (Harvard Business School, Cambridge, USA)
- Bachelor of Accountancy (Honours Degree) (Nanyang Technological University, Singapore)
- Chartered Accountant (Institute of Singapore Chartered Accountants)

Board Committees Membership

- Audit & Risk Management Committee – Member
- Nomination & Remuneration Committee – Member

Working Experience

- Currently serves as Managing Director of Heineken Asia Pacific Pte Ltd ("APAC") responsible for overseeing HEINEKEN operating companies in the Asia Pacific region (2014 – present).
- Since joining APAC in 2003, he has held a number of strategic positions including Chief Financial Officer of APAC.
- Before joining HEINEKEN, he was the Regional Business Development Director of Royal Ahold N.V., a global retailer.
- He was a Non-Independent Non-Executive Director of HEINEKEN Malaysia from 15 August 2013 until 30 September 2019 prior to his re-appointment on 26 October 2020.

Directorship of Public Companies / Listed Companies

Nil

Management Team's Profile



ROLAND BALA
Managing Director

Malaysian	Male	55
Appointed on : 1 September 2018		

Qualifications

- Bachelor's Degree in Business Administrations (UiTM Malaysia)

Working Experience

Within HEINEKEN Group:

- From February 2012 to August 2018, Managing Director of Cambodia Brewery Ltd (CBL), HEINEKEN's operating company in Cambodia. In this role, he has led CBL to increase its market share by more than double, establishing CBL as the market leader in Cambodia.
- From March 2009 to February 2012, General Manager for Danang and Quang Nam Breweries in the central region of Vietnam.
- From February 2008 to February 2009, Special Assistant to the Regional Director of Asia Pacific Breweries.

Previous Experience:

- Started his career with British Petroleum (BP) where he spent 16 years working in sales, logistics, operations and planning roles in retail, gas and lubes businesses.
- He was then appointed as the General Manager for BP Vietnam from 2003 to 2005 and subsequently as the Sales Director for the lubes business for Malaysia and Singapore from 2005 to 2007.



SZILARD VOROS
Finance Director

Hungarian	Male	44
Appointed on : 1 November 2017		

Qualifications

- Master of Science Degree in Corporate Finance and Accounting (University of Pecs, Hungary)
- Bachelor's Degree in Foreign Economics (College of Commerce and Economic, Hungary)

Working Experience

Within HEINEKEN Group:

- Joined HEINEKEN in July 2015 as Finance Director in HEINEKEN Hungary, where he led the Finance, Procurement and IT functions and co-pilot the business to drive HEINEKEN Hungary back on a growth path after years of decline.

Previous Experience:

- Over 15 years of experience working with the British American Tobacco (BAT) Group in various financial roles.
- Among some of the positions he held at BAT were Regional Marketing Investment Manager for BAT European Region, and Head of Finance Baltic Cluster.



VASILY BARANOV
Sales Director

Russian	Male	43
Appointed on : 4 February 2019		

Qualifications

- Bachelor's Degree in Environmental Engineering & Ecology (Russian State Environmental University, St. Petersburg, Russia)

Working Experience

Within HEINEKEN Group:

- Head of Sales at HEINEKEN Hanoi from November 2015 to January 2019. In this tenure, he developed and implemented long-term company commercial strategy; as well as maximised company top line and profit growth; while he also strengthened and built the sales team with talent development and succession planning programs implementation.
- He was previously the Commercial Manager at Mongolian Beverages Company Pte Ltd, HEINEKEN's operating company in Mongolia, from 2012-2013; then as a Sales Development Manager at HEINEKEN APAC from 2013 to 2015. In total, he has 7 years of experience managing sales performance in the Asia Pacific region.
- First joined HEINEKEN in 2001 at its Russia operating company where he worked his way up from Area Sales Manager to Business Development Manager and finally Regional Sales Manager before pursuing a career outside of HEINEKEN in 2009.

Previous Experience:

- He worked at Nike Russia from 2009 to 2012, where he held various roles such as Regional General Manager (St. Petersburg region), Field Sales Director, and Football & Team Sports Category Sales Manager.

Management Team's Profile



PABLO CHABOT
Marketing Director

Dutch	Male	38
-------	------	----

Appointed on : 1 May 2019

Qualifications

- Master of Science in Marketing Management (Erasmus University, Rotterdam, Netherlands)

Working Experience

Within HEINEKEN Group:

- Joined HEINEKEN in 2008 as a Commercial Management Trainee and has held various roles in both Marketing and Trade Marketing across multiple HEINEKEN operating companies, including Netherlands, Nigeria, and Switzerland.
- In his most recent role, he was Heineken® Marketing Manager at HEINEKEN China from November 2017 to April 2019. In this role, he focused on building a winning team while championing a more digital and mobile first marketing approach. He also leveraged on partnership platform such as F1 and thematic campaigns to drive growth.
- He was with HEINEKEN China from April 2016, where he was first appointed as the Commercial Organisation & Capability Manager then subsequently the Head of Innovation.
- A strong track record of working across the Heineken® brand and other portfolio brands, driving both equity and commercial performance.



RENUKA INDRARAJAH
Corporate Affairs & Legal Director

Malaysian	Female	53
-----------	--------	----

Appointed on : 1 February 2002

Qualifications

- Formerly an Advocate and Solicitor of the High Court of Malaya
- Solicitor of the High Court of Australia
- Solicitor of the Supreme Court of Queensland
- Post Graduate Diploma in Legal Practice (QUT)
- Bachelor of Laws (University of Queensland)

Working Experience

Within HEINEKEN Group:

- Close to 20 years of experience within the Group.
- Held various roles including Head of Legal Affairs before being promoted to Corporate Affairs & Legal Director.
- Trustee of SPARK Foundation since 2013.

Directorships:

- Since June 2007, serving as a Governing Council Member of the Confederation of Malaysian Brewers Berhad.
- General Committee Member of Malaysian International Chamber of Commerce & Industry (MICCI).

Previous Experience:

- Over 20 years of working experience in legal including 14 years of experience in corporate affairs.
- Advocate & Solicitor specialising in corporate law at Skrine.
- Regional Legal Counsel at Sema Group.
- Vice President of Legal at Schlumberger Sema.



SALIMA BEKOEVA
Supply Chain Director

Russian	Female	50
---------	--------	----

Appointed on : 1 April 2019

Qualifications

- Economist – Mathematician (Moscow Plekhanov University of Economics)
- Certified Professional Accountant and Auditor (Moscow Professional Educational Center, Russia)

Working Experience

Within HEINEKEN Group:

- Brewery Manager at Sampang Agung, Multi Bintang Indonesia (MBI), HEINEKEN's operating company in Indonesia, from October 2017 to March 2019. During her time with MBI, she enhanced its route to market efficiencies and cost management, as well as played a key role in the brewery's expansion.
- Previously the Branch Director at the Volga Brewery in Russia where she developed and implemented the vision and strategic direction of the brewery amongst others. Under her leadership, Volga Brewery was the first brewery to achieve TPM Bronze and was nominated as the best employer in Nizhegorodsky region in 2014. In 2017, the brewery achieved the highest productivity and lowest cost results, successfully passed ISO 14000 and OHSAS standards audits. Volga Brewery became a winner of Heineken AMEE region Supply Chain award on a basis of 2017 results.
- Joined the HEINEKEN Group in 2005 and has held multiple roles across the finance and supply chain divisions.

Previous Experience:

- More than 13 years of experience in audit and finance; 3 years in sales and distribution; and more than 8 years in supply chain.

Management Team's Profile



JANINA VRIESEKOOP
Digital & Technology Director

Dutch	Female	38
-------	--------	----

Appointed on : 15 January 2020

Qualifications

- Pre-master Culture, Organisation & Management (Vrije University Amsterdam)
- Bachelor of Communications (INHolland Rotterdam)

Working Experience

Within HEINEKEN Group:

- Started her career in HEINEKEN Netherlands in 2013 as a Digital Media Consultant and worked her way up to a Senior Digital Consultant and then to her current role as Innovation Digital Manager.
- Key milestones included kick starting iDDM (Individualised Data Driven Marketing), creating an Innovation mindset within her organisation and being the frontrunner in Agile by defining the organisation's ambition and programmes.

Previous Experience:

- Owner and founder of online publisher 'Ons Woord'.
- Account Manager & Project Manager in Internet agency, Virtual Affairs.
- Site Manager Internet & Intranet, AkzoNobel.



AILEEN AUMENTADO
Human Resources Director (Interim)

Filipino	Female	40
----------	--------	----

Appointed on : 21 December 2020

Qualifications

- Bachelor of Science in Commerce (De La Salle University, Manila)
- Bachelor of Arts in Psychology (De La Salle University, Manila)

Working Experience

Within HEINEKEN Group:

- Head of Human Resources for AB HEINEKEN PHILIPPINES from January 2019 to December 2020, co-leading the People Agenda with the Management Team.
- Delivered stellar results in Employee Engagement by strengthening leadership capabilities of all people managers and by building quality pipeline of talents for HEINEKEN Asia Pacific.

Previous Experience:

- 14 years in Unilever Human Resources in Philippines & Singapore, handling various complex roles as HR Business Partner, Employer Brand Lead, Transformation leader and cluster HR role for Southeast Asia and Australasia (SEAA).

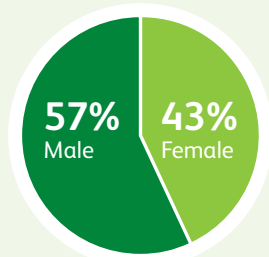
People • Planet • Performance

At HEINEKEN Malaysia, we believe in the long-term sustainability of our business and in creating value for our key stakeholders. We believe that business growth and sustainability go hand in hand with our focus on people, planet and performance.

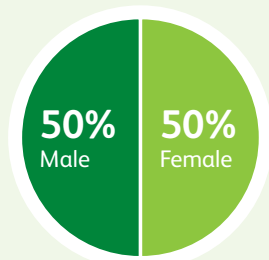
People

Total
Employees
596

Board of Directors



Middle to Senior Management



Employee Engagement
score

82%
(+1% vs 2019)

My Manager
score

83%
(+7% vs 2019)

COVID-19 Response
score

88%

Supporting Our Stakeholders Through Covid-19:



Tiger Save Our Street Food
pledged

RM1.5 million

for restaurants, coffee shops and street
food vendors



Sabah Flood Relief Effort
brought

food aid

for 1,000 flood victims

Raise Our Bars donated
RM1 million

to help bars and pubs during the
pandemic



80,000 meals

for 3,600 B40 families during the MCO

Planet



15.5%
reduction in water
consumption since
2014



Balanced
more than
100%
of water used
in our products



15.2%
reduction in CO₂
emissions since
2014



92%
increase in
renewable
bio gas usage
since 2014



**Zero
Waste**
to landfill

Performance



Contributed
RM1.05 billion
in taxes to the Government

FY20 Dividend
51 sen
per stock unit

Revenue
-24%
vs 2019

Profit Before Tax
-52%
vs 2019