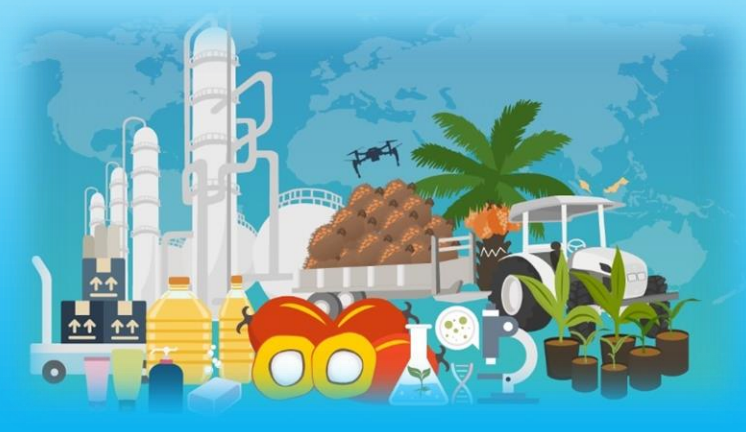
IOI GROUP

IOI CORPORATION BERHAD

FY2025 4th Quarter
Group Results Summary



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IOI GROUP

1. FINANCIAL RESULTS

Profit or Loss - Qtr on Qtr

IOI GROUP

(in RM million)	Q4 FY25	Q4 FY24	% change
Revenue	2,960.1	2,539.6	17%
Operating profit	**347.2**	**341.7**	**2%**
Share of results of associates	72.7	90.7	-20%
Share of results of joint ventures	0.9	0.7	29%
Profit before interest and tax	**420.8**	**433.1**	**-3%**
Net finance costs	(24.8)	(28.9)	-14%
Net FX translation gain on foreign currency denominated borrowings and deposits	116.9	24.3	381%
Profit before tax	**512.9**	**428.5**	**20%**
Tax expense	(77.2)	(80.8)	-4%
Profit for the period	**435.7**	**347.7**	**25%**
Earning per share for profit attributable to owners of the parent (sen)	**7.04**	**5.59**	**26%**

Profit or Loss - Year-to-Date

IOI GROUP

(in RM million)	YTD FY25 12 months	YTD FY24 12 months	% change
Revenue	11,334.7	9,603.6	18%
Operating profit	**1,349.2**	**1,180.1**	**14%**
Share of results of associates	348.0	350.9	-1%
Share of results of joint ventures	3.4	4.3	-21%
Profit before interest and tax	**1,700.6**	**1,535.3**	**11%**
Net finance costs	(107.2)	(117.9)	-9%
Net FX translation gain/(loss) on foreign currency denominated borrowings and deposits	284.1	(18.9)	nm
Profit before tax	**1,877.5**	**1,398.5**	**34%**
Tax expense	(341.1)	(282.2)	21%
Profit for the period	**1,536.4**	**1,116.3**	**38%**
Earning per share for profit attributable to owners of the parent (sen)	**24.51**	**17.88**	**37%**

*Note: nm = not meaningful

Segment Results - Qtr on Qtr

IOI GROUP

(in RM million)		Q4 FY25	Q4 FY24	% change
Plantation				
- Operating profit		331.0	264.6	25%
- Associates		66.8	49.6	35%
	Note 1	397.8	314.2	27%
Resource-based Manufacturing ("RBM")				
- Operating profit		2.3	100.4	-98%
- Associates		5.9	41.1	-86%
- Joint ventures		0.9	0.7	29%
	Note 2	9.1	142.2	-94%
Other operations		2.0	0.1	1900%
Segment results		**408.9**	**456.5**	**-10%**
Other unallocated corporate income/(expense)		11.9	(23.4)	nm
Profit before interest and tax		**420.8**	**433.1**	**-3%**

Note 1:	FV loss/(gain) on biological assets and derivative financial instruments ("DFI")	13.7	(6.0)	nm
	Impairment loss/(Reversal of impairment loss) on plasma receivables	2.8	(13.2)	nm
	Impairment loss on property, plant and equipment	-	2.5	nm
	Underlying operating profit	414.3	297.5	39%

Note 2:	FV gain on DFI	(52.6)	(61.9)	-15%
	Impairment loss on property, plant and equipment	39.2	-	nm
	Underlying operating (loss)/profit	(4.3)	80.3	nm

*Note: nm = not meaningful

Segment Results - Year to Date

IOI GROUP

(in RM million)	YTD FY25 12 months	YTD FY24 12 months	% change
Plantation			
- Operating profit	1,334.2	1,003.7	33%
- Associates	242.3	205.6	18%
Note 1	1,576.5	1,209.3	30%
Resource-based Manufacturing ("RBM")			
- Operating profit	19.3	179.7	-89%
- Associates	105.7	145.3	-27%
- Joint ventures	3.4	4.3	-21%
Note 2	128.4	329.3	-61%
Other operations	2.1	1.3	62%
Segment results	**1,707.0**	**1,539.9**	**11%**
Other unallocated corporate net expense	(6.4)	(4.6)	39%
Profit before interest and tax	**1,700.6**	**1,535.3**	**11%**

Note 1:	FV gain on biological assets and DFI	(5.3)	(8.0)	-34%
	Impairment loss on plasma receivables	1.8	5.5	-67%
	Impairment loss on property, plant and equipment	0.8	2.5	-68%
	Underlying operating profit	1,573.8	1,209.3	30%

Note 2:	FV gain on DFI	(18.5)	(37.4)	-51%
	Impairment loss on property, plant and equipment	39.2	-	nm
	Underlying operating profit	149.1	291.9	-49%

*Note: nm = not meaningful

Underlying OP – RBM (Qtr on Qtr & Year-to-Date)

IOI GROUP

(in RM million)	Q4 FY25	Q4 FY24	% change	YTD FY25 12 months	YTD FY24 12 months	% change
Refinery	(6.1)	16.0	nm	2.6	98.5	-97%
Oleochemical	(0.6)	26.3	nm	55.6	60.8	-9%
Associates, joint ventures and others	2.4	38.0	-94%	90.9	132.6	-31%
Underlying operating (loss)/ profit ("OP") – RBM	**(4.3)**	**80.3**	**nm**	**149.1**	**291.9**	**-49%**

Underlying PBT – Qtr on Qtr & Year-to-Date

IOI GROUP

(in RM million)	Q4 FY25	Q4 FY24	% change	YTD FY25 12 months	YTD FY24 12 months	% change
Profit before tax ("PBT")	**512.9**	**428.5**	**20%**	**1,877.5**	**1,398.5**	**34%**
Exclude non-underlying items:						
Net FX translation (gain)/loss on foreign currency denominated borrowings and deposits	(116.9)	(24.3)	381%	(284.1)	18.9	nm
Net fair value loss/(gain) on biological assets	13.0	(5.6)	nm	(6.0)	(8.2)	-27%
Net fair value gain on derivative financial instruments	(51.1)	(61.7)	-17%	(12.9)	(34.3)	-62%
Impairment loss /(Reversal of impairment loss) on plasma receivables	2.8	(13.2)	nm	1.8	5.5	-67%
Impairment loss on property, plant and equipment	39.2	2.5	1468%	40.0	2.5	1500%
	(113.0)	**(102.3)**	**8%**	**(261.2)**	**(15.6)**	**1574%**
Underlying PBT	**399.9**	**326.2**	**23%**	**1,616.3**	**1,382.9**	**17%**

*Note: nm = not meaningful

2. OPERATING STATISTICS

Operating Statistics: Plantation (Qtr on Qtr)

IOI GROUP

		Q4 FY25	Q4 FY24	% change
CPO Price	**(RM/mt)**	**4,208**	**4,118**	**2%**
PK Price	(RM/mt)	3,461	2,493	39%
FFB Production	**('000 mt)**	**736**	**645**	**14%**
Average mature area	('000 Ha)	136	144	-6%
FFB Yield	(mt/Ha)	5.40	4.47	21%
CPO Production	**('000 mt)**	**160**	**143**	**12%**
CPO extraction rate	(%)	21.53%	21.67%	-1%
CPO Cost of production*	(RM/mt)	2,004	2,179	-8%
Cost of sales	(RM/mt)	2,463	2,773	-11%
Net cost of sales	**(RM/mt)**	**1,866**	**2,349**	**-21%**

*Exclude depreciation and amortisation, windfall profit levy and Sabah sales tax

Operating Statistics: Plantation (Year-to-Date)

IOI GROUP

		YTD FY25 12 months	YTD FY24 12 months	% change
CPO Price	**(RM/mt)**	**4,332**	**3,856**	**12%**
PK Price	(RM/mt)	3,315	2,210	50%
FFB Production	**('000 mt)**	**2,840**	**2,804**	**1%**
Average mature area	('000 Ha)	139	145	-4%
FFB Yield	(mt/Ha)	20.49	19.34	6%
CPO Production	**('000 mt)**	**616**	**625**	**-1%**
CPO extraction rate	(%)	21.33%	21.77%	-2%
CPO Cost of production*	(RM/mt)	2,032	2,050	-1%
Cost of sales	(RM/mt)	2,623	2,585	1%
Net cost of sales	**(RM/mt)**	**2,041**	**2,185**	**-7%**

*Exclude depreciation and amortisation, windfall profit levy and Sabah sales tax

3. PROSPECTS

Prospects

IOI GROUP

Crude palm oil ("CPO") price has been rising steadily since early July 2025, advancing from around RM4,000 per metric ton ("MT") to the current level of RM4,500 per MT. Strong buying interest from key importing countries together with Indonesia's B40 biofuel mandate should remain supportive of price. In addition, the current discount of CPO price against U.S. soy oil price would help to sustain its demand. On the other hand, the ongoing high fresh fruit bunches ("FFB") production cycle which is expected to persist over the next few months is likely to result in CPO stock rising gradually into the fourth quarter of 2025.

For our plantation segment, FFB production in FY2026 is projected to be higher than in FY2025. This increase is primarily driven by a larger portion of our palms reaching prime age and young palms coming into maturity, despite the ongoing accelerated replanting programme in the Sabah region. In addition, our continuous efforts to enhance estate management efficiencies through mechanisation and digitalisation are expected to further support productivity gains. Coupled with the firm CPO price, we expect the plantation segment to deliver a good financial result for FY2026.

The outlook for the refinery and commodity marketing sub-segment remains challenging, mainly due to intense competition from Indonesian refiners who benefit from the raw material price advantage under the country's CPO export duty policy. On a positive note, the recent U.S. tariffs on Malaysian palm oil are expected to have minimal impact, given the Group's low export of palm oil to the U.S. market. Against this backdrop, our competitive advantage in producing low contaminant oils as well as the continuation of our operation efficiency initiatives will be key to maintaining a satisfactory financial performance.

Prospects (cont'd)

IOI GROUP

The operating environment for our oleochemical sub-segment is expected to remain challenging. U.S. trade tariffs and ongoing geopolitical tensions will continue to influence global trade flows and purchasing patterns. Industry overcapacity and high raw material price remain headwinds, exerting pressure on both sales volume and profit margins. Meanwhile, the implementation of the EU Deforestation Regulation now scheduled for December 2025 may disrupt trade flows into Europe but could also create opportunities for certified sustainable producers like us. To overcome these challenges, we will continue to strengthen our product portfolio through market insights and application expertise, drive innovation with differentiated offerings, and enhance cost efficiency through disciplined resource management.

For our specialty fats sub-segment, represented by our associate company Bunge Loders Croklaan ("BLC"), sales margins particularly for cocoa butter equivalents are expected to remain good, although the sales margin in BLC's U.S. operations may be affected by the additional tariffs on imports of palm raw material. Overall, we anticipate the sub-segment's performance to remain satisfactory.

As for the USD/MYR exchange rate, the anticipated interest rate cuts by the U.S. Federal Reserve are expected to provide support to the Malaysian Ringgit. Nevertheless, uncertainties surrounding U.S. trade policies and heightened geopolitical tensions may lead to increase volatility in the USD/MYR exchange rate.

Overall, while FY2026 presents a dynamic and evolving landscape, we remain confident in our ability to navigate the market volatilities. With clear strategies, disciplined execution, and focus on innovation and sustainability, we expect our operating and financial performance for the year to be resilient and satisfactory.

4. NEW 5 YEAR STRATEGIC ROADMAP

Planting a Resilient Future

IOI GROUP

Through our determination to innovate and create value, and with a steadfast focus on operational excellence and sustainability

New Strategic Priorities

A roadmap towards a competitive and growth oriented strategy, and to move IOI higher in the value chain (more innovative products and offerings).

Strategic Priority #1

Product Portfolio Expansion

Strengthen product portfolio to unlock new market opportunities and drive value creation

Strategic Priority #2

Innovation

Focus on innovation to provide differentiated offerings to customers for value added niche applications

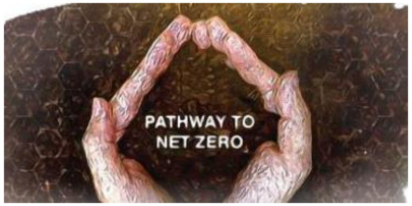
Strategic Priority #3

Productivity & Quality

Increase productivity and quality to be cost efficient and a reliable supplier

Strategic Priority #4

Sustainability & Climate Initiatives



Enhance our resilience and reputation through sustainability and climate initiatives

Strategic Priority 1 : Product Portfolio Expansion

IOI GROUP

Portfolio Strategy

Investing in Winners

(Higher value end market & application)

1. Pharmaceutical
2. Personal Care
3. Nutrition
(functional & nutraceutical)
4. Renewables
(bio-based & renewable solutions)
5. Agri Science

Invest to fuel growth and in capabilities to reinforce differentiation and leadership positions

Maximizing the Core

1. Plantation
2. Refinery & Commodity Marketing
3. Oleochemicals

Efficiently manage to maximise performance & invest for growth & competitiveness

Extending into Adjacent High-Growth Businesses

1. Invest in new high-growth businesses that have potential to turn into tomorrow's core businesses (eg: Agritech, foodtech, new energy)

Monitor new high-growth investments and step up participation when the investments mature

Strategic Priority 1 : Product Portfolio Expansion

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Realigning Organisational Structure

Before

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Plantation

- Estates
- Mills
- IOI Research
- IOI Palm Biotech

Resource Based Manufacturing

- Oleochemical
- Refinery/ Commodity Marketing
- IOI Palm Wood
- Food Ingredients[1]

By 2029

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Plantation

- Estates
- Mills
- Agriscience

Resource Based Manufacturing

- Oleochemical
- Refinery/ Commodity Marketing
- Food Ingredients[1]
- Coconut Oil

Renewables

- IOI Palm Wood
- EFB Pulp

Note 1: Formerly Specialty Oils & Fats

Strategic Priority 1 : Product Portfolio Expansion

IOI GROUP

Key Initiatives

Enhance our product portfolio to unlock new market opportunities and drive value creation

Venture into production of coconut oil & water

Up to 200,000 nuts/day production facility

Extend organic product offerings

Palm/lauric and by-products

Advance Agri Science development

- Expand high-yielding seed production by 25%
- Commence commercial production of Ganoderma-tolerant seed

Expand pharmaceutical & personal care product portfolio

through innovation and M&A/partnerships. Strengthen market position through patented ingredients

Build Renewables business

- Build 150,000 mt EFB pulp production facility
- Develop high value OPT (oil palm trunk) products and improve product margins

Strategic Priority 2 : Innovation

IOI GROUP

Key Initiatives

Focus on innovation to provide differentiated offerings to customers for value added niche applications

Expand organic oil palm plantation

from 1,100ha to 3,500 ha

Development of new generation seed materials

Selection of 4th generation mother palm

Strengthen refining processes for premium products

Low contaminant palm & lauric oils

Enhance oleochemicals product differentiation

Strategic Priority 3 : Productivity & Quality

IOI GROUP

Key Initiatives

Enhance productivity and quality in Plantation

Achieve high oil yield
Malaysia : 5.0 - 6.0 mt/ha
Indonesia : 4.5 - 6.0 mt/ha
(depending on plantation age and terrain)

30% of mature area planted with elite clonal palms

Maximize crop recovery

Achieve high land to labor ratio
Peninsular 1:11.5, Sabah 1:10, Indonesia 1:8.5

Further reduce workforce by 10 to 20%

Accelerate mechanization in estates.

- Malaysia: 80% infield & 70% upkeep
- Indonesia: 60% mainline

Produce good quality and low contaminant CPO

- FFA below 3.5%
- DOBI above 2.5
- Chloride below 1.0 ppm
- MOSH below 10.0 ppm
- MOAH below 2.0 ppm

Strategic Priority 3 : Productivity & Quality

IOI GROUP

Key Initiatives (cont'd)

Enhance productivity and quality in Resource-based Manufacturing

Increase plant utilisation & improve operational efficiency

Increase oleochemical plant utilisation to 90% (fatty acid, soap noodle)

Implement automation & digitalisation for greater efficiency

Produce good quality end products

- Low contaminants (MOSH, MOAH) refined palm products
- Compliance with quality standards such has HACCP, GMP and API

Customer intimacy, value selling & applications support

- Rationalise and digitalise key account management
- Build technical expertise in commercial teams

Strategic Priority 4 : Sustainability & Climate Initiatives

IOI GROUP

Key Initiatives

Enhance our differentiation & resilience through climate initiatives

Increase usage of renewable energy & improve energy efficiency

Solar panel installation in remote estates & all manufacturing plants

- Biogas power plants in 80% of the mills
- Maximise usage of biogas for power generation & steam production

Improve energy efficiency in manufacturing plants (heat recovery, reduction in natural gas, high efficiency motors)

Install biomass power plants using EFB pellets & wood chips as fuel

Towards Achieving Net Zero by 2040

- Carbon reduction and water recycling investments
- Carbon sequestration through rehabilitation and reforestation in conservation areas
- Achieve industry-leading ratings from governmental bodies and rating agencies

5. UPDATE ON SUSTAINABILITY INITIATIVES

Update on Sustainability Initiatives

IOI GROUP

SOCIAL INITIATIVE: IOI Collaboration with IOM together with BLC Provision of Assistance to Promote Ethical Recruitment & Fair Labor Practices through Comprehensive Orientation Sessions @ IOI Plantations.

SOCIAL INITIATIVE: Training Partnership To Enhance Core Skills And Basic Entrepreneurship Skills Of Young Workers (aged between 15-24) On Oil Palm Plantations In Sabah.

SBTi FLAG

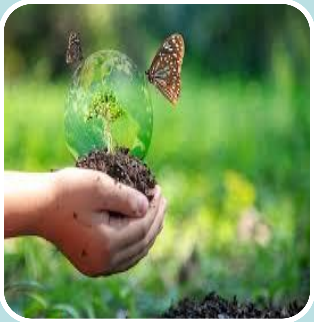
Commitment made in March 6, 2023; Verification of Targets in process

Engagement with SBTi in September, 2025

Climate Change Action initiative (CCAi)

IOI GROUP

Decarbonization Pathway to Net Zero by 2040



Achievements thus far:

- **In 2024, ACHIEVED 42% GHG REDUCTION** ahead of short-term target of 40% in 2025
- **Current reduction** by June 2025 is **48%**.
- **Reduction of Scope 2 for Plantation:**
  - **5,430 MT CO2e (FY 2019) to 68.5 MT CO2e (FY2025)**

NATURE BASED SOLUTIONS CURRENT PROGRESS

- Carbon Baseline conducted on IOI's conservation & set-aside areas (10.7K Ha)
- Framework for Reforestation Task Force (RTF) established.
- Engagement with external stakeholders: Sabah & Peninsular Forestry Dept, BKSDA (Indonesia), etc.

NEXT STEPS

- Establish pilot projects with Plantation Regional Sustainability teams.
- Establish timeline, route map, and reforestation management plan.
- Reference documents established.

Global Assessments, Ratings & Indices

IOI GROUP

FTSE4Good

FTSE4Good Score: From 3.6 to 4.0
Governance Score: 5.0

Gold

Gold

ESG Score: From C- to C

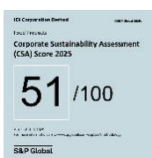
(1) Rank in sector – Food Products

Forest (B);
Water Security (B); Climate (B)*

* Improved from C to B

ESG Rating : From BBB to A
(AAA to CCC)

S&P Global Corporate Sustainability Assessment



Score: From 47 to 51
Ranking: 88th percentile
(0 to 100)(2)

(2) Higher percentile represents higher ESG score

Rated

MORNINGSTAR | SUSTAINALYTICS

ESG Score: From 23.3 to 21.8
MEDIUM RISK (0 to 100)(3)
Worldwide Agriculture Ranking:
1 over 93

(3) Lower score represents lower ESG risk

SPOTT

Score: 84.1%
Worldwide Ranking: 18 over 100
Malaysia Ranking: 5 over 20

IOI GROUP

Thank you