

STRATEGIC FRAMEWORK

With an unwavering commitment to operational excellence and sustainability, driven by our determination to innovate and create value, we are embarking on an exciting new chapter.

We recognise both our capabilities and responsibility to make a meaningful impact in addressing the pressing challenges of today's world.

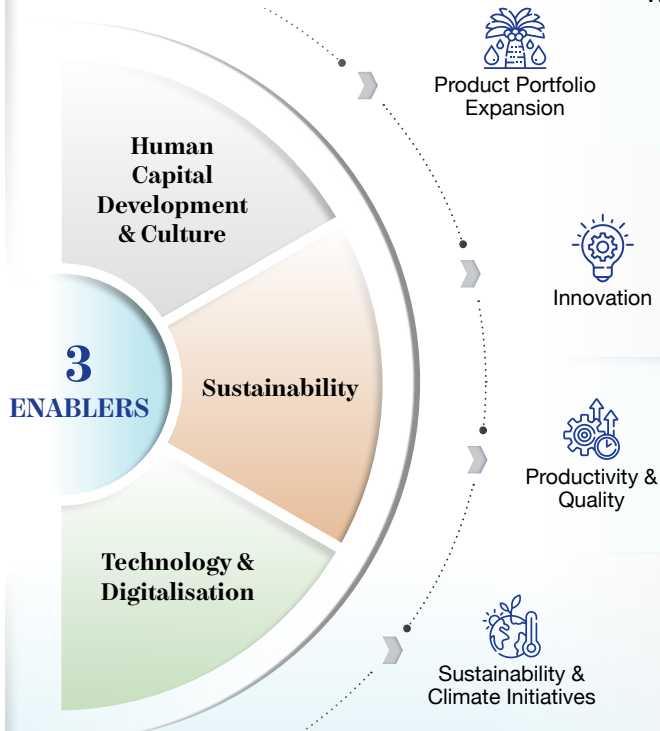
This marks the beginning of our 10-year aspiration:

Reimagining IOI in 2035 – a transition from a plantation and commodity-based company into a global sustainable palm products and ingredients company.

OUR FIVE-YEAR STRATEGIC ROADMAP 2025–2029

As the first milestone in this journey, our new five-year strategic roadmap outlines a clear and competitive growth strategy. It paves the way to move IOI higher in the value chain by delivering more innovative products and solutions.

4 STRATEGIC PRIORITIES



Product Portfolio Expansion

We aim to strengthen our product portfolio to capitalise on new market opportunities. Seeking to achieve new heights in value creation, we prioritise investment in high-value end markets and applications, as well as extending into adjacent businesses with high-growth potential to run into tomorrow's core businesses. This positioning maximises our returns and optimises our resource utilisation.

Innovation

IOI is committed to accelerating the development of innovative offerings through research and development investment, open collaboration and partnerships, planting the seeds for future development. Our agility in embracing new waves of innovation will create necessary resilience in the wake of global change. We strive to maintain our competitive edge by delivering differentiated and cutting-edge solutions.

Productivity & Quality

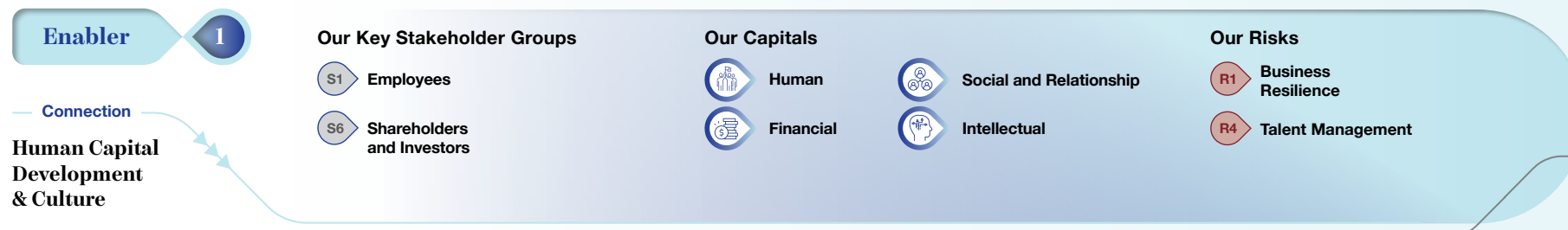
Our ambitions extend across our existing portfolio's performances. Driven by rigorous focus on operational and commercial efficiency, IOI is committed to driving higher productivity and delivering superior quality, enabling us to offer competitive pricing and quality products to our customers. The adoption of new automation and digitalisation practices will further elevate our upstream and downstream performances to a higher level.

Sustainability & Climate Initiatives

We are committed to responsible and sustainable practices by actively advancing green initiatives across our operations. This includes increasing renewable energy usage, enhancing energy efficiency and reducing our carbon footprint. These efforts are part of our long-term strategy to achieve Group-wide net zero emissions by 2040, ensuring that we contribute meaningfully to global climate goals while building a resilient and future-ready business.

Refer to Strategic Enablers on pages 51-53 and Strategic Priorities on pages 54-61 for details.

STRATEGIC ENABLERS



IMPORTANCE FOR IOI

Human Capital Development and Culture is vital to the growth and productivity of the organisation. Our employees are an invaluable asset who facilitate business growth and drive organisational excellence. We are committed to developing a world-class company that is built upon the strengths of its people. In doing so, we continue to nurture, develop and engage our employees to maintain a competitive advantage for the organisation. It is crucial to equip our workforce with the required skills to deliver our four strategic priorities.

OUR APPROACH

1. Creating and sustaining a high-performing workforce.
2. Managing employer branding.
3. Improving employee experience.
4. Enhancing human resource ("HR") digitalisation.

KEY INITIATIVES

1. Cultivate an operational excellence work culture and create a highly competent workforce.
2. Strengthen culture and workforce readiness through digitalisation.
3. Build a sustainable leadership pipeline.
4. Expand employee competencies through reskilling and upskilling.
5. Promote empowerment and inclusion.
6. Enhance employee engagement and encourage workplace innovation.
7. Provide career advancement, offer competitive remuneration and enhance employee benefits.

KEY HIGHLIGHTS

1. Won multiple accolades for HR excellence in 2024 across the Group, including the HR Asia Awards, HR Excellence Awards and HRD Awards (see pages 12-13 for full award listing).
2. Promoting a health-conscious workplace through IOI Cares, a personalised and holistic employee wellness programme with evidence-based digital intervention, regular health talks and trainings on communicable diseases and mental health awareness.
3. Sustained the roll-out of "WE CARE" initiatives to strengthen employee engagement among plantation employees, fostering open communication, providing support, building trust and promoting continuous learning on a six-monthly basis.
4. Hosted festive celebrations to promote team spirit, employee engagement and inclusiveness.
5. Conducted a hybrid townhall meeting to engage all business divisions and foster transparent communication.
6. Strengthened leadership pipeline and succession planning through enhanced Leadership Development Programme, a refresher coaching programme and coaching logs with incumbents.
7. Organised a Senior Leaders' Retreat to align leadership direction with the company's new strategic priorities.
8. Created Passion Drive Team for functional leaders to increase self-awareness and understand their roles towards achieving the department's direction.
9. Strengthened the total rewards package to maintain market competitiveness, attract top talents and improve employee retention.
10. Implementing new HR systems to streamline work processes and improve productivity, with a HR self-service portal already in place at IOI Oleo GmbH's Witten site for absence and payroll management.
11. Organised talent management initiatives to align with organisational goals and business strategy.
12. Conducted IOI Grow Learning Management System roadshow across plantation operating units in Peninsular Malaysia to promote the importance of e-learning and digital literacy.

WE Communicate; Aid & Assist; Rapport; Educate

FOCUS FOR FY2026

1. Continue the implementation of the HR systems to enhance efficiency and data integration.
2. Upskill and reskill the workforce to enhance capabilities and performance.
3. Strengthen succession planning through collaboration with leaders and training providers.
4. Support employee well-being and mental health initiatives.
5. Drive continuous leadership development.
6. Foster employee engagement and loyalty through team bonding, community participation and enhanced internal communication.
7. Strengthen downstream organisational growth through recruitment, team development and employee empowerment.

STRATEGIC ENABLERS



IMPORTANCE FOR IOI

Sustainability is firmly embedded in our culture. We balance growth with environmental stewardship, ensuring the well-being of our employees and the communities that we may impact. Guided by our three pillars of sustainability – People, Planet, Prosperity (“3Ps”) + Partnership – we embed the 7Rs of the Circularity across all our operations and businesses to drive long-term value and impact.

OUR APPROACH

1. Aligning sustainability with key policies and IOI's four strategic priorities.
2. Establishing forward-looking sustainability goals and commitments based on global needs, requirements and IOI's 3Ps framework.
3. Strengthening sustainability governance through board oversight, stakeholder engagement, accountability and transparency.
4. Establishing proper systems and processes to monitor progress, communicate actions and meet stakeholders' expectations.
5. Embracing six United Nations Sustainable Development Goals (“UN SDGs”) that are most relevant to our businesses and operations.
6. Integrating the 7Rs of the Circularity, regenerative and precision agriculture into our operations.
7. Benchmarking against industry leaders, fostering best practices and culture, and driving green technology and innovation.

KEY INITIATIVES

1. Uphold our No Deforestation, No New Planting on Peat and No Social Exploitation (“NDPE”) and Zero Burning Policy across all plantations.
2. Safeguard High Conservation Value (“HCV”) and High Carbon Stock (“HCS”) areas within our operations.
3. Reduce greenhouse gas (“GHG”) emissions from the operations and work towards net zero target by 2040 through our Group-wide Climate Change Action initiative (“CCAi”).
4. Boost productivity through technology and women empowerment while ensuring a just transition towards a low carbon economy as part of Strategic Priority 4.
5. Adopt and practise the 7Rs of the Circularity, precision agriculture and regenerative agriculture methods.
6. Uphold policies and guidelines to protect human rights, ensure no forced labour and eradicate child labour through education for children in plantations.
7. Benchmark industry best practices through voluntary participation in CDP, Sustainability Policy Transparency Toolkit (“SPOTT”), Corporate Sustainability Assessment, FTSE Russell, Sustainalytics, etc.
8. Continuously monitor all stages of the palm oil supply chain, including obtaining relevant certifications and complying with the required standards.

KEY HIGHLIGHTS

1. Strengthened Environmental, Social and Governance (“ESG”) performance with improved ratings and a third consecutive win at The Edge Malaysia ESG Awards 2024.
2. Earned consecutive Gold and Silver EcoVadis ratings, Eco-Management and Audit Scheme (“EMAS”) and ISO 50001 certifications for our oleochemical plants in Malaysia and Germany.
3. Completed Scope 3 profiling at IOI Oleo Division to support GHG emission reduction initiatives.
4. Secured EUR 40K Germany federal funding for IOI Oleo GmbH's Transformation Concept project, which targets net zero by 2040.
5. Advanced energy efficiency via Project TA 09, improved biogas utilisation in Wittenberge and reduced process temperatures in Witten.

FOCUS FOR FY2026

1. Integrate sustainability data to enhance data accuracy, analytics, and auditability through IOI ESG Platform.
2. Continue working with organisations such as Roundtable on Sustainable Palm Oil (“RSPO”) and Malaysian Sustainable Palm Oil (“MSPO”) to finalise the National Interpretation of RSPO Principles & Criteria and mandatory MSPO certification to meet regulatory requirements (e.g. EUDR).
3. Support the 2040 net zero goals through the Reforestation Task Force (“RFT”), by utilising our set-asides' baseline information to map and prioritise the areas for rehabilitation activities.
4. Introduce biodiversity and ecosystem enhancement initiatives through the RFT, under IOI's nature-based solutions approach.
5. Verify climate targets based on Science Based Targets initiative (“SBTi”), Forest, Land and Agriculture (“FLAG”) and non-FLAG criteria.
6. Improve operational efficiency and reduce GHG emissions via co-generation power plant, solar panels and biomass boilers.
7. Implement ISO 14064 GHG verification system in stages across our oleochemical operations in Malaysia and Germany.
8. Ensure secure, compliant handling of sensitive data, such as Product Carbon Footprint (“PCF”), in line with information security guidelines and regulatory requirements.
9. Establish comprehensive measurement points within our oleochemical facilities to enable precise assessment of environmental impact.
10. Commence Phase II of IOI Oleo GmbH's Transformation Concept to advance Group-wide net zero emission target by 2040.

Enabler

3

— Connection

Technology & Digitalisation

Our Key Stakeholder Groups

- S1 Employees S4 Suppliers
- S2 Customers S6 Shareholders and Investors

Our Capitals

- Human Social and Relationship
- Financial Intellectual
- Manufactured

Our Risks

- R1 Business Resilience
- R4 Talent Management
- R6 Cybersecurity

IMPORTANCE FOR IOI

In the age of the Fourth Industrial Revolution (“IR4”), we are accelerating technology to enhance our upstream and downstream operations. Our four strategic priorities are underpinned by digitalisation, automation, mechanisation and novel technologies, enabling us to execute our strategies more effectively, modernise our business to remain competitive and propel the organisation to the digital core era.

OUR APPROACH

1. Standardising business processes across our core business segments by leveraging SAP’s analytical and transactional capabilities to drive efficiency.
2. Providing savings in plantation operations’ support services based on SAP system and integrated digital solutions. Implement electronic salary payment and enhance mobile network connectivity in the estates.
3. Advancing agricultural and manufacturing practices through innovation and technology adoption.
4. Enhancing our estates’ operational efficiency and reducing dependency on manual workers via mechanisation.
5. Embedding automation and digitalisation in our oleochemical manufacturing processes in line with the IR4 aspiration.

KEY INITIATIVES

1. **Upstream Digitalisation:**
Ensure proper management and full utilisation of the SAP system, explore robotic process automation (“RPA”) and other digital solutions, as well as embark on more automation projects in upstream processes.
2. **Mechanisation:**
Enhance workforce productivity and reduce worker dependency in estates through mechanisation.
3. **Downstream Digitalisation:**
Strategise digitalisation and automation projects and identify roll-out plans for IR4 in downstream manufacturing.

KEY HIGHLIGHTS

1. **Upstream Digitalisation:**
 - a. Successfully implemented SAP RISE on Google Cloud Platform (“GCP”), SAP Document & Reporting Compliance (“DRC”) E-Invoice and SAP Fiori Embedded for enhanced agility, compliance and user experience. Rolled out SAP Business Planning & Consolidation (“BPC”) for estate budget planning and extended SAP to Indonesian operations.
 - b. Established an IT Governance Framework & Roadmap, deployed Modern Workplace productivity tools, piloted an Internet of Things (“IoT”) sensor-driven vehicle management system and strengthened cybersecurity through network defences, threat detection, vulnerability assessments and awareness training.
 - c. Upgraded infrastructure and optimised network at 40 low-connectivity estates to enable digital inclusivity.
2. **Mechanised Mainline Fresh Fruit Bunches (“FFB”) Evacuation System:**
 - a. Completed the full implementation of mechanised mainline FFB evacuation system in Malaysia.
 - b. Converted 40% of combustion-powered infield fleet to electric-powered machinery for Peninsular estates.
 - c. Conducted roadshows to upskill field personnel in machinery operation.
3. **Downstream Digitalisation:**
 - a. Automated the smart cooling tower operations and installed IoT sensors in refinery to optimise electricity use, prevent fire and monitor oil tank volume.
 - b. Digitalised operating data for compressor, solar thermal and solar PV systems, weight checker and metal detector at oleochemical facilities in Johor for real-time monitoring.
 - c. Achieved Good Manufacturing Practices (“GMP”) qualification with Near-Infrared (“NIR”) device at Witten. Optimised Medium-chain triglycerides (“MCT”) Fatty Acid Methyl Ester (“FAME”) processes for energy savings and over 10% capacity increase in pharma MCT and FAME-based MCT at IOI Oleo GmbH.

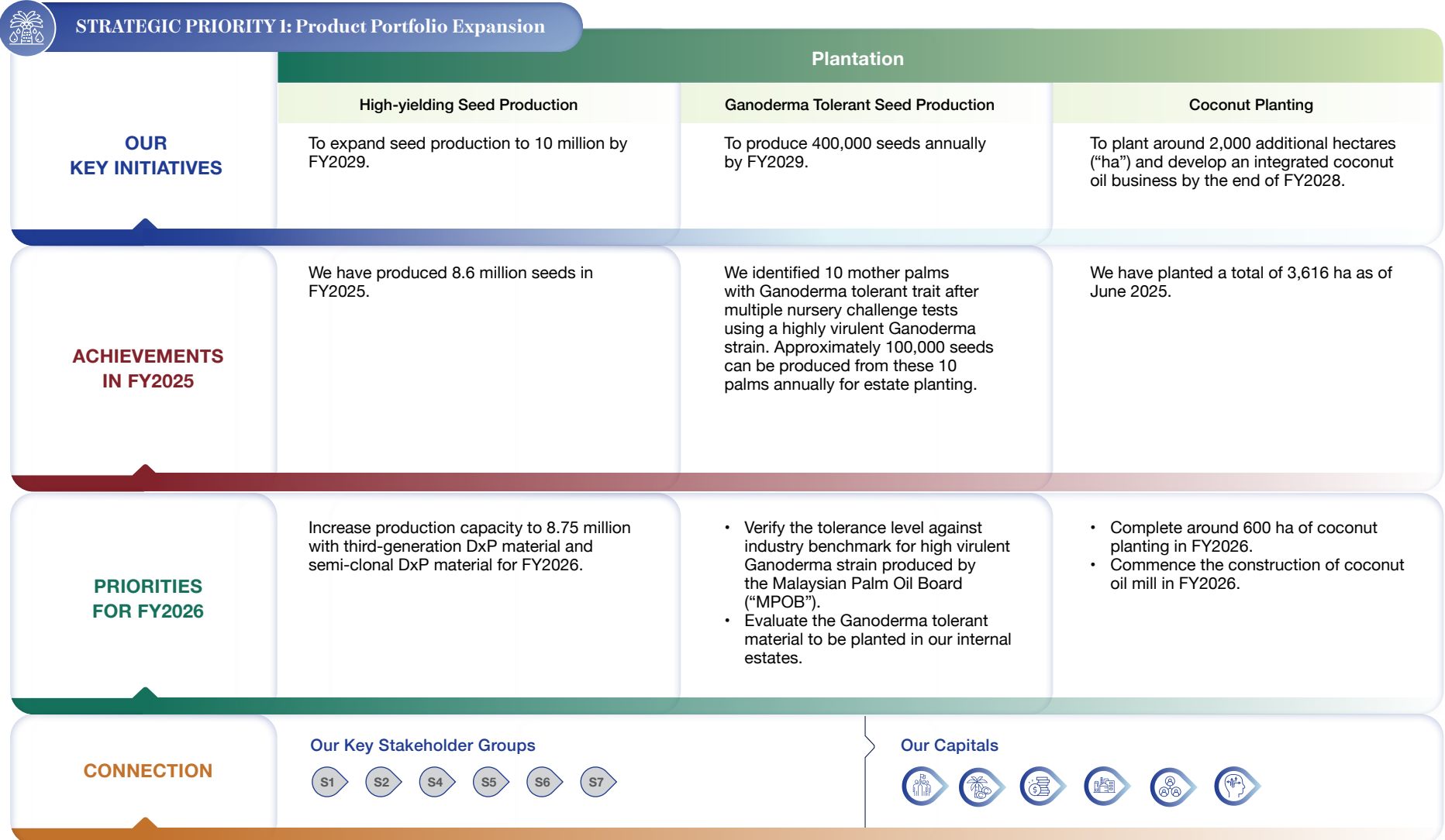
FOCUS FOR FY2026

1. **Upstream Digitalisation:**
 - a. Continue implementing Workday Human Capital Management platform to streamline HR, payroll, talent and financial operations.
 - b. Expand SAP BPC to mills, explore SAP Build and Clean Core approach, adopt SAP Agriculture Contract Management (“ACM”) for commodity trading, and leverage Microsoft Power Apps and Generative-Artificial Intelligence (“Gen-AI”) to enhance automation, data integration and productivity.
 - c. Embark on CISO as a Service (“CISOaaS”) to strengthen cybersecurity, governance, risk management and compliance.
2. **Mechanisation:**
 - a. Expand field deployment of terrace spraying machines (swing sprayer) in selected estates.
 - b. Collaborate with universities, startups and Malaysian Palm Oil Board to develop new machinery and smart tools.
3. **Downstream Digitalisation:**
 - a. Enhance effluent plant automation, IoT sensors with machine learning and digitalisation of dry fractionation plant.
 - b. Accelerate warehouse digitalisation via pallet identification, Warehouse Management System and automated racking.
 - c. Optimise MCT processes and energy infrastructure at Wittenberge.



STRATEGIC PRIORITIES

To maintain our focus on sustainable value creation, we have identified four new strategic priorities for 2025-2029.

This focused approach keeps us on track to deliver sustainable growth and provide valuable stakeholder returns over the short, medium and long-term. We have also established a resource allocation plan to execute these priorities based on the capital inputs identified in our business model on pages 30-31.



As we work towards achieving our 2025-2029 targets, we closely monitor the performance of each strategic focus area, tracking key activities benchmarked against Key Performance Indicators (“KPIs”) and future initiatives to ensure progress and impact.

Resource-Based Manufacturing		Renewables
Ester Production Capabilities	Expand Product Portfolio of Pharma and Personal Care	Renewable Materials
To enhance esterification plant and expand ester capacity by 12,000 MT per annum.	To increase sales volume by 7% in pharma and 10% in personal care through new product developments. To build a Lipid Excellence Center (“LEC”) by Q3 2028.	To build the country’s first integrated empty fruit bunch (“EFB”) paper pulp facility, targeted for commissioning by FY2028.
We have completed the enhanced esterification plant in June 2025.	<ul style="list-style-type: none"> We successfully launched two new products: <ul style="list-style-type: none"> (i) Polyglycerol Esters (“PGE”) in personal care with first sales recorded. (ii) SOFTISAN® 650, a natural film former to enhance colour, sun and skin care formulations for personal care. IOI Oleo GmbH has finalised the basic design for the LEC in FY2025, obtained shareholder approval and identified major project partners. 	Nextgreen IOI Pulp Sdn Bhd, our joint venture company, signed an agreement with a subsidiary of Xiamen C&D Corporation, a Fortune Global 500 company, to develop an EFB pulp manufacturing plant with a production capacity of up to 150,000 MT annually.
Continue further studies into exploring the potential of capacity expansion for the 12,000 MT ester plant.	<ul style="list-style-type: none"> Launch PGE for pharmaceutical applications at the Convention for Pharmaceutical Ingredients (“CPHI”) in October 2025, with a focus on suppositories. Advance the manufacturing concept for PGE in plant scale to production level implementation. Expand Good Manufacturing Practices (“GMP”)-guided product packaging capabilities with external partners. Obtain LEC building permit by Q3 FY2026 and start construction by Q4 FY2026. 	Commence the construction of the pulp facility in FY2026.
Our Risks		Our Material Matters
		

STRATEGIC PRIORITIES



STRATEGIC PRIORITY 2: Innovation

Plantation

OUR KEY INITIATIVES

Organic Oil Palm

To convert an additional 2,495 ha of organic oil palm to achieve a total of 3,614 ha by March 2027.

Development of New Generation Seed Materials

Selection of fourth-generation mother palms, starting from 2028, to develop high-performing palm materials.

ACHIEVEMENTS IN FY2025

We completed the second-year audit in March 2025 for an additional 2,495 ha of oil palm plantation which is currently in conversion to organic.

Currently, our fourth-generation palms remain at an immature stage, with field management and maintenance being meticulously carried out.

PRIORITIES FOR FY2026

Prepare for the third-year audit for the organic in-conversion of 2,495 ha, tentatively in March 2026.

Commence initial bunch analysis and yield recording for the fourth-generation immature palms.

CONNECTION

Our Key Stakeholder Groups

S1

S2

S5

S6

Our Capitals



Resource-Based Manufacturing

Refining Processes Innovation for Premium Products

To produce and sell 80,000 MT per year of premium products by FY2029.

We have successfully produced and sold 69,000 MT of high-quality palm and lauric oils with contaminant levels below the European Union ("EU") requirements, commanding higher price premiums.

- Implement advanced process control to achieve lower contaminant variants of palm and lauric oils tailored for specific high-value applications.
- Building on our EU success, we target 10,000 MT of additional premium low-contaminant palm and lauric oil sales.

Product Differentiation for Fatty Acids and Soap Noodles

To increase differentiated fatty acids and soap noodle products by 13,000 MT and 16,000 MT respectively by FY2029.

- We have completed an in-house R&D process optimisation for premium glycerine grade and initiated collaboration with a technology supplier for pilot quality confirmation.
- We have conducted trials on various types of new soap noodle products.

- Install new plant to produce premium glycerine grade.
- Commercialise at least two new soap noodle products in FY2026.
- Set up CARE Studio Asia: an application studio for customer engagement and product showcase, to be ready in FY2026.

Oleo Product Development via R&D, Technology Enhancements, Product Differentiation:

To launch one new product development per annum starting from FY2025.

- We have developed two new personal care products in FY2025, with the launch of PGE in pharma scheduled for CPHI 2025.
- We successfully expanded our PGE portfolio usage as a 3D-printing agent.
- We have developed a new film former (SOFTISAN® 650) for Business Unit Care and established new business prospect for hydrogenated refined bleached and deodorised palm stearin with low 3-MCPD and GE for food emulsifier manufacturers.

- Evaluate and implement enzymatic esterification for at least one plant reactor.
- Explore keto-ester portfolio exploitation besides KetoLipix, Novel Food and more.

Our Risks



Our Material Matters



STRATEGIC PRIORITIES



STRATEGIC PRIORITY 3: Productivity & Quality

OUR KEY INITIATIVES	Plantation			
	Oil Yield	Elite Clonal Palms	Estate Workforce	Advancing Mechanisation
	To maximise crop recovery without compromising crop quality, targeting oil yield of 5.0-6.0 MT/ha for Malaysia and 4.5-6.0 MT/ha for Indonesia by FY2029.	To achieve 30% of IOI's planted ha in Malaysia planted with clonal palms by FY2029.	To improve land-to-worker ratio to 1:10 by FY2029.	<ul style="list-style-type: none"> Implement infield mechanisation for 80% of potential ha in Malaysian estates by FY2029. Implement mainline mechanisation for 60% of potential ha in Indonesian estates by FY2029. Implement upkeep mechanisation for 70% of potential ha in Malaysian estates by FY2029.
ACHIEVEMENTS IN FY2025	We achieved an oil yield of 4.62 MT/ha for Malaysian plantations and 2.91 MT/ha for Indonesian plantations as at June 2025.	23% of our Malaysian planted ha have been planted with elite clonal palms as at June 2025.	We have achieved a land-to-worker ratio of 1:8.5 for FY2025.	We have successfully implemented various mechanisation efforts in FY2025, including: <ul style="list-style-type: none"> Infield mechanisation for 40% of potential ha in Malaysian estates. Mainline mechanisation for 26% of potential ha in Indonesian estates. Upkeep mechanisation for 21% of potential ha in Malaysian estates.
PRIORITIES FOR FY2026	Increase additional oil yield per ha by 3.5% for FY2026.	Increase the proportion of elite clonal palms of planted ha in Malaysian estates to 25% for FY2026.	Improve land-to-worker ratio by 2% for FY2026.	<ul style="list-style-type: none"> Expand infield mechanisation by an additional 10% of potential ha in Malaysian estates. Expand mainline mechanisation by an additional 10% of potential ha in Indonesian estates. Expand upkeep mechanisation by an additional 5% of potential ha in Malaysian estates.
CONNECTION	Our Key Stakeholder Groups 		Our Capitals 	

Resource-Based Manufacturing

Renewables

Fatty Acid Plants Utilisation

To increase the plant utilisation by 25% by FY2029.

We leverage market intelligence to expand our market share, which improved our plant utilisation slightly in FY2025 despite overall lower customer demand and stiff price competition.

Remain on track to meet plant utilisation target for FY2026 by expanding our market share into high value segments.

Oleochemical Operation Efficiency and Productivity

To improve automation, digitalisation and quality management. To increase overall production capacity of MCT and specialty esters by more than 9%, and reduce energy consumption.

- We have implemented several areas of improvement, including debottlenecking and digitalisation efforts in various oleochemical plants and commissioned solar photovoltaic ("PV") systems.
- Our specialty ester production capacity at Witten site has improved by 4%.
- We commissioned a new 3.2 MW co-generation plant in July 2025.

Implement improvement projects including:

- Revamp the fractionation plant to improve product quality.
- Implement warehouse automation through RFID tagging of pallet and Warehouse Management System.
- Finalise the MCT efficiency project at the Wittenberge site by December 2025.

Lean Manufacturing Concept and Improvement Projects

To increase IOI Palm Wood Sdn Bhd's ("IOI Palm Wood") production efficiency, increase production yield to 20% by FY2029.

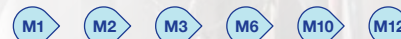
- We have applied and embedded the Lean manufacturing principles within IOI Palm Wood in February 2025, leading to an increase in overall equipment effectiveness ("OEE") to approximately 65%.
- We have optimised our panel manufacturing section, following the installation of the Pre-planner, which increased our production yield to 13%.

- Increase production efficiency or OEE by an additional 5% from FY2025.
- Continue the optimisation of panel manufacturing section by reducing process losses and waste elimination, targeting production yield up to 16%.

Our Risks



Our Material Matters



STRATEGIC PRIORITIES



STRATEGIC PRIORITY 4: Sustainability & Climate Initiatives

OUR KEY INITIATIVES

Plantation

Renewable Energy Implementation

To install biogas power plants in 80% of mills by FY2027 and solar panel systems in 21 remote estates by FY2029.

ACHIEVEMENTS IN FY2025

- We have installed and are currently operating biogas plants in 10 out of 15 mills in FY2025, with three additional biogas plants undergoing construction. All 10 mills are now fully equipped with biogas burners for steam generation.
- We have equipped 8 mills with gas engines for power generation, with additional gas engine installations ongoing in 6 mills, including a second unit in Syarimo Mill.
- We have completed solar panel installation in an estate in FY2025 and awarded work for another four estates in June 2025.

PRIORITIES FOR FY2026

- Commission three biogas plants and tender out two biogas plants for two mills in Indonesia.
- Explore distributing power generated from gas engine to the nearby estates.
- Complete the awarded solar panel installation work by FY2026.

CONNECTION

Our Key Stakeholder Groups



Our Capitals



Resource-Based Manufacturing

Renewables

Advancing Manufacturing Technology

IOI Palm Wood Sustainability Projects

To improve energy efficiency, reduce energy consumption and greenhouse gas (“GHG”) emissions through project implementation to contribute towards our carbon neutral goal by 2030.

To install rooftop solar PV to improve energy savings by 26% from 2025 onwards.

Refinery:

We have implemented multiple heat recovery projects that have significantly reduced the energy consumption in these plants, including:

- Heat exchanger and flue gas economiser installations.
- Cooling system and technology upgrades across IOI Edible Oils Sdn Bhd, consisting of pipeline modifications and variable speed drive (“VSD”) installations.
- Smart cooling tower system at IOI Bio-Energy Sdn Bhd with automated fan speed control.

We have installed and commissioned a 928 KWp solar PV project, achieving an approximately 38% saving in electricity cost.

Oleochemical:

Our IOI Oleo Division has implemented major efficiency-based GHG reduction projects, including:

- Successfully energised solar projects in new warehouse in May 2025.
- Commissioned a new 3.2 MW co-generation plant in Penang in July 2025 with potential GHG reduction of 9,000 MT CO₂ per annum.

Refinery:

- Embrace new industrial technologies to enhance heat recovery and energy efficiency.
- Optimise green steam and power supply to refinery complex for energy efficiency.

Explore new initiatives such as rainwater harvesting to reduce fresh water reliance for processes.

Oleochemical:

- Commission a biomass boiler in Johor with potential GHG reduction of 20,000 MT CO₂ per annum by May 2026.
- Develop an improved GHG reduction roadmap, mapped with potential GHG savings against investment requirements.
- Create Product Carbon Footprint (“PCF”) in a comprehensive form to meet customer requirements at IOI Oleo GmbH.

Our Risks



Our Material Matters

