

TOGETHER, EMPOWERING PROGRESS WITH PURPOSE

AT IOI, OUR PROGRESS IS NOT MEASURED BY GROWTH ALONE, BUT BY THE INTEGRITY OF OUR ACTIONS AND THE IMPACT WE CREATE ACROSS EVERY EMPLOYEE AND COMMUNITY WE SERVE.

We are embedding purpose into the heart of performance, upholding the highest social safeguards to ensure our progress enriches. From ensuring the economic wellbeing and health of our employees and families are protected to promoting an inclusive approach that fosters collective responsibility and shared benefits with local communities, our actions are clear, verifiable, and in place.

Through collaborative efforts with local and indigenous communities, we are empowering inclusive stewardship, one that blends tradition with technology and conservation with care. We empower through knowledge, uplift through action and grow through accountability. Every initiative is designed to deliver enduring value that creates prosperity for our people.

Safeguard and Uplift

In this journey, our movement
is driven by purpose.
**Together, we empower
progress with purpose.**



PROTECTING OUR WORKFORCE

SAFETY AND HEALTH

MANAGEMENT APPROACH

As the top material matter, the Group's occupational safety and health matters have oversight at multiple levels: at the Board level through the ARMC and BSC, at the senior management level within business divisions or segments, and at the operational level by assigned safety and health personnel across operating units. At the operational level, our business units closely monitor control measures to ensure that practices align with the IOISP and the newly approved IOISHP which was published in December 2024. The IOISHP applies across the Group's operations, with specific sections applicable to the Plantation and Resource-based Manufacturing divisions. In addition to workplace safety, the IOISHP highlights our commitment to addressing global health issues such as HIV/AIDS, tuberculosis, malaria, and other critical health concerns.

In addition to internal control measures, we ensure that our operations comply with local safety regulations, international standards such as ISO 45001 and sustainability certification requirements by RSPO P&C, MSPO and ISPO standards. We also conduct ongoing monitoring to align with Hazard Analysis and Critical Control Points ("HACCP"), Good Manufacturing Practice ("GMP"), and other relevant requirements. These efforts reinforce our commitment to maintaining the highest standards of sustainability, quality, health, and safety across both our plantation and manufacturing operations.

ACTIVITY DRIVEN PERFORMANCE AND IMPACT

Occupational Safety and Health Management System

- Our Occupational Safety and Health ("OSH") management system covers 100% of the Group's operations, including all employees, external providers, and contractors. It is established in line with the ISO 45001:2018 Occupational Safety and Health Management System Standard.

All refineries and oleochemical operations, along with six plantation operating units, are ISO 45001:2018 certified. Our OSH management system is periodically reviewed to ensure compliance with applicable laws, regulations, standards, and codes of practice. To support implementation, we have established guidelines covering work-related injury prevention, chemical handling, roles and responsibilities, emergency response, and other key areas. We ensure that all of our operations use the same management system to promote fairness and consistency, while providing all employees with a safe and healthy workplace.

Safety and health risks are assessed using the Hazard Identification, Risk Assessment and Risk Control ("HIRARC"). All operations undergo annual risk assessments, as well as reviews following any process change, occupational incidents, or prior to the start of new operations.

All employees, workers, and contractors attend a site safety and health briefing before commencing work. Contractors are also required to acknowledge the 'Safety and Health Requirements for Service Providers' form and obtain approval before starting operations, to ensure compliance with our safety procedures to prevent occupational incidents.

Emergency response plans are established across our operations to address situations such as fires, chemical spills, extreme weather events, and severe accidents, with regular drills conducted to ensure workforce preparedness.

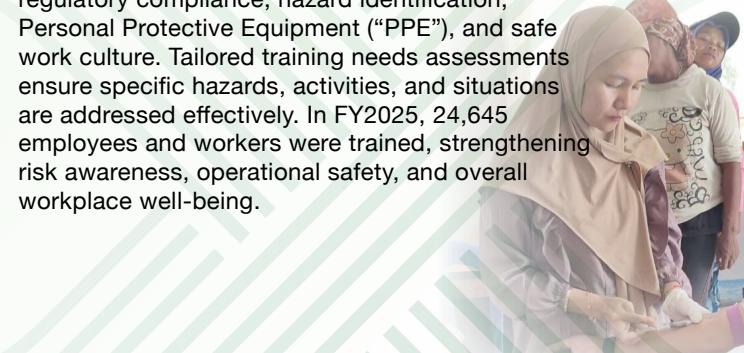
Workers Participation in Safety Committee and Meetings with Management

Safety and Health Committees are established at respective operating units, comprising of employer, workers, and contractor representatives. The committees meet quarterly to review OSH matters, and oversee the implementation of the OSH management system. Their responsibilities include, but are not limited to, the following:

- Review occupational incident cases and near-misses.
- Discuss findings from safety and health risk assessment.
- Review safety and health training programs.
- Promote safety and health awareness among employees and workers.
- Recommendations for improvements in safety and health policies and procedures.

Safety and Health Training

We regularly conduct OSH trainings for employees and workers to build a strong safety culture and prevent workplace incidents. The trainings cover general safety practices, equipment use, regulatory compliance, hazard identification, Personal Protective Equipment ("PPE"), and safe work culture. Tailored training needs assessments ensure specific hazards, activities, and situations are addressed effectively. In FY2025, 24,645 employees and workers were trained, strengthening risk awareness, operational safety, and overall workplace well-being.





Occupational Incident Reporting

We target zero fatality within our operations. Unfortunately, in FY2025, two work-related fatalities occurred in the Plantation division and each case was thoroughly investigated. In the first case, a crocodile attack occurred when a worker entered a restricted area known for crocodile infestation and another from equipment mishandling arising from not following the stated SOP. Arising from both incidences, we implemented additional control measures and workers were further engaged to raise awareness on the importance of following SOPs. There were no work-related fatality cases for the Resource-based Manufacturing division.

Lost time injury (“LTI”) refers to an occupational incident that result in one or more lost workdays. IOI monitors LTI and other safety performance indicators across all our operations in Plantation, Refinery, Oleochemical and IOI Palm Wood, as stated in Appendix, page 92. In FY2025, a total of 1,536 lost time injury cases were reported, and all were reviewed by management to ensure corrective and preventive actions were taken. High consequence incident cases involving permanent disability or fatality were immediately reported to the unit’s safety manager and escalated to senior management, reinforcing accountability and driving stronger safety measures across operations.

Occupational Health Monitoring

At our plantation estates and mills, hospital assistants conduct periodic health surveillance for workers in high-risk work, such as in handling chemicals. These workers also undergo annual medical assessments by occupational health doctors, who prepare reports with follow-up actions to guide health coordinators and hospital assistants in monitoring and managing workers’ health.

At the mills, noise risk assessments identify workers exposed to excessive noise at work. These workers undergo annual audiometry tests by occupational health doctors, with periodic follow-up tests for those showing abnormal results or threshold shifts, to monitor their hearing.

Promotion of Worker Health

The Plantation division operates 69 estate clinics staffed by 80 hospital assistants, providing primary medical care for workers, their dependents, and the surrounding communities. Workers requiring specialised treatment are referred to government hospitals or medical centers. Visiting Medical Officers also conduct fortnightly visits to workers’ quarters and clinics for regular screenings that include checks for non-communicable diseases such as hypertension and diabetes.

Foreign workers hired for IOI’s Malaysian operations undergo mandatory medical check-ups in their home country before entry to Malaysia, followed by immigration-required examinations arranged through the Foreign Worker’s Medical Examination Monitoring Agency (“FOMEMA”) in Malaysia. Current foreign workers also receive annual medical check-ups to monitor their health status.

Combatting Global Health Issues

One key principle of our IOISHP is addressing global health issues such as HIV/AIDS, tuberculosis, malaria, and other critical health concerns by raising awareness, collaborating with stakeholders, and implementing preventive measures.

The following presents several of the activities conducted in FY2025 in line with our commitment towards combatting global health issues.

On 2 August 2024, Tangkak District Health Office conducted tuberculosis and HIV/AIDS screenings for 37 workers at Bukit Serampang Estates.

From 10 to 19 February 2025, 223 workers at Lahad Datu operations underwent medical screenings under the government-led National Screening Health Initiative (“NSHI”) for early detection of preventable diseases like hypertension, diabetes, and obesity.

From 22 to 23 May 2025, the Kinabatangan District Health Office conducted an Immunisation Outreach Program at Morisem Plantation, vaccinating 40 workers’ dependents (aged 6 months–17 years) against diphtheria and measles.

On 19 June 2025, 149 workers of Bukit Dinding Estate were screened for malaria and filariasis by Bentong Health Clinic.

Throughout FY2025, IOI Oleochemical held worker engagement activities on health topics, including breast cancer, glaucoma, Parkinson’s disease, and influenza to raise awareness on these global health issues.

PROTECTING OUR WORKFORCE

Safety And Health Engagement Activities

In FY2025, IOI organised various safety, health, and well-being engagements for employees and workers, reinforcing our commitment to a safe and healthy workplace under IOISP. Key safety campaigns and training are highlighted below.

On 28 July 2024, Syarimo Palm Oil Mill held a Safety, Health and Environment Campaign featuring safety talks, a working-at-height briefing, safety harness guidance, and an emergency response drill for employees and workers.

During July 2024, IOI Acidchem and IOI Esterchem organised a month-long campaign, focusing on food safety in conjunction with World Food Safety Day, where they had interactive games and quizzes on food safety issues for employees.

On October 2024, the annual IOI Care campaign launched the World Mental Health Month, where IOI partnered with Naluri to spread awareness on mental health for employees at IOI headquarters by organising webinars such as, Mood Matters: Building Strong Relationships, The Power of Exercise for Mental Wellness and Achieving Work-Life Balance.

Throughout February 2025, IOI Palm Wood's employees and management were given essential first aid training in order to be well prepared to assist in case of minor injury incidents.

From 19 May to 18 June 2025, the Sandakan Plantation division held a Safety, Health, and Environment Campaign with safety talks, fire drills, chemical spill handling, and emergency response exercises.

UPHOLDING WORKERS' RIGHTS

MANAGEMENT APPROACH

Our approach to fair labour practices and human rights is guided by international frameworks such as the UN Guiding Principles on Business and Human Rights ("UNGPs"), the ILO Core Conventions, and other relevant global standards as embedded in the IOISP. In line with the UN SDG 8 on Decent Work and Economic Growth, we are committed to fostering safe, inclusive, and productive employment that provides fair income and protects employees' rights across our operations.

The salient issues that we focus on include freedom of association and collective bargaining, eliminating forced and child labour, promoting equal opportunity and inclusivity, maintaining a safe and healthy working environment, and ensuring proper handling of grievances. Strong governance underpins our approach. The BSC regularly reviews relevant concerns based on updates presented by the CSO. Any potential risks identified are discussed at the GSSC level, where mitigation measures are developed to ensure clear guidance from higher management and effective execution by the respective sustainability lead together with other relevant personnel.

We recognise that failing to uphold human rights can lead to unfair treatment of workers and higher workforce turnover. It also exposes the company to serious complaints from NGOs, legal and reputational risks, suspension of sustainability certifications, and even potential import bans in key markets such as Europe and the United States. To mitigate these risks, we assess our potential risk by using ERM bi-annually. Human rights risks are reviewed both at operational sites and at the group level, to enable us to identify potential gaps and ensure that corrective and preventive measures remain valid and effective.

Aside from our own internal monitoring systems and compliance to the Code of Conduct ("COC") on Ethical Recruitment and Responsible Employment, IOI is also subject to frequent external audits by independent parties. As a RSPO, MSPO and ISPO certified company, our operations are regularly audited to ensure compliance with the relevant principles, criteria, and indicators required by these certification schemes. In addition, our operations are also subject to regular inspections by regulators, who monitor adherence to labour regulations across the regions where we operate, in Indonesia and Malaysia. These external reviews complement our internal due diligence and provide additional assurance that our labour practices meet both international standards and local legal requirements.



ACTIVITY DRIVEN PERFORMANCE AND IMPACT

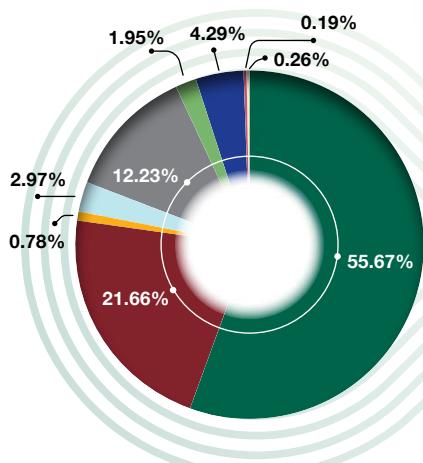
The total workforce in FY2025 for IOI Group is 27,945. The following pie charts show the breakdown of employees and their nationalities at the group and business division levels. The pie chart will also illustrate the distribution of foreign workers within our plantation and manufacturing operations, with the majority foreign workers, mostly Indonesian, found in our plantations.

The following table shows the breakdown of our employees by nationality and business operations.

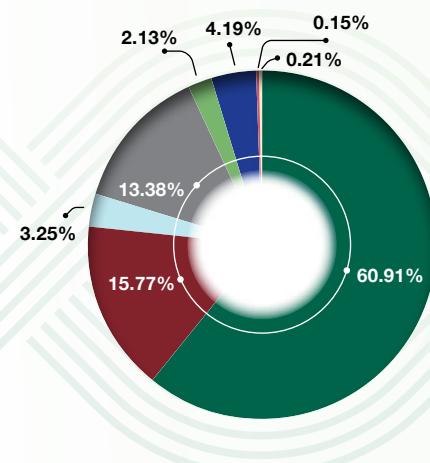
Table: Breakdown on the Percentage of Employees' Nationality by Business Divisions.

Nationality	IOI Group	Plantation	Manufacturing
Indonesian	55.67	60.91	-
Malaysian	21.66	15.77	82.78
German	0.78	-	9.98
Bangladeshi	2.97	3.25	-
Filipino	12.23	13.38	-
Indian	1.95	2.13	-
Nepali	4.29	4.19	5.79
Myanmar	0.19	0.15	0.64
Other	0.26	0.21	0.82

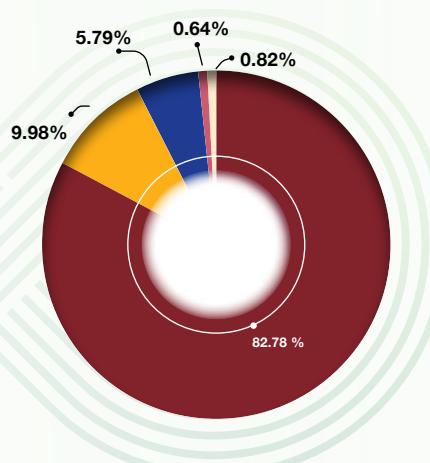
IOI Group



Plantation Division



Resource-based Manufacturing Division



- Indonesian
- Malaysian
- German
- Bangladeshi
- Filipino
- Indian
- Nepali
- Myanmar
- Other

PROTECTING OUR WORKFORCE

ERADICATING FORCED LABOUR

We are committed to fair labour practices and human rights, and to upholding our pledge to eradicate all forms of forced labour through comprehensive mitigation measures across our operations. To achieve this, we conduct several initiatives and activities:

Employee engagement activities conducted by Human Resource department on social and welfare related matters across 111 operating units, inclusive of estates, mills, research center, and Regional Offices, for FY2025. These sessions involve all categories of employees, including field supervisors, office staff, sustainability teams, management personnel, as well as both local and foreign workers.

All operating unit Managers and Assistant Managers regularly renew their signed Declaration of Compliance, affirming that no elements of forced labour exist in their operations. Management personnel are expected to clearly understand forced labour indicators and ensure they neither contribute to, nor overlook such practices.

Multiple accessible and anonymous channels are in place for workers to raise concerns. These include the IOI Mesra mobile app (with an anonymity function) as well as onsite grievance mechanisms. (See page 80 for further details.)

Conducted structured interviews with workers at critical employment stages: a Pre-Departure online interview to ensure understanding of employment terms, zero-recruitment policy, rights, and grievance channels, followed by two Post-Arrival interviews to verify conditions align with agreed terms and no elements of forced labour exist.

Provide decent living facilities and safe working conditions in line with local labour and safety laws. Our facilities are periodically inspected under the Minimum Standards of Housing and Amenities Act 1990 (Act 446). During the year, we received 8,524 accommodation maintenance requests, reflecting workers' easy access to repair channels.

Monitoring through internal audits conducted by the sustainability team on ILO's 11 indicators on forced labour, for purpose of early detection and proactive prevention approach.

In collaboration with IOM and a customer, we have developed a Pre-Employment Orientation Module whereby several Indonesian NGOs have been selected to conduct the training for the hired IOI's foreign workers in their source country, scheduled for rollout next financial year.

Concluded our human rights due diligence survey with an independent provider, achieving 17.82% response rate and candid feedback. The anonymous channel enabled workers to share experiences openly, allowing management to identify priorities, address concerns proactively, and strengthen early warning and risk mitigation.

NON-DISCRIMINATION, FREEDOM OF ASSOCIATION, AND COLLECTIVE BARGAINING

We are an equal opportunity organisation. Workers are able to freely join or form associations and to engage in collective bargaining. The following highlights reflect our performance in these areas during the year:

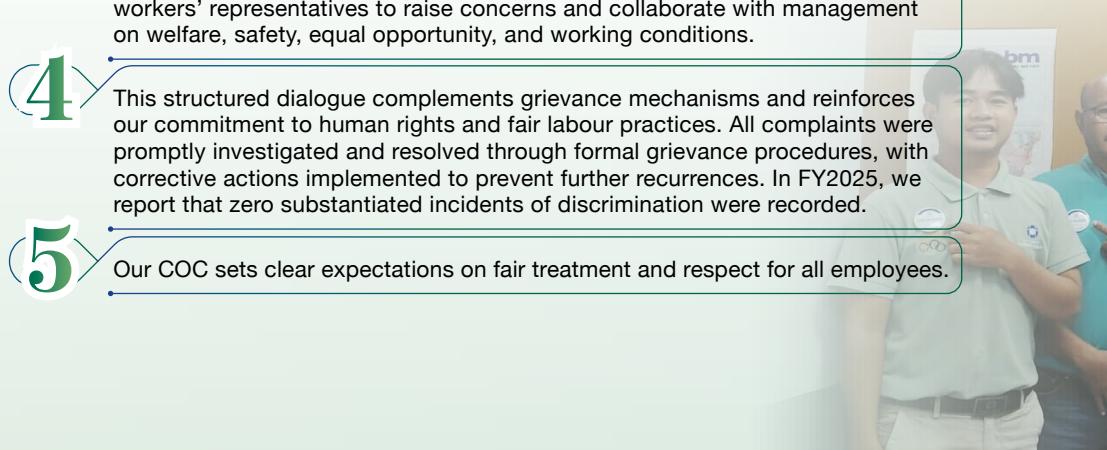
1 On 13 December 2024, IOI signed a new Collective Agreements 2025 with the National Union of Plantation Workers ("NUPW"), effective 1 January 2025 to 31 December 2027. The agreements provide substantial benefits for Peninsular Malaysia plantation workers, including wage increases up to 13.4% for general workers and 14-20% for harvester, with IOIC also advancing the RM1,700 minimum wage by one month.

2 A total of 1,070 workers in Peninsular Malaysia registered with NUPW. In addition, 2467 workers in Sabah registered for the Sabah Plantation Industry Employees Union ("SPIEU"). This covers 15% of our workers in Malaysia who are registered as Union members.

3 The long established Employee Consultative Committee ("ECC") and Joint Consultative Committee ("JCC") at each plantation unit continue to be an effective formal platform for bi-monthly two-way communications, enabling workers' representatives to raise concerns and collaborate with management on welfare, safety, equal opportunity, and working conditions.

4 This structured dialogue complements grievance mechanisms and reinforces our commitment to human rights and fair labour practices. All complaints were promptly investigated and resolved through formal grievance procedures, with corrective actions implemented to prevent further recurrences. In FY2025, we report that zero substantiated incidents of discrimination were recorded.

5 Our COC sets clear expectations on fair treatment and respect for all employees.





GRIEVANCE ANALYSIS

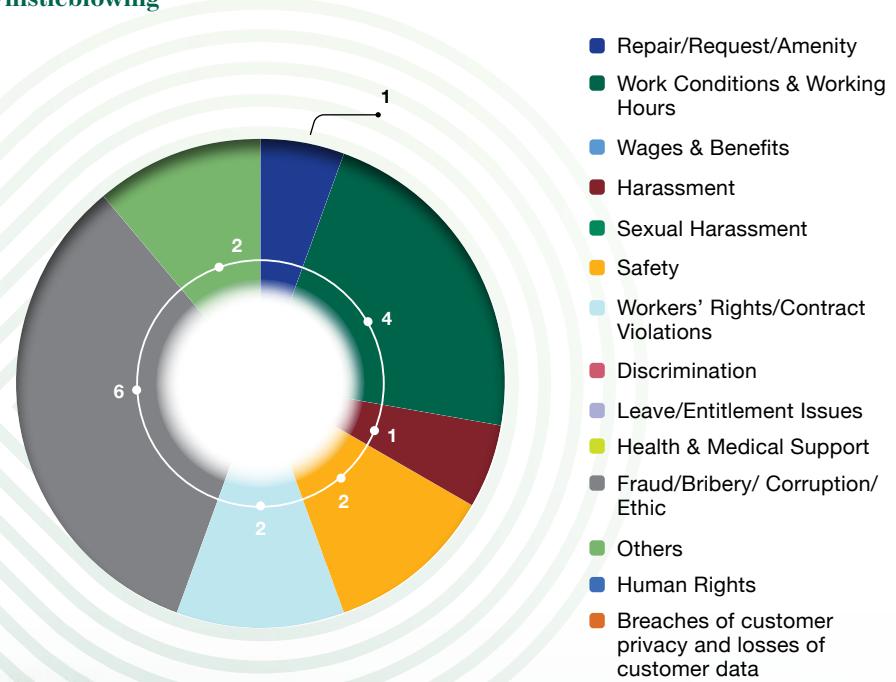
At IOI, grievance management is a core part of safeguarding our workforce, ensuring workplace concerns are addressed promptly, transparently, and fairly. This protects human rights, strengthens governance, and enhances employee engagement, while ensuring compliance with the IOISP. We have established multiple channels at the group level, including the IOI Whistleblowing channels, the IOI Mesra Apps, and internal grievance mechanisms at the operating unit level, where complaints are managed by the respective unit head and escalated to Human Resource or higher management when necessary. In FY2025, we reported 4 cases of substantiated human rights complaints which involves 3 on sexual harassment and one on verbal harassment. In all cases 4 cases, they are between workers and do not involve any management personnel or any other external parties. All were promptly investigated, achieving a 100% resolution rate.

IOI Whistleblowing

The Whistleblowing Channel continues to serve as a platform for employees and external parties to raise complaints or concerns about suspected or possible violations of the IOI Group's Code of Business Conduct & Ethics, any non-compliance with laws and regulations, company policies, etc. The summary of the reported cases by category, all internally is presented as follows.



IOI Whistleblowing



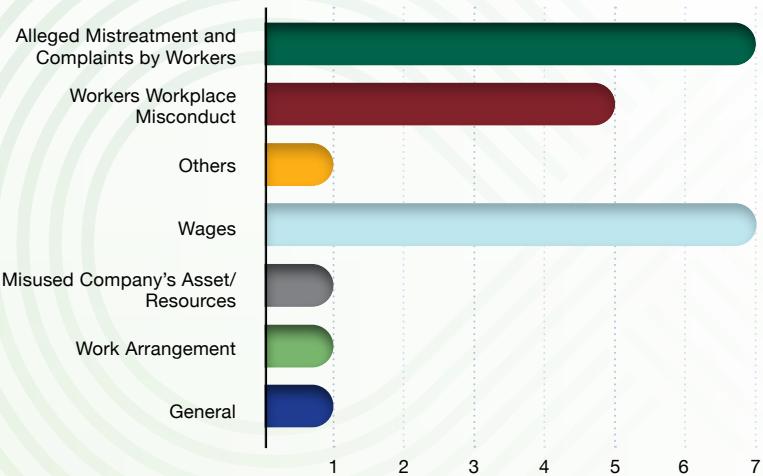
Under this channel the most concerning ones are those under the 'Ethics' category but they have all have been investigated, resolved, and closed. The rest are very minor issues like vaping in the office, complains of noise at housing areas, etc., while the one under harassment was not substantiated.

PROTECTING OUR WORKFORCE

IOI Mesra Application

The IOI Mesra App continues to serve as a trusted grievance channel for plantation workers. In FY2025, 23 grievances were reported, compared to 92 in FY2024—a decline of nearly 75%, reflecting the impact of strengthened workplace practices, awareness programmes, and improved communication channels. All reports were submitted anonymously, underscoring workers' confidence in the system's confidentiality. Most cases were related to alleged mistreatment and complaints by fellow workers (7), misunderstanding on wages related matters (7) and fellow workers workplace misconduct (5).

Reports Received from IOI Mesra Apps



Other Grievance Channels

Aside from whistleblowing and IOI Mesra Apps, we also monitored grievance from other channels which were handled by respective operating units (Mills and Estates) such as ECC/JCC, Grievance Book, Safety Meeting, stakeholder meeting, etc. A total of 503 grievances were recorded from various categories of complaint as detailed in Table A. This is a slight decrease compared to 511 cases in FY2024. The majority complaints reported in FY2025 were related to safety matters in the plantation such as road conditions in the field, poor or inadequate lighting, improvement on safety signages, etc. This level of openness is important as it allows management to take early action and continuously improve safety conditions in the estates. In Table B,

we can conclude that our employees' most comfortable channels to report maintenance and living condition type matters are through the ECC/JCC and Grievance Book. The number of reports is higher compared to Table A because this included the complaints related to repair and request on amenities. This year, a total of 8,524 complaints were recorded under repair and request categories, reflecting employee's confidence in utilising the grievance channels provided. This active reporting enables timely attention to workplace needs and supports continuous improvements in facilities and amenities.

Table A: Number and percentage of complaints received by category of complaint.

Category of Complaint	Number of Complaints	Percentage
Discrimination	0	0%
Fraud/Bribery/Corruption	1	0.20%
Harassment	7	1.39%
Sexual Harassment	5	0.99%
Safety	295	58.65%
Wage Related	34	6.76%
Work Related	148	29.22%
Workers' Rights/employment contract	13	2.58%
Total	503	100%

Table B: Number and percentage of complaints by grievance channel submitted.

Grievance Channel	Number of Complaints	Percentage
ECC/JCC	1511	37.32%
External stakeholder request	152	3.75%
Grievance Book (Buku Hijau)	1200	29.64%
WEC	141	3.48%
Internal stakeholder meeting	351	8.67%
Others	575	14.20%
Safety Meeting	119	2.94%
Total	4,049	100%



UPLIFTING OUR PEOPLE

MANAGEMENT APPROACH

At IOI, our people are at the centre of our sustainability journey. We are committed to creating an inclusive, fair, and future-ready workplace by advancing gender equality and empowerment, supporting a just transition, and strengthening talent development and capacity building. Together, these pillars form the foundation of our social responsibility and our commitment to uplifting our people.

IOI enforces a strict zero-tolerance approach on sexual harassment and gender discrimination, as outlined in the IOISP and Whistleblowing Policy. Robust reporting mechanisms, including anonymous channels, ensure grievances are addressed impartially and confidentially. In addition, the Women Empowerment Committees ("WECs") provide dedicated support in managing complaints while fostering a safe, respectful, and inclusive workplace.

As we transition towards a low carbon economy, we recognise the importance of a just transition that safeguards the rights and livelihoods of workers, smallholders, and communities. As outlined in our Just Transition Plan (SR 2024), our approach emphasises open social dialogue and provides opportunities for reskilling and upskilling. By integrating workforce welfare into our climate and sustainability strategies (Strategic Priority #4), we aim to ensure that no one is left behind in our decarbonisation journey.

Finally, in line with UNSDG 8.6, we prioritise talent and capacity building as a driver of long-term growth and innovation. Through structured training programmes, leadership development initiatives, and continuous learning opportunities, we equip our employees with the skills needed to thrive in a changing industry landscape.

ACTIVITY DRIVEN PERFORMANCE AND IMPACT



Gender Equality and Diversity

We have achieved 37.5% female representation on our Board, exceeding the Malaysian Code of Corporate Governance of 30% target. Across our workforce, 25% of managerial and above roles are held by women. However, at the Corporate Level, 52% women are at the managerial level with 37.5% as Heads of Department. In the traditionally male-dominated plantation operations, we recorded a total of 74.5% men and 25.5% women, while 19.3% of women are recorded to be at the Executive and above level. These milestones are testament to our commitment towards equal opportunities and inclusive leadership.

Through sexual harassment and grievance training, health awareness programs, and community outreach, we support, respect, and empower women across all our operations. Our WECs, established at plantations, refineries, and manufacturing sites, provide platforms for women to raise concerns and engage in decision-making.



We encourage our WECs in each business division to proactively organise activities that advance gender equality and empower women such as:

On 5 December 2024, IOI WEC HQ hosted a 'Guide to Home Emergency Readiness' talk, offering practical tips on handling fires, accidents, and medical emergencies.

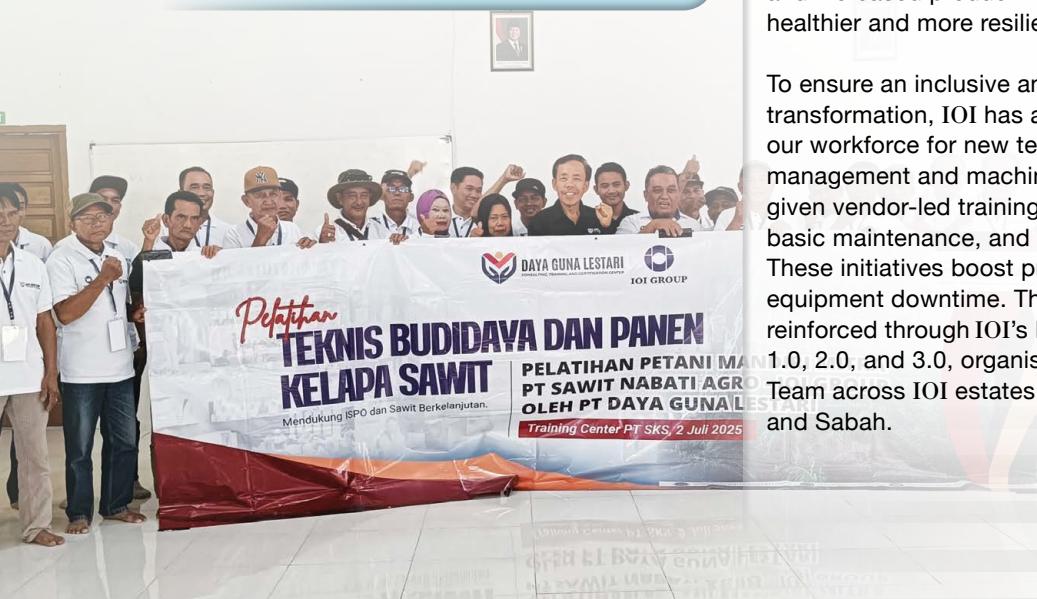
On 7 March 2025, IOI Group WEC celebrated International Women's Day with the theme 'Accelerate Action'. The live-streamed event from IOI Oleochemical Prai featured a Fireside Chat, moderated by our CSO, with Dato' Ong Bee Leng (CEO, Penang Women's Development Corporation ("PWDC")) and Mr. David Koo (Director, Oleochemical Malaysia) sharing insights on leadership, empowerment, and inclusive growth.

UPLIFTING OUR PEOPLE

In addition, IOI HQ, IOI Refinery Sandakan, IOI Palm Wood, IOI Pan-Century, as well as our estates and mills, organised their own respective IWD celebrations to recognise and honour the contributions of women in their operations.

IOI Plantation Division (SNA) in Indonesia organised empowerment programmes, including talks on the role of Posyandu (community-based maternal and child health services) and a fashion competition to encourage creativity and confidence.

Corporate Communication team partnered with Athena Holdings Sdn Bhd to address period poverty by running a Menstrual Hygiene Management programme and distributing reusable eco-friendly sanitary pads to local and indigenous communities.



2 Just Transition

In response to the growing challenges of climate change, IOI is actively pursuing decarbonisation initiatives as part of our long-term sustainability commitment. One key focus is the transition from internal combustion engine ("ICE") to electric machinery ("EM"), which not only reduces GHG but it is less burdensome to operate. Please refer to page 54 for more decarbonisation efforts throughout the group.

Furthermore, the implementation of mechanisation represents a shift away from traditionally heavy and very labour-intensive work found generally in plantation operations. The machineries introduced enhances operational efficiency while significantly reducing the physical and environmental burden to our workers through the elimination of physical crop pushing and reducing noise pollution as well as machine vibration. This shift enables them to perform their work with greater safety, comfort, and increased productivity, contributing to a healthier and more resilient workforce.

To ensure an inclusive and socially responsible transformation, IOI has also focused on upskilling our workforce for new technologies. Estate management and machinery operators were given vendor-led trainings that covered SOPs, basic maintenance, and hands-on practical skills. These initiatives boost productivity and reduce equipment downtime. These efforts are further reinforced through IOI's Mechanisation Roadshow 1.0, 2.0, and 3.0, organised by the Mechanisation Team across IOI estates in Peninsular Malaysia and Sabah.

These roadshows are aimed at building awareness, and equipping estate teams with new technologies, improving their technical capabilities, and increasing their operational readiness. With the introduction of green technologies to help reduce our GHG in areas such as biogas, solar, and regenerative agriculture, new green job opportunities such as machinery operators, maintenance technicians, and digital monitoring operators are also created.

Our latest innovation, the Mechanical Weed Sprayer for Terraces known as Swing Sprayer, was first introduced at both Mekassar and Detas Estates on a sharing basis, with further expansion planned across estates in the Peninsular region. This innovation is part of our broader strategy to modernise operations and improve workforce productivity.

Mechanisation also contributes directly to improving our land-to-worker ratio, which was IOI's strategic priority targets (FY2020 – FY2024). This year, we achieved a land-to-worker ratio of 1:8.5, which is close to the ideal ratio of 1:9 hectares.

Moving forward, IOI continues to be committed to ongoing social dialogue, ensuring workers, employees, and stakeholders are heard throughout the transition through annual stakeholder meetings, safety meetings, and joint consultations. Last but not least, Social Impact Assessments ("SIAs"), particularly on climate change and the adoption of new technologies or major operational changes are conducted yearly. This will provide us with valuable insights into our workers' welfare, any occupational safety risks, and the impact on the broader community, and will enable us to continuously refine our strategies and strengthen trust with our stakeholders on the ground. For further details on our social dialogue initiatives, please refer to the pull-out section.



3 Talent Development and Capacity Building

IOI continues to provide our full effort and support for employees in building the growth and development of their talent, whether it is work-related competencies or soft skills. We provide support across diverse learning platforms, which aligns with current technologies and trends, and ensures our employees are equipped with the most effective approach in terms of gaining more knowledge.

In terms of attracting talent and strengthening employees' skills, knowledge, and leadership potential, this financial year, the Corporate Learning and Organisational Development Department conducted 62 training sessions, both physical and virtual, investing around RM290,000. Sessions included Critical Thinking, Leadership, Coaching, Cybersecurity, Communication, Tax, and department-specific programmes to support strategic objectives.

IOI also offers the e-learning platform called IOI Grow for employees across the Group, including refineries and manufacturing, enabling flexible and anytime learning. Since 2020, participation has grown in batches; this year, 127 Plantation employees are using the platform, bringing the total to over 500. The platform supports continuous learning and development.

In addition to general development programs, IOI emphasises safety, health, mechanisation, and machinery training, particularly in manufacturing and plantations. Employees completed 679,710 hours of training to enhance workplace safety, operational efficiency, and technological adaptability.

This year, 71.6% also received anti-corruption training, reflecting our commitment to integrity and zero tolerance for corruption.

To ensure employees are provided with the right opportunities, IOI evaluates employee's growth through annual performance reviews for all staff levels and above. Through Key Performance Index ("KPI"), IOI can assess individual growth, identify areas for improvement, and highlight opportunities for career development. In this financial year, 100%

of our staff and above are being evaluated. This approach enables us to align employees' potential and performance with the company's goal.

In addition, IOI also provides a digital health platform called Naluri, under the IOI Cares initiative. Since its launch in 2024, we have a total of 271 employees participating, and this platform helps employees take care of their physical health and mental well-being to achieve their healthiest and best selves. IOI Cares connects employees with their multi-disciplinary team of healthcare professionals and gives them access to digital tools such as a step tracker, food journal, thought journal, and planner. They also regularly conduct webinars on relevant health topics to keep our employees updated with the latest health information. IOI Cares provides an integrated digital health solution with end-to-end support to ensure a successful corporate wellness programme rollout. The benefits of having these initiatives can enhance performance and productivity, reduce healthcare costs, attract and retain top talent, as well as foster a positive workplace culture.



EXPANDING OUR IMPACT ON COMMUNITY

MANAGEMENT APPROACH

IOI is committed to advancing sustainable development by protecting child rights, supporting communities, and promoting the inclusion of smallholders in sustainable supply chains, in line with UNSDG 8, UNSDG 17 and IOISP. Through community outreach programmes, we engage and invest in initiatives that improve access to education, livelihood opportunities, etc., thereby strengthening our social licence to operate. We conduct annual SIAs to gather feedback from internal and external stakeholders including our nearby communities. Please refer to the pull-out at the end of this report for details on the SIA and the value created.

We uphold child rights and strictly prohibit child labour by ensuring compliance with international conventions and national laws, while also supporting child education initiatives, especially in our plantations in Sabah. In Indonesia, we support plasma scheme smallholders and engage with independent smallholders by providing training, technical assistance, and inclusion into our sustainable supply chains. These efforts help smallholders improve productivity, achieve certification standards, and secure fair income opportunities.

ACTIVITY DRIVEN PERFORMANCE AND IMPACT

Community Outreach and Initiatives

We are committed to creating a positive socio-economic impact and enhancing the quality of life and well-being of the communities in which we operate. We continue to support GEC and Bunge in the Bukit Leelau mini landscape initiative, with a focus on fire prevention and improving the livelihoods of local communities near IOI plantations, including providing access to our estate clinic. In addition to the key contributions channelled through our charity arm, IOI Foundation (refer to page 86), our manufacturing and plantation operations (particularly in Indonesia) actively engage with local communities and support their development.

Our team in Indonesia actively carries out outreach activities and contributes to the well-being of local communities. Some of the key initiatives highlighted this year include:

- 1 Financial assistance provided to 10 members of the *Dungun Jaya* farmers' group for corn cultivation at their Air Hitam Besar village.
- 2 Funding support for the purchase of agricultural inputs and rice planting equipment for the *Sejahtera Bersama* farmers' group in Air Hitam Besar village, that benefitted 15 members of the *Sawit Sejahtera* farmers' group.
- 3 Assistance for the repair of school toilets at SDN 09 Kendawangan to improve sanitation facilities at the school.
- 4 Improvement of village facilities and infrastructure to benefit the community of Natai Kuini village.



The following are among the most impactful community-focused initiatives implemented under Community Service Committee from IOI Oleochemical:

- 1 School Bag Contribution** – Distribution of school bags to students from B40 families across four schools, to ease the financial burden on parents while encouraging education.
- 2 Convoy and Beach Cleaning** – A community-driven clean-up activity aimed at protecting marine life and reducing pollution.
- 3 Food basket** to support 20 underprivileged families in Kampung Jawa, Penang aimed to ease the burden of daily lives for families struggling with economic hardship.
- 4 A joint community clean-up program** with Pasir Gudang City Council to promote environmental awareness, cleanliness, and community cooperation including a bowling session with government bodies.

Strengthening Child Rights through Child Education Initiative

We further continue our commitment and effort to provide the best for our workers' children in Sabah through Child Education Initiative. This financial year, we continue to maintain the 42 schools that IOI had established which consist of 31 HUMANA (Primary school) and 11 CLC (Secondary school) schools. This initiative has benefitted 4364 children in Sabah, with a 1.23% increase in enrolment, compared to the last financial year.

The 'Full-Day Zero Cost Educational Platform', implemented since 2021, has contributed to improving school retention rates, as shown in the increasing number of enrolments. Under this program, we provide free meals, uniforms, and school fees, totalling to the amount of RM3,115,310. Free medical treatment in our estate clinics are also provided for these school children. In addition to enhancing facilities for the children, we are extending opportunities outside school hours. This approach not only maximises classroom learning in school but also provides children with a safe and structured environment, thereby reducing the risk of child labour in plantations. The after-school programs are designed with a variety of activities, ranging from daily and weekly sessions, as well as occasional events such as annual celebrations. Among the activities conducted are A Day A Book Campaign, Cultural Dance, and Environmental Awareness Program. The positive impact of these after-school programs is to close the scheduling gaps between school-ending hours and parents' working hours. Through these programs, the parents can have the assurance that their children are in a safe, supervised and beneficial environment.

Our smallholders

The Group, through our subsidiary in Indonesia (PT SNA), continues to support local communities by providing capacity building, advisory services, and technical assistance. These efforts benefit plasma smallholders, independent smallholders, as well as nearby villages. Key activities during the reporting period are summarised as follows:

 Providing training on the company's profile, SOP for setting FFB prices, introduction to ISPO and RSPO, fire prevention, and no-deforestation to seven cooperatives comprising of 4,080 participants.

 Certification of these plasma smallholders under RSPO P&C and ISPO ensuring alignment with our sustainability commitment. To reinforce transparency, maps of all plasma smallholders are publicly available on the GeoRSPO website, providing full traceability of our FFB suppliers.

 Provided support to independent smallholders who are our third-party FFB suppliers. A total of 85 independent smallholders, organised under three smallholder groups were engaged. In 2024, 38 (45%) of them received training to strengthen their capabilities, with 27 trained in Good Agricultural Practices by PT Daya Guna Lestari, and 11 trained in both Good Agricultural Practices and Safety programmes by IOI at the PT SNA Training Center. These initiatives help independent farmers improve their productivity, adopt better agricultural practices, and secure long-term benefits.



SHARING PROSPERITY

MANAGEMENT APPROACH

IOI Foundation stands as the philanthropic arm of the Group, dedicated to enriching the lives of communities by sharing our prosperity. Aligned with IOISP and our 3 Pillars of Sustainability, IOI Foundation's efforts demonstrate our commitment to driving socio-economic impact for local communities by focusing our initiatives around the Group's operations across Malaysia. IOI Foundation's initiatives focus on the following four core pillars:

Education,
Empowering
Minds, Building
Futures.

**Medical
Assistance** as
a Vital Support
for a Healthier
Community.

**Community
Enrichment,**
Empowering
Communities
and Enriching
Lives.

Creating
Sustainable
Impact Through
Social
Enterprise.

ACTIVITY DRIVEN PERFORMANCE AND IMPACT

As of June 2025, IOI Foundation has contributed a cumulative amount of RM67,117,904 towards various communities through its programmes. In FY2025, IOI Foundation contributed a total amount of RM1,698,463 towards 146 beneficiaries consisting of individuals and organisations.

Aligned with the "Education" core pillar, IOI Foundation continues to contribute extensively towards schools, universities, and educational organisations as well as individuals pursuing primary, secondary, and tertiary education. As of June 2025, 356 students have been awarded scholarships to pursue tertiary education in local universities by IOI Foundation while 1,649 students have been adopted through our Student Adoption Programme. Upon graduation, the individuals awarded scholarships are also given work placement opportunities across IOI's business segments.

Several of the community engagement initiatives conducted in FY2025 are as followed:

SJK (C) Tambang Batu Anam in Johor located near Tambang Estate operation was facing a termite infestation within the school grounds. In July 2024, IOI Foundation contributed a total of RM10,000 towards the school to rid the termite infestation and make necessary repairs for the school's infrastructure, providing the students a safe space to continue their school days.

In conjunction with Deepavali celebrations, on 18 October 2024, IOI Foundation and Palm Garden Golf Club organised a sport's day for 24 children from Pusat Jagaan Beribuan Kasih and Kebajikan Yesuvin Mahligai Selangor. The sports activities included badminton, pickleball and ping-pong. A donation of RM5,000 was also made to each home to support their operations.

From 4 to 6 June 2025, IOI Foundation organised the IOI Youth Leadership Camp which focused on equipping 28 children with life skills outside of the classroom. The camp was facilitated by MicFront Academy and included various activities that covered topics such as leadership, empathy, conflict resolution, self-learning, etc. for the enrichment of the children who participated.

The table below presents FY2025 contribution and cumulative contribution (in RM) of IOI Foundation as of June 2025:

Programmes	FY2025 Contribution (RM)	Cumulative Contribution (RM)
School Building Funds	1,015,000	24,967,438
Scholarship Awarded	240,000	11,808,309
Young Achiever Awards	-	680,185
Student Adoption Programme	85,200	5,399,280
Others – Education	181,803	2,414,789
Medical Aid Purposes	960	6,201,930
Social Programme and Donation	175,500	15,645,973
TOTAL	1,698,463	67,117,904