



IOI GROUP

56th Annual General Meeting

4 November 2025

Presented by Mr. Kong Kian Beng, Group CFO



Group Financial Performance Overview

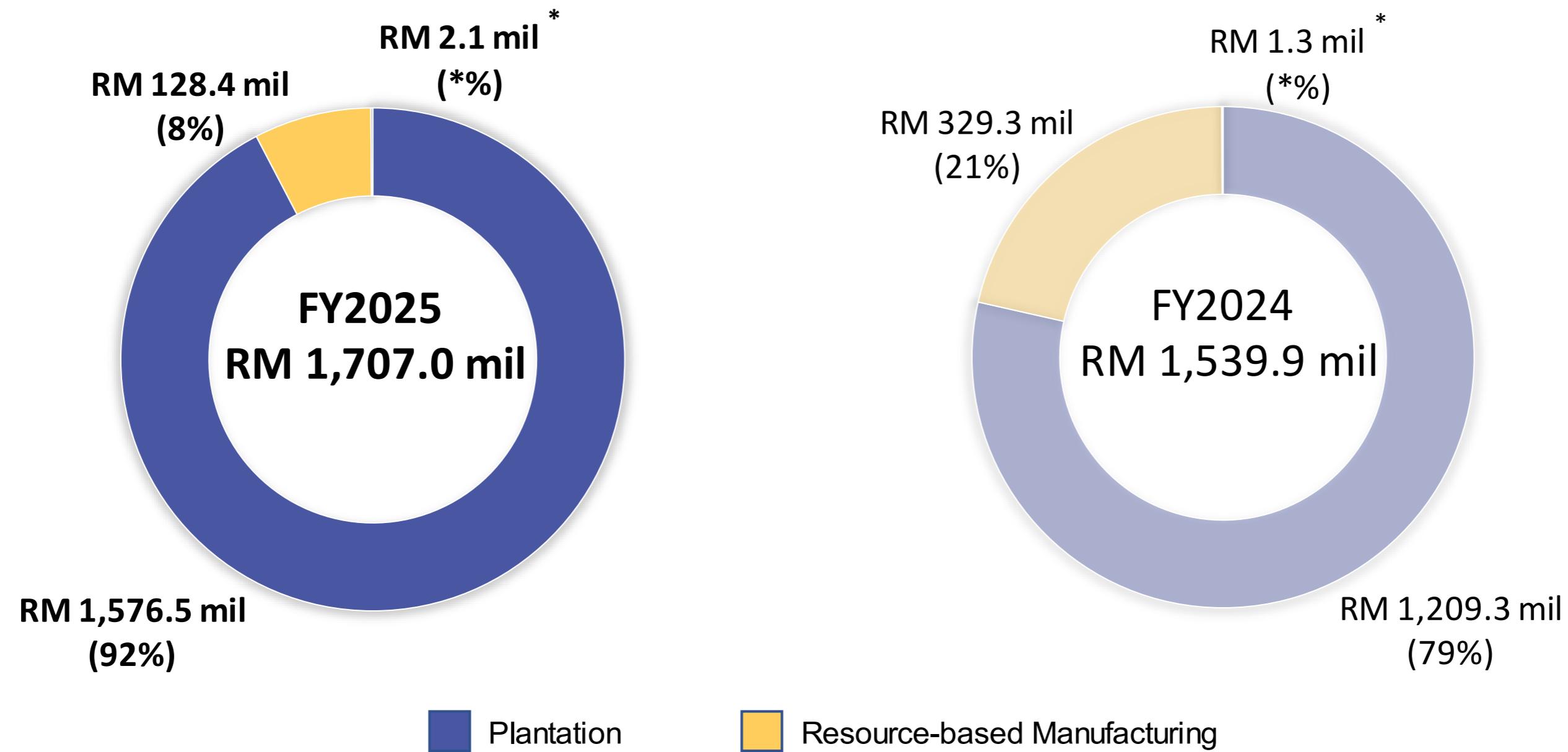
	Year ended 30 June		
	FY2025 RM Million	FY2024 RM Million	Variances %
Revenue	11,334.7	9,603.6	18
Profit before Interest and Tax	1,700.6	1,535.3	11
Profit before Tax	1,877.5	1,398.5	34
Underlying profit before tax *	1,616.3	1,383.0	17
Profit after Tax	1,536.4	1,116.3	38
Basic EPS (sen)	24.51	17.88	

* exclude non-operating items such as net foreign currency translation gain on foreign currency denominated borrowings of RM278.5 mil (2024: Loss of RM18.9 mil) and fair value adjustments

FY: Financial year

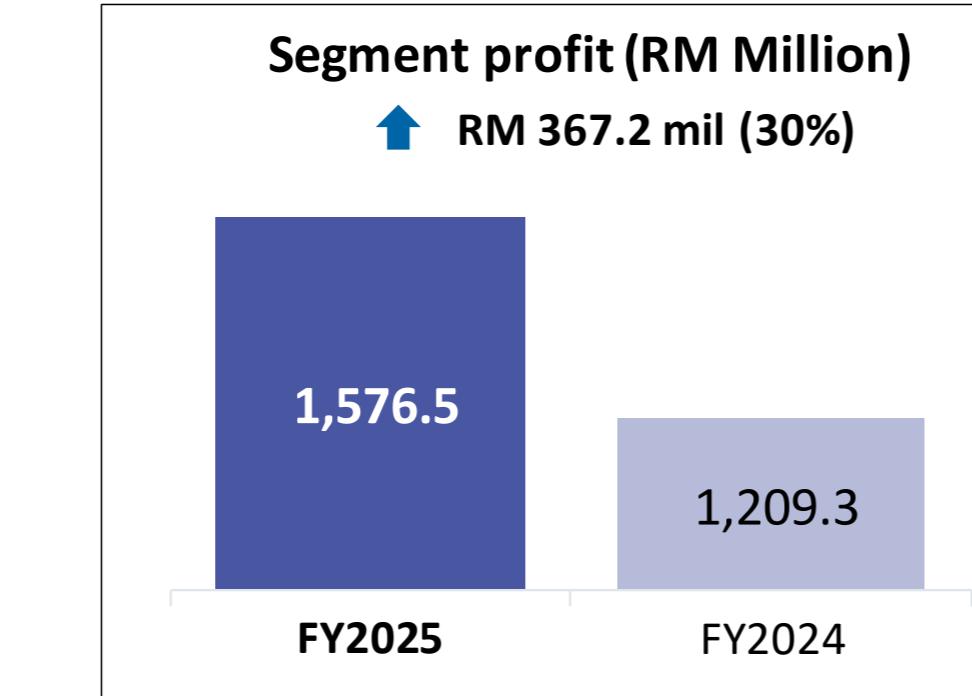
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Segment Profit Breakdown



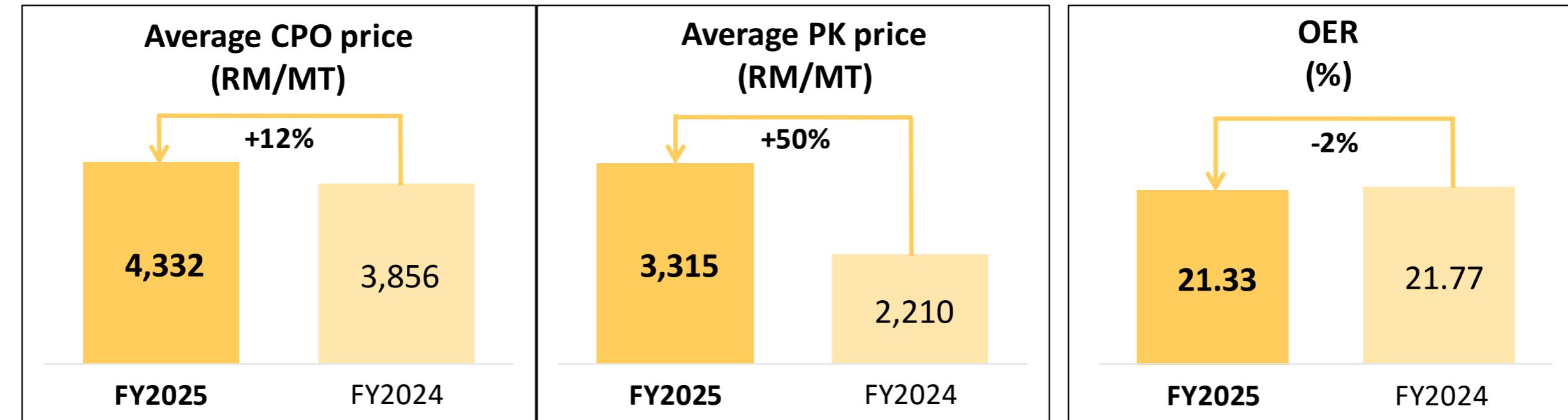
* Others - negligible

Segment Profit - Plantation



Higher profit mainly due to:

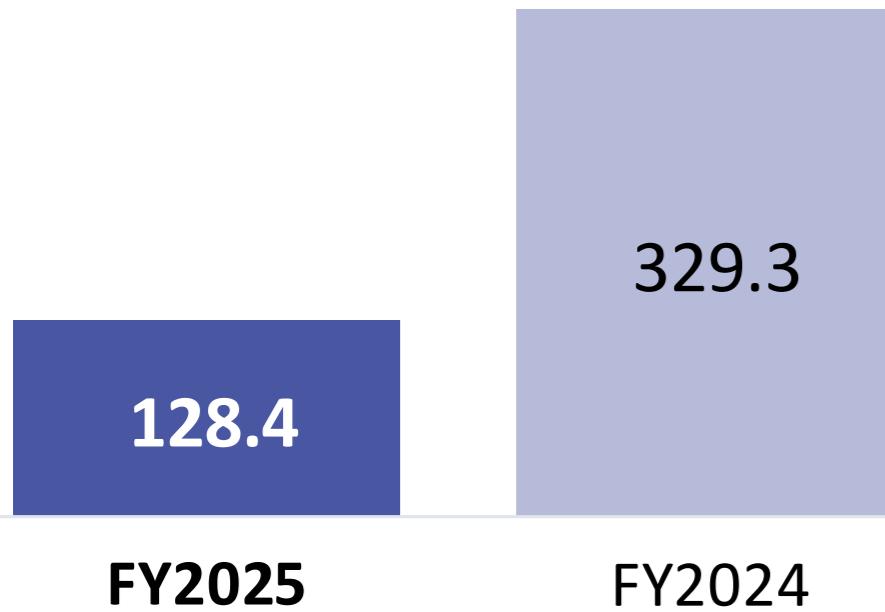
- Higher CPO & PK prices realised
- partially offset by:
- Lower OER



Segment Profit – Resource-Based Manufacturing

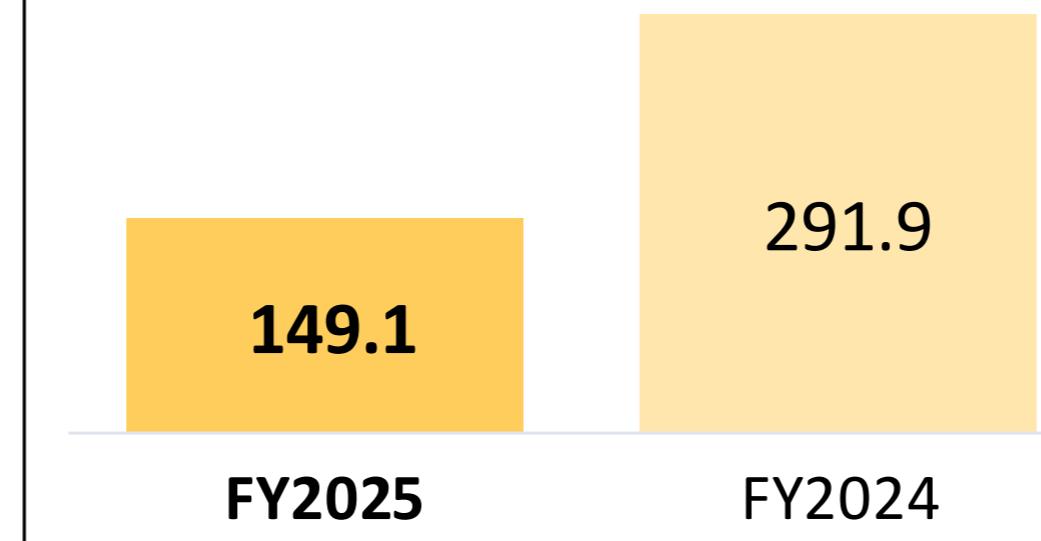
**Segment profit
(RM Million)**

↓ RM 200.9 mil (61%)



**Underlying segment profit *
(RM Million)**

↓ RM 142.8 mil (49%)

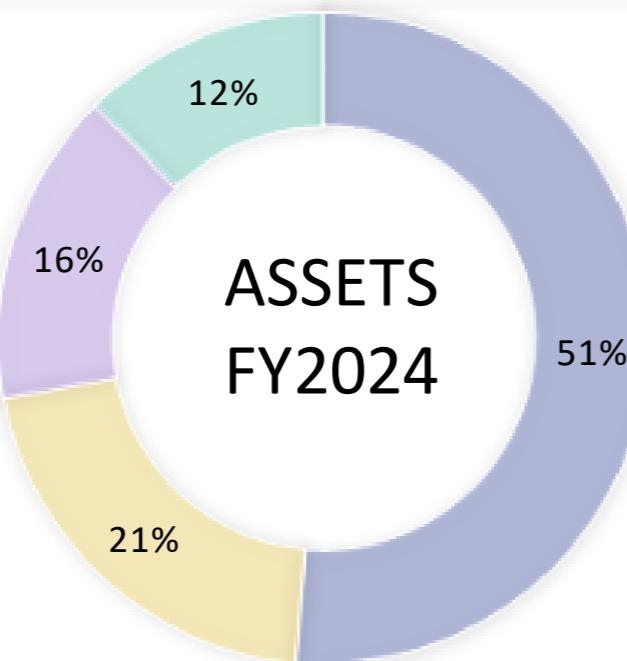
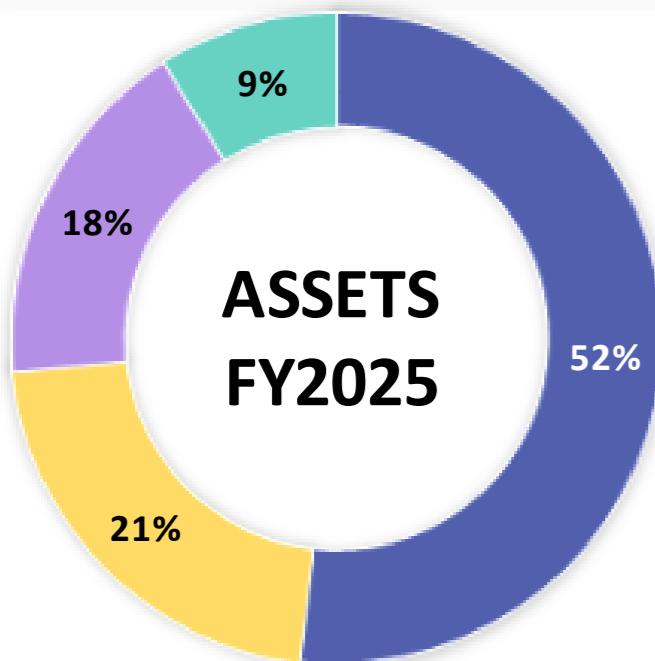


**Lower underlying segment profit
mainly due to:**

- Lower contribution from refinery sub-segment with lower margin as a result of intense competition and geopolitical tensions.
- Lower share of associate results with lower margin and demand.

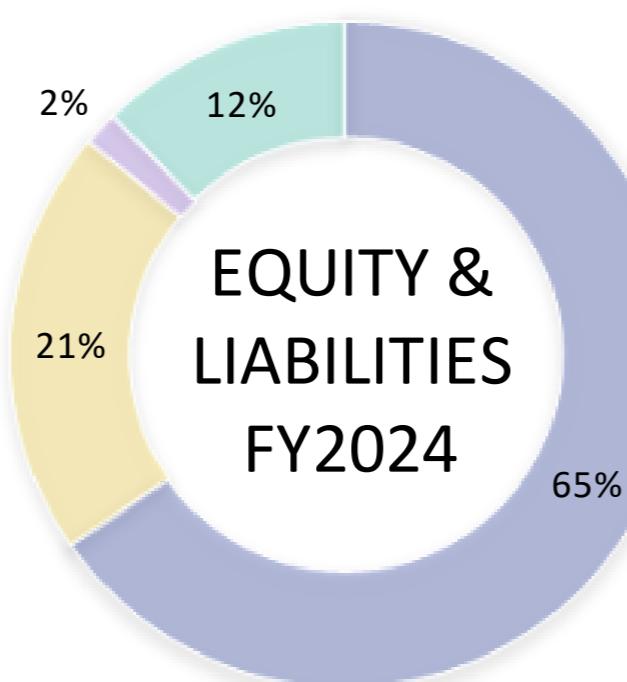
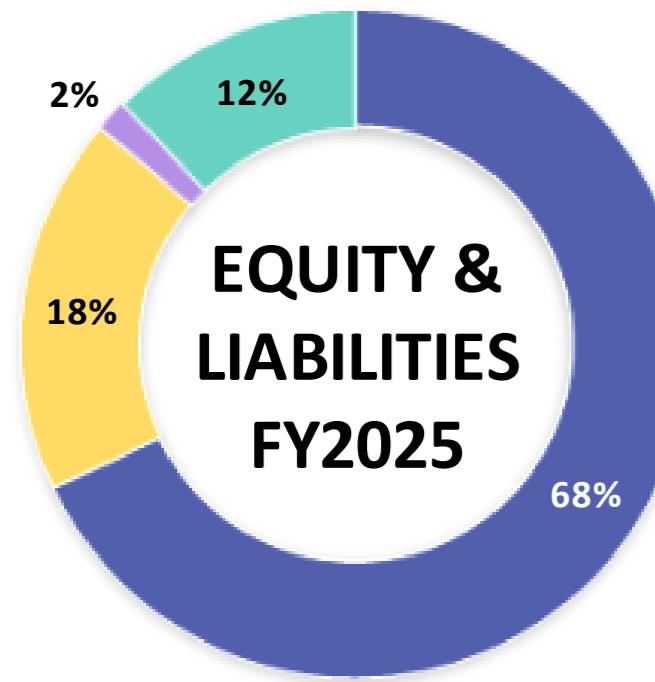
* exclude non-operating items and fair value adjustments

Balance Sheet



Assets

- Property, plant and equipment
- Other non-current assets
- Other current assets
- Cash and cash equivalents



Equity and Liabilities

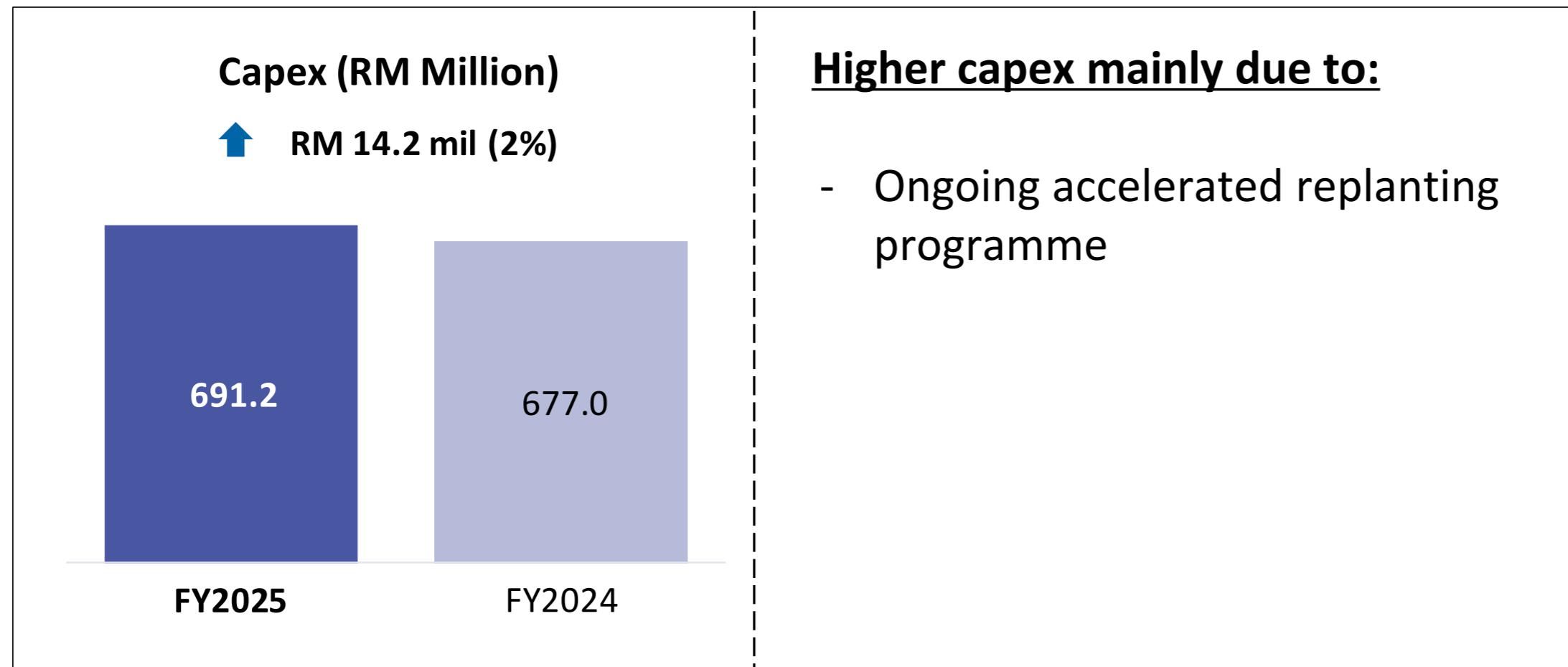
- Equity
- Total debt
- Non-controlling interests
- Other liabilities

Net Gearing Ratio

Year ended 30 June	FY2025	FY2024
RM Billion	RM Billion	RM Billion
Property, plant and equipment	9.4	9.2
Other non-current assets	3.9	3.7
Other current assets	3.2	2.8
Cash and cash equivalents	1.6	2.2
18.1	17.9	
Equity	12.3	11.7
Total debt	3.3	3.7
Non-controlling interests	0.3	0.3
Other liabilities	2.2	2.2
18.1	17.9	
Net Gearing Ratio	13.69%	13.55%

Major Cash Outflow

i. Capital Expenditure (“Capex”)



ii. Additional investment in an associate, Bunge Loders Croaklaan Group BV (“BLC”)

Investment in the ongoing construction of a new integrated tropical oil and specialty fats manufacturing complex in Amsterdam, the Netherlands with a cash contribution of RM87.0 million in FY2025.



Equity Repayments

Total Dividend declared for the financial year ended 30 June 2025 is
10.5 sen per share

	Year ended 30 June	
	FY2025	FY2024
	sen	sen
1st interim	5.0	4.5
Payment on 24 March 2025		
2nd interim	5.5	5.0
Payment on 25 September 2025		
Dividend per share	<hr/> 10.5	<hr/> 9.5



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Thank You



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IOI's Sustainability Journey Forward

“Together We Sustain”

*Dr. Surina Ismail,
Chief Sustainability Officer, IOI Corporation Berhad
November 4, 2025*



IOI's Approach to Corporate Sustainability

Digitalization as an Enabling Tool for Sustainability



Sustainability Data Management Platform

- IOI ESG Digitalization Platform (2023)
- IOI ESDE (2020)
- SAP ERP System for Plantation Operation (2018)



Operational Efficiency

- ATG Reverse Engineering System for Operational Efficiency & Cost Optimization Upgraded (2025)
- RPO-OM System (2025)
- RPA & PDM System rolled out (2025)
- IBE Smart Cooling Tower Enhancement integrated (2025)
- E-PMS (2018)
- Elab Integration With Elog Sheet System rolled out (2025)



Social Wellbeing

- Merchantrade E-Wallet (2020)
- IOI Grow (2020)
- Online Assessment Using Pre-Alert Grievance System (2022)
- IOI Mesra Application (2022)
- HR System developed (2024)
- IOI Cares (2024)
- Communication Towers In Rural Estates (2024)



Environmental Monitoring

- Visual Mesa EMS Introduced
- Carbon Sequestration Monitoring – Began In 2024
- KCP Dust Collector Fire Prevention Enhancement Installed In 2025

IOI's Decarbonization Pathway to Net Zero by 2040

Together, Moving Towards Climate Positive



- Achieved **46%** reduction vs initial target of **40%** in GHG emissions intensity from its base year of 2015
- Plantation remains the **highest contributor** to IOI's GHG emission but also contributes to the **largest reduction**.
- Through circularity, i.e., methane captures & installation of biogas engines & biomass boilers, **IOI's Plantation division** had reduced reliance on purchased electricity, **up to 98% reduction** in Scope 2 emissions since 2020.

Table 1. Breakdown of IOI's emissions (Intensity and Absolute), for the past 3 years by business divisions.

	FY2023	FY2024	FY2025	Absolute (MT CO₂e)
	Intensity (MT CO₂e/MT Product)	Intensity (MT CO₂e/MT Product)	Intensity (MT CO₂e/MT Product)	
IOI Group	1.80 (-20%)	1.80 (-42%)	1.22 (-46%)	708,848
IOI's Business Divisions				
Plantation	1.87 (-25%)	0.87 (-52%)	0.74 (-80%)	429,585
Oleochemical	0.40 (11%)	0.40 (10%)	0.44 (23%)	234,715
Refinery	0.03 (-88%)	0.03 (-48%)	0.03 (-41%)	39,547

IOI's Approach on Environment

Together, Driving Nature Positive Impacts



**Growing Sustainably,
Protecting Nature**



REGENERATIVE & PRECISION AGRICULTURE

- Organic Palm Oil – 1,128 Ha certified to increase hectarage to 3,500Ha by 2028
- Use of beneficial insects to control Bagworm population – FY 2025 released over 1000

CIRCULAR ECONOMY & OPERATIONAL EFFICIENCY

- Circularity approach helping to manage non-hazardous waste:
 - ✓ 99% recycling rate in Plantations: largely biomass in nature – OPT, EFB, PKS, etc.
 - ✓ Oleochemical – increased recycling rate from 56% to 62% (FY2025) through advanced process technologies to reduce chemical waste generation
- Collaboration with Tetra Pak to collect & recycle used beverage cartons expanded to our Sabah estates (29 in Sandakan & 40 in Laha Datu)

SAFEGUARDING & MANAGING NATURAL RESOURCES

- Water Recycling & Rainwater Harvesting – recycled 268,365 m³ of water for FY 2025
- Some PORE redirected into water recycling systems, reducing water withdrawal - In FY2025, IOI Edible Oils recycled and reused ~ 85K m³ of treated effluent water in the refinery's vacuum system and for other cleaning purposes.
- PT SNA manages 2,539 Ha peatlands as conservation areas & additional 240 Ha of slightly degraded peatlands for future peat rehabilitation activities

ENHANCING BIODIVERSITY AND ECOSYSTEM

- As of FY2025, ~ 445.54 Ha of IOI's conservation area are undergoing reforestation and rehabilitation
- Carbon baselining assessment for IOI's conservation & set-aside areas (10.7K Ha) for reforestation and enhanced biodiversity & ecosystem

IOI's Approach on Social & Wellbeing

Together, Empowering Progress With Purpose

- **Freedom of Association, & Collective Bargaining (CBA)**

✓ Signed a CBA with NUPW - 1/2025 – 12/2027. Benefits include wage increase for general workers (13.4%) & harvesters (14–20%)

- **Ethical Recruitment & Responsible Employment**

✓ Collaboration with IOM to develop a Pre-Employment Orientation Module (Indonesia)

- **Occupational Safety & Health**

✓ In FY2025, 24,645 employees trained in risk awareness, operational safety, & overall workplace well-being.

- **Gender Equality & Diversity**

✓ 37.5% women on our Board, exceeding Malaysian Code of Corporate Governance target (30%).

✓ Corporate Level, 52% women are @ managerial level with 37.5% as Heads of Dept

- **Just Transition**

✓ Mechanization improved our land-to-worker ratio: 1:8.5 (Ideal ratio - 1:9)

✓ SIA particularly on climate change & adoption of new technologies or major operational changes conducted yearly.

- **FPIC**

- Final phase of IOI Pelita resolution process – received approval letter to convert provisional lease to land code title in order to excise the land to the Sarawak government

- **Eradicating Child Labor through education**

- ✓ Benefiting 4,363 of our workers children in Sabah – Full-day Zero cost educational platform (total RM 3,115,310)

- **Community Development;**

- ✓ IOI Foundation contributed RM1,698,463 towards 146 beneficiaries (individuals & organizations)

- ✓ Organized IOI Youth Leadership Camp - focused on equipping 28 children with life skills outside of the classroom.

- **Health & Education**

- ✓ 356 scholarships to pursue tertiary education at local Universities

- ✓ 1649 Students adopted via the student adoption program

Protecting our Workforce



Uplifting our People



Expanding our Impact



Sharing Prosperity



IOI's Performance & Recognition

Global Assessments, Ratings, and Awards



SUSTAINABILITY-RELATED AWARDS WON BY IOI

- 3rd consecutive Gold Award in the Plantation Sector - Edge Malaysia ESG Awards 2024
- Received Gold Award for Excellence in Workplace Wellbeing at the 12th Human Resources Excellence Awards 2024.
- Won 2 awards at the 11th HR Asia Awards 2024- "Most Caring Company" & "The Best Companies to Work for in Asia"
- Achieved 9th out of 854 PLCs in Malaysia: Overall Excellence Award 2024 (Top 10) & Industry Excellence Award 2024 (Plantation) - National Corporate Governance & Sustainability Award 2024.



CICM Responsible Care Awards

IOI Pan-Century Oleochemicals Sdn Bhd scored Gold in the Community Awareness and Emergency Response Code as well as Employee Health and Safety Code categories



Sustainalytics

IOI has further improved from 23.3 to 21.6 in the ESG risk Sustainalytics rating score.



Ecovadis

IOI Oleo GmbH won fifth consecutive Gold; IOI Oleo Pan-Century & IOI Esterchem each earned Silver.



FTSE4Good

FTSE Russell ESG score of 4.0 & among the top 5 subsectors peers (farming and fishing) & achieved a perfect score for Governance & is the sole company among its top subsectors peers to achieve such standing.



SPOTT

The percentage score of IOI is 84.1%.



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Thank You for
your Attention



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Responses to Employees Provident Fund's Queries



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Directors' Remuneration

Q1. Please provide the detailed breakdown of the fee structure that is applied for the directors' remuneration for FY2025. Is there any change in terms of the fee structure compared to the previous AGM?

IOI Response:

There is no change to the fee structure for the Directors' remuneration for FY2025 compared to the previous AGM. The detailed breakdown of the fee structure for FY2025 is as follows:-

Directors' Fee Structure	FY2025 onwards Per Annum RM
Board of Directors	
- Base fee (for all Directors excluding Chairman)	150,000
- Chairman's fee	350,000
Audit and Risk Management Committee	
- ARMC Chairman's fee	70,000
- ARMC Member's fee	50,000
Governance, Nominating and Remuneration Committee	
- GNRC Chairman's fee	40,000
- GNRC Member's fee	30,000
Board Sustainability Committee	
- BSC Chairman's fee	40,000
- BSC Member's fee	30,000

The fee structure is also disclosed in the Corporate Governance Overview Statement on page 117 of our 2025 Annual Report.



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Auditor's Re-appointment

Q2. Please provide clarification on the audit partner rotation for BDO and if they comply with the MIA bylaws.

IOI Response:

In accordance with BDO's firm policy and the By-Laws (On Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants (MIA), the audit engagement partner is required to be rotated every seven (7) years, followed by a mandatory five (5)-year cooling-off period. BDO has consistently observed the relevant independence requirements, including audit partner rotation, as prescribed by the By-Laws.

The current audit engagement partner for IOI Corporation Berhad, Mr Rejeesh Balasubramaniam, assumed responsibility for the audit in FY2024 and will be due for rotation upon the conclusion of the audit for FY2030.

This statement is also disclosed in the Audit and Risk Management Committee Report on page 129 of our 2025 Annual Report.



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Share Issuance

Q3. Please provide clarification if the Company have any immediate or specific plans/usage regarding the issuance of shares.

IOI Response:

At present, the Company does not have any immediate or specific plans or intended usage for the issuance of shares. The purpose of seeking this general mandate, if approved, will provide flexibility to the Company for any possible fund-raising activities, including but not limited to the placing of shares for the purpose of funding future investment project(s), acquisition(s) and for strategic reasons or such other purposes as the Directors may deem be in the best interest of the Company. This mandate is intended to eliminate any delay and costs in convening a general meeting to specifically approve such issuance of shares.

Please refer to the Notice of Annual General Meeting – Explanatory Note C(5): Ordinary Resolution 6: Authority to Directors to Issue and Allot Shares on page 285 of our 2025 Annual Report for further information.



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Share Buy-Back

Q4. What is the purpose of the share buyback and the Company's strategy for the share buyback?

IOI Response:

One of the rationales for the Share-Buy Back (“SBB”) is that it may be able to reduce any unwarranted volatility of the Company’s shares and assist to stabilise the supply, demand and price of the Company’s shares in the open market. Nevertheless, the Board will only make such purchase(s) under the SBB authority if it believes in doing so may enhance the net asset value per share held by the remaining shareholders and is in the best interests of the Company. In making this assessment, the Board will take into account appropriate gearing levels, alternative investment opportunities, and the overall financial position of the Company.



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Recurrent Related Party Transactions (“RRPT”) Mandate

Q5. Please provide confirmation that the nature and value of the transactions outlined in the Circular are of the same as last year (i.e. no new mandates).

IOI Response:

The transacting parties for the RRPT and the nature of the transactions outlined in the 2025 Circular to Shareholders remained unchanged. However, the estimated value of the RRPT has increased, taking into account higher fresh fruit bunch prices and the anticipated increase in transaction volume.

Please refer to Part B – Item 4: Information on RRPT(s), Transacting Parties and Nature of Transactions on pages 15 to 16 of the 2025 Circular to Shareholders for further information.