



**IOI GROUP**



**IOI CORPORATION  
BERHAD  
FY2026**

**Corporate Profile**

- 1 Corporate Overview
- 2 Group Financial Snapshot
- 3 Business Segments : Plantation & Resource Based Manufacturing
- 4 IOI Five-Year Strategic Roadmap (2025-2029)
- 5 Sustainability & ESG
- 6 Investment Proposition : Why Invest in IOI?
- 7 Awards and Key Achievements

A leading global integrated & sustainable palm oil group with upstream and downstream operations



- Founded in 1969
- Plantation company on Bursa Malaysia with market capitalisation of RM24.50 billion as of 30 September 2025
- 28,000 employees
- Global presence in 8 countries across 4 continents



## OUR PURPOSE

Committed to sustainable agriculture and innovative products

### Vision

Our Vision is to be a leading and sustainable Malaysian business corporation with global presence.

### Mission

Our Mission is to achieve responsible and sustainable commercial success by addressing the interests of all our stakeholders, caring for the community and the environment, and adopting best practices to be globally competitive.

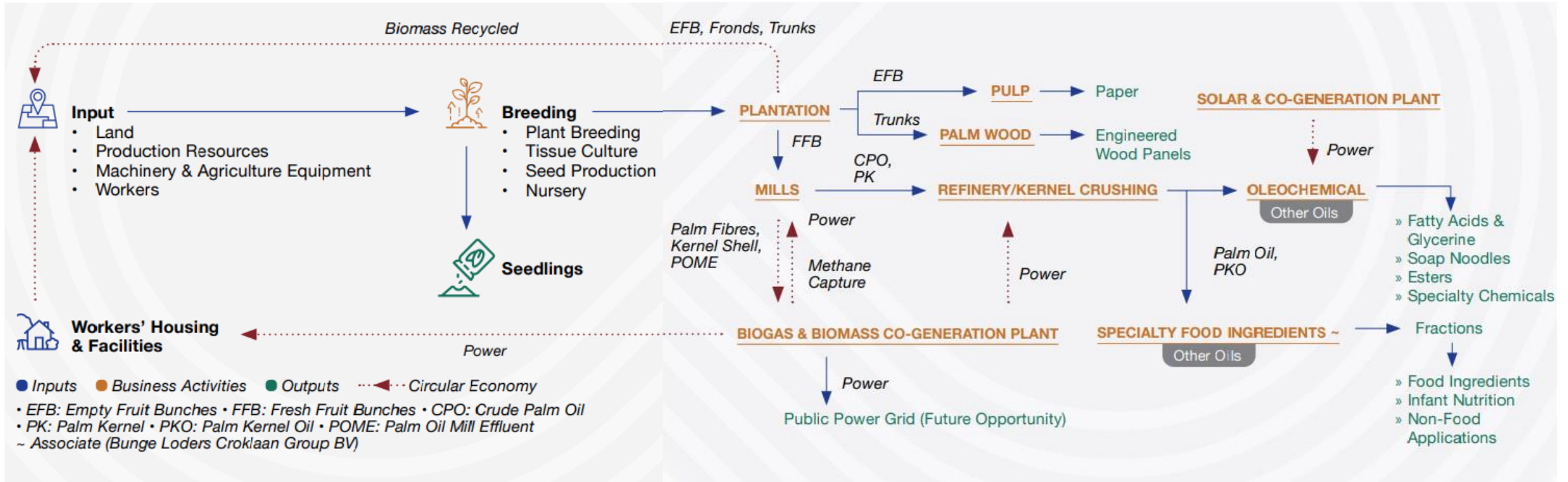
### Core Values



# 1 Introduction to IOI: Integrated Value Chain

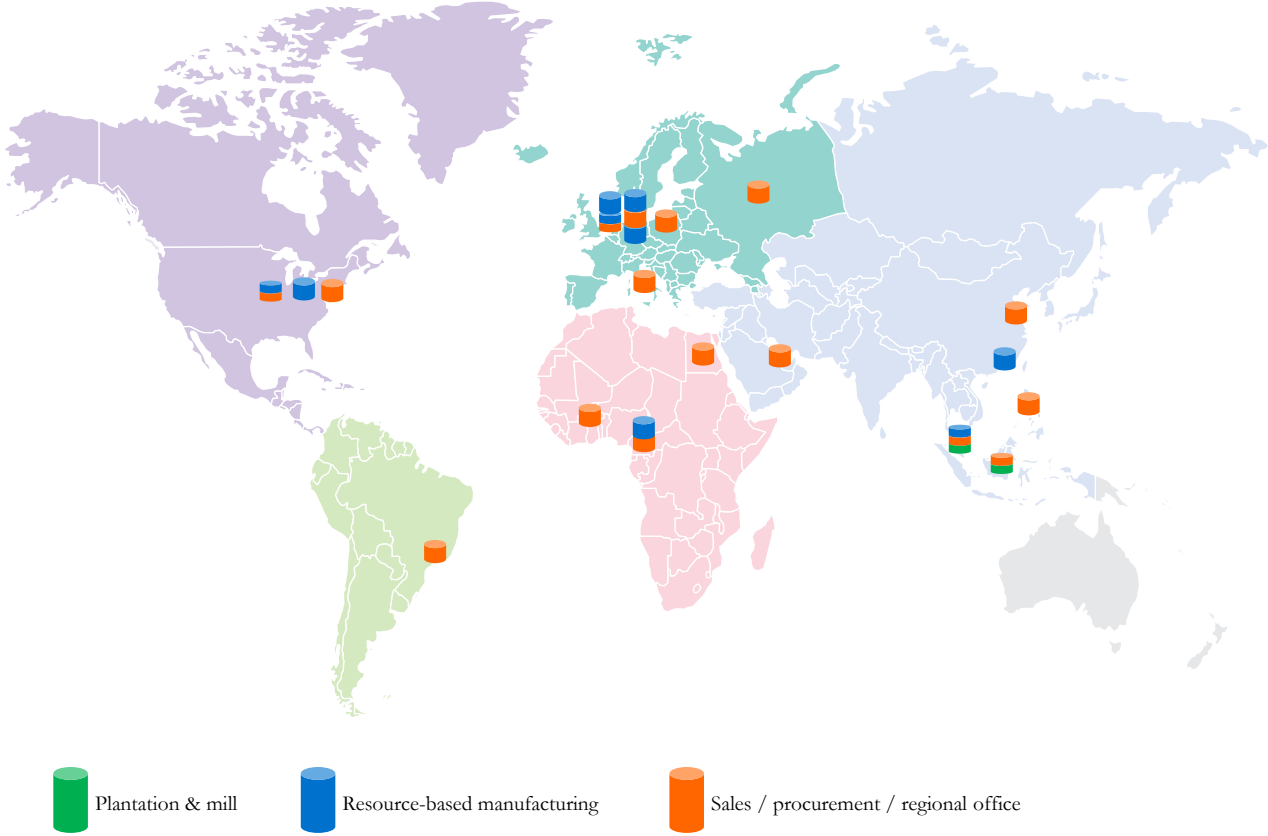
Fully integrated business model with upstream and downstream operations to mitigate the impact of commodity price fluctuations

Plantation
Resources-based Manufacturing



# 1 Introduction to IOI: Global Presence

Global presence in 8 countries across 4 continents with sales diversified to more than 80 countries



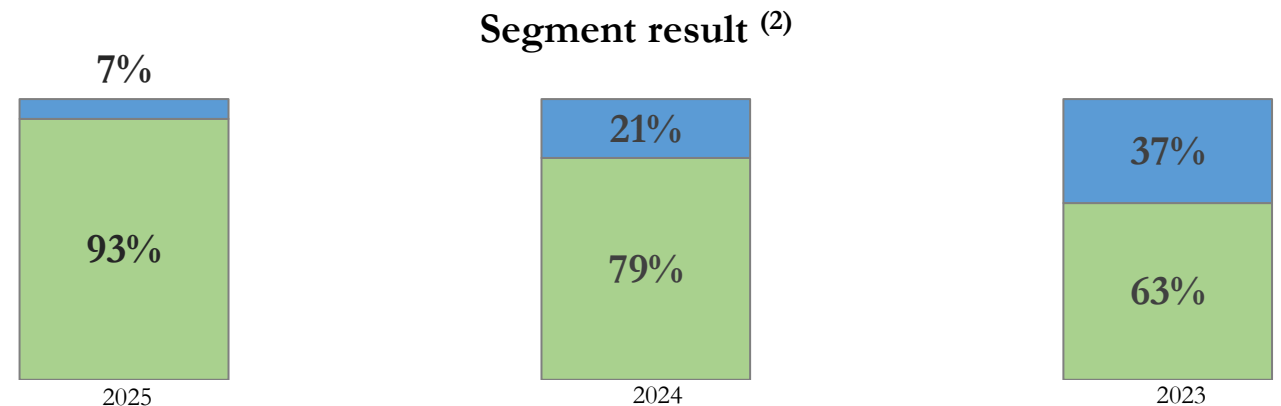
## EXPORTS BY REGIONS

	Oleochemical	Commodity <sup>(1)</sup>
Asia	83.1%	40.4%
Africa	1.1%	3.0%
Europe	9.7%	42.6%
North America	4.5%	13.9%
South America	1.4%	-
ROW (Rest of the World)	0.2%	0.1%

Note:  
(1) Excludes sales of palm kernel expellers.

## Key financials and operational statistics (Financial Year Ending 30 June)

	2025	2024	2023
Revenue	11,335	9,604	11,584
EBIT	1,700	1,535	1,816
Net profit <sup>(1)</sup>	1,536	1,116	1,130
Plantation: FFB production ('000 MT)	2,840	2,804	2,686
Plantation: Total oil palm area ('000 Ha)	168	172	174
Oleochemical: Sales volume ('000 MT)	578	596	532
Refinery: Sales volume ('000 MT)	1,420	1,366	1,585



Source: Company annual report.

Note: FFB: Fresh fruit bunches. MT: metric tonnes. Ha: hectares.

(1) Net profit after tax including profit attributable to both owners of parents and non-controlling interests.

(2) Based on segment results as disclosed in segmental information note in audited financial statements.

## Key information

Total planted area<sup>(1)</sup>  
**172,459 Ha**

Total FFB production  
**2.84m MT**

Operating Units  
**94 estates & 15 mills**  
**(Malaysia & Indonesia)**

R&D Capabilities  
**4 R&D centers &**  
**1 Bio-Tech center**

## Key Competitive Strengths

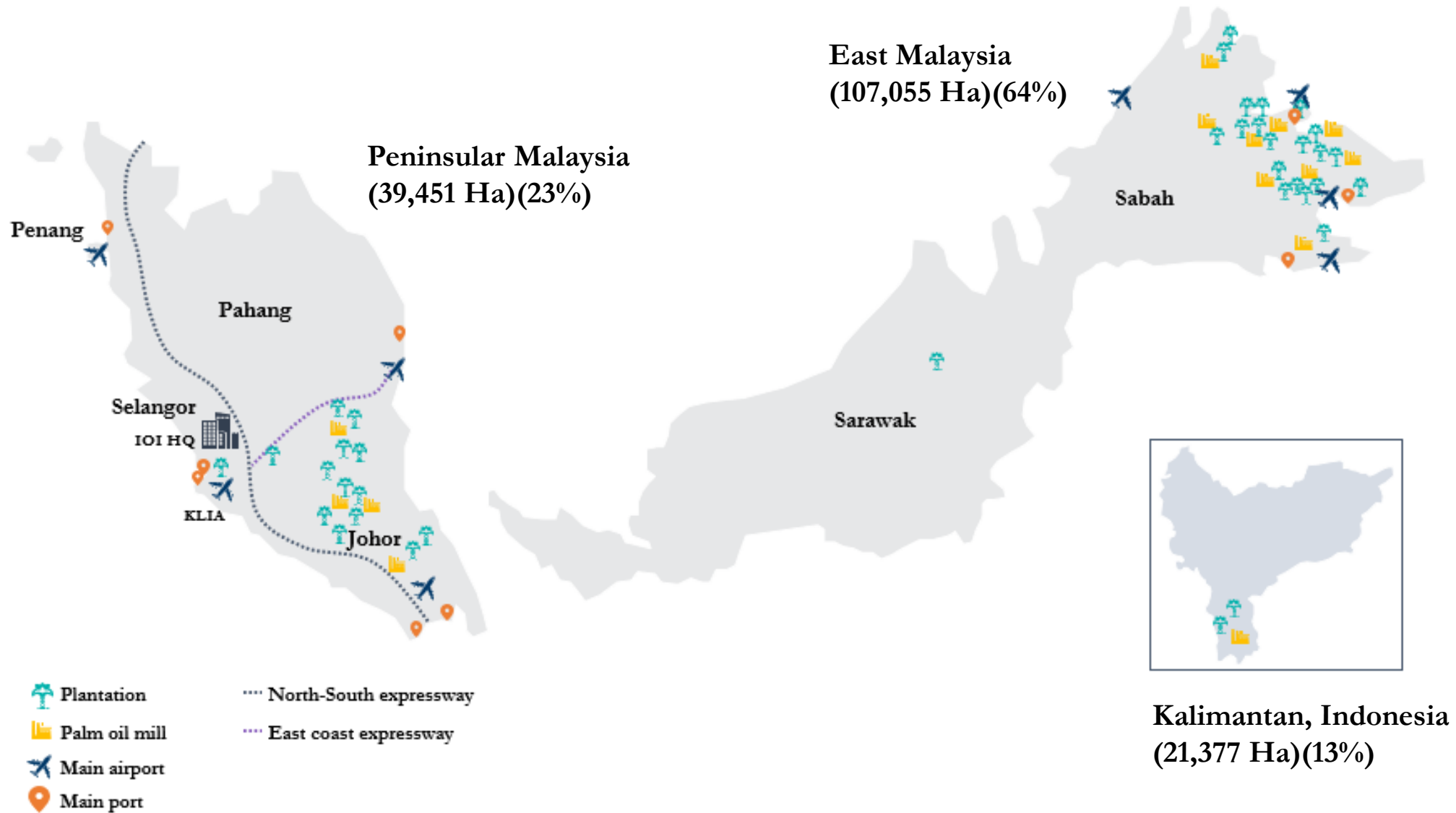
- Strong agronomy capabilities & estate management practices.
- IOI Palm Biotech is a leading tissue culture facility producing high-yielding planting material.
- 100% of Malaysian plantations<sup>(2)</sup> are both **RSPO** and **MSPO** certified.

Holds **32.1%** interest in an associate company, Bumitama Agri Ltd, which has a planted nucleus area of 124,000 ha as at 31 March 2025 (effective interest is approx. **39,800** ha).

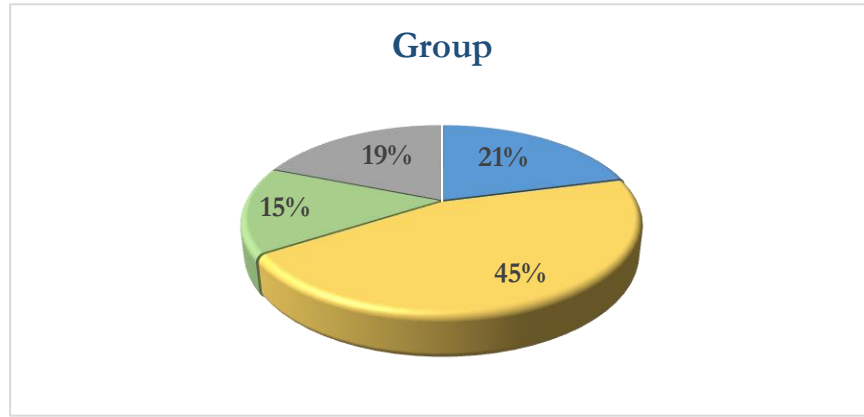
(1) Excludes those owned by associate companies

(2) Excluding Serawak concessions, which are 1% of total group planted area



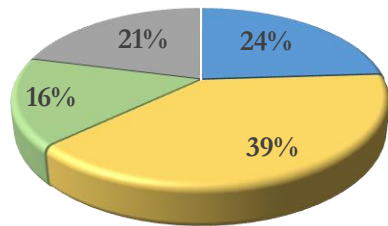


## Oil Palm Hectarage by Age



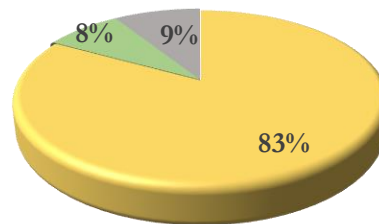
Total Oil Palm Planted Area: **167,883 Ha**

### Malaysia



Total Oil Palm Planted Area: **146,506 Ha**

### Indonesia



Total Oil Palm Planted Area: **21,377 Ha**

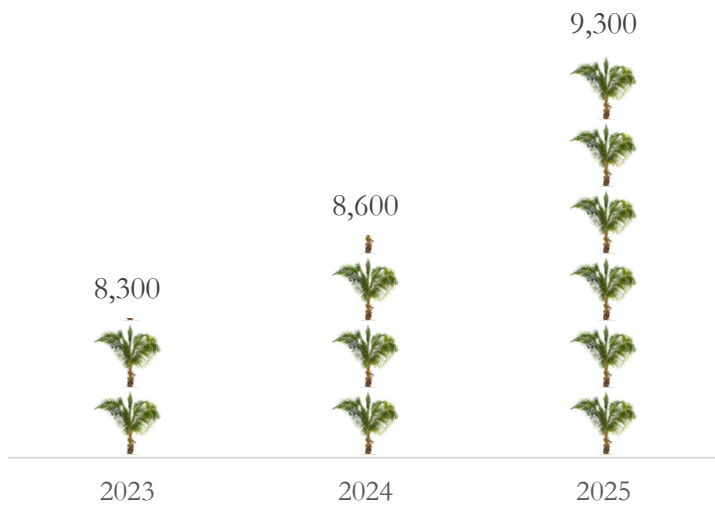


**Weighted average planting age:  
12 years**

● Past Prime  
 ● Prime  
 ● Young  
 ● Immature

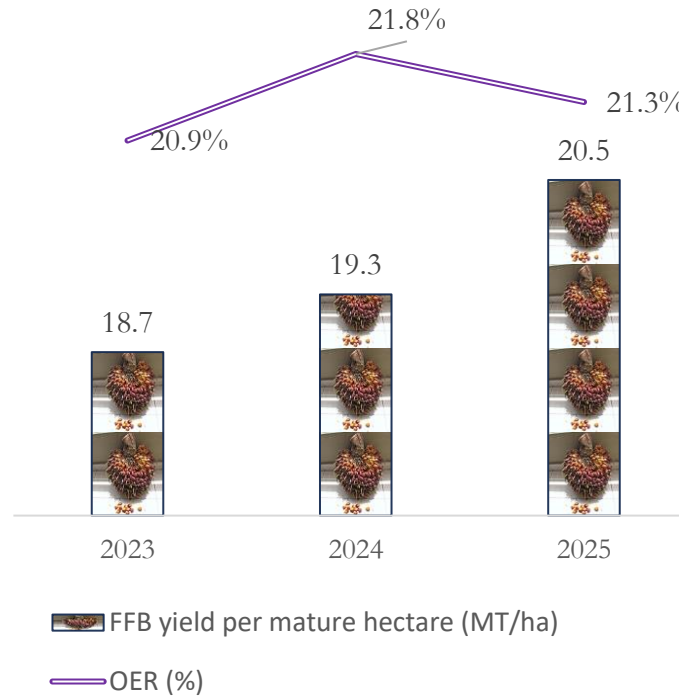
## Accelerated replanting hectareage over the last 3 years

(Average per year is c.8,700 ha or c.5.9% of total Malaysian planted area)

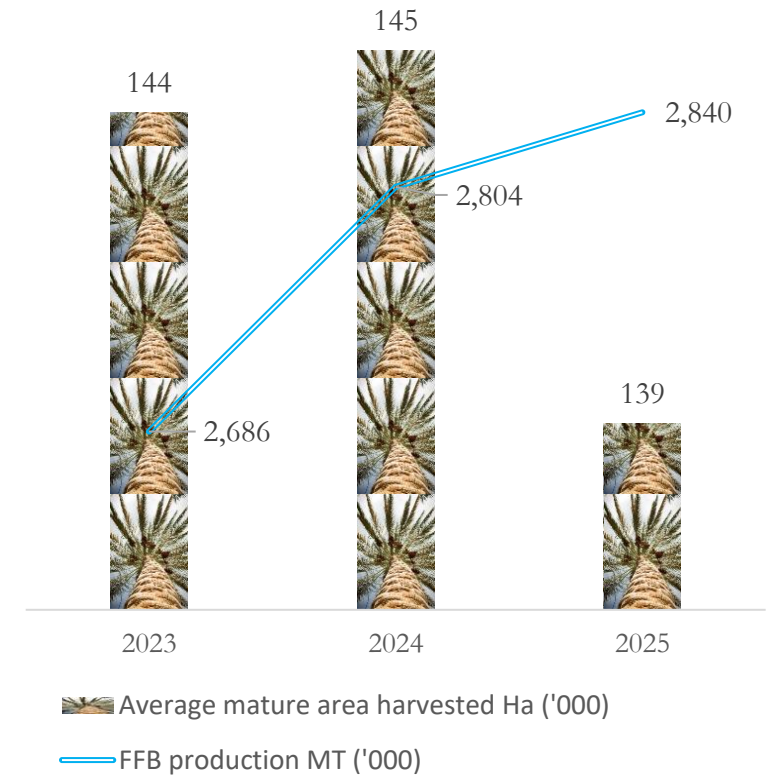


- Utilise elite clonal palms of our replanting materials
- Replanting is key to our future source of growth

## Oil yields & FFB yields



## Average mature oil palm area harvested and FFB production





- Achieved a land-to-worker ratio of 1:8.5 for FY2025.
- Successfully implemented various mechanisation efforts in FY2025, including:
  - Infield mechanisation for 40% of potential ha in Malaysian estates.
  - Mainline mechanisation for 26% of potential ha in Indonesian estates.
- Biogas plants are installed and are currently operating 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.
- Organic Oil Palm Plantation: Established Southeast Asia's first certified organic oil palm plantation (Pamol Kluang estate, 1,128 ha certified, target 2,495 ha more for FY2026).

<b>RSPO</b>		<b>Malaysia</b>	<b>Indonesia</b>	<b>MSPO</b>		<b>Malaysia</b>	<b>ISPO</b>	<b>Indonesia</b>
	IOI Mills	<b>100%</b>	<b>50%</b>		IOI Mills	<b>100%</b>		<b>50%</b>
	IOI Estates	<b>99%</b>	<b>100%</b>		IOI Estates	<b>100%</b>		<b>100%</b>

The resource-based manufacturing business comprise of refining and oleochemical sub-segments

## Key information

Refining capacity  
**1.8m MT/year**

Oleochemical capacity  
**890k MT/year**

**6** Manufacturing facilities (in Malaysia and Germany)

## Key Competitive Strengths

- **Largest** fatty acids producer in Malaysia.
- Refineries 100% **RSPO, MSPO & ISCC**.
- **Pioneer** and **first** in the industry to manufacture palm based oleochemical products.
- Established global partnerships with food, pharmaceutical and cosmetic MNCs with export to over **80** countries worldwide.



Our presence in specialty oils and fats sub-segment is represented by Bunge Loders Crokiaan, a 20%-owned associate company

## Key information



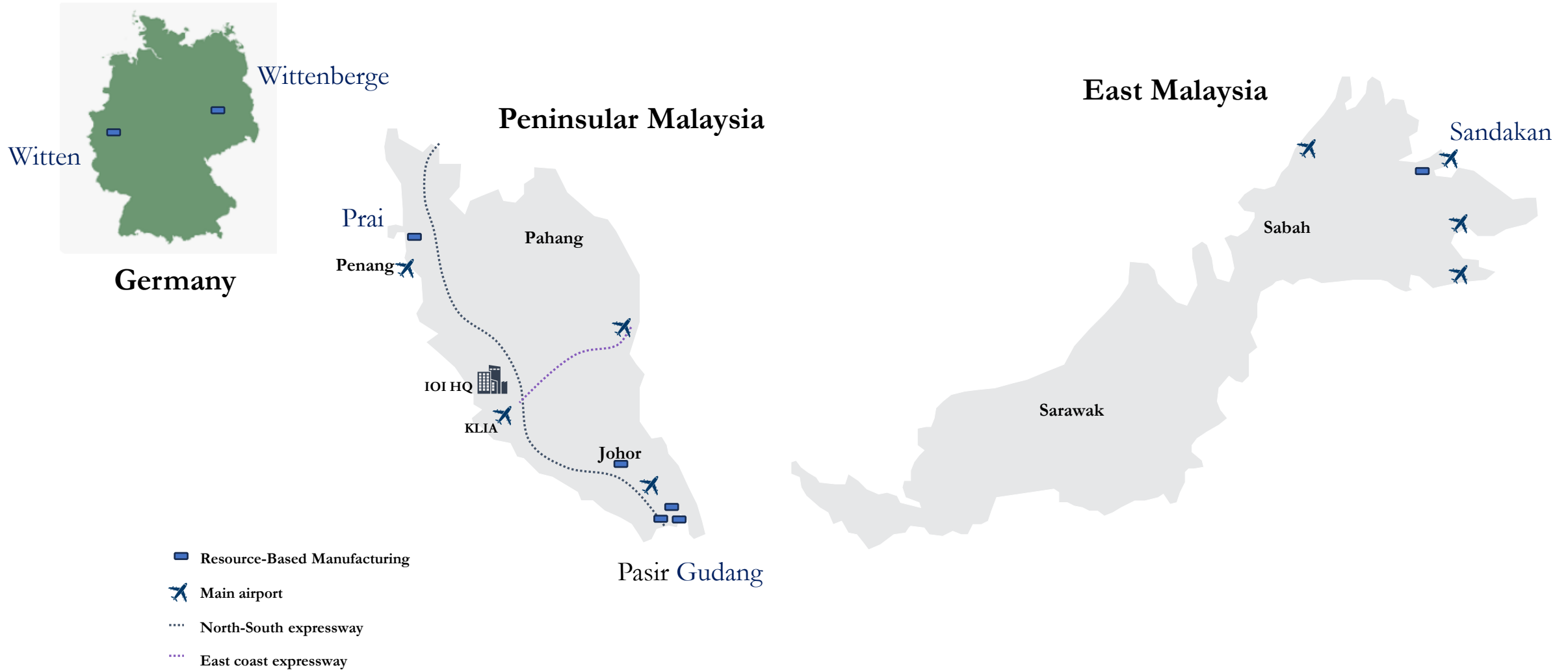
Specialty oils and fats capacity  
**1.1m MT/year**

**6** Manufacturing facilities (in Malaysia, Netherlands, USA, Canada, Ghana and China)

## Key Competitive Strengths

- **Global leader** in sustainable plant-based specialty oils and fats for the food manufacturing industry.
- Market leader in **infant nutrition** with established and Certified Organic (EU & China) infant milk formula designed to match mothers' milk fat closely.





## Oleochemical applications



Cosmetics &  
Personal  
Care



Pharmaceuticals



Rubber  
& Tires



Plastic &  
additives



Soap &  
Detergents



Paint & Ink



Lubricants  
& Greases

## Special oils & fats applications



Frying



Bakery



Culinary



Dairy



Confectionary

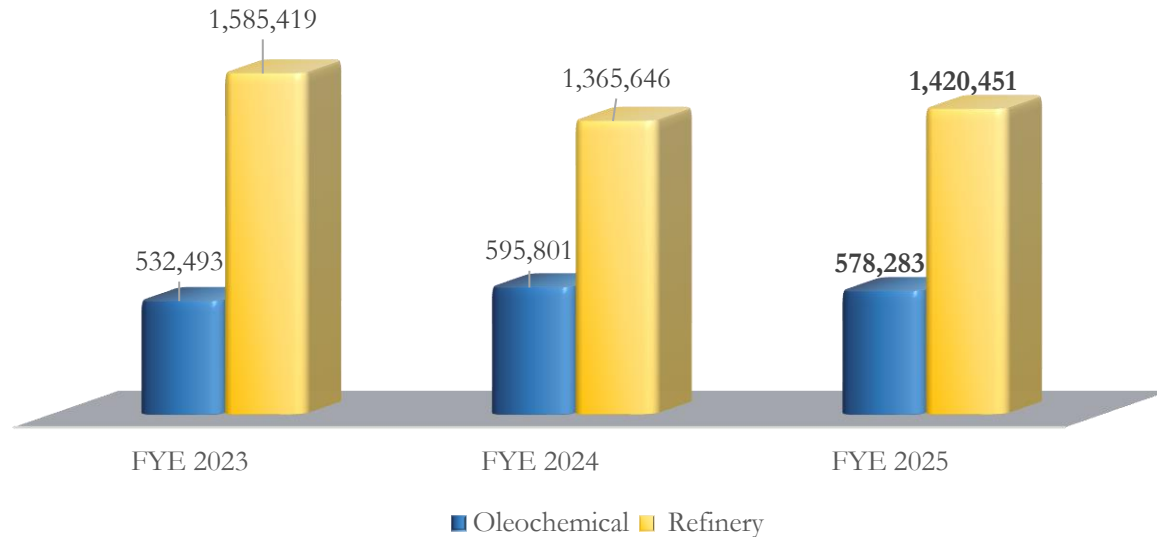


Nutrition

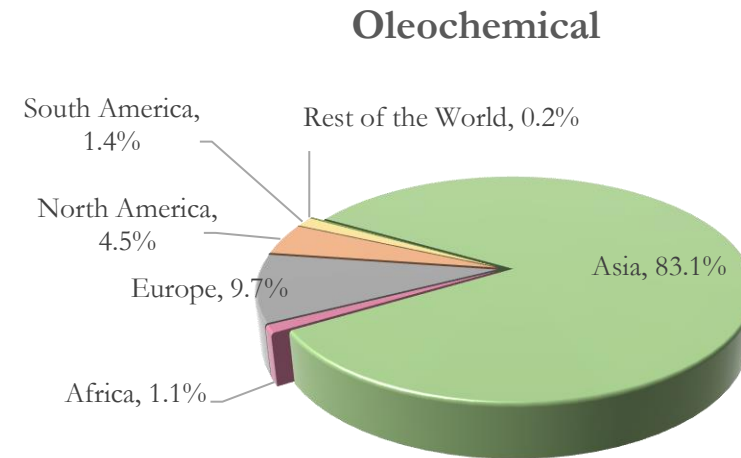


Animal Feed  
& Pet Food

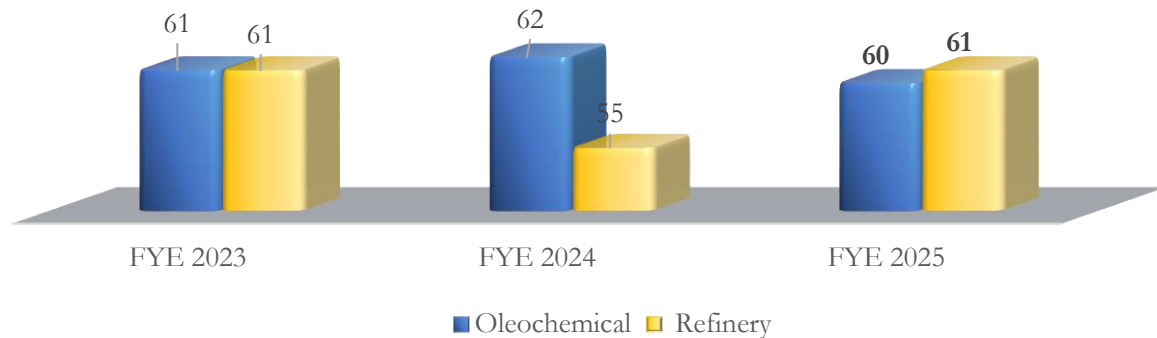
Sales Volume in MT



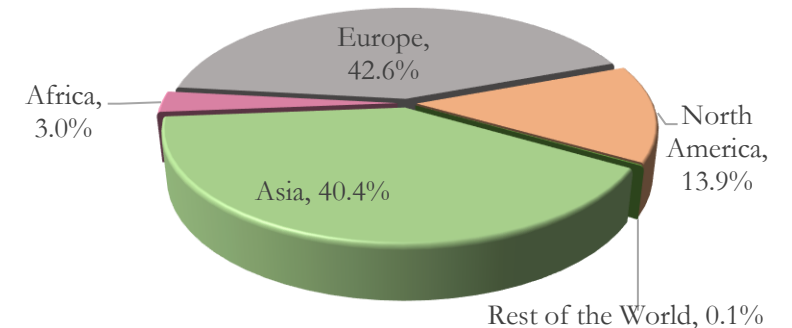
Export by Region



Plant Utilisation (%)



Refining



## Refinery



**Traceable**

**CPO**

Mill

100%

Plantation

97%

## Oleochemical



- Commissioned a new 3.2 MW co-generation plant in Penang in July 2025 with potential GHG reduction of 9,000 MT CO<sub>2</sub> per annum.
- Commission a biomass boiler in Johor with potential GHG reduction of 20,000 MT CO<sub>2</sub> per annum by May 2026.
- Owner of 26 patents for food and pharmaceutical applications, total 77 formulations for personal care and cosmetics application via **IOI Oleo GmbH**, Germany.

## IOI Palm Wood

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%.



## EFB Pulp Plant

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.

## Planting a Resilient Future

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

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

### Strategic Priority #1

#### Product Portfolio Expansion



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

### Strategic Priority #2

#### Innovation



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

### Strategic Priority #3

#### Productivity & Quality



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

### Strategic Priority #4

#### Sustainability & Climate Initiatives



Enhance our resilience and reputation through sustainability and climate initiatives

## Portfolio Strategy

### Investing in Winners

(Higher value end market & application)

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

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

### Maximizing the Core

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

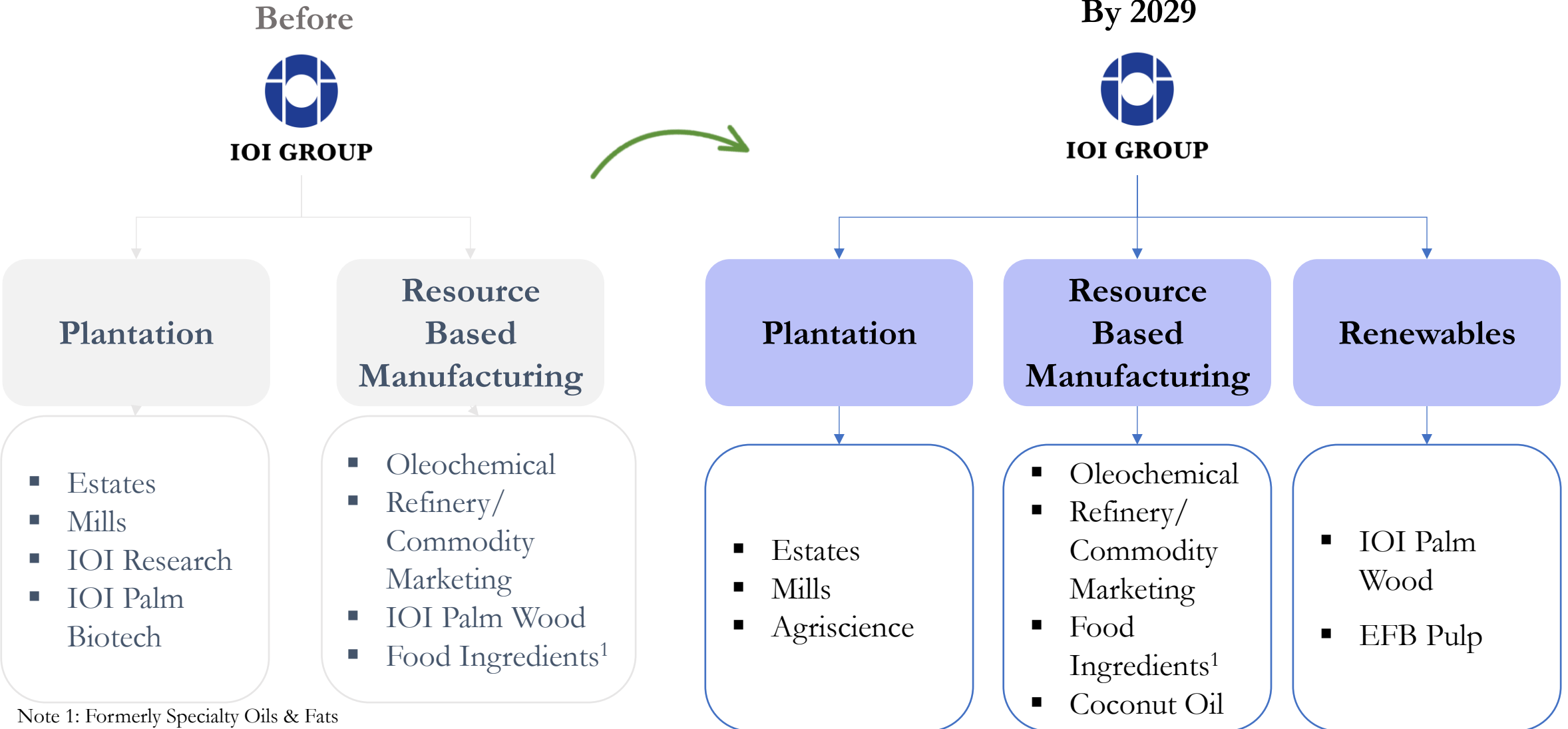
Efficiently manage to maximise performance & invest for growth & competitiveness

### Extending into Adjacent High-Growth Businesses

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

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

## Realigning Organisational Structure



Note 1: Formerly Specialty Oils & Fats

## Key Initiatives

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



### Venture into production of coconut oil & water

Up to 200,000 nuts/day production facility



### Extend organic product offerings

Palm/lauric and by-products



### Advance Agri Science development

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



### Expand pharmaceutical & personal care product portfolio

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



### Build Renewables business

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

## Key Initiatives

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



**Expand organic oil  
palm plantation**

from 1,100ha to 3,500 ha



**Development of  
new generation  
seed materials**

Selection of 4th  
generation mother palm



**Strengthen refining  
processes for  
premium products**

Low contaminant  
palm & lauric oils



**Enhance  
oleochemicals product  
differentiation**

## Key Initiatives

### Enhance productivity and quality in **Plantation**

#### Achieve high oil yield

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



30% of mature area planted with elite clonal palms



Maximize crop recovery

#### Achieve high land to labor ratio

Peninsular 1:11.5, Sabah 1:10,  
Indonesia 1:8.5



Further reduce workforce by 10 to 20%



Accelerate mechanization in estates.

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

#### Produce good quality and low contaminant **CPO**



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

## Key Initiatives (cont'd)

Enhance productivity and quality in **Resource-based Manufacturing**

### Increase plant utilisation & improve operational efficiency



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



Implement automation & digitalisation for greater efficiency

### Produce good quality end products



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

### Customer intimacy, value selling & applications support



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

## Key Initiatives

Enhance our differentiation & resilience through climate initiatives

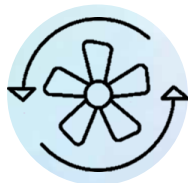
### Increase usage of renewable energy & improve energy efficiency



Solar panel installation in remote estates & all manufacturing plants



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



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



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

### Towards Achieving Net Zero by 2040

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



**FTSE4Good Score:**  
3.6 to 4.0  
**Governance Score: 5.0**  
Top 5 subsectors peers



**Score: 85.1%**  
**Worldwide Ranking:**  
20 over 100  
**Malaysia Ranking: 6 over 20**



**Gold**  
**IOI Oleo GmbH**

S&P Global  
Corporate  
Sustainability  
Assessment



**Score: 51 (88th percentile)**  
**(0 to 100)<sup>(1)</sup>**

(1) Higher percentile represents higher ESG score



**Forest: B**  
**Water Security: C**  
**Climate: B**



**ESG Score: 23.3 to 21.6**  
**medium risk (0 to 100)<sup>(2)</sup>**  
**Worldwide Agriculture**  
**Ranking: 1 over 93**

(2) Lower score represents lower ESG risk



**Best of the Best**  
**ESG Award 2025**



**ESG Rating: Remain A**  
**(AAA to CCC)**

**KEY STRATEGIC  
CONSIDERATIONS  
WITHIN IOI'S  
CLIMATE  
TRANSITION  
PLAN**

**Internal  
Carbon  
Price**

IOI has established an internal carbon price to guide and drive its decarbonization strategy as well as to manage risks.

**Supply  
Change  
Management**

To address Scope 3, IOI routinely engages with suppliers to ensure compliance to our net zero commitments.

**Evolving  
regulations**

Sustainability-related regulations in countries where IOI operates and sells its products are constantly evolving. These include changes to government policies and incentives, regulations on carbon tax and pricing expectations, and more.

**Technological  
advances**

IOI anticipates progress in technologies related to energy management, production efficiency, and biological research, potentially leading to more climate-resilient solutions to climate change.

**Evolving  
market  
demand**

We expect greater shifts by markets towards lower-carbon, sustainable palm oil products that provide additional co-benefits, such as contributing to biodiversity protection and generally, reducing nature-related risks.

## Carbon Impact of All Greenhouse Gas (GHG) Emissions — Intensity and Absolute Values by Division

	<b>FY2023 INTENSITY</b> (MT CO <sub>2</sub> e/MT Product)	<b>FY2024 INTENSITY</b> (MT CO <sub>2</sub> e/MT Product)	<b>FY2025 INTENSITY</b> (MT CO <sub>2</sub> e/MT Product)	<b>FY2025 ABSOLUTE EMISSIONS</b> (MT CO <sub>2</sub> e)
<b>IOI Group</b>	1.80 (-20%)	1.30 (-42%)	1.22 (-46%)	703,848 MT CO <sub>2</sub> e
<b>IOI's Business Divisions</b>				
<b>Plantation</b>	1.37 (-25%)	0.87 (-52%)	0.74 (-60%)	429,585 MT CO <sub>2</sub> e
<b>Oleochemical</b>	0.40 (11%)	0.40 (10%)	0.44 (23%)	234,715 MT CO <sub>2</sub> e
<b>Refinery</b>	0.03 (-38%)	0.03 (-43%)	0.03 (-41%)	39,547 MT CO <sub>2</sub> e

Note: Compounded against FY2015 baseline figures

**Our next goal is to achieve carbon neutrality for Scope 1 and 2 emissions by 2030. This means reducing the remaining 54% of emissions intensity over the next five years. To reach this, IOI will continue using nature-based and engineered solutions as part of our pathway to net zero by 2040.**



## Leading Integrated Palm Oil Group with Global Presence

- Fully integrated upstream and downstream operations to reduce commodity price risks.
- Presence in 8 countries across 4 continents.
- Exports to 80 countries with diversified sales to minimize market risk.



## Efficient Palm Oil Producer

- Among the most efficient major palm oil producers.
- Advanced precision agriculture and digitalization for higher productivity.
- Leading tissue culture facility for high-yield oil palm clones.



## Well-established and Innovative Oleochemical Segment

- Earliest and largest fatty acids producer in Malaysia.
- 26 pharmaceutical patents and 77 personal care formulations via IOI Oleo GmbH.



## Pioneer in Turning Oil Palm Biomass into Value-Added Products

- First large-scale oil palm trunks wood panel initiative.
- Integrated green pulp facility for eco-friendly paper production.



## Good Dividend Track Record

- At least 50% of normalized profit after tax and minority interest declared as dividend.



## Excellence in Responsible and Sustainable Practices

- Strong ESG platform for monitoring and improvement.
- Recognized by FTSE4Good, MSCI “A” rating, EcoVadis Gold, and The Edge ESG Gold Award.
- 100% Malaysian plantations are MSPO-certified plantations.
- Full traceability to own plantations and to mill third-party suppliers.
- 46% GHG emissions intensity reduction by June 2025; net zero target by 2040.
- No New Planting on Peat and No Social Exploitation (“NDPE”) since 2016 and to the protection of High Conservation Value (“HCV”) and High Carbon Stock (“HCS”) areas.



## Overall Excellence Award 2024 (Top 10) Industry Excellence Award 2024

(Plantation)

**IOI Corporation Berhad**

*(National Corporate Governance & Sustainability Awards (NACGSA))*



## First Runner-Up in the Intelligent Enterprise Award

**IOI Oleochemical Industries Berhad**

*(SAP Customer Excellence Awards for Southeast Asia 2024)*



## Gold award for Plantation Sector (PLC category)

**IOI Corporation Berhad**

*(The Edge Malaysia ESG Awards 2024)*



## Best Compliance Palm Oil Mill in Sabah For 2021-2023

**Mayvin Palm Oil Mill**

*(Sabah Department of Environment (DOE))*



## Company of the Year (Plantation) – ESG Champion

**IOI Corporation Berhad**

*(10th Sustainability & CSR Malaysia Awards 2025)*



## Gold Award for Excellence in Workplace Wellbeing

**Most Caring Company Award**

**Best Companies to Work for in Asia**

**IOI Corporation Berhad**

*(11<sup>th</sup> & 12<sup>th</sup> Human Resources Excellence Awards 2024)*

**TOGETHER  
WE  
RISE**



**Thank You**