IOI GROUP

57th Annual General Meeting

4 November 2026

Presented by Mr. Kong Kian Beng, Group CFO



Key Financial Highlights FY2026

IOI GROUP

Revenue

RM11,779.1 mil

▲ **4%** (FY2025: RM11,334.7 mil)

Profit before interest and tax

RM2,099.0 mil

▲ **23%** (FY2025: RM1,700.6 mil)

Underlying profit before tax*

RM1,985.2 mil

▲ **23%** (FY2025: RM1,614.5 mil)

Profit after tax

RM1,709.6 mil

▲ **11%** (FY2025: RM1,536.4 mil)

Basic EPS

26.89 sen

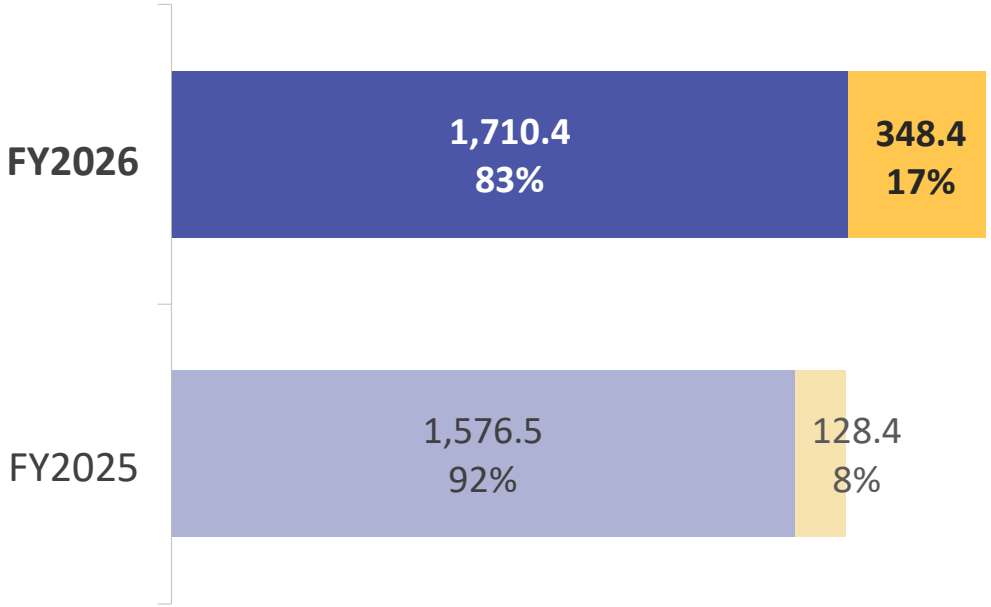
▲ **10%** (FY2025: 24.51 sen)

* Excludes non-operating items such as net foreign currency translation gain/loss on foreign currency denominated borrowings and fair value adjustments

KB1

Segment Profit Breakdown

Segment profit (RM mil)



Plantation Resource-based Manufacturing

* Others (negligible, excluded from chart): FY2026 (RM4.1 mil); FY2025 RM2.1 mil

Total segment profit

RM2,054.7 mil

(FY2025: RM1,707.0 mil)

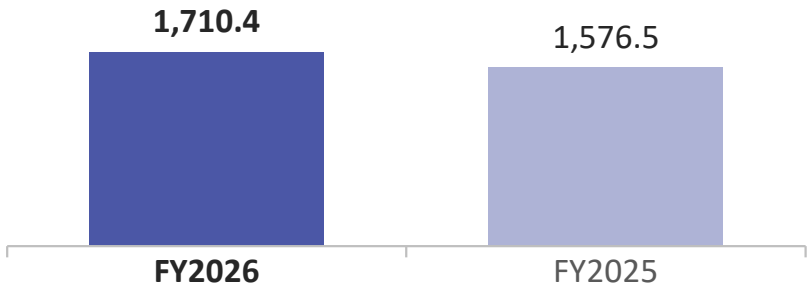
▲ 20%

+RM347.7 mil

EJ1

Segment Profit – Plantation

Segment profit (RM mil) ▲ 8% (+RM133.9 mil)



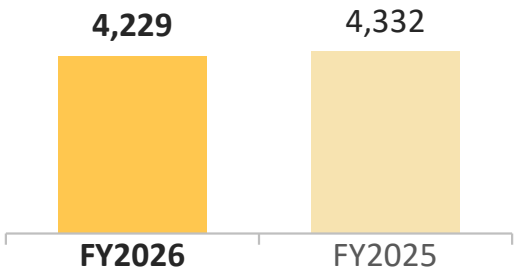
▲ Higher profit due to

- Higher FFB production
- Higher OER
- Higher share of associates results

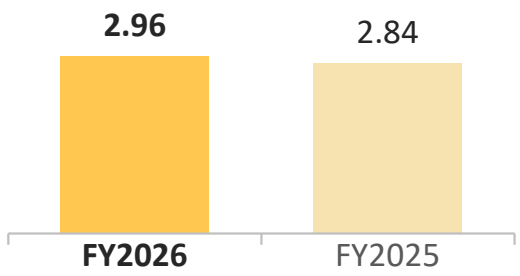
▼ Partially offset by

- Higher estate & mill costs
- Lower CPO price

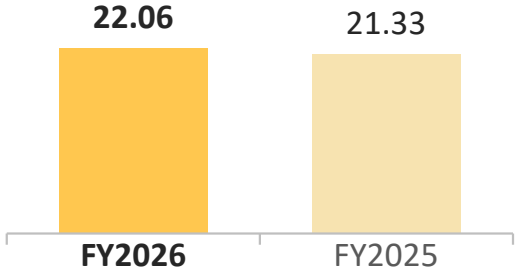
CPO price (RM/MT) ▼ 2%



FFB production (million MT) ▲ 4%

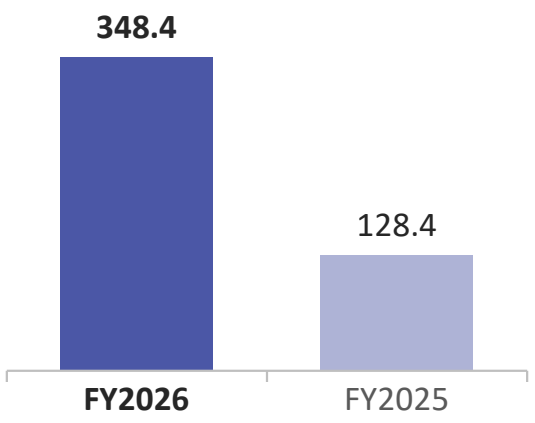


OER (%) ▲ 3%

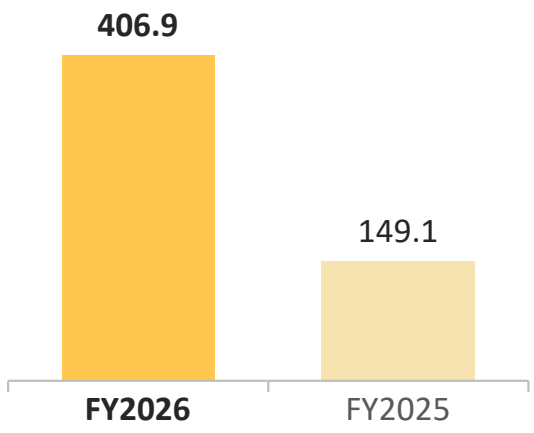


Segment Profit – Resource-based Manufacturing

Segment profit (RM mil) **▲ 171% (+RM220.0 mil)**



Underlying segment profit* (RM mil) **▲ 173% (+RM257.8 mil)**

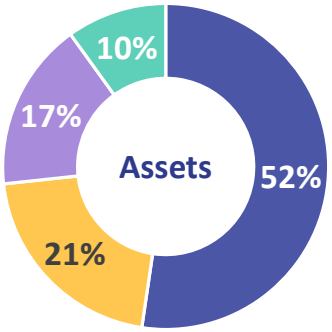


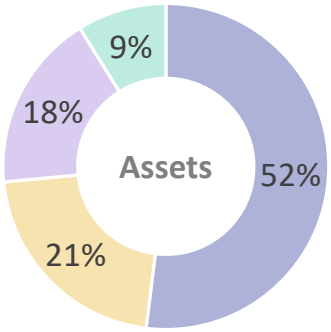
▲ Higher profit due to

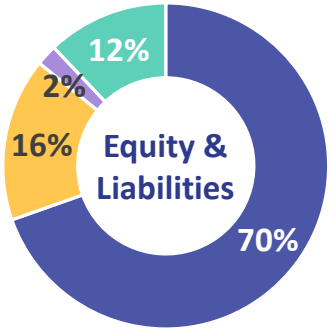
- Higher contribution from both refinery and oleochemical sub-segment with higher margin
- Higher share of associates results

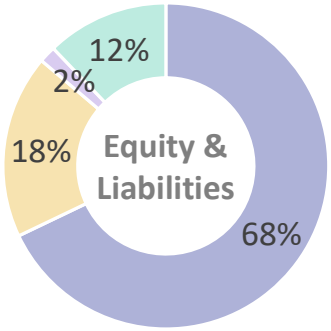
* Excludes non-operating items and fair value adjustments

Balance Sheet









RM billion	FY2026	FY2025
Assets		
Property, plant and equipment	**10.0**	9.4
Other non-current assets	**4.1**	3.9
Other current assets	**3.2**	3.2
Cash and cash equivalents	**1.8**	1.6
Total assets	**19.1**	18.1
Equity and Liabilities		
Equity	**13.3**	12.3
Total debt	**3.1**	3.3
Non-controlling interests	**0.4**	0.3
Other liabilities	**2.3**	2.2
Total equity and liabilities	**19.1**	18.1
Net gearing ratio ▼ 29%*	**9.70%**	13.69%

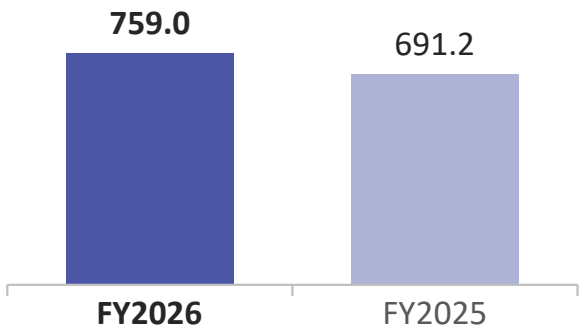
* Lower gearing and a stronger equity base enhance the Group's financial flexibility and capacity for future growth.

Major Cash Outflow FY2026

i. Capital expenditure (RM mil)

▲ 10% (+RM67.8 mil)

RM759.0 mil



▲ Higher capex mainly due to

- Ongoing accelerated replanting programme in Sabah KB2

ii. Acquisition of subsidiaries

RM318.2 mil Expanded plantation landbank by approximately 4,600 ha to strengthen our upstream sustainable growth and value creation through disciplined asset expansion.

iii. Further investment in an associate, Bunge Loders Croklaan Group BV ("BLC")

RM 65.1 mil KB1 A new integrated tropical oils and specialty fats manufacturing complex in Amsterdam, the Netherlands.

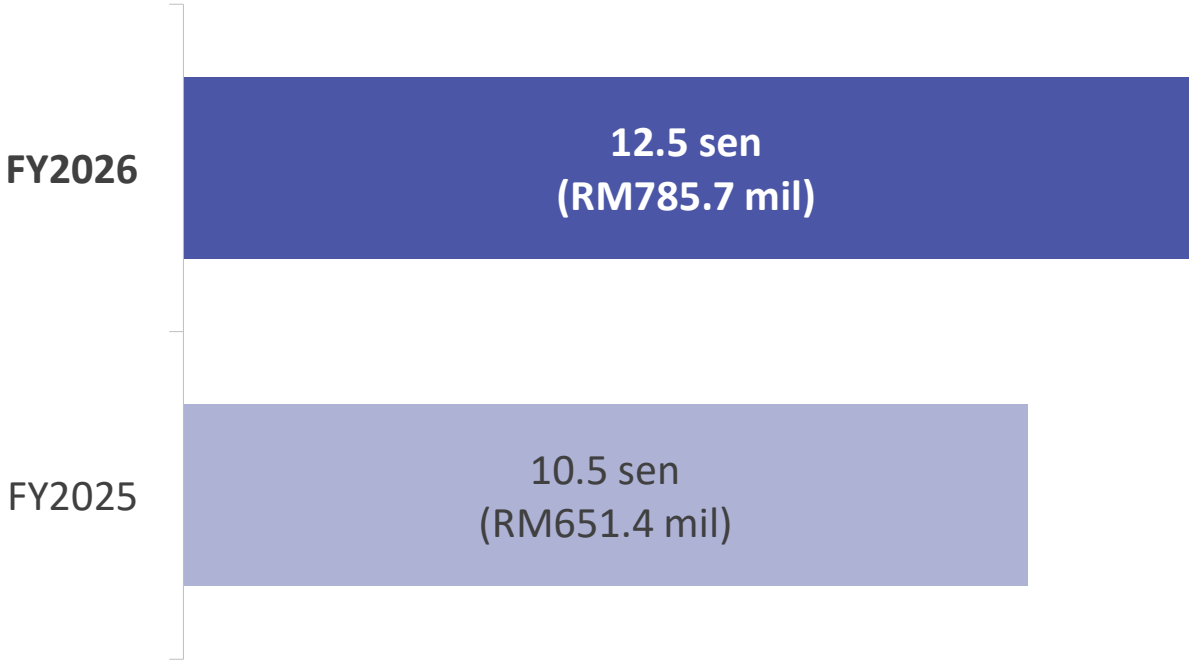
iv. Additional investment in a joint venture, NeuWhite Paper Pulp Sdn Bhd

RM 52.5 mil Expanding into renewable business through the development of a large-scale paper pulp facility in Pekan, Pahang.

KB1

Equity Repayments

Dividend Per Share & Total Dividend Payout



Total dividend per share

▲ 19%

+2.0 sen

Total dividend payout

▲ 21%

+RM134.3 mil

IOI GROUP

Thank You

IOI GROUP

IOI's Sustainability Journey Forward "Transforming Potential into Sustainable Value "

Dr. Surina Ismail,
Chief Sustainability Officer, IOI Corporation Berhad
November 4, 2026



IOI's Approach to Corporate Sustainability

Reporting on IFRS S1 - Sustainability Risk & Opportunities (SRO)

Sustainability Certification

- **Strategy**
  - Maintain relevant certifications
- **Risks**
  - Failure to meet certification requirements may result in suspension, loss of market access, customer confidence, and certification
- **Opportunities & Mitigation**
  - International Market Access & increased revenue
  - Reputational/License to operate
  - Meet Buyers, Investors & Regulatory requirements
  - Operational/ Supply Chain traceability
- **Metrics & Targets**
  - 100% certified – RSPO, MSPO, ISPO, etc.



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Productivity & Product Quality

- **Strategy**
  - Increase Yield; Reduce Workforce; Improve FA Plant Utilization
- **Risks**
  - Low yield productivity, poor labor deployment, underutilized production facilities, & product quality issues reduce operational performance & profitability.
- **Opportunities & Mitigation**
  - Improve yield replanting with high yielding materials
  - Expand mechanization & improved labor efficiency
  - Optimized plant utilization & operational performance
- **Metrics & Targets** by FY2029
  - Target oil yield: 5.63 & 4.51 MT/Ha for Malaysia & Indonesia
  - Labor Ratio of 1:9.26 & Increase plant utilization by 25%



IOI's Decarbonization Pathway to Net Zero by 2040

Reporting on IFRS S1 - Climate Transition Plan

IOI Group's FY2026 Performance to achieve Carbon Neutrality for Scopes 1 and 2 by 2030

50% reduction Group-wide GHG intensity against FY2015 baseline.

Net emissions intensity reduced to **1.13 MT CO_2e/MT** product.

2015 GHG emissions baseline

2019 Formed CCAi

2022 Set Net Zero by 2040

2025 Short-term target achieved: 46% GHG intensity reduction

2030 Carbon Neutral: Scope 1 and 2

2040 Net Zero: Scope 1, 2 and 3

1 Measure current emissions

- Baseline in 2015
- Group GHG emission intensity (2.246 $MTCO_2e$/ MT)

2 Set Climate Change Action initiative ("CCAi")

- Launched in 2019
- Reduce 40% GHG emissions by 2025
- Promote climate change initiatives to increase business resilience
- Develop climate change action-related policies and initiatives

3 Governance structure to drive implementation

- Adopt **TCFD** in 2021
  - ✓ Identify Climate Transition, Market, Technology and Physical risks
  - ✓ Develop climate scenario analysis
- **Board Sustainability Committee** to oversee sustainability matters formed in 2023
- **Group Sustainability Steering Committee** manages Climate, EESG risks and opportunities
- **CCAi** pledge (2023)

4 Define pathways to achieve targets

- Published **Pathway to Net Zero by 2040** in 2022
- **Reaching Net Zero** through:
  - >Nature-based solutions
  - >Engineered solutions
  - >Supply Chain Management
- Submit commitment to SBTi target in 2023

5 Integrate financial planning

- **CFDC** formed in 2023
- Budget/Funding for climate initiatives
- Identify climate-related financial risks and opportunities
- Monitor climate-related financial investments

6 Anchor climate strategy in operations

- **Strategic Priority #4 (2025)**
  - ✓ 7Rs of Circularity
  - ✓ Methane capture
  - ✓ Solar panels
  - ✓ Repurpose biomass (OPT, EFB, PKS, etc.)
- **Just Transition**
- **Supply Chain Decarbonisation**
  - ✓ Mapping
  - ✓ GHG Assessment
  - ✓ Engagement

7 Monitoring, Reporting and Adapting

- Aligning report with IFRS S1 and S2 and latest legislations
- Bursa Malaysia Listing Requirements
- SBTi validated near-term GHG targets (2025)
- Updating strategies based on new climate data and business developments

Climate Change Action ("CCA") Pledge

BEING SUSTAINABLE: Taking actions on any of the issues raised, making it known that the issues are being addressed sustainably

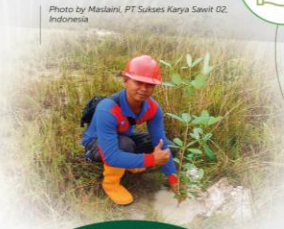


Photo by Maslaini, PT Sukses Karya Sawit 02, Indonesia

NO GREENWASHING: Being transparent about key decisions and reasons behind them to show that the issue is not being swept to one side

13 CLIMATE ACTION

ENGAGEMENT: Listening to our stakeholders and having an awareness of their arguments and demands when making key decisions

SUSTAINABILITY CLAIMS POLICY FRAMEWORK 30-30-30 GUIDANCE

30 CORE PRINCIPLES, 30 DAY IMPLEMENTATION, 30 RECOMMENDED TARGETS

A Policy Framework for Malaysian Businesses & Leaders to Help Demonstrate Greater Accountability in Communicating their Sustainability Principles, Plans and Performance

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IOI's *Decarbonization Pathway to Net Zero by 2040*

Transforming Climate Action into Resilient Value

Total gross emissions of Scope 1 and Scope 2 is 2,384,713 MT CO_2e.



IOI Group recorded a total sequestration and removal of **1,688,790 MT CO_2e**, with **1,627,324 MT CO_2e** obtained from the sequestration of oil palm crops and forested conservation areas.

50% remaining emissions intensity reduction required by 2030 to be addressed via nature-based and engineered solutions

Plantation accounts for ~ 89% of total emissions due primarily to emissions from land conversion, including legacy land-use change, POME and fertilizer use.

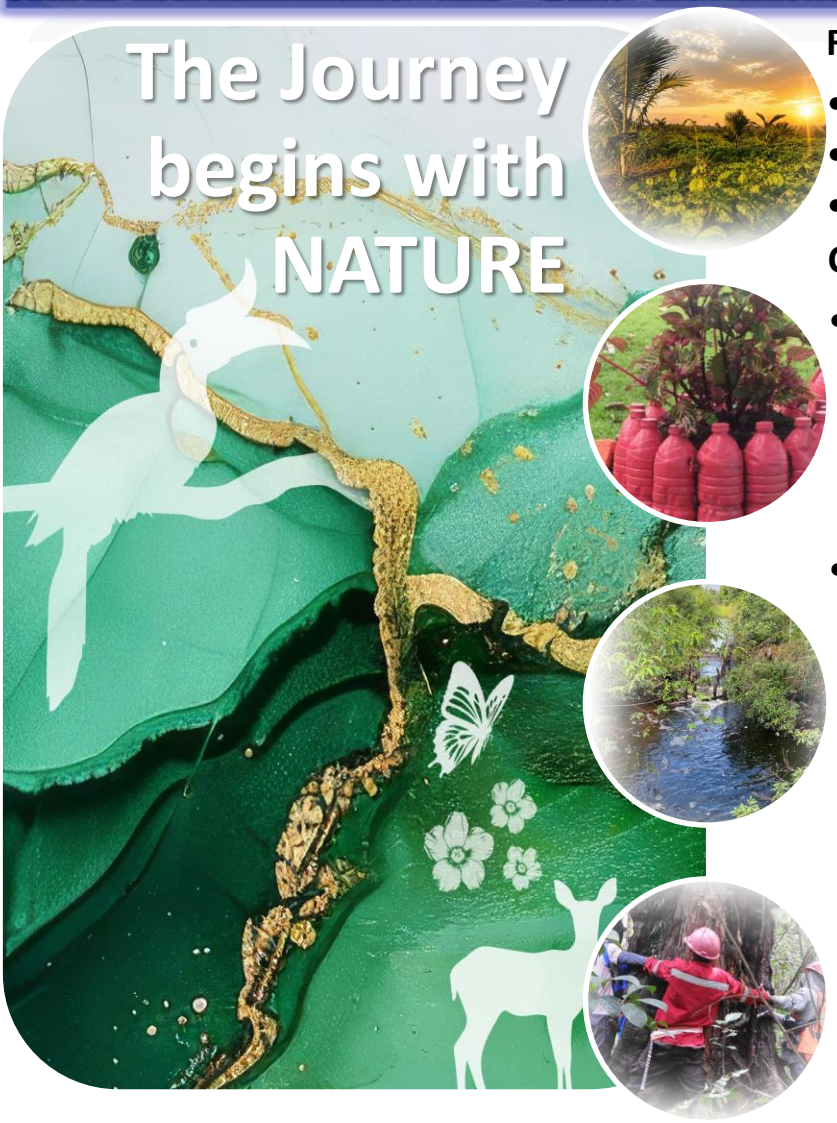
- ✓ Net Absolute emissions reduced to **695,923 MT CO_2e** from total carbon sequestration from oil palm crops, forested conservation areas and removal.
- ✓ Shows contribution of carbon sinks from oil palm and forested conservation to reducing overall carbon footprint.

	FY2024		FY2025		FY2026	
	Intensity (MT CO_2e/MT Product)	Absolute (MT CO_2e)	Intensity (MT CO_2e/MT Product)	Absolute (MT CO_2e)	Intensity (MT CO_2e/MT Product)	Absolute (MT CO_2e)
IOI Group	1.30 (-42%)	777,373	1.22 (-46%)	703,848	1.13(-50%)	695,923
IOI's business divisions						
Plantation	0.87 (-52%)	509,520	0.74 (-60%)	429,585	0.69 (-62%)	438,890
Oleochemical	0.40 (10%)	230,628	0.44 (23%)	234,715	0.41 (13%)	217,365
Refinery	0.03 (-43%)	37,226	0.03 (-41%)	39,547	0.03 (-43%)	39,668

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IOI's Approach on Environment

Transforming Natural Capital into Resource Value



REGENERATIVE & PRECISION AGRICULTURE

- Organic Palm Oil – 1,128 Ha certified with sales up to 4,665 MT (10X since FY2024)
- Implemented soil conservation practices to reduce soil erosion & surface runoff
- Reused ~505K MT biomass as organic fertilizer & soil amendments

CIRCULAR ECONOMY & OPERATIONAL EFFICIENCY

- Circularity approach helping to manage non-hazardous waste:
  - ✓476K MT used to generate over 5 million GJ of renewable energy renewable in IOI mills,
  - ✓Overall, ~ 3.7 million MT biomass reused, reducing chemical-based fertilizer and fossil fuels
  - ✓In oleochemical, by-products (methanol, glycerin, SBE) recovered & sold ; sludge dryer installed to reduce water content in sludge (>60%), reducing amt of sludge required to be disposed
- Overall, recycling rates of 54% and 51% achieved by IOI Oleochemical and IOI Refinery

SAFEGUARDING & MANAGING NATURAL RESOURCES

- IOI Edible Oils recycled 104,847m^3 of treated effluent water for use in the refinery vacuum system.
- IOI Plantation mills recorded a water consumption intensity of 1.13 m3/MT FFB in FY2026.
- Fire Management including zero burning policy & Fire Preparedness Plans; Fire incidents outside IOI estate boundaries also declined from 43 in FY2025 to 20 in FY2026, a 53% reduction
- PT SNA manages 2,539 Ha peatlands + 240 Ha of slightly degraded peatlands to be rehabilitated

ENHANCING BIODIVERSITY AND ECOSYSTEM

- Reforestation and Biodiversity Task Force ("RBTF") formed to undertake ~1K Ha (pilot sites) for rehabilitation/reforestation, monitoring & implementation of existing and future projects across IOI's operational landscapes.
- Landscape level Approach – Bukit Leelau & South Ketapang

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IOI's Approach on Social & Wellbeing

Transforming Human and Social Capital into Shared Prosperity

Protecting our Workforce

- **Grievance & Feedback Mechanisms**
  - ✓Strengthen grievance management at operations and supply chain & having a more clearly defined timelines for Time-Bound Action Plans.
- **Upholding Workers' Rights**
  - ✓Address human rights risks by implementing human tights due diligence process
  - ✓Fair Remunerations & working hours
- **Occupational Safety & Health**
  - ✓In FY2026, 28,343 employees trained in risk awareness, operational safety, & overall workplace well-being.



Uplifting our People

- **Gender Equality & Diversity**
  - ✓43% women on our Board, exceeding Malaysian Code of Corporate Governance target (30%).
  - ✓Corporate Level, 57% women are @ managerial level
- **Just Transition**
  - ✓Mechanization improved operations by reducing manual labor & enabling workers to manage larger planted areas more effectively .
  - ✓Have social dialogues with employees & external stakeholders to address how decarbonization may impact them



Expanding our Impact

- **FPIC**
  - IOI Pelita case formally closed since July '22. Final phase engagement to facilitate completion of remaining administrative req. under final settlement agreement for land already excised to Sarawak govt for the community
- **Strengthening Children's Rights through Child Education Initiative**
  - ✓4,363 workers children in Sabah: Full-day Zero- cost educational platform, RM3.7 million was spent at 32 Humana and 11 CLC schools + a new Humana school at Rungus Estate,



Sharing Prosperity

- **Community Development;**
  - ✓IOI Foundation contributed RM 2,428,328 to programs such as scholarships, medical aid, social program
  - ✓IOI Foundation initiated a Composting Project to convert food and garden wastes generated around IOI Resort City into composts
- **Health & Education**
  - ✓RM344,000 in scholarships were awarded for tertiary education
  - ✓1,737 Students adopted via the Student Adoption program as of Jun '26



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IOI's Performance & Recognition

Global Assessments, Ratings, and Awards



SUSTAINABILITY-RELATED AWARDS WON BY IOI

- Following a 3rd consecutive Gold Award in the Plantation Sector; Best of the Best award - Edge Malaysia ESG Awards 2025
- Received Gold Award (In-House Talent Pipeline Strategy) & Silver (Workplace Culture) at 13th Human Resources Excellence Awards 2025.
- Received the Company of the Year (Plantation) ESG Champion Award at the 10th Sustainability & CSR Malaysia Awards 2025.
- Named among Best Companies to Work for in Asia (among 295 organizations) & received the Most Caring Company Award at the HR Asia Awards 2025.

IOI Corporation Berhad
Food Products
Corporate Sustainability Assessment (CSA) Score 2025
51 /100
S&P Global

Rated
MORNINGSTAR | SUSTAINALYTICS

MSCI ESG RATINGS
AA
CCC | B | BB | BBB | A | AA | AAA
As of Mar 2026

FTSE4Good

SPOTT
a ZSL conservation initiative

S&P Global

S&P Global CSA Score : 51

Ranking : **87th** percentile

Sustainalytics

Risk Rating Score : **27.3** medium risk
Worldwide Agriculture Ranking: 3 over 75

MSCI ESG Ratings

ESG Rating : **AA** (AAA to CCC)

FTSE4Good

FTSE Russell **ESG Score: 4.3** [Environmental (4.0); Social(4.0) Governance (5.0)

SPOTT

The percentage score of IOI is **85.1%**.

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IOI GROUP

Thank You for your Attention

IOI GROUP

With answers

Responses to Employees Provident Fund's Queries



Directors' Remuneration

Q1. It is acknowledge that 10% increase in proposed Board Chairman fees from RM350,000 to RM385,000. Based on the current Board composition and the new fee structure, there is an 8% buffer of the total amount proposed. Please provide confirmation on whether there is any plan for a new appointment to the Board or other plan that require the 8% buffer?

IOI Response:

The approximately 8% buffer has been prudently incorporated to accommodate the potential appointment of an additional Director during FYE 30 June 2027.



Share Buy-Back

Q2. Please provide further clarification if the Company have any immediate or specific plans/usage regarding the issuance of shares.

IOI Response:

As stated in the explanatory note accompanying the Notice of Annual General Meeting, the Company does not presently have any immediate or specific plans to issue shares. The general mandate, if approved, will provide the Company with the flexibility to undertake possible fund-raising activities in a timely manner, including but not limited to the placement of shares to fund future investment projects, acquisitions, strategic initiatives, or such other purposes as the Directors may deem to be in the best interests of the Company. This mandate would also enable the Company to avoid the delay and costs associated with convening a general meeting specifically to obtain shareholders' approval for such share issuances.