

Strategic FRAMEWORK

IOI is progressing on a clearly defined strategic road map to transform the Group into a high value-added, diversified palm-based products producer, to increase resilience and competitiveness for the future. Our foundation is built on pillars of Sustainable Growth, Driving Innovations, Human Capital Development and Economies of Scale throughout our operations.



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.

OUR GROUP'S FIVE-YEAR PLAN 2020-2024

3 STRATEGIC ENABLERS	5 STRATEGIC PRIORITIES	KEY METRICS
	<p>Increase Yield</p>	<ul style="list-style-type: none"> • Increase Plantation Oil Yields by 15% by 2024. • Utilise Elite Clonal Palms in 50% of Our Replanting Materials. • Target High Early Yields from Young Mature Palm Age. • Ensure Proper Fertiliser Application to Increase Target Yields.
	<p>Optimise Workforce</p>	<ul style="list-style-type: none"> • Reduce Workforce by More than 25% by 2024. • Increase Plantation Workers' Productivity by 3% Every Year. • Implement Mechanised Mainline Fresh Fruit Bunches Evacuation System in All Malaysian Estates by 2023.
	<p>Diversify Crops</p>	<ul style="list-style-type: none"> • Plant 5,000 Hectares of Coconuts and 200 Hectares of Durians, Equivalent to 4% of Our Malaysian Plantations. • Plant Three Types of Fast-Growing and High Value Fruit Crops as Intercrop with Coconuts.
	<p>Increase the Non-CPO Segment</p>	<ul style="list-style-type: none"> • Derive Revenue from Oil Palm By-Products and Processing Waste. • Commence Production of High-Performance Palm Wood Boards and Panels by Q3 of 2023. • Establish Oil Palm Trunks ("OPT") Research and Development and Technology Transfer. • Scale Up Business and Establish a Leading Market Position in OPT Products.
	<p>Grow the Oleochemical Segment</p>	<ul style="list-style-type: none"> • Increase Oleochemical Segment's Sales Volume by 15%. • Derive Energy, Cost and Operational Efficiency Savings of 6%. • Improve the Oleochemical Segment's Profitability by 25%.

Refer to Strategic Enablers on pages 51-53 and Strategic Priorities on pages 54-59.

Strategic ENABLERS

Enabler 1 Human Capital Development & Culture



Connection

Our Key Stakeholder Groups

- S1 Employees
- S6 Shareholders and Investors

Our Six Capitals

- Human
- Financial
- Social and Relationship
- Intellectual

Our Risks

- R1 Business Resilience
- R5 Reliance on Manual Workers

IMPORTANCE FOR IOI

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

OUR APPROACH

1. Creating and sustaining a high-performing workforce.
2. Managing employer branding.
3. Enhancing human resource (“HR”) digitalisation.

KEY INITIATIVES

1. Cultivate an operational excellence work culture and create a highly disciplined and competent workforce.
2. Enhance employees’ experience through HR digitalisation.
3. Continuously nurture future IOI leaders.
4. Expand employees’ competency through reskilling and upskilling.
5. Promote empowerment and inclusion.
6. Enhance employee engagement and encourage workplace innovation.
7. Provide career advancement, offer competitive remuneration and enhance employee benefits.

KEY HIGHLIGHTS

1. Won the Employee Experience Awards (“EXA”) 2023 – Gold Award in Best Executive Coaching Programme, two Silver Awards in Best Succession Planning Strategy and Best Soft Skills Training Programme.
2. Launched IOI Cares, a personalised employee wellness programme that fosters the employees’ well-being holistically through an evidence-based digital health solution.
3. Collaborated with Third-Party Administrator to facilitate employee access to medication at their convenience.
4. Continued implementing employee engagement programme for plantation employees with the tagline “WE CARE”.

WE Communicate; Aid & Assist; Rapport; Educate

5. Hosted festive celebrations to promote team spirit and employee engagement.
6. Continued with roadshows to prevent forced labour and uphold human rights.
7. Enhanced the Leadership Development Programmes for high-potential employees.
8. Rolled out an internal 360 Qualitative Survey for effective talent management.
9. Conducted an Employee Engagement Survey with an external provider to gather feedback and understand the pulse of the workforce.
10. Organised a refresher coaching programme for key senior leaders and departmental heads.
11. Continued engaging with the incumbents and using coaching logs to monitor their potential successor’s progress and development.
12. Revised compensation and benefit packages to attract young interns and graduates.
13. Implemented staggered working hours, developed e-performance appraisal system, e-talent management and enhanced the Learning Management System (“LMS”) at IOI Oleochemical Group.

FOCUS FOR FY2025

1. Enhance the digitalisation of HR processes to improve work efficiency, create a paperless environment and enhance employee experience.
2. Enhance the succession planning practices through collaboration with departmental heads and training providers.
3. Collaborate with various third-party providers to raise awareness and improve employees’ well-being.
4. Improve our competitiveness to retain workforce.
5. Promote employee engagement, team bonding and participation in community works.

STRATEGIC ENABLERS

Enabler 2 Sustainability



Connection

Our Key Stakeholder Groups

- S1 Employees
- S2 Customers
- S3 Communities
- S4 Suppliers
- S6 Shareholders and Investors
- S7 Industry Associations/Civil Societies

Our Six Capitals

- Human
- Natural
- Financial
- Manufactured
- Social and Relationship
- Intellectual

Our Risks

- R1 Business Resilience
- R3 New Trade Regulations
- R4 Supply Chain Compliance
- R5 Reliance on Manual Workers
- R6 Environmental Sustainability

Refer to our Sustainability Report 2024 for a detailed review.

IMPORTANCE FOR IOI

Our sustainability culture is firmly embedded within our organisation. We balance company growth and development with environmental protection and conservation as well as safeguarding the well-being of both our employees and the communities that may be affected by our operations. This course of action is in alignment with our three pillars of sustainability (People, Planet, Prosperity) + Partnership. For long-term sustainable value creation and achieving sustainability excellence, we integrate the 7Rs of the Circularity within all our operations and businesses.

OUR APPROACH

1. Aligning sustainability to key policies and IOI's five strategic priorities.
2. Establishing forward-looking sustainability goals and commitments.
3. Strengthening sustainability governance through stakeholder consultation, accountability and transparent reporting.
4. Establishing proper systems and processes to monitor progress, communicate actions and meet stakeholders' expectations.
5. Embracing six of the 17 United Nations Sustainable Development Goals ("UN SDGs") which are both impactful and most relevant to our businesses and operations.
6. Integrating the 7Rs of the Circularity, regenerative and precision agriculture within our operations.
7. Benchmarking against industry leaders, fostering best practices and culture, and embracing green technology.

KEY INITIATIVES

1. Commit to implementing No Deforestation, No New Planting on Peat and No Social Exploitation ("NDPE") and Zero Burning Policy in our plantations.
2. Protect High Conservation Value ("HCV") and High Carbon Stock ("HCS") areas within our operations.
3. Progressively reduce greenhouse gas ("GHG") emissions from the operations and move towards our net zero target by 2040 through the Group-wide Climate Change Action initiative ("CCAi").
4. Adopt and practise the 7Rs of the Circularity, precision agriculture and regenerative agriculture methods.
5. Enforce policies and guidelines to protect human rights and ensure no child and forced labour.
6. Increase work productivity with technology, women empowerment and education for children in plantations.
7. Benchmark industry best practices through voluntary participation in Carbon Disclosure Project ("CDP"), Sustainability Policy Transparency Toolkit ("SPOTT"), Corporate Sustainability Assessment, FTSE Russell, Sustainalytics etc.
8. Practise the highest level of transparency and inclusivity in stakeholder engagement.
9. Continuously monitor all stages of the palm oil supply chain, including obtaining relevant certifications and complying with the required standards.

KEY HIGHLIGHTS

1. Made improvement in Environmental, Social and Governance ("ESG") ratings and assessments, and won the Gold Award for the Plantation Sector (Equity Category) at The Edge Malaysia ESG Awards 2023. *Full award list on pages 14-15.*
2. Received the EcoVadis Gold Certification for our two oleochemical plants in Johor and Germany.
3. Launched IOI Group Women and Empowerment Committee and conducted a panel discussion on Inspire Inclusion: Challenges and Opportunities during the International Women's Day celebration.
4. Completed the due diligence audit for recruitment agencies at the source country.
5. Verified IOI Pan-Century Oleochemicals Sdn Bhd's NDPE profile 2022 by Control Union.
6. Conducted ISO 14064 GHG emissions reporting verification by SIRIM auditors for oleochemical manufacturing operations in Penang and Johor.
7. Completed installation of water-saving projects such as rainwater harvesting system and condensate recovery systems at our oleochemical manufacturing operations.
8. Established an interdisciplinary team at IOI Oleo GmbH as an outcome of the Transformation Concept project aimed at realising net zero GHG emissions for Scopes 1, 2 and 3 by 2040.

FOCUS FOR FY2025

1. Digitalise sustainability data to enhance data accuracy, analytics and auditability through IOI ESG Digitalisation Platform.
2. Work with Roundtable on Sustainable Palm Oil ("RSPO") to finalise the revision of the PalmGHG calculator to be fully aligned with the GHG Protocol.
3. Continue reporting GHG emissions in line with Task Force on Climate-Related Financial Disclosures ("TCFD"), expanding to disclose financial impacts of climate change, and verification of Science Based Targets initiatives ("SBTi") Forest, Land and Agriculture ("FLAG") and non-FLAG targets.
4. Enhance biodiversity and ecosystem services through rehabilitation and regenerative agriculture.
5. Explore new technology and innovation for better energy efficiency in our operations.
6. Implement actions identified from the completed Transformation Concept project and plan for new phase 2 roll-out.
7. Intensify collaborations with relevant stakeholders in preparation of legislation changes.

Enabler 3
Technology & Digitalisation



Connection

Our Key Stakeholder Groups

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

Our Six Capitals

- Human
- Financial
- Manufactured
- Social and Relationship
- Intellectual

Our Risks

- R1** Business Resilience
- R5** Reliance on Manual Workers

Refer to Group Business Review on pages 72-84 for a detailed review of our digitalisation initiatives.

IMPORTANCE FOR IOI

In the age of the Fourth Industrial Revolution (“IR4”), we are adopting more technological innovations to enhance our upstream and downstream operations. Our five strategic priorities are underpinned by technologies, from mechanisation machines and equipment to digital tools and solutions. Digitalisation, automation, mechanisation and novel technologies enable us to execute our strategies more effectively and modernise our business to remain competitive and propel the organisation to the digital core era.

OUR APPROACH

1. Ensuring the standardisation of business processes within our core business segments, drawing on various analytical and transactional capabilities of the SAP system to improve efficiencies.
2. Providing savings in plantation operations’ support services based on SAP system and other integrated digital solutions. Implement electronic salary payment and enhance mobile network connectivity in the estates.
3. Adopting agricultural and manufacturing innovations and technologies.
4. Enhancing our estates’ operational efficiency with efficient cost and reducing dependency on manual workers through mechanisation.
5. Embedding automation and digitalisation in our oleochemical manufacturing processes in line with the IR4 aspiration.

KEY INITIATIVES

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

KEY HIGHLIGHTS

- 1. Upstream Digitalisation:**
 - a. Embarked further on SAP RISE Project to transition to the cloud and modernise our enterprise resource planning (“ERP”) capabilities, while finalising the ERP system implementation for 20 operating units in Indonesia.
 - b. Implemented SAP Business Process Automation (“BPA”) to significantly boost productivity.
 - c. Implemented e-Invoicing system and e-Know Your Customer (“e-KYC”) system.
- 2. Mechanised Mainline Fresh Fruit Bunches (“FFB”) Evacuation System:**
 - a. Implemented mainline evacuation system at 99% of terrain-suitable estates across Malaysia.
 - b. Implemented infield evacuation system at 64% of potential hectareage in Malaysian estates.
 - c. Introduced mainline and infield evacuation system in Indonesia.
- 3. Downstream Digitalisation:**
 - a. Upgraded SAP ERP to S4 RISE to extend the capabilities of S4 RISE ERP system for business process improvements.
 - b. Adopted advance technology in warehouse automation to improve efficiency and reduce manpower.
 - c. Optimised the Real-time Production Organiser – Operation Management (“RPO-OM”) and Visual MESA Energy Management System (“EMS”).

FOCUS FOR FY2025

- 1. Upstream Digitalisation:**
 - a. Leverage cognitive technology, artificial intelligence (“AI”) and Internet of Things (“IoT”) for bunch counting and audit in estate operations and explore possible integration with SAP.
 - b. Enable modern workplace concept to revitalise workforce and boost productivity through collaborative tools and robust human capital management system.
 - c. Explore the development of an AI chatbot to optimise IT support services.
- 2. Mechanisation:**
 - a. Expand the infield FFB evacuation system in Sabah and Indonesian estates.
 - b. Convert selected diesel-powered infield machines to electric-powered machines by phases.
 - c. Implement the application of global positioning system (“GPS”) technology to optimise fleet operations in plantation.
- 3. Downstream Digitalisation:**
 - a. Enhance RPO-OM and upgrade tank gauging system for digitalisation of utility data to support the EMS.
 - b. Prepare the Near-Infrared (“NIR”) analytics to go live.
 - c. Finalise the whole medium-chain triglycerides (“MCT”) production efficiency and capacity increment project for IOI Oleo GmbH.

Strategic PRIORITIES

To maintain our focus on sustainable value creation, we have identified five strategic priorities for 2020–2024.

This focused approach ensures that we are on track to deliver sustainable growth and provide our stakeholders with valuable returns over the short, medium and long-term time frame. We have a resource allocation plan in place to execute these strategic priorities based on the capital inputs identified in our business model on pages 32-33.

As we work towards achieving our 2020-2024 targets, we are closely monitoring the performance of each strategic focus area including its key activities which are benchmarked against Key Performance Indicators (“KPIs”), and activities planned for the future.

STRATEGIC PRIORITY 1



Increase Yield

Oil palm planting remains the most essential upstream activity in our integrated palm oil business model, which directly impacts the performance of our downstream manufacturing business.

We strive to achieve consistently high yield through improved planting materials, new replanting methods and increased efficiency in crop evacuation to optimise business returns, and maintain IOI's competitiveness locally and globally.

Refer to Group Business Review on Plantation on pages 72-77 for a detailed review.

Connection

Our Key Stakeholder Groups



Our Key Initiatives	Achievements in 2024
<p>We aim to produce palm oil sustainably to meet our market demand.</p> <ol style="list-style-type: none"> Improved Planting Materials: Produce more high-yielding and superior clonal planting materials for high yields and high returns. Mechanisation: Expand mechanisation projects and adopt best options throughout our operations to increase operational efficiency. Agricultural and Field Management Practices: Employ best agricultural practices, improve field conditions and optimise land usage in our oil palm plantations. Digital Tools: Employ digital tracking system throughout our plantation operations. Fertilisation: Adopt a balanced nutrients approach and application to achieve the desired target yields. 	<ul style="list-style-type: none"> We have supplied high-yielding clonal palms produced by IOI Palm Biotech Sdn Bhd to our estate nurseries for replanting in 2025 and beyond, as well as planted third-generation hybrid palm seedlings from IOI Research Centre in suitable areas and terrains. Our Baturong Palm Oil Mill in Sabah achieved the highest average oil extraction rate (“OER”) of 25.18% in FY2024, making it the most productive plantation company in OER within Peninsular Malaysia and Sabah as of June 2024. We have significantly expanded our estate mechanisation initiatives, successfully implementing block harvesting with tractor grabber mainline (“TGM”) system across 99% of suitable estates, covering 92% of potential hectareage for mainline fresh fruit bunches (“FFB”) evacuation. We deployed mini tractor grabber (“MTG”) system across eight suitable estates in Peninsular Malaysia and Crawler 1 Ton (“C1T”) in three estates in Sabah for infield FFB collection. We adhered to good replanting standards coupled with training and monitoring by experienced team, managed pest and diseases through extensive research and development (“R&D”), and implemented precision farming with timely fertiliser and weedicide applications. We enhanced land preparation by conducting soil ripping and pulverising of oil trunk chips for all oil palm and coconut replanting in Peninsular Malaysia’s estates to minimise future infestation of <i>Ganoderma</i> and rhinoceros beetle. We performed scout harvesting from 20 months in most estates in Sabah. We improved estates’ road condition and irrigation water management system. We implemented application of empty fruit bunches (“EFB”), palm oil mill effluent (“POME”) and boiler ash from mill to improve palm soil nutrients at 15 estates. We desilted outlets and drains at flood-prone estates, and installed tidal gates, bunds and water pumps in low-lying areas at estates to ensure proper water level management and monitoring. We leveraged geographic information system (“GIS”) technology, electronic plantation monitoring system (“ePMS”) and drones to assess field performance and monitor our plantation. We provided ongoing training and monitoring on fertiliser application by IOI Research Centre. <p>These achievements have not only bolstered yield and productivity, but also reaffirmed our commitment to excellence and innovation, driving sustainable business growth and setting industry benchmarks.</p>

Our Six Capitals

Our Risks

Our Material Matters

STRATEGIC PRIORITIES

STRATEGIC PRIORITY 2			
	<h3>Our Key Initiatives</h3>	<h3>Achievements in 2024</h3>	
<h3>Optimise Workforce</h3>	<p>We will reduce our plantation workforce by increasing land-to-worker ratio through implementation of various estate mechanisation and digitalisation programmes.</p> <ol style="list-style-type: none"> Upgrade Mechanised Mainline FFB Evacuation System: Implement and expand the mechanised mainline FFB evacuation system. Mechanisation: Mechanise infield FFB collection and expand the usage of mechanical cart and power barrow/crawler for infield evacuation. Utilise other motorised tools to increase operational efficiency. Training: Plan and improve training provision for estate personnel to improve productivity. Harvesting Methods: Streamline estates' harvesting method and restructure harvesting work process. 	<ul style="list-style-type: none"> Our mechanised infield FFB collection implemented in selected estates with suitable terrain has improved harvesters' productivity and earnings, helping us to achieve an effective worker to land hectare ratio of 1:22-1:24 especially at flat undulating terrain estates. We utilised mechanised machines, including motorised/ electric power barrow, electric mechanical cart, mechanical cart, MTG and C1T for infield evacuation to improve harvesting productivity and enabled workers to achieve higher earnings. We used graphite harvesting poles, which are lighter than aluminium alternatives, to enhance harvesting efficiency in tall palm areas, significantly boosting productivity and enabling workers to earn higher wages. Our mechanical sprayer and fertiliser spreader have reduced manual worker dependency for upkeep work, while mechanical front loader has increased productivity of EFB/POME application. We continued to roll out training and briefing for our estates' personnel, and increased the number of skilled workers. We conducted Mechanisation Roadshow half-yearly for estate personnel in Peninsular Malaysia and Sabah to improve machine productivity. We provided proper housing and facilities to create a supportive environment for our workers. 	
<p><i>Refer to Group Business Review on Plantation on pages 72-77 for a detailed review.</i></p>		<h3>Special Incentive for Harvesters</h3>	
		<ul style="list-style-type: none"> We have allocated special incentives for harvesters based on their recorded working days. <p>These achievements have not only enhanced productivity and earnings, but also fostered well-being and commitment among our workers, empowering and inspiring them to innovate and pursue growth.</p>	
Connection			
<h3>Our Key Stakeholder Groups</h3>	<h3>Our Six Capitals</h3>	<h3>Our Risks</h3>	<h3>Our Material Matters</h3>

STRATEGIC PRIORITY 3



Diversify Crops

Crop diversification brings a range of benefits. As part of our diversification strategy, we are exploring the potential of other higher value crops to be planted.

Diversifying our cropping operation will provide good returns and help limit our exposure to palm oil price volatility.

Our Key Initiatives

We aim to diversify our planting of crops from heavy reliance on oil palm to other higher value crops. Our broad initiatives are:

1. **Planting Materials:**
Identify and acquire planting materials for coconut, banana and pineapple cultivation.
2. **Coconut Breeding:**
Identify and acquire coconut germplasm material (dwarf, tall and hybrid) for coconut breeding.
3. **Crop Cultivation:**
Implement best cultivation practices for coconut and other crops (durian, pineapple, avocado and banana). Introduce intercropping to multiply our productivity on a hectare basis, as compared to monoculture of oil palm.
4. **Land Utilisation:**
Optimise land utilisation for other crops.

Achievements in 2024

- We planted an accumulated total of 3,131 hectares (“ha”) of coconuts, 568 ha of bananas, 87 ha of durians and 49 ha of pineapples as of FY2024.
- We produced a total of 36,494 banana ramets in FY2024.
- We have contributed significantly to the country’s food security with a total 402 MT of bananas and almost 2.2 million coconuts.
- We have prepared to launch an online marketing campaign to promote the crops to wholesalers and consumers at the end of the year.

These achievements have broadened our agricultural portfolio and offerings with a variety of fruit crops, strengthening our revenue stream and market resilience.

Connection

Our Key Stakeholder Groups



Our Six Capitals



Our Risks



Our Material Matters



STRATEGIC PRIORITIES

STRATEGIC PRIORITY 4			
	Our Key Initiatives	Achievements in 2024	
Increase the Non-Crude Palm Oil (“CPO”) Segment	<p>We aim to convert oil palm by-products and processing waste into value-added products at a competitive cost. Below are some of the applications of oil palm by-products and processing waste which IOI is exploring:</p>	<ul style="list-style-type: none"> • Our IOI Pam Wood factory in Segamat, Johor has commenced operations. • We have worked with government bodies and other stakeholders to establish classification, verification, certification and quality standards for palm wood. • We have launched the <i>OnCore</i>® product brand. • We imported proprietary technology and operational expertise from Europe to deliver the highest manufacturing standards. • We established a supply chain structure to effectively procure high-quality OPT supply from responsibly managed estates. • We have enabled the use of OPT waste as the sole fuel for our energy plant. • We have signed a shareholders’ agreement with Nextgreen Global Berhad to develop the nation’s first large-scale zero-waste paper pulp plant. 	
<p>Oil palm by-products such as oil palm trunks (“OPT”) and empty fruit bunches (“EFB”) are an ideal source for cellulose-based natural fibres. Oil palm processing waste such as palm oil mill effluent (“POME”) and others are a good source of bio-based raw materials.</p>	<p>OPT: Produce palm wood boards and panels which are high-performance timber equivalent.</p>	<p>These achievements have successfully transformed oil palm by-products into valuable new products and ensured a promising supply of raw materials, setting a benchmark in turning waste into worth and reinforcing our commitment to innovation, circularity and sustainability.</p>	
<p>Globally, there is a growing consumer demand for environmentally-friendly products and a shift towards sustainable production.</p>	<p>EFB: Repurpose into value-added products such as biofuel, paper and pulp, and bio-fertiliser.</p>		
<p>The non-CPO segment acts as a stimulus to moderate the impact of palm oil price volatility and provide an added advantage to our overall diversification strategy.</p>	<p>POME: Repurpose into bio-fertiliser.</p>		
Connection			
Our Key Stakeholder Groups	Our Six Capitals	Our Risks	Our Material Matters

STRATEGIC PRIORITY 5



Grow the Oleochemical Segment

In our integrated palm oil business model, the resource-based manufacturing segment helps to stabilise IOI's income during volatile CPO price cycles.

Therefore, our strategy focuses on expanding the downstream manufacturing capacity and exploring new high-margin oleo-derivative products and applications to generate profitable growth.

Refer to Group Business Review on Resource-Based Manufacturing on pages 78-84 for a detailed review.

Our Key Initiatives

We aim to increase our oleochemical sub-segment's revenue contribution through organic growth from the following initiatives:

1. **Expand Capacity:**
Expand manufacturing capacity by expanding existing facilities and commissioning new manufacturing facilities respectively.
2. **Improve Efficiency:**
Enhance cost efficiency through automation.
3. **New Product Applications and Markets:**
Manufacture new products and formulations. Employ diversification strategy to enter and/or capture new markets. Drive growth outside Europe into other regions.
4. **Focus on High-Value Products:**
Realign business model to focus on high-margin products.

Achievements in 2024

Expand Capacity

- Our new soap noodles plant (144 TPD) has been commissioned with the latest technology in August 2023.
- We achieved automated refining process as part of our medium-chain triglycerides ("MCT") optimisation and capacity extension project which is ongoing.

Improve Efficiency

- We have equipped our packing plant with auto-printing machine to reduce human dependency and minimise error.
- We established Near-Infrared ("NIR") inline analytics to streamline production processes and improve energy efficiency.

New Product Applications and Markets

- We launched our first Polyglycerol Ester ("PGE") in cosmetic emollient applications.
- We secured local direct business with multinationals through our United States' local warehouse.

Focus on High-Value Products

- We expanded the production capability of selected high-value products such as P9818, P5608 and PS8317 in Johor to enhance duo site security of supply to key customers.
- We won two awards for both our latest launched products in cosmetic applications.
- We have aligned our new development plan to provide higher short-term margin income.
- Our adjusted PGE version was successfully produced as a fine powder via spray cooling.
- Our first volume of PGE from the scale-up production in Germany had been sold to an Expandable Polystyrene ("EPS") customer.
- We initiated fruitful discussions with strategic suppliers to enhance our partnerships.

These achievements have not only elevated our oleochemical production capabilities and product qualities to greater heights, but also enhanced value creation across the chain, establishing IOI as a leader in both upstream and downstream integration.

Connection

Our Key Stakeholder Groups



Our Six Capitals



Our Risks



Our Material Matters

