

Forward Looking Strategy

As a global food and agribusiness, we have demonstrated the resilience of our business model over the past several decades. Our integrated supply chain, spanning from midstream to downstream in the edible oils and fats business, encompasses large-scale integrated manufacturing facilities spread out across Malaysia, Singapore and Indonesia, as well as global distribution capabilities and a wide range of consumer products. With our strategic presence within this part of the end-to-end value chain, we efficiently satisfy the needs of both our customers and suppliers.

In terms of our global consumer products business, we remain dedicated to expanding our product range, cross-offering specialised applications and customer solutions. We continue to build a strong platform to deliver long-term value by investing in manufacturing facilities within or adjacent to our value chain and adding new products to our portfolio.

We are actively expanding our footprint and strengthening our presence in Indonesia. We acquired a small plantation and milling plant in Indonesia in the year 2018, followed by the acquisition of a majority shareholding in a vegetable oil refinery and packing plant in 2021 under a joint venture arrangement. We continued to scale our upstream capabilities with the acquisition of additional milling plants in 2022, 2023, and 2025. Collectively, these acquisitions have enhanced our access to the supply of vegetable oil from Indonesia and have further consolidated our position as an integrated vegetable oils and fats business. A significant milestone was the completion of our greenfield edible oil refinery in Indonesia, which contributed six months of operations in 2024 following its first shipment in July. In 2025, the facility delivered its first full twelve months of operations. These investments reinforce our

commitment to strengthening our regional presence and achieving long-term sustainable growth.

Our in-house R&D facilities enable us to develop and offer specialised applications and customer solutions for different industries such as food ingredients, infant nutrition, special functional oil, bakery fats and confectionery fats businesses.

Our dairy-based products manufacturing facility in Malaysia has facilitated significant marketing and distribution synergies within our Consumer Pack segment. Building on this momentum, we commenced production of our second sweetened condensed milk line in 2025, expanding capacity to support growing demand. Our tin-can making facility has minimised the lead times from order to delivery and expanded our flexibility to meet our customer packaging requirements.



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Our investment in a bioenergy plant in 2014, adjacent to our Westport refinery in Malaysia has enabled us to expand our presence in the bioenergy sector. We have since doubled the capacity of our bioenergy plant and we believe biodiesel will continue to be an important catalyst for the industry.

We market and distribute a range of FMCG products such as oils and fats, rice, cashew, cocoa, food premixes and soap to more than 100 countries through a well-established global sales and distribution network, supported by our wide range of brands including our flagship brands OKI and MOI brands. We will continue to explore more consumer products that can be sold as a basket of products to our existing and prospective customers.

We remain continuously focused on our cost savings and sustainability efforts. We have gas turbine co-generation plants in our Malaysia

refineries that contribute to cost efficiencies and have installed solar panels at various facilities to contribute towards a greener climate. Given the close links between the environment and human health, livelihoods, water and food security, we strive to implement key sustainability efforts, including environmental protection, conservation and sustainable management, at all levels of our operations.

The United Nations predicts that the global population will reach 9.7 billion¹ in 2050 with significant variations in population growth rates among different regions.

Sub-Saharan Africa is expected to see the most substantial increase, with its population to rise from 1.2 billion to 2.1 billion. Meanwhile, Central and Southern Asia are projected to grow from 2.1 billion² in 2024 to 2.5 billion by 2050². This population growth presents a sustainable opportunity

for agribusinesses, particularly in the medium to long term. However, in the immediate future, macroeconomic, geopolitical, and climate-related volatility is expected to persist. Our large-scale integrated production facilities in Malaysia, expanding presence in Indonesia, established brands and widespread global supply chain network will enable the Group to continue to drive growth and success.

Our focus on expanding our integrated food and agribusiness strategy through demand-driven opportunities remains steadfast and we will continue to explore both organic and inorganic opportunities to achieve this goal. We remain committed to increasing our customer penetration across the globe by maintaining our manufacturing presence in critical geographies, supported by our marketing and distribution subsidiaries across key markets.



¹ <https://www.un.org/en/global-issues/population>

² <https://population.un.org/wpp>