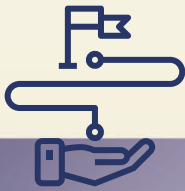


# How We Create Value

## Our Strategic Priorities



1. Consolidate position in vegetable oils & fats business.
2. Specialised applications and customer solutions.
3. Expand range of consumer products.
4. Grow bioenergy sector.
5. Broaden and deepen marketing and distribution network.

## How We Operate



- Bulk Segment and Consumer Pack Segment operating under a fully integrated value chain.
- Shared midstream capabilities that strengthen efficiency and downstream competitiveness.



## What Makes Us Stronger



- Our People, Strong Governance & Risk Management Excellence – a capable, engaged and values-driven workforce empowered by robust governance, disciplined decision-making and effective risk oversight.
- Innovation & Operational Efficiency – continuous improvement, process optimisation and technology adoption to enhance productivity and cost efficiency.
- Sustainability & Responsible Sourcing – embedded sustainability practices support long-term resilience across the value chain.



## FY 2025 Financial Highlights



Group Revenue  
**US\$ 5.98**  
 billion



Net Profit  
**US\$ 53.6**  
 million

## The Value We Deliver



### 1. To Shareholders

- Delivering long-term and sustainable return through – strong governance and robust risk management.
- Prudent capital management and appropriate use of leverage.

### 2. To Employees

- Offering over 4,000 job opportunities worldwide.
- Offering career development and capability-building – In 2025, the average training hour per employee is 27.8 hours.
- Structured career growth pathways and rotation opportunities.
- Maintaining a safe working environment – Zero fatalities at all entities for 2025.

### 3. To Consumers and Business Partners

- Reliable and consistent supply is supported by our integrated value chain across multiple regions.
- Technical support and product development capabilities help customers improve their own formulations and operational efficiency.
- Delivering trusted brands such as **OKI** and **MOI**, backed by decades of consistent quality.
- Enhancing food security through a diversified portfolio of essential food products from vegetable based edible oil and fat (bulk and consumer pack) to dairy, rice, cashew, cocoa, premix powder, soap and detergent – ensuring availability and profitability for consumer and industry partners.

### 4. To Communities and Society

- Contribute to local economies through employment, local sourcing and community partnerships.
- Our sustainability initiatives, including responsible sourcing and resource efficiency, help reduce environmental footprint across the value chain.
- Support community well-being through targeted outreach efforts.

### 5. To Supplier

- Capacity-building initiatives and supplier engagements help strengthen supply chain resilience.
- Collaborate with partners and industry associations in improving suppliers' capabilities and awareness on the evolving compliant measures.



Sales Volume  
**5.2**  
million MT



Operating Margin  
us\$ **279**  
million



Net Debt to  
Equity Ratio  
**0.72**