

17th

Annual
General Meeting



HARNESSING POTENTIAL

Presentation to Shareholders

Fakhrunniam Othman / Group Chief Executive Officer

Thursday, 26 June 2025



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FGV AIR &
AFS 2024

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THIS PRESENTATION HIGHLIGHTS OUR COMMITMENT TO BUILDING A SUSTAINABLE FUTURE FOR ALL.

**FY2024
FINANCIAL
PERFORMANCE**

SECTION 1

**FY2024 KEY
HIGHLIGHTS**

SECTION 2

**STRATEGY AND
PRIORITIES**

SECTION 3

**COMMITMENT
MOVING FORWARD**

SECTION 4



WE CONTINUE TO ADVANCE WITH A CLEAR FOCUS ON DRIVING RESULTS AND BUILDING RESILIENCE.

1

Focused execution of our **Plantation Transformation Plan** to improve profitability through optimised plantation operation.

2

Expanded our portfolio of **sustainable products** and enhanced production capabilities to access **higher-value markets**.

3

Heightened transparency and accountability, **reinforcing adaptability and alignment with industry standards**.

4

Invested in **leadership, technical upskilling, and digital readiness** to build a capable and future-oriented workforce.

FGV IS AN AGRIBUSINESS PLAYER BASED IN MALAYSIA AND ONE OF THE WORLD'S LARGEST PRODUCERS OF CPO.

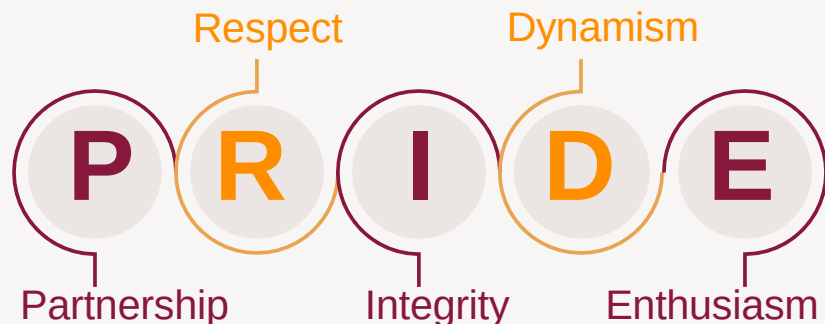
OUR PURPOSE

To Deliver Sustainable Value to Shareholders and Stakeholders.

OUR VISION

Delivering Sustainable Foods and Agriproducts to the World.

OUR PRIDE VALUES



RANKING IN MALAYSIA

41.0%

of the market share for oil palm germinated seeds.



35.4%

of the market share for SAJI refined cooking oil.



53.5%

of the market share for Seri Pelangi margarine.



60%

of the market share for Gula Prai refined sugar.



MARKET CAP.

RM4.16 bn

Note: As at 31 December 2024.

TOTAL WORKFORCE

51,437

Note: FGV Total Workforce including Malaysia, its overseas operations, and MSM as well as operational labour.

OUR PRESENCE

7 Countries

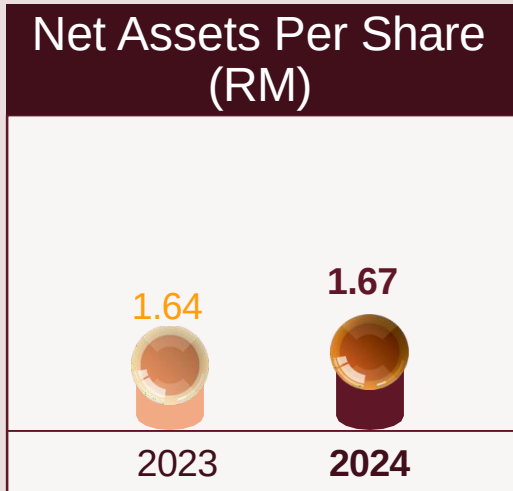
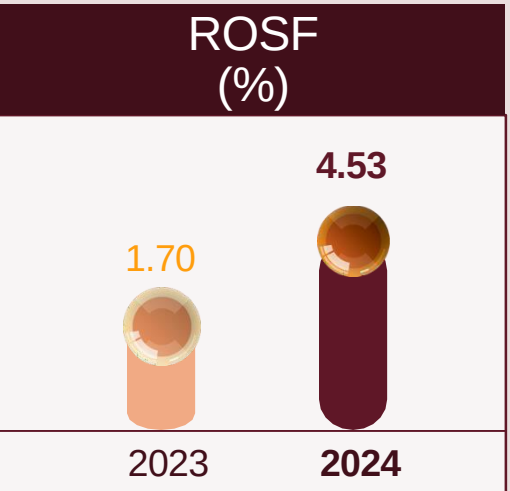
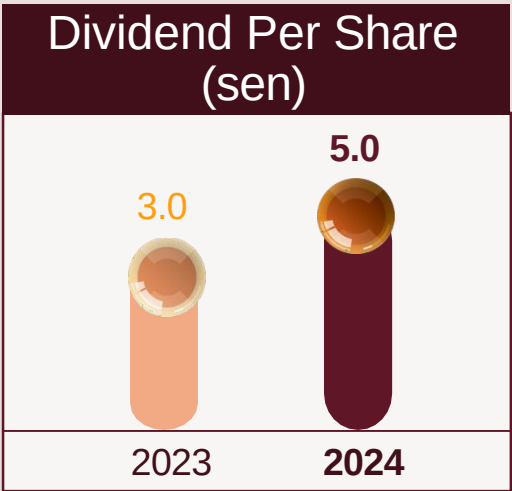
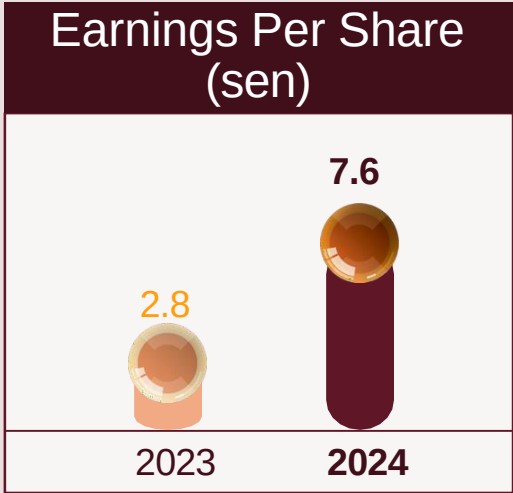
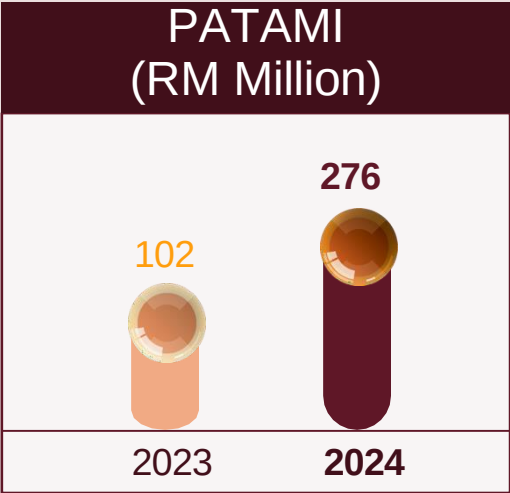
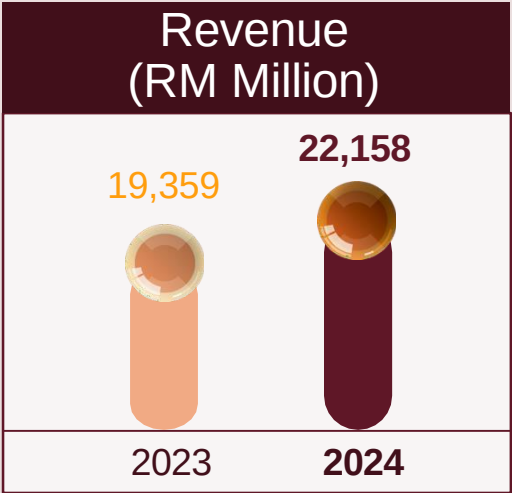


A close-up photograph of a hand wearing a black nitrile glove holding a large bunch of palm oil fruit (bunches). The fruit is a mix of red, orange, and dark purple colors, indicating different stages of ripeness. The background is blurred, showing a person in a red shirt and a yellow safety vest.

Section One

FY2024 Financial Performance

2024: A YEAR OF GROWTH AND IMPACT.



“ FGV delivered a solid performance in 2024, driven by enhanced efficiency and productivity, cost optimisation, market expansion, and a strong commitment to sustainability.

IMPROVED FINANCIAL PERFORMANCE ANCHORED BY CORE BUSINESSES.

PLANTATION



Revenue

↑ **RM1,350 mn**
(2023: RM1,200 mn)

PBZT

↑ **RM261 mn**
(2023: RM39 mn)

OILS & FATS



Revenue

↑ **RM16,704 mn**
(2023: RM14,554 mn)

PBZT

↓ **RM205 mn**
(2023: RM267 mn)

SUGAR



Revenue

↑ **RM3,544 mn**
(2023: RM3,091 mn)

P/(L)BZT

↑ **RM79 mn**
(2023: -RM23 mn)

LOGISTICS & SUPPORT



Revenue

↑ **RM531 mn**
(2023: RM479 mn)

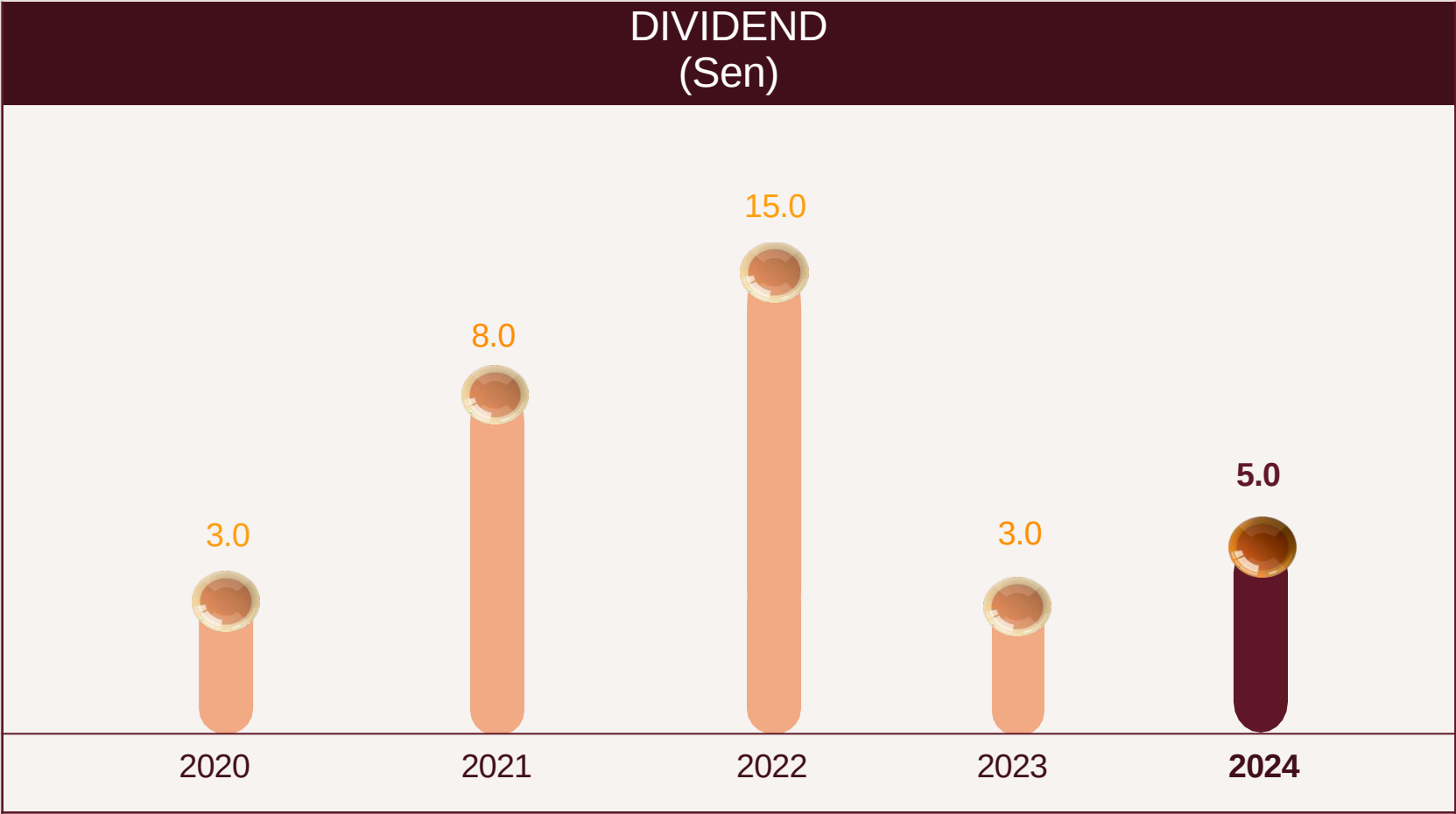
PBZT

↑ **RM157 mn**
(2023: RM149 mn)

“

The Group's performance was supported by operational improvements in FFB yields, stronger palm product margins, and a turnaround in Sugar.

WE UPHOLD OUR COMMITMENT TO SHAREHOLDERS THROUGH CONSISTENT DIVIDENDS.



“ We declared a final dividend of 5.0 sen per share, amounting to a total payout of RM182.41 mn. This reflects the Group’s balanced approach to managing shareholder returns and reinvestment priorities, aligned with financial performance and market dynamics.



Section Two

STRENGTHENING OUR POSITION FOR LONG TERM GROWTH..

ECONOMIC GROWTH



Completed **89%** of the replanting programme.



Introduced the **electric steer power barrow** to estates an **unmanned weighbridges** at mills.



Launched **Yangambi Platinum**, a high-yielding new clonal planting material.



Launched the **new Fract750 Refinery Plant** at Kuantan Port for premium products.

One of the **first Malaysian plantation companies to produce CPKO** in accordance with EUDR requirements.



Completed **10 new tanks** with a total capacity of **24,000 MT** for renewable feedstocks.



Installed **26 units of Automated Tank Gauging systems** at bulking facilities for real-time monitoring.



Awarded a project to **develop, implement, and maintain the MyInvois** system for LHDN.

Launched **23 new stock-keeping units (SKUs)** for consumer products in the market.



Granted the rights to commercialise the **enhanced variety of fragrant rice, MRQ111.**



...THROUGH STRONGER BUSINESS FUNDAMENTALS.

ENVIRONMENT & SOCIAL

Near-term and long-term GHG reduction targets were **submitted to SBTi and subsequently approved.**



Improved infrastructure for migrant workers, with **upgraded housing, grievance mechanism, and better connectivity.**



Planted a total of **5,500 trees, including indigenous and wild fruit species.**



Reimbursed recruitment fees to 1,164 former migrant workers.

Launched “**Projek Rintis: Plantation Technician (Harvesting Specialist)**”, a structured programme to train 60 local youth.



GOVERNANCE



Established the **Gender Diversity in Top & Key Management Policy.**



Launched the **Enhanced Sustainability Framework.**



Submitted **a petition to the U.S CBP** for WRO modification.



Ranked 20th globally and 6th among Malaysian palm oil companies in the **2024 SPOTT assessment with a score of 83.4%.**

A large fleet of yellow MAN trucks is parked in a lot. The trucks have 'FGV' and 'MAN' logos on them. A person is standing next to one of the trucks. The background is a cloudy sky.

Section Three

Strategy and Priorities

OUR STRATEGIC ROADMAP TO REMAIN COMPETITIVE IN THE DYNAMIC AGRIBUSINESS MARKET.



OPERATIONAL IMPROVEMENT

- Improve yield and oil extraction rates by applying **Good Agricultural Practices** to boost efficiency and productivity.
- Commercialise **by-products and renewable energy**.
- Enhance **mechanisation and modernisation efforts**.
- Strengthen **external FFB sourcing** through reliable suppliers.



PRODUCT & MARKET PENETRATION

- Increase **domestic market share** and **expand export markets**.
- Drive **global volume growth** for Oils & Fats, Sugar, and fertiliser products.
- Penetrate **new market segments** in transport, baggage handling, and hospitality.
- Expand **bulking capacity, premium products, and cross-border investment**.



NEW GROWTH AREAS

- Secure **the premium markets** by targeting premium oils and high-margin products.
- Expand **product range** to include value-added products.
- Strengthen **retail presence** through wider distribution and brand visibility
- Develop **FGV Chuping Agro Valley land** through high-impact and sustainable projects.



FINANCIAL & CAPABILITY BUILDING

- Prudent **financial management**, cost control, and internalisation of work.
- Reduce **GHG emissions** by 50% in 2030 and achieve Net-Zero in 2050.
- Comply with **ethical labour practices and environmental standards**.
- Enhance **talent acquisition, development, and retention** to support business growth.

WE ARE COMMITTED TO ADVANCING OUR SUSTAINABILITY AGENDA THROUGH RESPONSIBLE PRACTICES.

BIODIVERSITY & CLIMATE ACTION



*Near- and long-term GHG
reduction targets validated by
SBTi*

*Development of GHG reduction
roadmap*

*Rescued 93 sun bears & 37
gibbons (As of May 2025)*

*30 pangolins bred
(As of May 2025)*

ENHANCEMENT OF LABOUR PRACTICES



*Upgraded and constructed new
housing for workers*

*Fair employment contract
practices*

*Enhanced internet connectivity
at estates in remote areas*

*Reimbursement of recruitment
fees*

SUPPORT FOR SMALLHOLDERS



*Launched 'Kebun Angkat', a
three-year programme*

*Provide technical assistance
and guidance on Good
Agricultural Practices*

*Provide advisory on legal and
market compliance*

*Target 30 participants with total
area of 100 Ha*

A close-up photograph of a conveyor belt in a factory setting. Two white bags of sugar are moving along the belt, which is bordered by green plastic guides. The bag in the foreground is labeled 'GULA PRATI' in large green letters, with 'GULA KASAR' and 'COARSE GRAIN SUGAR' printed below it. The background is slightly blurred, showing industrial machinery and a blue structure.

Section Four

Our Commitment Moving Forward

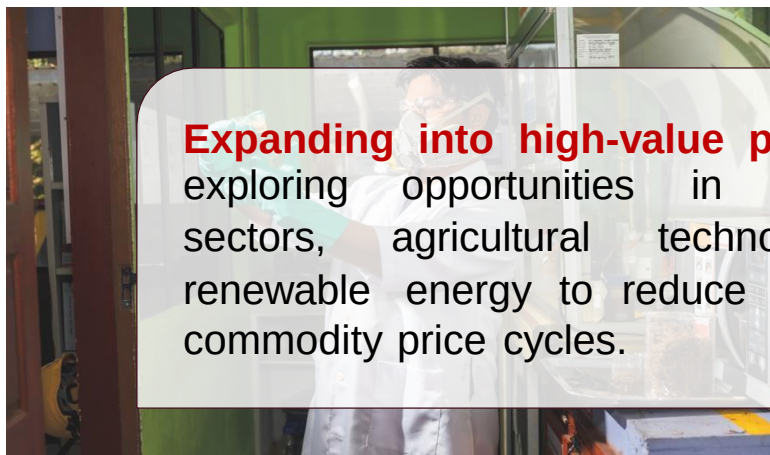
OUR ROLE EXTENDS BEYOND PROFITABILITY. WE ARE HERE TO MAKE A DIFFERENCE.



Driving operational excellence by enhancing estate management practices, adopting and adapting technology, advancing mechanisation, and improving efficiency for sustained growth.



Strengthening stakeholder partnerships by engaging settlers, smallholders, and communities, upholding ethical labour practices, and promoting climate-resilient sustainable growth.



Expanding into high-value products by exploring opportunities in downstream sectors, agricultural technology, and renewable energy to reduce reliance on commodity price cycles.



Leveraging advanced technologies such as AI and the Internet of Things, focuses on optimising operations and anticipating market shifts with agility.

A yellow tractor is driving away from the viewer on a dirt path that cuts through a dense palm oil plantation. The path is flanked by tall palm trees whose fronds create a canopy overhead. The tractor is yellow with black accents and has the number 'VGN 8285' visible on its side.

Additional Info

Unconditional Voluntary Take-over

UNCONDITIONAL VOLUNTARY TAKE-OVER OFFER BY FELDA & PACs.

26 May 2025

Received a notice of Unconditional Voluntary Take-Over Offer from Maybank Investment Bank Berhad (Maybank IB) on behalf of the Federal Land Development Authority (FELDA) to acquire all remaining FGV shares not already held by FELDA and its Persons Acting in Concert (PACs) at RM1.30 per share.

28 May 2025

Kenanga Investment Bank Berhad (KIBB) was appointed as the Independent Adviser to provide comments, views, and recommendations on the offer to the Non-Interested Directors and shareholders.

26 June 2025

Independent Advice Circular to shareholders was issued by FGV, outlining key information related to the offer and presenting the views and recommendations of the Non-Interested Directors and KIBB.



If you intend to accept the offer, or are unsure, please consult your stockbroker, bank manager, solicitor, accountant, or other professional advisers immediately.



- Acceptances must be received by **5:00 p.m. on Monday, 7 July 2025** (*First closing date*)
- If the offer is extended, the new closing date will be announced at least two days in advance.



For more details, refer to Section 2 of the Offer Document dated 16 June 2025 for the full terms and conditions, and Appendix II of the same document for instructions on how to accept the offer.

Shareholders who require assistance and clarification, please visit FELDA's booth at level B1 of Menara FELDA

THANK YOU.



FGV Holdings Berhad

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