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Issuer: Indofood Agri Resources Ltd.

Stock code: 5JS

Meeting details:

Date: 28 April 2026

Time: 2.00 p.m.

Venue: Room 324-325, Level 3, Suntec Singapore Convention & Exhibition Centre, 1 Raffles Boulevard, Suntec City, Singapore 039593

Q1. Would the board/management provide greater clarity on the following operational matters? Specifically:

- (i) **Planted area – nucleus:** The group’s planted area has declined over time, despite the mature plantation area remaining broadly stable. The reduction appears to be driven by a decline in immature nucleus planted area. Total fresh fruit bunches (FFB) from nucleus estates have decreased in consecutive years. **Can management elaborate on its replanting strategy and execution? Is the plantation base being deliberately optimised or rationalised, or are there operational, financial or agronomic constraints affect the pace of replanting?**



(Adapted from company annual report)

- (ii) **Indonesian Sustainable Palm Oil certification (ISPO):** The group has twice deferred its target for full ISPO certification, from end 2023 to end 2024, and now to end 2026. Despite these extensions, certified nucleus CPO production has remained effectively unchanged at 84% to 85% over the last three years, with no material progress recorded. **What are the specific bottlenecks preventing full certification, and what concrete steps are being taken to achieve 100% compliance within the revised timeline? Is the board directly overseeing this as a priority?**
- (iii) **Sugar:** Sugar prices declined from approximately 24 US cents per pound in 2024 to 15 US cents per pound by end of 2025, driven by higher production in Brazil, India and Thailand, as well as softer demand. **While the group has highlighted flexibility in optimising the sugar-ethanol mix, how does the board assess the long-term outlook for the sugar business? To what extent is the segment structurally challenged by changing consumption patterns and regulatory trends, and is its long-term viability increasingly dependent on ethanol rather than sugar consumption?**

Q2. As disclosed by the company following a SGX RegCo query¹, Indonesia’s Ministry of Forestry imposed forestry administrative charges on the group amounting to Rp2,337.5 billion on 1 December 2025, pursuant to government regulations relating to forest area governance and compliance. The group had submitted objection papers to Forest Area

¹ https://links.sgx.com/FileOpen/IFAR%20-%20Response%20to%20SGX%20query_23Feb26.ashx?App=Announcement&FileID=875647

Enforcement Task Force² (Satuan Tugas Penertiban Kawasan Hutan or “Satgas PKH”) and is awaiting a decision as of the date of the annual report. This amount under appeal has been recognised as forestry administrative charges under appeal within ‘Other non-current assets’ in the balance sheet as at 31 December 2025.

22. Other non-current assets	Group		Company	
	2025 Rp million	2024 Rp million	2025 Rp million	2024 Rp million
Non-current:				
Non-financial assets				
Forestry administrative charges under appeal	2,337,480	-	-	-
Advances	451,595	552,972	-	-
Prepayments	2,623	2,742	-	-
Others	33,273	39,058	-	-
	<u>2,824,971</u>	<u>594,772</u>	-	-
Total other non-current assets	<u>3,433,161</u>	<u>1,287,052</u>	<u>18</u>	<u>16</u>

(Source: company annual report; emphasis added)

Media reports in April³ 2026 further indicated that a total of 5.88 million hectares of oil palm plantations and 10,257 hectares of mining concessions have been taken over by the government task force, with fines reaching Rp7.23 trillion.

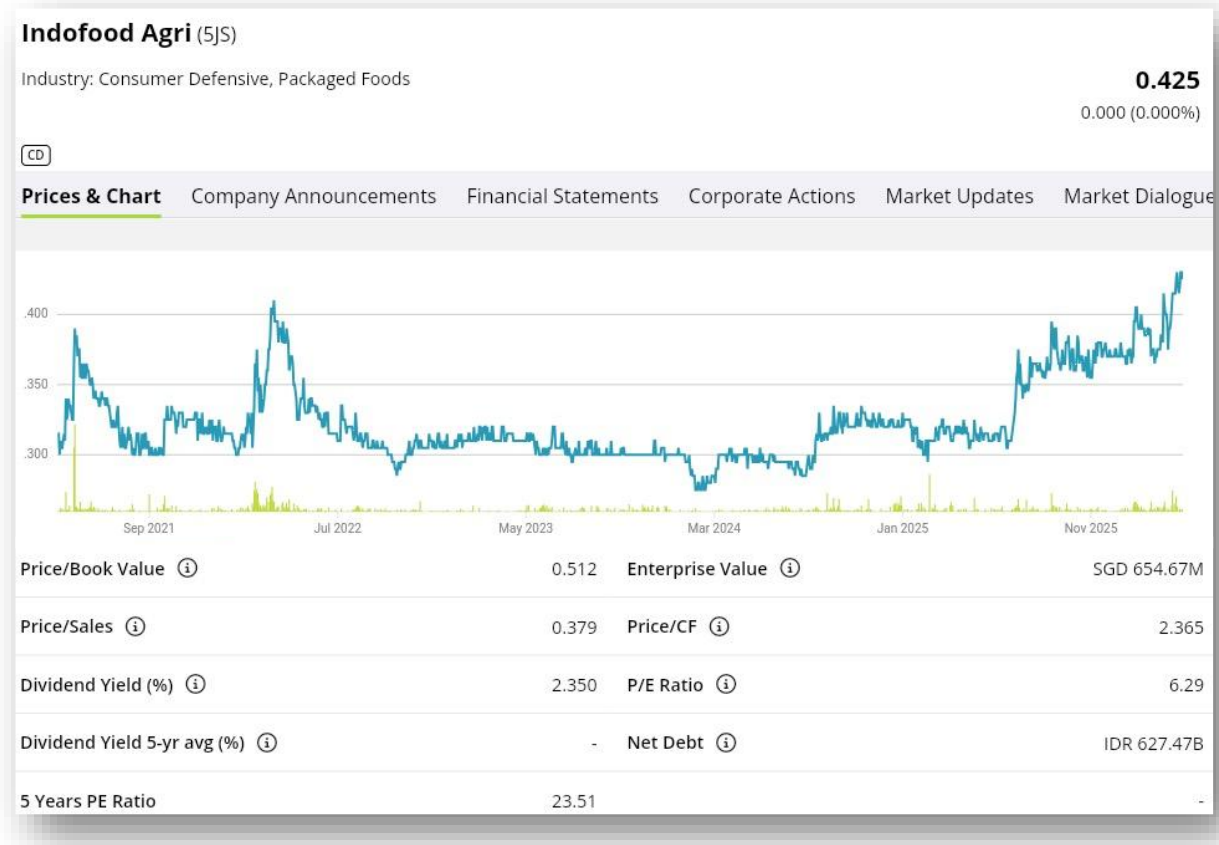
- (i) **How does the board oversee significant legal and regulatory proceedings across the group's global operations and how does it satisfy itself as to whether allegations of this nature have a factual basis?**
- (ii) **With regard to plantation operations, what specific safeguards, internal controls and compliance frameworks are in place to ensure that business operations do not encroach into designated forest areas, and how are these independently verified?**
- (iii) **What role did the independent directors play in overseeing the internal investigation, ascertaining the facts and assessing legal strategy? Did the board formally deliberate on whether this matter met the threshold for**

² The group paid the charges within the required timeframe on 30 December 2025 into an escrow account administered by the Satgas PKH, established by the Indonesian authorities to implement and enforce these regulations.

³ <https://www.reuters.com/world/asia-pacific/indonesias-prabowo-calls-criminal-charges-against-firms-resisting-forest-2026-04-10/>

immediate disclosure under the SGX listing rules, and if so, what conclusion was reached?

Q3. According to SGX StockFacts, the company trades at a discount of approximately 50% to its book value even though the share price has recovered over the past year. The company is trading at approximately \$0.42 per share, compared with a net asset value per share of \$0.855.



(Source: <https://investors.sgx.com/market/securities?code=5JS&type=stocks&lang=en>)

- (i) What has been the total shareholder return over the last 5, 10 and 15 years?**
- (ii) Given the persistent and significant discount to book value, has the board undertaken a formal review to identify the key drivers of this valuation gap? What specific and measurable actions are being taken to narrow the discount?**
- (iii) How is the board assessing capital management options such as share buybacks, special distributions, asset monetisation or portfolio restructuring to enhance capital efficiency and unlock value for shareholders?**

- (iv) Given the company's low free float of 13.92%, have the independent directors evaluated strategic options to improve liquidity and shareholder value, including increasing free float or a potential privatisation by the controlling shareholder at a fair and reasonable price?

Shareholders are welcome to use and/or adapt the questions prepared by SIAS and to forward them to the company.

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