

Celebrating 3 Decades
Of Trust

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B E R I T A IOI

The Official Newsletter of



IOI GROUP

PUBLISHED BY

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PRINTED BY

Sky Press Sdn Bhd
No. 8 & 10, Jalan
PBS 14/10, Taman
Perindustrian Bukit
Serdang, 43300 Seri
Kembangan, Selangor.

ISSUE NO: 106 (APR - JUN 2025)

KDN NO: PP9740/05/2013 (033253)

For Internal Circulation Only

The Journey Of *Parenthood,* Through The *Eyes Of Love*

Being a parent is a lifetime commitment, and once you've joined the parenthood band, you're in for a lifelong journey of ups and downs, twists and turns.

Ask any parent, and he or she will tell you it's a challenging but enriching journey, one that is priceless and matchless beyond words as it requires responsibility, sacrifice, dedication, resilience, love and so much more. It doesn't just transform your role as a mother or father to your child, but it reshapes the relationships that matter most. There's no perfect recipe for being a perfect parent but you'll figure out the ingredients along the way through trial, error and everything in between.

Let's check out what parenthood means to our colleagues and read about their insights and how they've grown through the journey of parenthood in the *Cover Feature*.



**THE
Pentagon**

**2-STOREY LINKED
SEMI-D SHOPS**
Bandar Puteri Bangi



Lot Size
**45' x 70' -
50' x 70'**



Built-up
**5,545 -
7,046 sq. ft.**



**18 Units
Only**



**Open for
Registration**



Milling Ideas For Tomorrow

Driven by innovation, our nine palm oil mills in IOI Plantation's Sabah Region came together to share ideas, showcase innovations and push the boundaries of improvements at our very first *Sabah Mills Innovation Convention 24/25*, which was held on 17 June 2025 at the Ladang Sabah Training Hall.

Our judges – IOI Plantation Services Sdn Bhd General Manager (Mills & Engineering) Mr Raymond Herbertson, IOI Edible Oils Sdn Bhd (IOIEO) General Manager Ir. Shyam Lakshmanan and IOIEO Manager Ms Yung Yen Li – had a tough time evaluating each project, but three innovations stood out – Pamol Mill, Mayvin Mill and Ladang Sabah Mill!

Let's not forget these six palm oil mills which earned consolation prizes – Morisem, Unico Desa, Baturong, Syarimo, Leepang and Sakilan – for their ideas as every idea shared is a step towards a better, smarter and more resilient future for the palm oil industry.

1st Runner-Up: Mayvin Mill

Project: Optimising Illumination At FFB Grading Station

Flickering lights, harsh glare and dark spots not only affect our fresh fruit bunches (FFB) grading accuracy, but also compromise our worker safety. Assistant Mill Manager Mr Basteen Bin Baddu (right) and team upgraded the lighting system with more efficient and safer 300W LED floodlights in a clothesline-type layout for better light distribution. This lowers energy use and costs by 50%, reduces heat generation and maintenance downtime, and improves grading accuracy and worker safety.



2nd Runner-Up: Ladang Sabah Mill

Project: Improving Oil Recovery

The current open steam coil in the de-oiling tank causes poor oil recovery from the steriliser condensate due to poor separation and water contamination. Assistant Mill Manager Mr Vitus Galip (middle) and team installed an additional closed steam coil to improve heat distribution and separation efficiency which will ultimately optimise oil losses and crude palm oil quality.



For the third time in succession, IOI Oleo GmbH's spirit of innovation has been recognised with an *Innovation Zone Best Ingredient Award (Functional Ingredients)* category at the *in-cosmetics* awards.

This year, we proudly took home the *Bronze* award for *SOFTISAN® 650* – a film so light... it feels natural. This natural and vegan multifunctional film-forming ingredient provides proven long-lasting water resistance, barrier protection and moisturisation, making it ideal for skincare and sun care applications.

What a fantastic achievement! Three award-winning innovations in three years! This wouldn't have been possible without our brilliant R&D colleagues, our passionate CARE Studio, our unstoppable sales champions, our amazing teams in Hamburg, Witten and Wittenberge, our trusted partners around the globe and our valued customers. It's a strong sign that our developments are well accepted and appreciated in the industry.



With our brand-new, unique booth and our modern digital presence, we not only made a visual statement, but also showed that IOI Oleo GmbH is strong and ready for the future of the cosmetic industry!

Editor's Note

A trophy or a medal is a shout-out win that deserves applause and celebration for all the commitment, hard work and persistence. It's a recognition of success and an acknowledgement for achieving the required standards. How about gifting a pack of *Milo* and biscuits to a family in need? Breaking a sweat with your workout buddies over a jog, badminton or *Zumba*? Reminiscing with your ageing parents? Checking in on a friend who's having a rough time? Here are wins, big or small, that deserve to be celebrated. What's your win today?

Winner: Pamol Mill

Project: Smart PKShell Dashboard

Palm kernel shell (PKS) is a good fuel source for boilers and is currently used in our mills. To enhance boiler efficiency, Assistant Mill Manager Mr Mohd Ezman Bin Mohd Yusop (right) and team engineered a *Smart PKShell Dashboard* to ensure only the required amount of PKS is used while the excess is channelled out for storage or sales. This reduces wastage, saves fuel and improves operational accuracy.



3 Wins In 3 Years



The *in-cosmetics Korea Awards 2025* is a prestigious award that celebrates the best in Korean beauty innovation, recognising scientific breakthroughs and outstanding contributions to cosmetic science.

After showcasing our innovation at the *in-cosmetics Global 2025* in Amsterdam, Netherlands from 8 to 10 April 2025, we were thrilled to learn that we are a winner at the *in-cosmetics Korea Awards 2025*!

Pursuing Quality & Sales Excellence



2024 has been a great year of growth for IOI Properties Group Berhad (IOIPG), with new markets, successful project launches and a strong focus on quality – all thanks to our dedicated Team IOI.

We introduced a diverse range of residential offerings such as *Arena Residences 2* in Warisan Puteri Sepang, *Arawani* and *Caladia* in Bandar Puteri Bangi, and *COVO* in 16 Sierra. We also unveiled the 117-acre *Senna Puteri* township in Salak Tinggi, while revitalising Bandar Puteri Puchong with the ambitious 100-acre *IOI Rio City* masterplan and the new *IOI Mall Rio*. Our launches continue to reflect thoughtful design, vibrant communities and strategic connectivity.

On 6 May 2025, we celebrated our champions at the *IOIPG Quality & Sales Excellence Awards 2024* at Palm Garden Golf Club. Group Chief Operating Officer – Property Development (Malaysia) Mr Teh Chin Guan and Southern Region Chief Operating Officer Mr Lim Beng Yeang proudly presented 45 awards to our top-notch achievers and leading business units. Congratulations to our Project Teams for their *Product Quality Excellence* and commendable quality scores, our frontliners for rendering *Service Quality Excellence* across our townships, and our sales achievers for their *Sales Excellence* and for surpassing targets.

Let's not leave out our hardworking individuals who went above and beyond. Look at some of the highlighted moments below. Together, we are not just building properties – we are building a *Trusted* brand, raising the bar and setting new benchmarks in our pursuit of excellence.



Most Improved Individual Sales Award

IOI Galleria @ Taman Kempas Utama Senior Sales Consultant Ms Nurlida Binti A Rahman (left) said the award “reflects growth, persistence, and support. With consistency, a willingness to learn, and my team's encouragement, I turned challenges into progress.”

Sales & Marketing (Puchong) Senior Sales Consultant Mr Loke Jian Cheng (right) was equally thankful, saying: “it means a lot to be recognised for hitting my sales goals, it shows that the effort I put in is paying off and making an impact.” His tenacity also won him the *Individual Sales Champion Awards – Achieved The Highest Total Sales Value In The Region (Puchong)*.



Individual Sales Champion Of The Year Award

Cheers to Sales & Marketing (IOI Resort) Sales Team Leader Mr Tommy Cheang (left) and IOI Galleria @ Bandar Putra (Kulai) Sales Consultant Ms Chear Li Bin (right).

These two individuals certainly deserve the *Individual Sales Champion Awards* for their hard work and dedication which resulted in the *Surpassed Individual Sales Targets By The Highest Percentage*.

Ms Chear also won the *Individual Sales Champion Award – Achieved The Highest Total Sales Value In The Region (Kulai, Johor)*.

Evolving Growth, Expanding Reach



IOI Properties Group Berhad's exponential growth evolves with the times, embracing new trends and technologies to ensure our businesses remain innovative and sustainable. Our sixth Integrated Annual Report (IAR) 2024 provides a comprehensive and strategic overview of business operations, performance and impact of our three core business segments, namely Property Development, Property Investment, and Hospitality & Leisure. Our theme *Evolving Growth, Expanding Reach* captures our evolution – adapting to emerging trends, embracing technologies and expanding new horizons as we stay true to our vision to be a *Trusted* brand. Visit our award-winning IAR 2024 at: <https://tinyurl.com/38jz5dcj>



Our IAR 2024 was named a *Top 10 Finalist* in the *Large Company* category at the *Asia Integrated Reporting Awards 2024* in Singapore on 6 March 2025.



Our IAR 2024 also won two *Silver Awards* in the *General Award* and *Sustainability Reporting* categories at the *Australasian Reporting Awards 2025* in Melbourne, Australia on 29 March 2025 – a significant leap from last year's *Bronze Award* in the *Sustainability Reporting* category.

The Central Of Nature's Bloom

Whether you're enjoying a stroll or a jog, hanging out with friends, seeking playtime joy with your family or taking a break from shopping at IOI City Mall, IOI Properties Group Berhad's 10-acre Central Park at IOI Resort City welcomes you with open arms. Since opening in June 2024, it has become a green escape where wellness, nature's beauty and connection all come together.

Johor's Chief Minister Yang Amat Berhormat Dato' Onn Hafiz Bin Ghazi said: “Landscaping directly contributes to the quality of life, helps mitigate climate change, and supports the creation of healthier, more harmonious living environments,” and Central Park is a truly inclusive space for the community, offering wide open spaces with scenic lakes, shady walking trails, a dedicated children's playground, a welcoming pet-friendly area, a vibrant skate and bike park, and courts for basketball, futsal and badminton. For those seeking nature, it also features a jungle track and an edible garden, alongside a scenic boardwalk.

That's why Central Park is one of just five winners out of 25 entries nationwide to receive the *Rosa Sinensis Award* at the *26th National Landscape Day 2025* on 28 June 2025. Most notably, the park is developed and managed in line with the Group's sustainability goals of *Caring for the Environment* and *Developing Sustainable Communities*, with emphasis on biodiversity conservation and enhancement of well-being. What's more? Check out the variety of biodiversity spotted in our Central Park under our *Green & Sustainability* section!



This annual award is the highest national recognition that celebrates excellence in the planning, development and management of public parks and green spaces across Malaysia.

SEEK Purpose, SEEK IOIPG



Congratulations to IOIPG for maintaining a fair and equitable work culture!



At IOI Properties Group Berhad (IOIPG), we are *Trusted*, to empower our people. When employees seek IOIPG, they seek more than a job – they seek purpose, growth opportunities and the chance to make a meaningful impact in their workplace.

Our dedication to fostering a positive and people-first work environment was recognised at the *SEEK People & Purpose Awards 2025*, where we received a *Bronze Award* in the *Best Sustainable HR Practices* category, which honours effective organisational strategies for workforce management while prioritising long-term business and social sustainability. Head of Group People & Culture Ms Bhuvanesh Krishnasamy who received the award at M Resort & Hotel Kuala Lumpur on 29 May 2025 said: “At IOIPG, our people-first culture is more than just a principle. It’s a practice embedded in everything we do. From fair and inclusive policies to meaningful career development, wellness initiatives, and recognition programmes, we are committed to creating a workplace where our people feel valued, supported and empowered to grow. This award reflects the collective efforts in building a culture that prioritises our people at every step.”

Additionally, we are a *Top 5 Finalist* in the *Top Voted Employer in Real Estate & Construction* category, based on a nationwide survey of our working population from January to February 2025. The awards, introduced in 2024, celebrate passionate and purpose-driven HR practitioners in Malaysia. What makes them unique is the dual recognition system, comprising public voting and submission categories to offer both the industry validation and endorsement from the talent pool itself. This year, submissions were evaluated by a panel of 16 HR leaders from various industries.



From Cultural Charm To Award-Winning Calm

Whether it’s saying “I do” in a garden full of blooms, unwinding on a quiet weekend or gathering minds in style – Palm Garden Hotel brings moments to life, just the way you imagined. Reopened in November 2023, our Tribute Portfolio Hotel features refreshed interiors by Aprilist Associates, blending Malaysia’s cultural and plantation heritage into a warm, welcoming and memorable guest experience.

Our hotel’s seamless fusion of authentic design, tranquil ambiance and dedication to quality was recognised with the *Award Winner* title in the *Hotel Interior (Malaysia)* category at the prestigious *Asia Pacific Property & Hotel Awards 2025-2026*, held at the Marriott Marquis Hotel in Bangkok, Thailand, from 15 to 16 May 2025.

Since the launch in Singapore in 2008, the awards have drawn entries across various categories of architecture, interior design, real estate and property development. This year, 800 entries poured in, each meticulously judged for excellence in design, quality, service, innovation, originality and sustainability.



Palm Garden Hotel proudly stood among the nation’s finest as Malaysia made a strong impression with 68 accolades.

More Than A Mall, Now In PLATINUM

Shopping is more than just buying stuff – it’s about enjoying an immersive experience that blends great vibes, good food, entertainment, wellness, family fun and community all under one roof.

IOI City Mall has something for everyone – locals and tourists. More than just shops and attractions, we deliver top-notch quality through our service, green features (check out our GBI certification article), community engagement, digital presence and more. This commitment earned us the prestigious *Malaysia Tourism Quality Assurance (MyTQA)* recognition in the *Platinum* category from the Ministry of Tourism, Arts & Culture.

We achieved a score of 95.09% for excelling in six evaluation criteria: Marketing & Promotion, Appearance & Experience, Facility, Staff & Business Operator, Safety Practices and Sustainability Practices. This three-year accolade puts us among just 18 Platinum holders out of 119 certified premises nationwide. We’re proud to showcase the best of Malaysian hospitality as we gear up for *Visit Malaysia Year 2026*.



Developing Next Green Pulp

Take a look around you. Books, notepads, tissues, paper bags, food packaging and more – all these pulp and paper products are part of our daily lives. They use about 40% of the world’s harvested wood which produces around 400 million tonnes of paper and paperboard every year. The demand for these daily essentials is taking a toll on our ecosystems, fuelling deforestation and accelerating climate change. Instead of wood, there is another option – empty fruit bunches (EFB) – and IOI Corporation Berhad (IOIC) will be using this sustainable bio-waste more effectively by converting it to paper pulp through a strategic partnership of synergistic innovation, expertise and global reach.

We partnered with Nextgreen Global Berhad (NGGB) in April 2024 to form a joint venture company, Nextgreen IOI Pulp Sdn Bhd, to collaborate with Xiamen C&D Paper & Pulp Group Co. Ltd. (Xiamen C&D). Together, we are uniting our core strengths towards one goal – develop Malaysia’s first large-scale, zero waste pulp production facility at the 410-acre Green Technology Park (GTP) in Pekan, Pahang. Together, we are developing high-quality pulp from our EFB by utilising NGGB’s patented Preconditioning Refiner Chemical-Recycle Bleached Mechanised Pulp technology and technical expertise whilst Xiamen C&D will lead in product off-take and distribution efforts exclusively.

Spanning 81 acres, the new state-of-the-art facility is slated for completion within 24 months. Phase 1 alone will produce 150,000 metric tonnes of high-quality pulp from EFB annually with a total estimated capital expenditure of RM900 million. What a huge stride towards sustainable economic development!



From right to left: IOIC Group Managing Director & Chief Executive Dato’ Lee Yeow Chor with NGGB Managing Director Dato’ Lim Thiam Huat and Xiamen C&D General Manager Mr Zhang Xiao Hui inking the strategic partnership on 14 April 2025 at Le Méridien Putrajaya.



The GTP is located in the Eastern Corridor Economic Region Special Economic Zone, supported by the Malaysian government to be a regional hub for green manufacturing and bio-industrial activities.

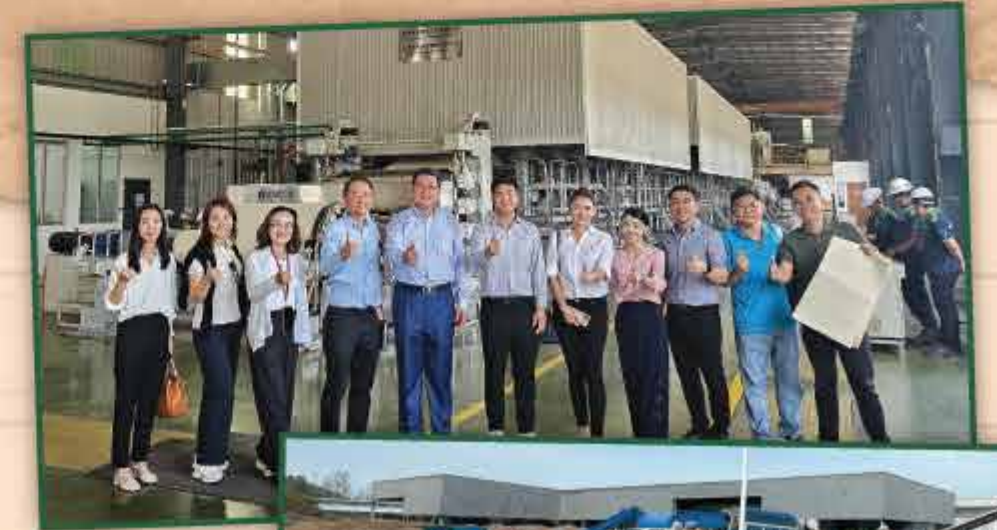
A Tour Of The Next Green Innovation

A familiarisation tour offered an exclusive walkthrough of the 410-acre Green Technology Park (GTP) where Malaysia’s first zero-waste pulp production facility will be developed.

A team of IOI Corporation Berhad colleagues and representatives from OCBC Bank Malaysia gathered on the bright morning of 14 April 2025 and arrived at 10:30 am at GTP to take a closer look at how this vision is taking shape on the ground.

Nextgreen Global Berhad (NGGB) Managing Director Dato’ Lim Thiam Huat and Executive Director Ms Lim Kah Yee led the site tour, showing the process of pulp making through NGGB’s patented Preconditioning Refiner Chemical-Recycle Bleached Mechanised Pulp (PRC-RBMP) technology. This cutting-edge, first-of-its-kind hybrid innovation is a major breakthrough for the industry, combining chemical, mechanical and thermal treatments to preserve the structure of EFB fibres while maximising their production potentials.

Unlike conventional pulp-making methods that rely heavily on wood, PRC-RBMP reduces overall processing time and cost in producing high-quality pulp for wood-free paper, tissue paper, premium packaging paper and pulp-moulded packaging – all without cutting more trees and adding pressure to our forests. What a powerful step forward in circular innovation, proving that agricultural waste can indeed become a force for good!



We can’t wait to see the facility come to life!



Dato’ Lim Thiam Huat (second from left) leading IOI Deputy Group Chief Executive Officer Mr Tan Kean Hua (left), Assistant General Manager, Group Operations Mr Ryan Lee (second from left) and others on the site tour.



These food packagings and containers are made by NGGB’s joint venture with Crown Package Co. Ltd. from Japan and are produced within the GTP complex.

Changing The Skyline Of The Lion City

IOI Properties Group Berhad’s (IOIPG) foray into Singapore began in 1996 which progressed into a strategic growth and presence. In 2011, we joined hands with City Developments Limited (CDL) to co-develop the 3.5-hectare site along Beach Road. Together, we have transformed it into one of Singapore’s most recognisable landmarks. South Beach’s iconic wave-like canopy – a microclimatic structure that shades the open spaces below while filtering heat and light – is a symbol of design ingenuity and environmental sustainability. It is also Green Mark Platinum certified, the highest green building certification awarded by Singapore’s Building Construction Authority.

Our latest milestone is the acquisition of CDL’s 50.1% for RM2.75 billion (or \$834.22 million) on 4 June 2025. It allows us to gain full ownership of South Beach’s commercial components, which includes South Beach Tower (Grade A offices), the 634-room JW Marriott Hotel Singapore South Beach, retail and F&B spaces, and the fully sold 190-unit South Beach Residences, once the transaction is completed by the third quarter of 2025. This strategic expansion will increase our net lettable area in Singapore to 1.8 million sq ft, and we will continue to change the skyline of Singapore as we grow big and strong.



IOIPG Group Chief Executive Officer Mr Lee Yeow Seng said South Beach holds immense significance for IOIPG: “Combined with the IOI Central Boulevard Towers and the W Singapore – Marina View hotel, this acquisition will elevate the Group’s profile as one of the major landlords of premium office space and a prominent player in the hospitality industry within the Republic.”

Let's Raise The Wage

After six months of dedication and determination, IOI Plantation marked a proud milestone by sealing the Collective Agreement with the All Malayan Estates Staff Union (AMESU) to boost staff welfare and raise wages across the sector. Together with other plantation companies, we took a meaningful step to strengthen staff rights, raising the minimum wage threshold from RM1,700 to RM1,800, which will benefit over 5,000 plantation workers represented by AMESU, one of the oldest and most respected trade unions in Malaysia since 1927.

Our plantation staff in Peninsular Malaysia can rejoice as they look forward to a 12% salary increase starting 1 January 2025, with arrears backdated to that date. The good news doesn't stop there – starting 1 July 2025, we've also increased the hospitalisation and surgical insurance coverage up to RM20,000 per year for all our staff – and it covers dependents too!

This agreement was officiated on 23 June 2025 at a signing ceremony held at Mardhiyyah Hotel in Shah Alam. It marked our commitment to human rights, fair labour practices and the well-being of our workforce – because you deserve it!



Plantation Director Mr NB Sudbakaran (right) celebrating a key milestone for IOI, alongside AMESU Honorary General Secretary Mr R. Jey Kumar (left) and Human Resources Minister Yang Berhormat Steven Sim Chee Keong (centre).

A Small Green Habit For A Big Change

Every little effort counts when it comes to protecting our planet. Our employees at IOI Oleochemical Industries Sdn Bhd showed just how much small actions can add up to a big change on Earth Day. Everyone received a mini succulent as a symbol of how a small act of care can grow into something big and meaningful for Mother Nature. A fun Earth Day quiz brought plenty of smiles and fresh ideas on how we can all live a little greener. Our Director of Oleochemical, Malaysia Mr David Koo officiated the event and emphasised the importance of collective responsibility for the planet, saying: "Earth Day serves as a powerful reminder that we each play a role in protecting our environment. Sustainability is not just a value – it's a commitment."

Taking their pick of these little greens.



A little green to brighten the day!

Green Tips For Succulent Care



Illuminating A Sustainable Future

The *i Light Singapore 2025* lighted up the Lion City once again with 17 imaginative art installations that spread out across various locations, including South Beach, from 29 May to 21 June 2025. First held in 2010, this festival encourages sustainable habits through the showcase of energy-saving lightings and environmentally-friendly materials by Singaporean and international artists. Themed *To Gather*, check out the following two illuminating creations at South Beach.



Saulux by SPLACES.STUDIO in Malta

When you run your fingers through this dense field of willow-like twigs, each stem will alight in a golden and gentle glow at 2200K. The name captures the essence of the artwork: *saule* (willow) *meets lux* (light), revealing the invisible currents that flow through our everyday environment, and encouraging you to engage with nature in a playful, sensory way. Just like nature, no two moments are ever the same.



This is Not a Screen by National University of Singapore students

When you peer through these polarised screens recycled from digital devices, the image is altered depending on your angle. Just like individuals, no two perspectives are alike, shaped not just by what we see but also by how we see it. Like the omnipresence of screens in our lives, from small screens in our pockets and medium screens on our desks to large screens on our walls, we are connected through shared devices, yet our experiences are uniquely different, filtered through the lens of our personal perception.

Raising The Bar For Sustainability



The Indonesian Sustainable Palm Oil (ISPO) certification, introduced in 2011, ensures sustainable palm oil production meets the required sustainability standards in Indonesia. Let's give a round of applause to PT Sawit Nabati Ago (PT SNA), through its subsidiaries, PT Sukses Karya Sawit, PT Berkat Nabati Sejahtera, PT Bumi Sawit Sejahtera and PT Kalimantan Prima Agro Mandiri, which has officially been certified and verified under the ISPO certification scheme! What a proud milestone for PT SNA as Sustainability & Certification Manager Ms Nazlya Syahputri (second from right) received the certifications during a certificate handover session on 23 June 2025, presented by the British Standards Institution (BSI) Indonesia, the official certification body.

Planting Seeds Of Love With Little Ones

There's no better way to cultivate a love for nature than by encouraging children to plant the seeds early – and doing it together. That spirit of nurturing took root at IOI Mall Kulai's *Plant A Tree* activity on a sunny Saturday, 24 May 2025, where 20 enthusiastic children got their hands dirty and planted seeds of love with their families at our Herbs Garden.

Each child planted their very own *Ruellia simplex*, also known as the Mexican petunia, to help brighten the mall's car park compound with its vibrant purple blooms. This ornamental plant is both pollinator-friendly and requires low maintenance – a perfect symbol of resilience and beauty, just like the young changemakers who took part in bringing it to life!

More than just a fun gardening session, the hands-on experience sowed powerful seeds of eco-awareness in our little heroes as we showed them that even small hands can help grow a better future. By digging into the soil, they also learnt how trees support life and why caring for them matters. What better way to bond and give back to Mother Nature than by planting a tree together? Will you get your hands dirty too and plant a little love with someone you love?



Raising Little Green Heroes

With crayons in hand and curiosity in their hearts, young minds at SK Taman Inderawasih coloured and expressed their love for Mother Nature during an Earth Day celebration, while their seniors battled it out in a quiz on environmental and sustainability issues. Thanks to IOI Oleochemical Industries Berhad's Community Service Committee, 227 students, including those with special needs, and 37 teachers, gathered for an educational environmental programme on 16 April 2025.

What a great opportunity to raise awareness among the young ones so they can grow up to become protectors of nature! Our Plant Engineer Mr Rahul Nair introduced some simple yet impactful eco-friendly habits that can be practised both at home and in school – such as turning plastics into art pieces and eating more vegetables. Human Resources Assistant General Manager Ms Irin Decruz even showed how to plant a mango tree, step by step. The day wrapped up with the distribution of goodie bags to all students and teachers – each containing a notebook, a breakfast pack and a mini succulent plant.



From a colouring contest for lower primary students (Standards 1, 2 and 3) to a quiz for upper primary students (Standards 4, 5 and 6), plus hands-on activities for everyone, the day was packed with fun and learning for all!



To save Mother Nature, let's plant more trees!

Celebrate Earth, Celebrate Us

Who says Earth Day can't be more than just lectures and leaflets? IOI Corporation Berhad (IOIC) turned 22 April 2025 into a day of joyful celebration at our first-ever *IOI Earth Day Mini Carnival* at IOI City Mall, which welcomed everyone to enjoy meaningful buys and activities that championed circular living.

Every booth was a positive boost for the planet! It was a fun-filled day as IOIC and IOI Properties Group Berhad employees along with the public snapped up great finds at Bargain Basement, learnt how drink cartons get a cool second life at the Tetra Pak booth, and got their hands on locally grown fruits and fruity treats made from the harvest of IOI Plantation (Sagil Estate).

Our Urban Garden, established in 2023, also brought along some lovingly harvested edible greens that were all up for grabs! Today, our gardening plots are buzzing with butterflies and bees, and a bounty of fruits and vegetables like water spinach, corns, eggplants, kohlrabis, passion fruits, pumpkins and more. We rely on organic pesticides and promote natural pest control through beneficial allies like weaver ants, lady beetles, crab spiders, assassin bugs, wasps and the ever-watchful praying mantis. So if you spot them among the leaves, don't chase them away because they are the guardians of our harvest.



Tetra Pak Malaysia encouraging us to practise recycling and showing how easily we can give beverage cartons a new life.



Healthy greens from our Urban Garden nourish both employees and animals at IOI City Farm in a tasty win for zero waste.



Hey, there are plenty of feel-good bargains at Bargain Basement!



Pineapples, coconuts, bananas – what a fruitful harvest from our intercropping efforts at Sagil Estate.



And hey, let's not forget the yummy ice cream, banana cakes and pineapple tarts – every bite was a feel-good win for the planet.

Appreciate Biodiversity Right Where You Are

Ever wondered why pitcher plants are nicknamed *Monkey Cups*? It's because monkeys have been spotted sipping from them! Here's another cool fact – the *Oriental Garden Lizard*, a common reptile found in parks and gardens, lights up in fiery red and orange during breeding season!

Look around you. Nature's wonders are closer than you think. Pause and observe nature when you're in the urban park, neighbourhood garden or in any green spaces around you. And with just a few taps on the *iNaturalist* mobile app, you can contribute valuable data to a global biodiversity database.

This year, IOI Properties Group Berhad (IOIPG) organised nature walks across three of our regions in Malaysia, namely IOI Resort City (IRC), Penang and Kulai, as part of our *IOIPG City Nature Challenge (CNC) 2025*, held from 25 to 28 April 2025. But these were more than just leisurely strolls.

Our Sustainability and Landscape teams teamed up with Sekitar Kita to give participants a fun, hands-on learning experience with nature, spotting and documenting everyday marvels like local plants and wildlife, reconnecting with nature and stepping into the role of citizen scientists.

Thanks to 291 passionate nature lovers, we recorded 2,610 observations and identified 1,906 of these observations, uncovering 720 unique species. Since the inception of *CNC* in 2019, we have collectively recorded 15,567 observations and documented 4,564 species – an impressive contribution to biodiversity data.

In Kulai, we collaborated with Sekitar Kita on a nature walk at Hutan Bandar Kulai, enhancing biodiversity knowledge among employees from the Southern Region.

At IRC, participants from 16 Sierra, Bangi, Puchong and our IRC and Projects teams joined a guided walk at Central Park on 25 April 2025 to learn about species identification, ecosystem links and sustainable landscaping from an experienced ecologist.

Our Courtyard by Marriott team in Penang proudly joined the *CNC* for the first time, hosting a nature walk at the picturesque Penang Botanical Gardens.

Going Bananas With Oil Palms

For the first time, Kuala Jelei Estate in Bahau, Negeri Sembilan piloted a new approach by intercropping bananas with oil palms, offering a fresh take on the proven banana-and-coconut model used by Sagil Estate, Bukit Serampang Estate, Paya Lang Estate and Tambang Estate.

In May 2024, we allocated 30 hectares from our 127-hectare oil palm replanting block within our 630-hectare estate for this initiative. We kicked off Phase 1 by planting 5,000 *Berangan* banana seedlings, followed by another 2,500 a month later. The bananas complemented the oil palms well in their early growth stage. As the oil palms slowly mature, the bananas make productive use of the inter-row space by enriching the soil, improving land efficiency and turning previously underutilised ground into a productive growing area.

In August 2024, we launched Phase 2 by planting an additional 7,500 seedlings – bringing the total to 15,000 seedlings. With a dedicated team of five workers, we committed meticulously to a process of land preparation followed by timely manuring, pest and disease spraying every two weeks, pruning and protective bagging. Banana trees start flowering around the fifth month after planting. By the ninth month, we carefully removed the male flowers – essential only during early growth – to direct nutrients to the developing fruits. Instead of discarding the male flowers, we sold them for culinary purposes, turning them into a tasty source of extra income for the estate.

In April 2025, 11 months after planting, we celebrated our first harvest. The average bunch weighed an impressive 27 kg. By May, some bunches almost topped 30 kg! These yields exceeded initial expectations, reflecting our estate's careful planning and dedication to best agronomic practices. We can't wait for our second batch of bananas to mature! With the blueprint now proven, we have set a strategic example of how banana-and-oil palm intercropping can enhance sustainability, maximise land utilisation and increase yield potential.

Banana trees are supported and secured with stands to prevent the trees from wind damage.

Kuala Jelei Estate Manager Mr Jason Chai commented: "Seeing the results from our first harvest is incredibly rewarding. It demonstrates that with the right approach and team, intercropping bananas within oil palm can not only be viable – but also highly profitable."

Top of the bunch – weighing about 29 kg, this is the heaviest bunch recorded in Kuala Jelei Estate!

Greening The Horizons With GBI

Sustainability is a core passion at IOI Properties Group Berhad (IOIPG), and we are staying strong in our mission to create a greener built environment.

Our efforts to go green are definitely paying off as our IOI City Towers 1 & 2, IOI City Mall Phase 2 and Moxy Putrajaya earned Green Building Index (GBI) certifications recently. We received these prestigious certifications under the Non-Residential New Construction (NRNC) category from GBI Chief Executive Officer Ar. Sarly Adre Sarkum who commended IOIPG, saying: "IOI Properties' achievements stand as a powerful example of a forward-thinking, responsible property developer. Congratulations to IOI Properties for not just meeting the standard but going above it. May this milestone inspire the industry to build boldly and more sustainably for our future." This recognition was presented during a ceremony at IOI Headquarters on 27 May 2025.

As of FY2024, nearly 45% of our owned and managed office buildings in Malaysia have attained GBI certifications. We are steadily growing our green assets and ensuring all upcoming office buildings in Malaysia will be GBI-certified by FY2030. Congratulations to Team IOI for consistently delivering high-quality and future-ready developments that meet the growing demand for green office and retail spaces!

IOI City Towers 1 & 2 – Upgraded To GBI Silver Rating

Our two premium Grade A office towers received an upgrade from the 2021 GBI Certified rating thanks to our sustainable practices such as heat-reducing performance glass, high-efficiency chillers, a robust energy management system (EMS), water management and other innovative designs, contributing to a low Building Energy Intensity of just 107.91 kWh/m² per year.

Moxy Putrajaya – GBI Certified Under NRNC: Hotel

Our 19-storey hotel with 480 rooms incorporates ACMV systems, TES district cooling and smart EMS, in addition to recycled materials, low Solar Reflectance Index hardscaping, water-efficient fittings and active waste segregation for a greener hospitality experience.

MORE BOOTS ON THE GROUND

Managing human-wildlife conflict is an ongoing challenge in plantations. Not only do our teams have to deal with issues such as elephants raiding crops, unexpected sun bear encounters and the death of rare, threatened and endangered species, they have to respond to signs of poaching and illegal hunting. All these require sharp instincts, swift response and constant vigilance on the ground.

Yet with only 12 trained Honorary Wildlife Wardens (HWW) covering a massive 43,000 hectares in IOI Plantation (Sandakan Region), we urgently need more boots on the ground – and fast.

To strengthen our frontline, our Sustainability Team partnered with the Sabah Wildlife Department (SWD) for a much-needed *HWW Course* at IOI Pamol Executives & Staffs Club from 10 to 12 June 2025. A total of 40 participants, comprising our employees and three external SWD-nominated individuals, learnt to become our eyes and ears on the ground. Led by Representative of the SWD Director & Programme Supervisor Ms Audrey Augustine and SWD Officer Ms Natalia Nadia Yahya, 12 expert trainers covered all the responsibilities of an HWW, including enforcement protocols, wildlife handling, field evidence collection and more, under the Sabah Wildlife Conservation Enactment 1997, followed by a written exam and a practical field training on the final day.

Can't wait to see these future HWWs rise to the challenge in the wild!



One final test to prove you have got what it takes to become a certified HWW!

We're eagerly awaiting the announcement of our newly-appointed HWWs by the State Government. So is our management team – General Manager Mr Kumaresh Ragunathan, Plantation Controller Mr Imbau Taunangoi and Senior Manager Mr Jumar Asjadi – who proudly attended the closing ceremony, encouraged by the sight of more trained boots ready for action.

Boots on the ground and eyes on the details – our participants putting their skills to the test and mastering evidence collection during the on-site practical assessment.



IOI City Mall Phase 2 – GBI Certified Under NRNC: Retail

As the largest GBI-certified mall in Malaysia with a total net lettable area of 2.5 million sq ft, we integrate high-efficiency Air-Conditioning and Mechanical Ventilation (ACMV) systems, LED lighting with smart zoning, a powerful Thermal Energy Storage (TES) cooling system with a capacity of 270,000 RTH (Refrigeration -Ton Hour) per year, a sophisticated EMS and other sustainable features to enhance energy savings and shopper comfort.



IPW Chief Executive Officer Mr Peter Fitch presenting *OnCore*® as a game-changer for reducing environmental impacts and maximising resources during a business matching session at the Malaysia Pavilion on 27 May 2025.



Weaving A Greener Future With OnCore®

Every panel of *OnCore*® tells a story of sustainable innovation. What used to be discarded as agricultural waste is now transformed into high-performance wood panels as IOI Palm Wood Sdn Bhd is helping to weave a future shaped by sustainability and harmony at the Malaysia Pavilion at *Expo 2025* on Yumeshima Island in Osaka, Kansai, Japan.

In collaboration with SKS Group, we have crafted and fabricated our *OnCore*® palm wood panels into practical, sturdy furniture such as souvenir shelves, kitchen counters and tabletops. Since the launch on 13 April 2025, these eco-friendly materials have been proudly on display to visitors from around the world, with more than 28.2 million people expected by the time the expo wraps up.



What makes *OnCore*® stand out is not just its aesthetic appeal, but its sustainability origin.

As a Strategic Partner of the expo, we're proud to help elevate Malaysia's presence on the global stage while supporting a more inclusive and sustainable future – all in line with the theme *Weaving a Future in Harmony*.

There's still time to check out the Malaysia Pavilion! *Expo 2025* runs until 13 October 2025 – or you can explore it online at <https://shorturl.at/qwYcs>.

Our *OnCore*® panels were sent to SKS Group's workshop for preparation.



Turning Waste To *Treasure*

Cardboard boxes. Out-of-fashion clothes. Used batteries. Old phones. Outdated magazines. Empty aluminium cans. We've got stuff lying around the house which we don't really need. So why not recycle them and turn these items into something meaningful for our planet? That's what IOI Properties Group Berhad (IOIPG) Customer Relations Unit (Central Region) did through six community recycling drives across Klang Valley.

Residents conveniently dropped off their recyclables at our sales offices in 16 Sierra (22 February), Bandar Puteri Puchong (8 March), Warisan Sepang (10 May), IOI Resort City (10 May), Bandar Puteri Bangi (24 May) and Bandar Puteri Klang (14 June). The more they recycled and the heavier their items, the more cash vouchers they received to redeem sustainable merchandise from Zero Waste Earth Store, along with some extra eco-friendly rewards too.



Over in Warisan Sepang, participants received potted plants thoughtfully prepared by our in-house landscape team, inspiring simple gardening habits at home.



Let's weigh our recyclables!



Look at the amount of recyclables we collected in Bandar Puteri Klang!



Over in IOI Resort City, we partnered with Fuze Ecoteer to host a *Precious Plastic Workshop* to teach participants to create beautiful pendants, bracelets, necklaces, keychains and earrings from plastic waste. What a meaningful and stylish effort!

Caging Contaminants Safely

Did you know that empty pesticide containers can still contain toxic residues? They are still laced with hazardous chemicals that can seep into the soil, pollute water sources and pose serious health risks if left lying around or repurposed improperly. That's why they are classified as Scheduled Waste under code SW409, and must be discarded at licensed facilities that are regulated by the Department of Environment. Guess which state has the highest pesticide imports in Malaysia? Sabah! In 2023, Tawau received 6,377 tonnes and Sandakan 5,124 tonnes. In 2024, this increased to 11,308 tonnes (Tawau), 2,614 tonnes (Sandakan) and 853 tonnes (Kota Kinabalu).

So IOI Plantation Services Sdn Bhd united with the Pesticide Control Division, Agriculture Department, state agencies and other plantation companies to support the *Recycling Programme for Used Pesticide Containers in the Oil Palm Industry*. Spearheaded by the Ministry of Science, Technology & Innovation (MOSTI), it involves constructing dedicated recycling cages at seven plantation sites for safe disposal of pesticide containers. Deputy Minister of MOSTI Yang Berhormat Dato' Haji Mohammad Yusof Bin Apdal officiated the ceremony with a symbolic handover of seven mock cages and presented certificates to all the supporting agencies and partner companies. We also contributed RM3,000 to help empower the Tungku District in adopting safer and responsible waste management to protect the environment within the oil palm industry.

Our Senior Manager Mr Ahmad Mohammad proudly receiving the mock cage – a symbol of IOI's commitment to strengthen sustainable agricultural practices – at Rimmer Estate Hall in Lahad Datu on 17 June 2025.



Trunks Up For Tomorrow

They didn't stomp into the HUMANA classrooms or march into the fields, but the Bornean elephants definitely stole the spotlight of students from 14 to 16 April 2025! IOI Plantation (Lahad Datu Region) teamed up with wildlife NGO Seratu Aatai to roll out an *Elephant Conservation & Species Awareness Programme* in the heart of Kinabatangan, home to one of the world's last populations of Bornean elephants.

Our Estate Management and Sustainability Department brought over 60 eager students from HUMANA Leapang 1, 3 and 5 in Lahad Datu, Sabah on an eye-opening journey into the world of elephants. Through an engaging talk, a mini exhibition and a hands-on sculpture-building activity, we helped the children understand the wonders and challenges facing these gentle giants.

Two months later, from 23 to 25 June, we returned to the schools with safety as a key message. Students and teachers learnt what to do when encountering elephants, as real sightings have been reported around their homes and schools. A storytelling competition made the lesson memorable, with 15 students (five from each school) winning passes to visit the Borneo Elephant Sanctuary or Rainforest Discovery Centre.

We will continue nurturing these future champions of wildlife and sustainability across our communities in our ongoing commitment to environmental education and wildlife conservation.



This young storyteller's message rings clear – we need to protect our elephants!



Elephants made from cardboard to spark creativity and teamwork.

Children, do you know that there are only fewer than 1,500 elephants still roaming in the wild?

Building Tomorrow's Leaders Today



Teamwork means helping one another.



Figuring out, one challenge at a time.

Growth begins where we least expect it, and 28 youths learnt some of life's best lessons outside the classroom, surrounded by nature and guided by the right people. The 20-acre nature adventure park of Semenyih EcoVenture Resort & Recreation was the perfect setting for self-discovery, connection and leadership growth.

The 3D/2N IOI Youth Leadership Camp 2025, organised by IOI Foundation from 4 to 6 June 2025 and facilitated by MicFront Academy, pushed our passionate youths beyond comfort zones and brought out the best in everyone through active participations, thought-provoking discussions and challenging exercises.

To become resilient leaders, exploring and understanding the four common leadership styles is vital. Reflection is also an essential tool towards improvement as our campers realised over a leadership campfire. While empathy and conflict resolution aren't things kids deal with every day, they're real-world skills that matter, and it's never too early to start learning them.

IOI Foundation Executive Director Datin Joanne Wong shared her thoughts on what it means to lead meaningfully in today's world. Together with IOI Corporation Berhad Head of Group Strategy Mr Amir Hafiz, IOI Properties Group Berhad Head of Leasing Ms Aileen Goh and Micfront Academy Co-founder & Managing Director Mr Mas Mahathir, we had a hard time deciding on the winner of the team presentation.



AquaEX – congrats, you made it to the top!

From the first challenge to the final round of Malaysian-style *Squid Games*, these youths were tested not just on agility, but on their ability to lead and work together under pressure. They walked away with more than just memories – they left with stronger voices, new friendships and a resilient mindset to lead with heart.

bargain basement

Giving Back With A Purpose

Not so long ago in 2022, IOI Foundation Executive Director Datin Joanne Wong proudly launched a Bargain Basement outlet at Universiti Tunku Abdul Rahman (UTAR) Kampar Campus. Since then, the social enterprise has thrived under the care of the UTAR student volunteers who manage the entire operation.

Now, Datin Joanne is smiling with joy at Bargain Basement's latest milestone. It is now integrated into UTAR Kampar's General Studies subjects under the *Business Plan Writing & Preparation* and *Critical Thinking, Creative Thinking, and Problem Solving*, which are facilitated by UTAR's Department of Soft Skills Competency.

Through the Bargain Basement platform, students can gain practical experience in business planning, creative problem-solving and community engagement. Here, 77 students, divided into 14 groups, will run the project hands-on – from collecting and sorting donated pre-loved items to pricing and selling them, to splitting the proceeds evenly between charity and student learning activities. With guidance from lecturers, they can develop teamwork, entrepreneurial thinking and social responsibility.



Students in action, giving pre-loved items a second chance.



Professor Dr Choong Chee Keong, Vice President of UTAR Student Development & Alumni Relations (right) and other esteemed guests celebrating the start of something purposeful – where learning meets giving back.

100 Meals, 1 Purpose

We often move through life at full speed, caught up in routine and familiarity until something happens and reminds us just how fragile life can be. A total of 125 people were injured and 78 homes were destroyed in the massive fire which broke out in Putra Heights, Subang Jaya on 1 April 2025.

When the victims who lost their homes were housed in a temporary relief centre at Dewan Serbaguna Masjid Putra Heights, our teams from Palm Garden Hotel and Four Points by Sheraton Puchong quickly gathered to offer some support to them.

On 4 April 2025, side by side, 20 of our associates packed 100 warm meals consisting of *nasi goreng*, fried chicken, egg and salad to Masjid Putra Heights. More than just food, every pack carried compassion, solidarity and a quiet hope that such a gesture, however small, can help carry others through difficult times.

100 packed meals, ready to be delivered with compassion.



Four-ever Caring For The Future

See the smiles of gratitude from recipients across these four NGOs in Penang – Persatuan Orang Pekak Pulau Pinang, St. Nicholas' Home, Pure Lotus Hospice of Compassion and Be Home for Special Care (left to right). Each of the organisations serves a unique and meaningful purpose, from supporting the differently-abled to providing care for those in their most vulnerable moments – we at IOI Oleochemical Industries Berhad are grateful for the chance to walk alongside them. It was all love and smiles as we contributed RM1,500 to each organisation through our Community Service Committee on 24 June 2025. We look forward to continuing our journey of care and connection for the community, and building a better tomorrow.



Sharing smiles, laughter and the spirit of giving throughout the charity event.

Swinging For A Greater Cause

Giving back has always been part of who we are at IOI Properties Group Berhad. That's why we are proud to be one of the main sponsors of the Marriott International Malaysia's Charity Golf Day 2025 – an event that brought golf lovers, foodies and philanthropists together not just for a day of friendly competition, but for something bigger.

21 June 2025 teed off with 128 golfers at the 18-hole Palm Garden Golf Club followed by a sizzling BBQ cook-off dinner at Palm Garden Hotel (PGH). With more than 200 guests, the event raised an impressive RM100,000 in support of local community projects and UNICEF (United Nations Children's Fund). It reflected how collective efforts can make a real difference – bringing people together, creating connections and giving back to those who need it most – one step, one swing, one act of kindness at a time.

Enjoying a meaningful night of good food and giving back at PGH.



Little Bosses With Big Dreams

What happens when you give children from orphanages a chance to explore the world of business? They shine brightly and confidently!

A total of 50 children from Kiwanis Malaysia District, Persatuan Kebajikan Rumah Victory Malaysia and House of Joy (Children's Home) arrived with their caretakers, eager and excited to take charge and be little bosses at IOI Mall Puchong from 31 May to 1 June 2025.

We brought the spirit of entrepreneurship to *iKids Parents' Day*, a collaborative event among IOI Mall Puchong, Majlis Bandaraya Subang Jaya and over 20 vendors ranging from food and health to beauty and fitness. This *iKids Maker* initiative empowered underprivileged children to step into real-world roles and responsibilities, encouraging them to pick up vital skills in entrepreneurship, communication, problem-solving and teamwork that build confidence and character.



More than just an event, *iKids Parents' Day* became a platform that sparked curiosity, nurtured potential and showed these young minds that their dreams are always worth pursuing.

Learning the art of coffee, one pour at a time.



Getting a hands-on taste of what it means to earn through simple, honest work.

Trying their hands at making Tanghulu – dipping, swirling and having fun with every glossy fruit stick.



A Wish Tree Of Happy Hearts

There's nothing as magical as having your wishes come true, especially when they bring joy and hope to the hearts of others who are underprivileged and often overlooked. This Raya, IOI Properties Group Berhad (IOIPG) Foundation, together with IOI Plantation's Administration Department in IOI Headquarters and the generous public, brought smiles to 40 underprivileged children from Pusat Jagaan Kanak-Kanak Yatim & Miskin Rukaiyah Kajang. Our mission was to turn dreams into reality through the *IOIPG Wish Tree Programme*. We managed to raise RM18,000 to fulfil their individual wishes!

On 12 April 2025, these 40 excited children, aged eight to 17, came with their 14 caretakers, including Manager Puan Siti Eshah binti Din, to Palm Garden Golf Club for a celebration filled with surprises and heartfelt moments. Along with the RM18,000, we presented personalised jerseys, sports shoes, portable fans, *duit raya*, fun prizes, daily essentials and a yummy buffet. But the biggest surprise? The children surprised us with a heartfelt performance, followed by games like *Teka Kotak Misteri* and an inspiring motivational talk. As IOIPG Head of Group Corporate Communication Ms Kim Teoh said: "This programme isn't just about festive giving. It's about building long-term support and meaningful relationships."



United In Care, Together We Share

A pack of biscuits, a bar of soap or a bottle of cooking oil may seem ordinary to many of us, but these everyday items make a world of difference for the underprivileged. On 14 April 2025, a total of 20 needy families in Kampung Jawa, Perai were delighted and grateful to receive essential food supplies and household necessities – all thanks to the donation drive initiated by IOI Oleochemical Industries Berhad's (IOI Oleo) Community Service Committee.

IOI Director of Oleochemical, Malaysia Mr David Koo emphasised that it's not the scale of the gesture that matters, but the genuine effort behind it – a small act of kindness can have a profound and lasting impact on those who need it most. IOI Oleo Senior General Manager (Operation), Penang Mr Teoh Bak Moi added: "Even the smallest gesture can bring hope and comfort to those who need it most."

Together with Kampung Jawa leaders, volunteers and well-wishers, we gathered at the Kampung Jawa Community Hall to offer a helping hand to these families and connect with the community to show that they are not alone in their struggles. We hope to make this a regular effort and reach out to even more needy families.

A group united by kindness and a shared purpose.



Just doing our part – one bag at a time!



Built To Serve, Grounded In Trust

Keeping remote estates and distant areas safe is no small feat. That's where Auxiliary Police (AP) step in, serving as protectors and first responders when emergencies strike. They're not just a force; they're the faces that bring reassurance and peace of mind to the community.

It was a big step for us in Lahad Datu Region as we launched our very first *Balai Polis Bantuan* at Leepang 5 Estate on 16 May 2025. This new *balai* reinforces our commitment to safety, teamwork and the people we serve, while also strengthening public law enforcement. It stands as a timely reminder of the values that matter on the ground – professionalism, integrity and the power of working together.

"We're not just building a facility; we're building confidence in our people, our systems and the community," Lahad Datu Region General Manager Mr Prakash Arumugam shared as he officiated the event and emphasised the need for continuous training and close collaboration with the Polis Diraja Malaysia to uphold high service standards. Around 60 guests, including senior management, estate and mill representatives, and support teams, attended the event, which featured a ribbon-cutting ceremony, a marching inspection and a guided tour of the new facility.

Serving as the operational hub for 66 AP officers stationed across our estates and mills, the *balai* supports everything from monitoring and reporting anomalies to assisting those in need during emergencies. Their role goes beyond enforcing safety – they are the first to respond, the ones who protect, and the faces that inspire trust and confidence in our security presence. What a proud day for the region and a meaningful step forward in keeping our people and places safe.

Standing proud with the AP and honouring those who help keep our grounds safe.



A proud moment as Mr Prakash signed the plaque during the inaugural ceremony.



The Journey Of Parenthood

This Mother's Day and Father's Day, we honour the diverse journeys of parenthood in all its beautiful forms. From mothers standing strong on their own to those supported by loving partners to fathers striving to make a positive difference in their families – every voice reflects the strength, resilience and love that define what it means to be a parent.

What is the most touching thing about your wife, and what are you most grateful for?

What touches me most about my wife is no matter how busy her day gets, she still makes time to prepare dinner for our family every day. It's a simple yet powerful way she shows her love and care for us. But beyond that, I'm deeply grateful for the way she shares life's responsibilities with me – whether it's providing emotional support or contributing financially to lighten our load.

Her resilience and dedication inspire me daily. Even with her own career to manage, she makes sure our eight-year-old son and 12-year-old daughter grow up in a loving, nurturing environment. *She faces every challenge with patience and grace, reminding me that together, we can overcome anything.* I am forever thankful for her love, strength and unrelenting support in building our family and future.



Mr Azlan Bin Munani
Property Treasury Senior Executive
IOI Properties Group Berhad

How can couples support and celebrate each other as parents?

Parenting is a beautiful yet challenging journey, and one of the most valuable lessons we've learnt is to celebrate each other in the small, everyday moments. With two daughters aged 11 and 14, we've come to realise that it's the little things – like a simple thank you or a supportive gesture – that truly matter.

Whether it's helping with homework, managing a tantrum or acknowledging each other's efforts, it reminds us that we're a team in this parenting adventure. Don't wait for a big occasion to show appreciation. A quick hug, smile or a kind word can go a long way in keeping your connection strong. *Always remember – before you were parents, you were partners.*



Mr Khannan Silvasamy
Administration Officer
IOI Properties Group Berhad

As a mother, what words of inspiration would you share with new mums?

To all the new mothers out there, it's okay to feel overwhelmed. It's okay to cry behind closed doors and still smile for your children. Motherhood isn't about being perfect – it's about being present. There will be sleepless nights, moments of doubt, and days when it feels like you're barely holding it together. But trust me, you're doing far better than you think. Take it one day at a time. Give yourself grace. *Your child doesn't need a perfect mother; they just need you – your love, your warmth, your presence.* Be proud of the strength it takes to keep going, even when no one sees the quiet battles you fight. And remember, you are not alone. There's a quiet sisterhood of mothers out there who understand, who walk the same path and who stand with you in spirit.

Ms Vijaya Ramasamy
Sustainability Executive
IOI Corporation Berhad

Ms Chang (first from left)

Ms Chang Hwei Mei
Assistant Manager in Marketing
at Business Unit Segamat
IOI Properties Group Berhad (Johor)

How has your appreciation for your husband grown since becoming a parent?

I'm deeply grateful for my incredible teammate – my husband, the father of our three children. He has stood by me through every step of this journey, caring for our kids, now aged 11, 16 and 20, with unwavering love, patience and a deep sense of responsibility. His support has brought me so much reassurance and comfort. Together, we've made parenting not just easier, but more joyful, loving and meaningful.

I often say, "The kids are growing up in the blink of an eye," and that's only possible because I have such a dependable partner by my side. Thank you again to my amazing teammate – the wonderful father of our children. Thank you, my big tree. *With your steady support and care, we've all grown strong and well under your shelter.*



Ms Amy Binti Kansirung
Geographic Information System Executive
IOI Plantation (Sandakan Region)

What qualities make your husband an incredible dad?

In our 17 years of marriage, we've weathered many ups and downs. But through it all, he's always shown calmness and patience. *No matter the situation, he never lets negativity take over.* When it comes to raising our children, he puts my safety and happiness first, knowing that my well-being is the foundation for our children's. Even though he now works six hours away, he's never once neglected his responsibilities or stopped giving us his love and attention. During the toughest times, he continues to support us and stay present in every way he can.

Because of all this, he truly deserves to be called an extraordinary husband and father. Thank you for being not just a loving, patient and kind husband, but also my rock, closest friend and a wonderful father to our four children – aged six, eight, 15 and 16. Your love and strength inspire me every day, and I'm so grateful to share this life with you.

Through The Eyes Of Love

As you read these heartfelt reflections, may you be reminded that no matter the path – whether it's filled with quiet sacrifices, shared joys or unwavering commitment – the heart of both motherhood and fatherhood is the love we give, the dedication we show and the courage to keep moving forward.

What would you say to your wife this Mother's Day to express your gratitude?

My beloved wife, you have been the heart of our family, the one who brings warmth, love and strength into our lives.

Even on the toughest days, my wife stands firm, caring for our little princess, who is turning three, and creating a home where love always comes first.

I may not always express it, but I see her tireless efforts and the way she nurtures and supports our family. Her patience, her resilience and her unwavering dedication inspire me every day. Our daughter is growing up in the embrace of a love that only my wife can give. I love her more than words can say, and I am forever grateful to walk this journey together with her.



Mr Kevin Lim
Manager of Financial Reporting
IOI Properties Group Berhad

How has love and support helped you carry the weight of motherhood?

Motherhood has been a journey filled with challenges and rewards, and I feel incredibly blessed not to walk it alone. With six growing children – now 13, 15, 18, 20, 22 and 24 – the demands have shifted over the years, but one thing has remained constant: my husband's steadfast support. Despite our busy work schedules, we've always found a way to balance the load – taking turns with household responsibilities, supporting each other, and guiding our children through every stage of life.

He's my partner in every sense of the word, always there with a word of encouragement, a listening ear, and reminding me that we're in this together. *His quiet strength lifts me up, and together, we've grown, not just as parents, but as a team.* And I couldn't imagine this journey without him by my side.



Ms Tety Haslina Hasrom
Senior Sales Manager
Moxy Putrajaya

Ms Tety (first row, third from left)

How do you and your spouse support each other as new parents? And what are the new norms as new parents?

As new parents, we lean on each other through the late-night feeds and early-morning cries of our one-year-old baby girl. I take the first shift soothing her, while my wife lovingly prepares *bubur ayam* or homemade purees with fresh ingredients. During the day, we tag-team – one doing tummy time, the other folding laundry or restocking essentials online. We check in constantly, offering each other support and encouragement. Our new norms? Embracing flexible work hours, accepting help from our parents, limiting screen time for ourselves so our baby isn't staring at screens too early, and co-sleeping safely with a comforting bedtime routine of lullabies, stories and *zikir*.

Parenting may be *kelam-kabut* at times, but *it's the teamwork, little milestones, and the shared love that make this journey so meaningful and worth every challenge.*



Mr Ahmad Hazrol
Network Security Engineer, IT Department
IOI Corporation Berhad

How do you balance being both mum and dad in your children's lives?

As a single parent for 20 years, raising my three children – now 31, 35 and 36 years old – has been a journey filled with both hardships and fulfilment. One of the toughest parts has been balancing the need to provide for my family financially, while also being there for them emotionally and physically, especially when they were still in school. The pressure of being the sole provider was constant, but it taught me so much about resilience, organisation and focusing on what truly matters.

Fulfilling both roles as mum and dad wasn't easy, but I've always done my best to give my children love, support and guidance. Careful planning, setting priorities and making time for them – even amidst work commitments – helped me stay present in their lives. And with the support of my family, I was able to create a nurturing environment where responsibilities could be shared when needed.

Looking back, it's clear that balancing these dual roles is about understanding your children's unique needs, offering consistent love and support, and keeping the lines of communication open. It's about showing them that no matter the circumstances, they are loved and supported from all angles.



Ms Luz Davila
Human Resource Executive
IOI Plantation (Lahad Datu Region)

How do you balance your time and energy between parenting, work and personal life?

Balancing parenting, work and personal life is definitely a challenge, especially as a father to four young children – aged eight, six, two and a three-month old baby – while working as a plantation supervisor and living apart from my family, who stays in our village home in Tamparuli. Despite the distance, I make it a point to unplug after work and video call my wife and children, ensuring we stay connected every day.

Every weekend, I make the four-hour journey home to be with them, creating meaningful moments and precious memories together. I also prioritise rest, personal hobbies and quality time to model a healthy balance for my family. *Being fully present – whether at work, with my family, or during personal time – makes all the difference.*



Mr Davis Johny
Senior Assistant Manager
IOI Plantation (Bimbang 1 Estate,
Sandakan Region)

IOI Family, Let's Bond & Connect

Corporate IT | 20 June 2025

Who says roller skating fun is for kids? We can roller-skate too – with a few wobbles, bumps and falls! No kidding, our team had a rolling time chilling, laughing and making memories together at RollerWa in IOI City Mall, followed by a great fuel-up at Moxy Putrajaya.



Commodity Marketing | 9 May 2025

What better fun to de-stress and get together than singing our hearts out with co-mates at 7 Seas Karaoke at IOI City Mall – made extra special with birthday cheers for our May babies. Of course, no fun is complete without some treats and bites from Chagee and Cafe Chef Wan.



Plantation Accounts | 25 April 2025

Our minds are challenged every day at office desks, so we gave our arms and legs a challenge beyond the office walls with an adventure at IOI City Mall's District 21. All the climbing, jumping and flying definitely needed a well-deserved buffet at Palm Garden Hotel.



Plantation IT | 24 January 2025

Cruising at high speeds and swerving at sharp turns revved up our adrenaline in a fun, exciting and energising bonding at Asia's largest go-kart track, LYL International Karting Circuit. A hearty seafood feast was the perfect wrap-up to our action-packed day.



Corporate Accounts, Group Treasury & Corporate Finance | 19 June 2025

Teamwork matters not just in the office but also in the outdoor court, and a pickleball session definitely increased our collaborative skills as we swung into battling fun at IOI Sports Centre. All that action worked up an appetite so we feasted at Pokok, IOI City Mall.



Plantation Administration | 12 April 2025

With one heart, one mind and one team, we united to put a smile on the faces of the underprivileged children at Pusat Jagaan Kanak-Kanak Yatim & Miskin Rukayah Kajang by donating 54 personalised jerseys, proudly stitched with their names.



Corporate Human Resource | 12 February & 13 March 2025

Let's just lay back and bring our team even closer over food and drinks at Sushi Zanmai at IOI City Mall. We kept the good vibes going with a Part 2 bonding and sharing session over dinner at Moxy Putrajaya.



Plantation Human Resource | 23 May & 19 June 2025

Hot pots for the tummies and hot talks for the soul – we HR amigos found the perfect recipe to enjoy all-you-can-chat bonding over an all-you-can-eat feasting at JomAmigo. Another treat at 10GRAM brought us closer, stitching stronger bonds as a team.



Corporate Communications & Chief Executive Office | 6 & 16 June 2025



Sometimes, we need to kick, hit, jab, sweat it out and let loose, so let's flex our "muscles" and punch in some positive energy at a power-packed *Muay Thai* gym session. A dress-up and dig-in session at Madam Lee Nyonya Private Dining at Palm Garden Hotel soothed our tummies and sore muscles.

Group Strategy, Group Operations & Deputy Group CEO Office | 17 June 2025



A calming escape into nature through a guided *Shinrin-yoku* (森林浴) or forest bathing session gave us a refreshing break from our heavy-screen routines, restoring our minds and recharging our souls in the Forest Research Institute Malaysia.

Schooling The Future *The Madani Way*

Every child deserves an equal opportunity to learn, grow and shine. Yet, some schools face challenges that limit these opportunities. That's where the *MADANI Adopted School Programme* steps in, bringing together the government and over 117 corporate partners to uplift nearly 1,000 schools across Malaysia.

Joining this meaningful journey which started in April 2025, IOI Foundation is supporting 21 schools and helping to create better learning environments through impactful contributions. These include building new running track at SJK (C) Serdang Baru 2, upgrading the rooftop and supporting the school building fund at SJK (C) Poi Min, Puchong and extending financial assistance to deserving students from SJK (C) Han Ming, Puchong to SJK (C) Saleng, Kulai, Johor. More initiatives are in the pipeline as we continue our commitment to education and community development. Learn more by visiting: <https://yayasan.ioigroup.com/>

Prime Minister Datuk Seri Anwar Ibrahim (middle) with Education Minister Fadhlina Sidek (left) and Chief Secretary to the Government Tan Sri Shamsul Azri Abu Bakar (right) are lighting up the way for young minds with the official launch on 20 June 2025.



A Future Of Excellence With The Lipid Excellence Center

At the heart of our LEC will be a hub for creative solutions – powered by interdisciplinary teams, agile decision-making and a clear focus on our goals. At the same time, we won't lose sight of what defines us – our values which form the foundation of our responsible growth. The LEC will make this culture tangible by promoting collaboration, encouraging knowledge-sharing and connecting people.

Far from being an isolated project, the LEC is an integral part of our long-term corporate strategy. It represents our clear commitment to IOI Group's journey towards continuous growth, progress, responsibility, shared strength and a sustainable growth strategy, which promote both innovation and excellence.

We're proud to lead this landmark project alongside our colleagues and IOI, and we look forward to driving the successful launch of the LEC, and stepping into a future of innovation and collaboration.

Get ready for an exciting new chapter at IOI Oleo GmbH as we embark on the construction of a new Lipid Excellence Center (LEC) in Witten, Germany. This new state-of-the-art facility will unite the areas of Research & Development, Application Technology and Analytics, while also providing a central location for the offices at the site.

Our new LEC is far more than just a building – it stands not only for a spatial concentration of specialist knowledge and technology, but above all, a strategic pooling of our competencies, values and vision under one roof. Our aim is to realise new ideas in a customer- and environmentally-oriented way, as we actively contribute to shaping technological developments and, together with IOI Oleochemical Industries Berhad, set a groundbreaking momentum for the entire IOI Group.



Improved Bioavailability For Nutraceuticals

Traditionally, there has been a clear distinction between food products and pharmaceuticals. Due to progress in research, the boundary is increasingly merging. The term "nutraceuticals" illustrates that food can be more than mere energy sources and can offer health benefits beyond nutritional value. The nutraceutical and supplement market is growing rapidly, with increasing demand for innovative ingredient solutions that deliver dietary benefits, enhance the bioavailability of active ingredients, improve taste, and meet clean label and sustainability standards.

IOI Oleo GmbH's IMWITOR® 375 rises to this challenge as a safe and versatile solubiliser, delivering strong performance in solubilisation, absorption and bioavailability. It enables the encapsulation of hydrophilic, lipophilic and poorly soluble APIs by significantly improving the solubility of hard-to-mix or hard-to-absorb compounds. Moreover, IMWITOR® 375 also meets clean label demands as it is free of polyethylene glycols, vegan and palm oil. A green chemistry based on sunflower, sugar beet, sugar cane and rapeseed oils, it's a smart choice rooted in green chemistry.

Besides this emphasis, our multifunctional ingredients and their usage as dietetically beneficial carrier oils, solubilisers, emulsifiers, taste masking agents, process aids and antifoams offer practical solutions to the industry.

Our premiere at *Vitafoods Europe 2025* from 20 to 22 May 2025 in Barcelona, Spain was a full success. We placed a case study emphasis at our booth and in the *New Ingredient Zone* on the topic of improving bioavailability through encapsulation. Thanks to the pooled competences of our Pharma and Nutrition business units, we enjoyed three inspiring days full of innovations, international contacts and groundbreaking talks.



From The 80s To State-of-the-Art

It's hard to believe but more than two years have passed since IOI Oleo GmbH decided to relocate and implement our new warehouse in Lünen with Heinrich Dehn, which is a fully comprehensive service provider in the logistics industry and expert in transport and additional services, established since 1818. Our Logistics & Warehouse team is delighted that this project has been implemented with total success and unveiled on 1 July 2025.

We didn't take the easy road and challenged ourselves by raising the bar and setting the highest standards. The focus was on sustainability, flexibility and process optimisation through functional interfaces. Our Project team overcame numerous challenges, such as transporting the goods, securing acceptances and qualifications, but passed with flying colours. We are convinced that we have created a presentable environment for our customers and that we are truly state-of-the-art. Well done, everyone!



State-of-the-art systems and hardware are essential. Digitalisation and optimisation of processes are equally important.



Lünen is located in the Ruhr area of North Rhine-Westphalia, in Western Germany.

Building Our Growing Future, Together

Townhall For IOI Resort City, Puchong, Klang & Banting

18 April 2025

A total of 250 employees gathered at IOI Galleria @ IOI Resort City for an informative discussion with respective business unit heads on the future plans, key challenges and new business strategies on top of current and upcoming projects.

"We are excited to roll out three catalysts with the third phase of IOI City Mall – a higher-end market with one million square feet net lettable area shopping mall, a 68-storey iconic tower featuring a hotel and office components, and a concert hall that fits up to 10,000 pax."

Mr Ho Kwok Wing
IOIPG Director of Property Development

Mr Ho (right) with IOIPG Group Chief Operating Officer – Property Development (Malaysia) Mr Teh Chin Guan (middle) and IOIPG Senior General Manager of Puchong Mr Chung Nyuk Kiong (left) ready to take on questions from the floor.



The evening ended on a high note with a delicious buffet spread, exciting lucky draw, and a dazzling fireworks display.



30 April 2025

Townhall For Bangi, Sepang & Salak Tinggi

About 125 employees came together at IOI Galleria @ Warisan Puteri as IOIPG General Manager of Bangi, Sepang and Salak Tinggi Mr Wong Peen Fook led the session with Mr Teh Chin Guan.

Congratulations to our 20 lucky employees who walked away with AEON cash vouchers!



A great session for bonding over a spread of heartwarming dishes, celebrating Raya together, and honouring the dedication of our employees this Labour Day.

Townhall For Kulai, Johor Bahru, Segamat & Bahau

8 May 2025

Around 314 employees gathered virtually and physically at IOI Palm Villa Golf & Country Resort in Johor as Mr Teh Chin Guan, IOIPG Southern Region Chief Operating Officer Mr Lim Beng Yeang, and other business unit and supporting unit heads briefed everyone about key project updates, performances from respective business units and upcoming employee engagement activities.



A total of 21 questions were raised by employees during the Q&A session, focusing on employee well-being, growth opportunities and current challenges. Mr Lim and the senior management team took the time to address the questions thoughtfully. The session ended with light refreshments and cash vouchers for five lucky draw winners.



Celebrating 30 Decades of Trust

In August 1995, IOI Properties Group Berhad (IOIPG) made its first foray into Johor by launching the Bandar Putra Kulai township. The take-up of the landed homes was beyond expectations thanks to its strategic location around the 27-hole IOI Palm Villa Golf & Country Resort, good connectivity and comprehensive master plans. It has remained our signature township to this date.

Over the years, we have expanded our southern portfolio and have grown with the people of Johor through our diverse range of quality product offerings to foster holistic, self-sustaining townships.

A Personal Reflection...



As we celebrate the 30th anniversary of IOIPG Southern Region, I find myself feeling deeply moved, reflecting on a parallel that has spanned just as long – three decades of dedication, growth, learning and transformation. It's not just a milestone but a journey of growth, of learning, of shared challenges and triumphs. Along the way, I've seen landscapes transformed, communities uplifted and countless lives – including my own – deeply touched and changed.

Starting as one of the pioneer senior managers in April 1995, I was presented with the unique opportunity and responsibility of helping shape the transformation of a 5,700-acre oil palm plantation into a well-planned mixed development township named Bandar Putra Kulai, Johor.

This journey was far from easy. I still remember the early days – crossing railway tracks and makeshift bridges to reach the site. There were moments when the challenges felt overwhelming – navigating complex compliance requirements, addressing environmental concerns, tackling market uncertainties, racing against tight deadlines, and striving to meet high expectations from management. Yet, with every acre we cleared, every house we built, and every road we laid, we proved what belief, grit and teamwork could accomplish. This township stands today as a powerful reminder of our collective effort and shared resilience.

Back then, it was nothing more than acres of oil palms and a vision outlined in planning documents. Now, I see mature and lush pine trees lining the main boulevard, thousands of completed houses and shops, schools and parks scattered throughout, and communities thriving as lives quietly unfold before me.

Today, this flagship development has fully matured into a vibrant, self-sustaining township, with more than 17,500 residential and commercial units completed, supporting a population of over 70,000 residents.

Over the years, IOIPG has experienced rapid growth, embarking on several major development projects across the Southern Region, such as Taman Lagenda Putra and IOI Industrial Park in Kulai, Taman Kempas Utama and *The Platino* serviced apartments in Johor Bahru, Bandar IOI Segamat and Taman Putra Sagil. Collectively, these developments have contributed to a total launched Gross Development Value exceeding RM11 billion, positioning IOIPG as one of the foremost integrated developers in Johor.

All these accomplishments would not have been possible without the vision, entrepreneurial drive, unwavering determination, relentless commitment to excellence and guidance of our IOI Group founder, the late Tan Sri Dato' Lee Shin Cheng, plus the continuing trust and mentorship of Dato' Lee Yeow Chor and Mr Lee Yeow Seng.

At the heart of the Southern Region's success is a team of talented, dedicated, hard-working and committed colleagues whose shared experiences have forged strength, built character and created bonds that remain strong to this day. I am confident that with the unwavering support of our dedicated leaders, and each of you – my committed colleagues – we can elevate our Southern Region to even greater heights. To everyone who has been part of this remarkable journey – thank you! Let us continue to inspire one another, grow together, create a future we can all be proud of, and contribute to something that will outlast us all.

Thank you.

With humility and gratitude,

Lim Beng Yeang

Mr Lim Beng Yeang
IOI Properties Group Berhad
Southern Region Chief Operating Officer



IOI PROPERTIES
Trusted.

Today, 30 years on, we are proud to celebrate how far we've come. As we look back on three decades of mutual trust and collaboration, we celebrate all the things that bring us together, and look forward to many more years of partnership and prosperity. We commemorated this momentous occasion by launching a *30 Years Together* campaign to reward our customers with promotional packages, electrical appliances and even a once-in-a-lifetime getaway covering up to 30 international destinations with any purchase of our projects from 1 April 2025.

IOIPG Southern Region Chief Operating Officer Mr Lim Beng Yeang, who has been a pioneer with us right from the start, said: "Property and home ownership is often a lifelong journey, and in recognition of the support from our valued customers over the past 30 years, we would like to present them a golden opportunity to experience more of what life has to offer, with a whirlwind adventure across the globe." We celebrated with something for everyone – lucky draws, tasty buffet spreads, hands-on activities, lively mix of music, and more – at IOI Galleria @ Kempas Utama on 31 May 2025, and IOI Galleria @ Kulai on 21 June 2025.

To find out more about the campaign and participating projects, visit:
<https://www.ioiproperties.com.my/johor>



www.ioigroup.com Has A Makeover

Check out IOI Corporation Berhad's newly revamped corporate website, which is now live at www.ioigroup.com. The refreshed website features a modern design, streamlined navigation and enhanced functionality, delivering a more engaging browsing experience. It reflects the essence of the IOI brand while providing easier access to essential information about our businesses, sustainability practices and corporate developments.

Whether you're an employee, future talent, stakeholder, customer, investor or business partner, our new website is designed with you in mind. Optimised for mobile and built with usability in mind, it offers quick access to important information and contacts, delivering a seamless experience for every user. We invite you to explore the new layout and discover what's new. Welcome to a better and bolder digital experience with IOI!

Time For A Fruity Feast!

From tropical delights to local favourites, IOI Corporation Berhad's very first *IOI Fruits Festival* was an explosion of fruitful delights, fresh flavour and feel-good vibes. A fruit frenzy rolled out as a huge crowd of IOI employees, tenants from IOI City Tower 1 and 2, and shoppers from IOI City Mall (ICM) gathered at the West Garden of ICM on 25 June 2025 for a fruit-filled shopping spree – all at irresistibly juicy prices.

Our very own IOI Plantation (Sagil Estate) stole the show with 700 combs of fragrant *Berangan* bananas, nearly 3,000 refreshing coconuts (both water and jelly – yum!) and a whopping 800 kg of sweet, juicy MD2 pineapples that nobody could resist. And everyone was lining up to grab one (or two!) of those heavy, jaw-dropping juicy watermelons as well as the mouthwatering Japanese yellow melons – the ultimate thirst-buster on a hot day.

Of course, no fruit feast is complete without the king of them all – 450 kg of rich, aromatic and creamy *Musang King* durians. Add in some fresh, crunchy sweet corns and mixed-flavour ice cream for that perfect sunny-day treat, and you've got one unforgettable fruit fiesta!

And there are more. There were premium *Uchigo* products such as snacks and baked goods made freshly from the fruits such as fluffy banana cakes, and crispy golden *tanduk* chips (more than 200 flew off the shelves!) and not forgetting the crowd-pleaser MD2 pineapple juice and tarts. Everyone left feeling refreshed and recharged. So, when's the next one?



Plantation Director Mr NB Sudbakaran (second from left) officiated the event, with Senior Business Development Manager Mr Lawrence Lor (left) and the Sagil Estate team proudly showing produce from our Sagil Estate.



Tax-Compliant With Integrity

Join and follow our Corporate Tax SharePoint site, where you can find updates, resources, and useful information at: <https://ioigroupadmin.sharepoint.com/sites/CorporateTax>

When we think of tax, many of us picture spreadsheets, calculations, or it is the responsibility of the finance department to key in numbers. But the truth is, tax begins before the numbers are reviewed – it starts with your everyday business activities, and you, yes, you are responsible too.

Many of us do not realise this and that's why IOI Corporation Berhad Head of Group Tax Ms Tan Hoon Hong emphasised this: "Tax may seem less relevant in your day-to-day work, but every invoice, transaction or system entry contributes to the tax information we report. Whether you're in IT or HR department, you play a vital role in upholding tax accuracy and integrity," during the official launch of IOI Group's *Tax Corporate Governance Program (TCGP)* on 2 July 2025.

"Our focus moving forward is clear – to establish a transparent tax strategy aligned with international standards, strengthen internal controls for accountability and compliance, and engage openly with stakeholders to build lasting trust," stated Group Chief Financial Officer Mr Kong Kian Beng, highlighting the three key areas in strengthening our corporate tax governance.

This milestone marks our commitment to transparency, accountability and risk management, aligning closely with the Inland Revenue Board of Malaysia's co-operative compliance initiative, and setting a new standard in how we manage tax across the Group. It sets the stage for stronger tax governance at IOI as Group Tax works closely with business units to enhance tax awareness, implement strong internal controls, and foster open communication with tax authorities.



Getting to know TCGP ensures that tax matters are managed with integrity, transparency and strategic foresight in IOI.



Together, let's build a more transparent, resilient, and trusted tax governance culture at IOI.



When Leaders Align, Organisations Thrive

How agile are you as a leader? Can you adapt to changing environments? Are you a self-aware leader who can drive impact and empower employee engagement? Too often, leaders' visions for the future are not aligned with those of the organisation. Leadership alignment isn't just a corporate buzzword. It's vital and it turns big ideas into consistent action. When leaders are aligned in mindset and direction, the organisation becomes stronger, clearer and more connected. That's why leadership development at IOI Corporation Berhad isn't a one-off workshop – it's a constant practice of reflection, realignment and growth. From 22 to 24 May 2025, over 32 senior leaders came together at Awana Genting Highlands for a focused 3D/2N retreat – not to step back, but to step into the process of strengthening leadership impact and unity across the organisation.

With our *Five-Year Strategic Roadmap* being put into action, the real focus is how leaders can bring it to life. That means expanding our product portfolio, championing innovation, driving productivity and quality, and embedding sustainability and climate action into the way we work.

As guest speaker Datuk Yvonne Chia reminded us: "Agile leadership starts with listening – tweaking course as conditions shift, not clinging to a plan." Meanwhile, President of Velesto Energy Berhad Ir. Ts. Megat Zariman Abdul Rahim shared: "True transformation isn't a one-time leap. It's the sum of clear purpose, bold decisions and honest communication."

Leadership is a daily practice. It's about how you show up, how you build trust among others, and how you lead with purpose towards a shared vision to drive IOI into a resilient future.



Thumbs up to a great bonding.



Conversations and ideas that carry us forward.



Let's connect with nature and grow a mindset for positive impact.



Ir. Ts. Megat Zariman, President of Velesto Energy Berhad, who joined as a keynote speaker at the workshop.



Datuk Yvonne Chia, one of ASEAN's foremost corporate figures, widely respected for her role in mentoring and spearheading strategic initiatives that drive regional development.



From flipcharts to falsettos – let's turn up the volume on fun and hit the notes!



Our two favourite villains, Maleficent and The Joker won Best Dressed.

MOVIE STARS TAKE THE STAGE

It was Pamol Group in Sabah's turn to roll out the red carpet for an unforgettable *Movie Night*-themed annual dinner on 19 April 2025! Around 250 employees from Pamol Group comprising Bayok Estate, Ulu Estate, Tindakon Estate, Rungus Estate, Sugut Estate, Meliau Estate, Nangoh Estate, Pamol Mill, Pamol Research and Pamol Cluster Office eagerly stepped into the limelight at Sabah Hotel, dressed as superheroes, iconic movie stars and cartoon characters. Not to mention, our *Best Dressed* nominees had to do a runway walk and strike a pose to win the votes for the *Best Dressed Male and Female*.

The evening wasn't complete without lucky draw prizes from kitchen appliances to electrical items. Lively performances, including amazing vocal and musical acts by our talented colleagues, along with a scrumptious food spread and fun-filled games, kept the energy high and made the evening unforgettable!



Mr Mohd Syafie from Bayok Estate won the grand prize – an android television!



Don't Get Wired *The Wrong Way*

A worker tried to take a shortcut by tapping straight into the main power line and bypassing the electricity metre. Unfortunately, he bypassed the right safety rule and sparked a small fire. Another worker tried to play electrician by extending the wiring from a main source using exposed wires and improper connections, which gave him quite a shock and a jolt from head to toe. These could be some real-life electrical accidents at many plantation workers' quarters in Sabah due to illegal or negligent electrical installations including unauthorised tapping, unsafe extensions and unlicensed wiring.

Representatives from the Energy Commission of Sabah in Sandakan highlighted the serious safety risks from fires and electrocution to equipment damage and even fatal accidents. Let's not forget that these actions are also a crime! They emphasised these points during their visit to our IOI Plantation (Lahad Datu Region) from 5 to 8 May 2025, covering Morisem Club House, Unico Desa office, Syarimo 2 Estate Hall and Baturong 1 Estate Hall.

Doing regular checks, using proper wiring, avoiding overloaded outlets, using equipment with the correct voltage, ensuring proper grounding, brushing up on the Electricity Supply Act 1990 (Act 447) and Electricity Regulations 1994 – all these are fundamentals in electrical safety. Because when it comes to electricity, it's better to get wired the right way!

"Electrical safety begins with responsibility. Every action we take - whether on-site or in support - matters in protecting lives," Energy Commission of Sabah.



An employee at the Morisem Club House getting clarifications on the lockout/tagout procedures when working on electrical equipment.

Each person working with or around electricity must familiarise himself with the common electrical hazards and safety practices.

Safe, Green & Thriving

Beyond our palm oil estates, our palm oil mills are critical workplaces where safety and health must be prioritised. Our mill workers operate various equipment and machinery, playing vital roles in every stage of production, including fruit handling, machine operation, maintenance and waste management, and face occupational risks and hazards.

To proactively protect our workers, cultivate a safety-first culture and foster environmentally responsible practices, IOI Plantation (Sakilan Palm Oil Mill, Sandakan Region) launched a *Safety, Health, Environment & Social Campaign 2025* themed *Towards Safe, Green & Thriving Future Together* from 7 April to 13 May 2025. After our Safety, Health & Environment Manager (Sabah) Mr Frankie Patrick launched the campaign, we got busy with activities and programmes such as talks, photo competitions, creative sculpture challenge, marathon, tree planting, challenge to spot the cleanest and most beautiful housing block, heavy vehicle safety training, football match and more to encourage everyone to foster a positive work culture and make safety part of the norm.

A friendly kickabout between our mill's football club players (right) and Umareng Bacho Football Club that ended in a 2-2 tie.

Let's plant not one but over 100 coconut trees to add some shade and enhance the biogas area with some tropical charm.

We invited speakers from our Sustainability Department, Department of Occupational Safety & Health, Royal Malaysia Police, World Wildlife Fund, Fire & Rescue Department and more to give talks ranging from environmental care to safety awareness.

Heavy vehicle drivers picked up defensive driving tips, hazard awareness and ways to handle emotional stress after accidents.

STRONG TOGETHER

A safe and healthy working environment goes beyond mere compliance. It's a space where environmental impacts are minimised, and employees feel confident that they are protected from hazards, risks and threats to their physical and psychological well-being.

IOI Plantation (Sandakan Region) is committed to creating and maintaining a safe, healthy and eco-conscious culture across our operating units. For a whole month from 19 May to 18 June 2025, we geared up and powered up to make everyone all in for safety and health. Our *Safety, Health & Environment (SHE) Campaign 2025*, themed *Strong Together, Safer Together*, featured non-stop activities to engage, educate and inspire all employees to be proactive, adopt safety and health practices at all times, and learn to minimise accidents and injuries.

One of the 12 OSH talks was on the importance of vaccination, especially during pregnancy, delivered by Dr Kesh from Ung Lahad Datu Clinic.

SAFETY, HEALTH & ENVIRONMENT CAMPAIGN 2025

SAFER TOGETHER

One challenge at a time – from Occupational Safety & Health (OSH) talks on hazards, mental health and emergency response plans to safety poster design and fire drill competition to innovative idea challenge, safety training video, sketches and journaling – we're making safety a second nature for our employees because when we are strong together, we are safer together.



Do you know what are the safety procedures in responding to fire outbreaks, chemical spills and other emergencies?

GETTING TO KNOW A BETTER WOOD

14 April 2025



As IOI Properties Group Berhad (IOIPG) gears up for more projects, the IOIPG Southern Region Project, Product Design & Innovation and Contract teams stepped in to explore potential collaborations. Their visit offered a closer look at our palm wood processing flow where eco-friendly practices, innovation and sustainability come together to produce high-quality, sustainable panels for a greener future.

21 April 2025



A total of 34 students from the Material Technology programme along with their two lecturers from the Faculty of Industrial Sciences & Technology, Universiti Malaysia Pahang Al-Sultan Abdullah (UMPASA), enjoyed an enlightening tour of our innovative manufacturing process. Following the visit, our Technical Manager conducted a technical testing of our palm wood at UMPASA's advanced laboratory, paving the way for future academic-industry collaborations.

23 May 2025



Formaldehyde is a health hazard, and wood-based panels must meet strict regulatory limits. In line with the Malaysian Timber Industry Board's (MTIB) mandatory MTIB-CB-PS-02 certification scheme by 2026, we hosted an on-site tour for consultants from Quality Technical Consultancy – MTIB's appointed product certification partner – to promote our adoption of this standard to push for higher product and environmental safety.

Since IOI Palm Wood Sdn Bhd officiated its 20-acre factory site in Segamat, Johor, in 2023, we have welcomed many interested visitors to go behind the scenes and gain firsthand insights into our manufacturing process of how we convert oil palm trunks (OPT) into high-performance *OnCore*® palm wood boards and panels. From OPT preparation to size reduction for optimal yield, followed by thermal modification and press lines that engineer panels for commercial use, the process allows visitors to gain not only an understanding that there is a better wood alternative, but also an appreciation for our green, circular effort.

17 April 2025



The Malaysian Sustainable Palm Oil's (MSPO) chain of custody of oil palm biomass (MS 2751:2022), launched in March 2022, is a new certification standard and not yet widely adopted. MSPO is conducting a pilot study to better understand the full supply chain of oil palm biomass from source to end-user. To support this effort, we welcomed a team of MSPO representatives from the Greenhouse Gas & Biomass Unit and Certification Scheme Unit to observe and review our product flow. We engaged in a productive discussion and a proposed Memorandum of Understanding to streamline the certification processes, and allow feedback from pilot projects to refine and improve the standard and its guidelines.

7 May 2025



What better opportunity to showcase our innovative material than at the Roundtable on Sustainable Palm Oil's (RSPO) annual Roundtable Conference on Sustainable Palm Oil, taking place at Shangri-La Kuala Lumpur on 3-5 November 2025? With the theme *Building the Next 20: Sustainability in Action*, we explored potential design application required to build the RSPO exhibition booth.

4 June 2025



We are exploring joint efforts with the Agro-Biotechnology Institute (ABI) and the National Institutes of Biotechnology Malaysia to commercialise research and developments (R&D) on oil palm biomass. The initial steps include the forming of a Non-Disclosure Agreement and a Memorandum of Understanding to establish clear shared goals and ensure confidentiality in information exchange while allowing us to access ABI's laboratory facilities for joint R&D activities.

Let's Talk Hepatitis!

Hepatitis A and B may not make headlines every day – but they affect millions across the globe. Around 1.4 million people are infected by Hepatitis A each year through something as simple as contaminated water while over 250 million people are silently living with Hepatitis B, unaware of the long-term damage it can cause to the liver.

The most surprising part is that both are highly preventable. During IOI Corporation Berhad's virtual health talk on 11 June 2025, we broke down these key facts, risks and protective steps in an easy-to-understand way:

Q
A

What is Hepatitis?

Hepatitis means inflammation of the liver. It's usually caused by viruses – mainly types A, B and C.

Q
A

How does Hepatitis A spread?

Through contaminated food or water, especially in places with poor sanitation or hygiene.

Q
A

What are the symptoms?

Some people may feel tired, feverish, lose their appetite or develop yellowing of the eyes and skin (jaundice). Others may have no symptoms at all.

Q
A

Can it be prevented?

Yes. Vaccines are available for both Hepatitis A and B. Practise good hygiene, avoid sharing personal items, and ensure medical or grooming tools are properly sterilised.

Q
A

How does Hepatitis B spread?

Through contact with infected blood or bodily fluids. This can happen through sharing needles, unsterilised medical tools, close physical contact or sharing personal items like razors or toothbrushes.

Q
A

Who is at risk?

Anyone can get it, but the risk is higher for healthcare workers, people living with someone infected, frequent travellers to high-risk areas, or anyone exposed to unsafe medical or cosmetic practices.

Q
A

Is it curable?

Hepatitis A usually clears up on its own. Hepatitis B can become long-term, but with early detection and proper treatment, it can be managed to prevent liver damage.



Prevention starts with awareness. Stay informed, get vaccinated and protect your liver health!

IOI MALLS TENANT CONNECT 2025

Fostering Collaboration, Driving Growth



Where IOI Malls And Tenants Connect

Tenants who are partners and long-time supporters of IOI Properties Group Berhad (IOIPG) all gathered as a community of IOI Family on a happy Tuesday on 6 May 2025. The IOI Grand Exhibition & Convention Centre at IOI City Mall (ICM) was packed with over 800 tenants from ICM, IOI Mall Puchong, IOI Mall Kulai and IOI Mall Damansara – all focused on connection, shared goals and looking ahead together.

"You are our priority because your success is our success!" IOIPG Chief Operating Officer – Property Investment (Malaysia) Mr Chris Chong (*pix*) thanked all the tenants at the *Tenant Connect 2025*, themed *Fostering Collaboration, Driving Growth*. With ICM's Phase 3 due in 2029, and upcoming developments plus upgrades across our existing IOI Malls, the best is yet to come.

IOIPG Head of Leasing (Retail) Ms Aileen Goh, IOI Mall Puchong General Manager Mr Richard Lye and IOIPG Head of Digital Marketing (Retail) Mr Victor Chin were all on board too, offering valuable insights into IOI Malls' strategies across leasing, retail and digital innovation. Each perspective added depth to a broader message – the landscape is evolving, and IOI Malls are evolving with it – through collaboration, clarity and commitment. A fireside chat also revealed the challenges facing the entertainment, food and beverage sectors.

With our strong partnerships, we will continue to shape what's next in step with our loyal tenants who make it possible. Our tenants' support over the years and their trust in our shared future is what makes all our IOI Malls more than just malls. Together, our partnership is stronger, united in a bond that lasts longer!

Here's to growth, to innovation and to many more years of partnership!



The X-Factor For Innovation & Sustainability

Learning doesn't just happen in the classroom, and South Beach Singapore proved that by collaborating with Singapore Management University (SMU) to give students a chance to step out into the real world, and take on hands-on, project-based learning beyond textbooks.

We welcomed 40 students from different fields through our signature SMU-X programme and challenged them with real issues we're facing at South Beach Singapore – like how to optimise our lifecycle while reducing our carbon footprint or how to engage the community and stakeholders to collaborate in a sustainable development.

South Beach Consortium Pte Ltd General Manager Ms Samantha Tan briefed the students in groups of eight. They had 13 weeks to put into practice what they have learnt about our challenges. On 8 April 2025, they presented their fresh perspectives, ideas and possible solutions in line with our vision of innovation and sustainability.



Congratulations to Team 8 for their idea on incorporating green clauses into commercial property leases.

Runner-up Team 4's motto, *Live well, work well*, was clearly reflected in their well-designed urban work environment concept.



The programme supports the students to be ready for the workforce.

THE
Pentagon

Shaping Business Possibilities In Bangi

A new shape is redefining the Bandar Puteri Bangi township. Inspired by the unique five-sided plot it sits on, *The Pentagon* is built for five-star potential. IOI Properties Group Berhad's (IOIPG) new commercial gem features 18 exclusive units of double-storey shop offices located just five minutes from the PLUS Highway. Each unit comes with up to 15 car park lots, lofty ceilings, 15' wide open terrace and lot sizes of 45' x 70' to 78' x 70' and more. With built-ups between 5,545 and 7,046 square feet, this is a space for businesses to grow big, bold and future-ready.

Individual units are designed with rear roller shutter access to further streamline loading and unloading operations. There are a total of 263 car park bays, including four dedicated electric vehicle bays, offering added convenience for visitors and supporting green mobility.



Spanning 4.47 acres, *The Pentagon* draws its name from the shape of the plot of land it shares with Kubica Square.

What's more, it complements nearby amenities such as Lotus's, *Kubica Square*, *Enigma Square* and the upcoming *Bangi Fresco*. Suitable for entrepreneurs and businesses seeking expansive premises for their operations, *The Pentagon* is ideal for food and beverage chains, showrooms, education centres, car workshops and more. With gross prices starting from RM3.6 million, it's an attractive opportunity to own premium space in a growing township.

Accessibility is a major advantage here. With direct links to the North-South Highway, Kajang-Seremban Highway and South Klang Valley Expressway, *The Pentagon* offers seamless connectivity to Kuala Lumpur, Putrajaya and other surrounding destinations. And there's more to come, with IOIPG Bangi, Sepang and Salak Tinggi General Manager Mr Wong Peen Fook revealing that more exciting launches are planned for Bandar Puteri Bangi in the coming months!



The Pentagon taps into the growing demographics of Klang Valley South, with a catchment of over 680,000 people and more than 5,000 residents within the 360-acre Bandar Puteri Bangi township, where over 2,000 homes have been handed over.

Xiamen, Let's Holiday At IOI RESORTCITY

IOI Resort City made a lasting impression in Xiamen, China, charming over 80,000 visitors through three interactive and engaging days from 16 to 18 May 2025 at the *20th Straits Tourism Expo & 10th China (Xiamen) International Leisure Tourism Expo 2025*, held at the Xiamen International Conference & Exhibition Center.

Miss Universe Malaysia 2024, Ms Sandra Lim, our Hotels Brand Ambassador for the *Visit IOI Resort City* campaign, together with our beloved mascot *Ooli Ooli*, brought smiles to every visitor, firmly placing IOI Resort City on the map as a must-visit destination while traditional cultural performances presented by Tourism Malaysia created a rich and festive atmosphere. And that's not

Welcome, welcome to IOI Resort City – Ms Sandra Lim and Ooli Ooli leading the way, with our traditional dancers, to our rich and beautiful cultural heritage.

all! An interactive pickleball court attracted guests to enjoy some friendly matches and the fragrant tea from Hua Xiang Yuan (华祥苑) welcomed others into a relaxing and inviting space.

Showcasing travel packages and holiday getaways to IOI Resort City, our booth featured a strong presence from Moxxy Putrajaya, Le Méridien Putrajaya, Putrajaya Marriott Hotel, Palm Garden Hotel, Four Points by Sheraton Puchong, Batik Air, HTC Travel, Tourism Malaysia, Palm Garden Golf Club, W Kuala Lumpur, Hua Xiang Yuan (华祥苑) and Sheraton Grand Xiamen Jimei. See you soon in Malaysia! IOI Resort City awaits you!



Thank you Xiamen for the wonderful hospitality and we hope to see you in Malaysia soon!

Cheers To Our Amazing Associates



Yummy ice-cream and non-stop desserts sweeten the mood of our associates at Le Méridien Putrajaya.

What a week it was for our hardworking associates across our Marriott family from Putrajaya Marriott Hotel and Le Méridien Putrajaya to Palm Garden Hotel, Moxxy Putrajaya and Four Points by Sheraton Puchong. Packed with joy, gratitude and surprises, all in celebration of their relentless spirit that keeps our business soaring!

From 12 to 16 May 2025, each hotel brought its unique flair to the celebration. From a garden movie night under the stars with good food and relaxing vibes to soothing massages, grooming class and refreshing mask session to a bowling tournament and pool party with tasty treats, the *Associate Appreciation Week 2025* was a week of big smiles, warm hearts and well-deserved pampering because to our dear associates: Thank you for the passion and energy that you bring to the workplace every day.

Our associates walked into a hearty breakfast, personally prepared and served by their leaders at Palm Garden Hotel.



With smiles as sweet as these treats, our associates at Moxxy Putrajaya deserve it all.



Cozy bean bags, contagious laughter and blockbuster moments for our deserving team.

Here's a big thank you to each and every associate for always going above and beyond.



SINGAPORE
Heritage
Fest
2025

Keeping Our Heritage Alive

Living heritage is all around us, subtly woven into the fabric of daily life. Ignore it too long and it can easily slip away. So, in May 2025, *Singapore HeritageFest* held a month-long immersive celebration of the nation's shared culture and living heritage – from culinary traditions and crafts to performing arts and oral history that continue to shape Singapore's identity. South Beach Singapore teamed up with *WithAutumn* for some fun, hands-on workshops where folks explored Singapore's heritage and brought it to life through heritage-inspired arts, crafts and more.



Punch Needle Wearable Heritage Art

Did you know that the colourful tiles and ornate facades of Singapore's shophouses reflect a rich blend of cultural influences? From *Peranakan* motifs to intricate architectural flourishes, each detail tells a story of identity and artistry. Participants turned tradition into fashion by crafting unique punch needle brooches inspired by iconic heritage elements.



Painting With Yarn (Tingkat Edition)

Did you know that the humble *tingkat* carrier is more than just a food container? Once used to deliver home-cooked meals, it's a symbol of Singapore's communal spirit and culinary heritage. Its charm lives on through modern interpretations like painting with yarn, where participants layered colourful threads to create textured, *tingkat*-inspired art.



Indian Wood Block Printing Workshop

Did you know Indian wood block printing is a centuries-old craft passed down through generations? Using hand-carved wooden blocks, artisans create intricate patterns on fabric – a tradition rich in heritage. Participants explored this traditional technique using *Peranakan* tile-inspired motifs on recycled cotton to create unique designs on bandanas or napkins.

An employee has just received a positive performance review and hopes to discuss a salary increase. A team member needs to prepare a project proposal for an additional budget. Colleagues decide what to eat for lunch. We negotiate in various situations to achieve an agreeable solution or a desired outcome. Learning how to negotiate is an essential skill everyone needs. Negotiating isn't about who gets the biggest slice of the pie – it's a strategic conversation to influence outcomes, resolve conflicts, reach mutual understanding and build long-lasting relationships.

6 Negotiation Skills



- 1 Listen Actively**
Listen attentively without interrupting or becoming defensive. Watch for non-verbal cues like facial expressions, eye contact, posture, gestures, and tone, which can reveal unspoken feelings.



- 2 Recognise Your Expectations**
Be confident! Set your goals and get ready to convey your needs as you support your perspectives with reliable data and sufficient evidence.



- 3 Establish Strong Rapport**
Establish trust and value relationships with others to find mutually beneficial solutions and long-term partnerships.



- 4 Allow Flexibility For Creativity**
Be open to new ideas and look for creative solutions that address the interests of all parties. There's no one-size-fits-all when it comes to negotiating.



- 5 Navigate Emotions With Grace**
Stay calm and keep your emotions in check. Your ability to manage and control your emotions will influence the overall negotiation process and prevent any situation from escalating.



- 6 Be Prepared**
Consider the other party's needs and interests, and identify their strengths and weaknesses so you can tailor your approach to ensure that everyone gets the best outcome possible.

5 Negotiation Styles



1 Competing Style: "I Win – You Lose"

Competitive negotiators are goal-oriented and approach negotiations with confidence. They are less concerned with maintaining the relationship and less willing to compromise with others.

How To Negotiate

Be firm, set clear boundaries and focus on tangible results. A calm composure can be your greatest asset when negotiating with someone who is highly competitive.



2 Collaborating Style: "I Win – You Win"

Collaborative negotiators seek mutually beneficial outcomes by finding creative solutions that meet and satisfy everyone's needs, while making a conscious effort to build and maintain strong relationships.

How To Negotiate

Be prepared to explore new ideas and solutions for mutual gains when solving problems, but remember to gently lead the discussion towards tangible outcomes.



3 Compromising Style: "I Win Some, You Win Some – I Lose Some, You Lose Some"

Compromising negotiators seek to find a middle ground for all involved parties. They go for solutions where each party sacrifices part of what they want, resulting in an outcome that is less than ideal for either party but mutually acceptable.

How To Negotiate

Understand their needs and priorities and focus on finding solutions that benefit both parties. Be cautious and go for a balanced outcome where both sides feel satisfied.



4 Avoiding Style: "I Lose – You Lose"

Negotiators with an avoiding style prefer to remain neutral and avoid conflict. They may shift responsibility to a counterpart, refrain from actively pursuing their own interests, or delay responding to the conflict altogether.

How To Negotiate

Be patient. Instead of a direct confrontation, try to understand their needs and priorities, establish clear expectations and use open-ended questions to navigate the discussion towards a mutually beneficial outcome.



5 Accommodating Style: "You Win – I Lose"

Accommodating negotiators prioritise relationship-building and seek to satisfy the other party's needs while minimising any conflict in the negotiation.

How To Negotiate

Understand their needs to maintain peaceful relations with others while you balance your own priorities. Present your requests to create value for both parties and be prepared to make adjustments when necessary.

3 Negotiation Tactics

1. Anchoring

Set a starting point (often a price or term) which becomes the mental reference for the rest of the negotiation, even if it's random.

To An Employee: We are offering you a salary of RM5,000 per month.

2. Time Pressure

Use deadlines or urgency to push the other party into making quicker decisions.

To A Client: We need to sign this by 5 pm today or we'll move forward with another client.

3. Take It Or Leave It

Use a hardball tactic by presenting your terms as non-negotiable, which is an ultimatum.

To A Vendor: We only work with vendors who meet our pricing terms exactly as specified.

TO GET WHAT YOU WANT

8 Negotiation Tips

1

- Place Benefits On The Table**
Show the other party what they can get out of making a deal with you. Strive for mutually agreed benefits where everyone gains.

2

- Keep The End Goal In Mind**
Be clear with your priorities, focus on the desired outcomes to prevent you from getting sidetracked and be ready to justify compensation. Prepare for responses to possible objections to demonstrate that you respect the opinions and needs of others.

3

- Know Your Worth**
Remember you have something of value that the other party seeks. Knowing your worth empowers you to secure a fair deal.

4

- Have Empathy**
Put yourself in their shoes to understand better the other party's needs and interests, look for common ground and be open to compromise, which helps to build trust and strengthen relationships, turning a negotiation from a battle into a dialogue.

5

- Ask Open-Ended Questions**
Encourage dialogue and gain insights into the counterpart's interests. "What challenges do you foresee in implementing this solution?" or "What are your thoughts on how the solution fits your needs?"

6

- Recognise Emotional Triggers**
By being aware of your emotions and how the other party feels, you can better navigate difficult situations.

7

- Aim For Win-Win Outcomes**
Create win-win outcomes that satisfy the interests of all parties around the negotiation table. From exploring shared interests to being willing to explore alternative options can lead to mutually beneficial agreements.

8

- Provide Clear Communication**
Effective communication allows all involved to express their interests and understand each other's perspectives, placing everyone on the same page.

5 Phases Of Negotiation

- 01. Investigation**
(understand the issue, needs and context)

- 02. Clarification**
(determine your best alternative if the deal fails)

- 03. Presentation**
(clearly and persuasively share your position)

- 04. Bargaining**
(negotiate terms and explore options)

- 05. Closure**
(finalise agreement and outline next steps)



Prepare A Negotiation Checklist

At the negotiation table, your preparation is crucial to achieve a favourable outcome. A thorough checklist helps to manage your negotiation. The following is a checklist to allow you to clarify your objectives, anticipate the other party's perspective and lead with impact during the negotiation. You can tweak and revise this checklist depending on your unique needs.

- | | | |
|--|---|--|
| <input type="checkbox"/> What do I want from this negotiation?
(be clear with your objectives and the desired outcomes) | <input type="checkbox"/> What lessons can I apply from past negotiations to improve my performance?
(review past interactions and learn from them) | <input type="checkbox"/> How can I build and maintain trust throughout?
(practise empathy as well as foster transparency and respect) |
| <input type="checkbox"/> Why is the other party negotiating with me? What do I have that they need?
(understand their intentions and needs) | <input type="checkbox"/> What is my best alternative to a negotiated agreement (BATNA)?
(options you have on hand if no agreement is reached) | <input type="checkbox"/> Where do I draw the line?
(know your boundaries and non-negotiables) |
| <input type="checkbox"/> What are my strengths, skills and assets in the negotiation?
(identify the values you offer) | <input type="checkbox"/> What are the demands involved in this negotiation?
(determine the constraints to allow you to negotiate within reality) | <input type="checkbox"/> What is my relationship history with the other party?
(leverage on the relationship history, if any) |
| <input type="checkbox"/> What are my weaknesses and vulnerabilities in this negotiation?
(self-awareness is important) | <input type="checkbox"/> What are some worst-case scenarios?
(it's not wrong to hope for the best and plan for the worst) | <input type="checkbox"/> Have I practised and rehearsed communicating my messages to the other side?
(get ready for difficult conversations and objections) |
| <input type="checkbox"/> Who are the decision makers and will they be present?
(it'll be a waste of time to negotiate with someone who can't make the final decision) | <input type="checkbox"/> Are my emotions in check?
(consider the impact of your emotions on the negotiation table) | <input type="checkbox"/> Am I aiming for a long-term or short-term partnership?
(your thoughts influence your actions) |
| <input type="checkbox"/> Others | | |



Saying "I Do" In Style

IOI City Mall lit up from 14 to 18 May 2025 with the *IOI Wedding Showcase Week*, unveiling a one-stop wedding wonderland where IOI Weddings turns big dreams into unforgettable celebrations! With dreamy venues, luxury stays, tailored planning and trusted vendors, all within IOI Resort City.



Jom Gotong-Royong Together

IOI Pan-Century rallied 174 employees for a *Jom Gotong-Royong* on 13 June 2025 to clean up the workplace and its surroundings. The activity reinforced our commitment to workplace cleanliness, environmental protection, sustainability and team unity. More than just a clean-up, it was a day to connect, contribute and take pride in our shared space.



Embracing Heritage Proudly

PT Sawit Nabati Agro marked *Kartini Day* on 21 April 2025 with a colourful display of culture and unity that showed a celebration of identity, equality and shared roots. Colleagues, both women and men, donned traditional attires to honour Raden Adjeng Kartini's legacy of equality and empowerment. What a beautiful day of pride, learning and connection.



Boosting Minds At Work

IOI Oleochemical Industries Berhad gathered employees for a mental health boost on 29 April 2025 to encourage employees to pause and check in on themselves. From simple screening to fun quiz games and eye-catching infographics, the event fostered a workplace where it's okay to ask for help and where well-being matters.



Smashing Bonds Through Badminton

IOI Plantation (Segamat Estate) hosted the *LPA PTL Badminton Championship 2025* on 24 May 2025 which saw players from 16 estates and mills coming together for friendly matches, with big smiles and loads of cheering. Sometimes the best kind of team spirit happens with a racquet in hand.



Savouring The King's Return

Durian season is back in full swing at Palm Garden Hotel, delighting guests, nearby residents and office workers from June to July 2025. Under the lush canopy of the Raintree Garden, durian lovers gathered for a buffet of freshly-opened *Musang King*, *Black Thorn*, *Udang Merah*, *D24* and *Super XO* – one bite at a time, one creamy surprise after another in an endless treat.



Recycling With Purpose

IOI Mall Kulai turned into a green hub on 28 May 2025 where 109 community members joined the Kulai Municipal Council's *Recyclable Materials & Used Cooking Oil Collection Campaign*. Plastics, paper, e-waste, used cooking oil and other recyclables were exchanged for cash tokens and eco-friendly rewards. They were sorted and sent to SWM Environment Sdn Bhd's collection centres. A simple act of recycling can turn into a collective push for cleaner habits and a more sustainable tomorrow.



Fuelling Functional Wins

IOI Pan-Century celebrated outstanding teamwork, leadership and workplace excellence as 24 teams gathered for the appreciation ceremony of the *Functional Team Programme* on 21 May 2025. From the *Best Team Trophy* to awards like *Best Leader* and *Best Presentation*, winners had plenty to celebrate, with the top three teams taking home cash prizes. Congratulations – your hard work truly stood out and inspired everyone around you!

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Le MERIDIEN
PUTRAJAYA

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