

125 Reasons To  
Celebrate IOI Family

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# B E R I T A IOI

The Official Newsletter of



**IOI GROUP**

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## *Grow, Flow & Glow* Into The New Year

It's the season of resolutions. That time of the year when we look back on the year that has passed in 2025, and make promises to ourselves as we face a new year. When it comes to goal setting and goal keeping, more often than not, it's a journey that begins with passion, excitement and determination, but along the way, you may struggle to stay on track due to vague or unrealistic goals or lack of motivation.

Let us learn from 11 top leaders in IOI Corporation Berhad and IOI Properties Group Berhad as they share their reflections on 2025, their corporate and personal resolutions for 2026, and the secrets to keeping them in the *Cover Feature*. May you be inspired by their insights and perspectives. Top it up with tips in the *Learning Curve*, and you are set to gallop into a year of purposeful change and meaningful progress.

2026

  
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## Double Edge Excellence

The number of public listed companies (PLCs) embracing Environmental, Social and Governance (ESG) is expanding rapidly. It has tripled in just three years from 300 companies in 2022 to 956 in 2025. Rather than sidelining ESG, more and more businesses are viewing it as a core business imperative and an essential guide to long-term resilience and relevance.

IOI Properties Group Berhad won our third consecutive *Gold Award* in the *Property Sector (PLCs category)* at *The Edge Malaysia ESG Awards 2025* on 1 October 2025. We have been steadily progressing in embedding sustainability in our operations, enabling us to achieve our highest ESG score of 4.3 out of 5, placing us in the top 3% of FTSE4Good ratings globally. We are paving our way towards a sustainable future with our *IOI Sustain Roadmap 2030* with near-, mid- and long-term focus areas covering both operational and embodied carbon across the Group.



IOI Corporation Berhad has made continuous improvements in our ESG journey, enabling us to win *Gold Award* in the *Plantation Sector* for the past three consecutive years at *The Edge Malaysia ESG Awards*. This year, we won the new *Best of the Best Award* by raising our internal benchmarks and even reducing our Scope 1 and 2 greenhouse gas emissions intensity by 46% in FY2025, exceeding our 40% target. Anchored by our *Five-Year Strategic Roadmap (2025 – 2029)*, we continue to chart strong progress towards a responsible and resilient future.

## Congratulations, Dato' Lee Yeow Seng

IOI Properties Group Berhad (IOIPG) Group Chief Executive Officer Dato' Lee Yeow Seng was conferred the Darjah Kebesaran Dato' Paduka Mahkota Selangor (D.P.M.S.) by the Sultan of Selangor, Duli Yang Maha Mulia Sultan Sharafuddin Idris Shah Alhaj Ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj.

Dato' Lee Yeow Seng received the honorary title at the investiture ceremony on 11 December 2025 at Balairung Seri, Istana Alam Shah.

The ceremony was held in conjunction with His Royal Highness' 80<sup>th</sup> birthday celebration.

We are proud to celebrate this prestigious achievement, which stands as a testament to his leadership in driving integrated developments and creating lasting socio-economic impacts for the communities it serves. Under his stewardship, IOIPG continues to be one of Malaysia's top 10 property groups.

## Pioneering NextGen OSH Innovations

Artificial intelligence (AI), robotics and other cutting-edge technologies are not merely tools for automation and efficiency. They also play an important role in helping to keep employees safe and sound. International Labour Organization's 2025 theme, *Revolutionizing Health & Safety through AI and Digitalization*, for the World Day for Safety & Health at Work encouraged organisations to enhance occupational safety and health (OSH) through emerging technologies.

IOI Plantation created a future-ready workplace at Syarimo 6 Estate where innovation safeguards every worker. By collaborating with the SHE Department (Lahad Datu Region) and Syarimo Group Committee, we turned all 16 *NextGen OSH Innovation Themes* into action.

Led by Plantation Contoller Mr Tan Kim Ha and SHE Manager Ms Gurjit Kaur Sandhu, we fostered a healthier and safer workplace through forward-looking innovations. These include a cinema-style induction room and a virtual reality (VR) OSH training room to equip employees with hazard recognition, accident prevention and emergency drills in an immersive simulation prior to stepping into the workplace.

Beyond training, we initiated safety bars on fertiliser doors to prevent spillage and chemical exposure, welfare-focused facilities such as a healing café and creative shower room plus ergonomic tools that reduce musculoskeletal injury and chemical contact, and more. Each initiative is designed

to protect our employees while enhancing productivity and well-being.

We passed the Majlis Negara Keselamatan & Kesihatan Pekerjaan's (MNKKP) final audit on 19 August 2025 and won the *National OSH Award 2024 (Agriculture Category)* on 17 October 2025 at Mövenpick Hotel & Convention Centre KLIA. Out of 257 entries nationwide, only 29 were selected based on their performance, innovation and compliance with OSH standards.

Congratulations to Syarimo 6 Estate for championing a safer, smarter and healthier workplace!



An MNKKP auditor (right) experiencing an immersive VR safety training simulation in a safe, controlled environment.



Minimising the risks in a cutting-edge audiovisual facility designed to deliver engaging induction programmes.

## Editor's Note

Blink, and suddenly 2025 is a memory. From technological advances and global climate milestones to award-winning performances and people development, 2025 marked a year of progress for IOI Corporation Berhad and IOI Properties Group Berhad. Personally, how has 2025 been for you? Has it left its mark on you – with smiles, moments of challenge and personal growth? Like a snake shedding its skin, we are reminded to leave behind our yesterdays, so that we can embrace what is new in 2026. As we move from the Year of the Snake into the Year of the Fire Horse in 2026, may you be renewed and inspired by the wealth of wisdom in the *Cover Feature*. Here's to a great year, in the words of Ms Oprah Winfrey: "Cheers to a new year and another chance for us to get it right."

Email your articles to: [carine.yap@ioigroup.com](mailto:carine.yap@ioigroup.com)

IOI Properties Group Berhad (IOIPG) continues its unstoppable rise to the top, ahead of property leaders – runner-up Sime Darby Property Berhad and second runner-up OSK Holdings Berhad's OSK Property – in the nation's benchmark for property development excellence at the prestigious *Malaysia Developer Awards (MDA) 2025*. We clinched the first place in the *Top-of-the-Chart Top 10 Award* under the *Market Capitalisation RM1 Billion And Above* category – our highest ranking yet and our fourth consecutive year in the top 10 list.

## Top Of The Charts



IOIPG stole the night's limelight for ranking first in the top 10 chart and scoring a double triumph in the highly competitive quantitative and qualitative titles.



## Winning Edge Of Thoughtful Designs

"Affordability should not mean lowering standards. Our goal was to deliver a home that people are proud to own, with practical layouts, durable finishes and a pleasant environment all within reach of ordinary Malaysians," said IOI Properties Group Berhad (IOIPG) Chief Operating Officer (Southern Region) Mr Lim Beng Yeang.

This principle shaped Rumah Bandar Idaman Putra – an affordable townhouse development of 396 units within a 12.8-acre freehold development in Bandar Putra Kulai, Johor, built under the Johor Affordable Housing Scheme to provide quality homes for first-time buyers and low-income households. From the minimalist façade that requires little upkeep and durable concrete roof tiles, to separate entrances for privacy, full floor and 1.5 m wall tiles in kitchens and bathrooms for hygiene and low maintenance, every detail was designed with value in mind without sacrificing comfort or style.

Our thoughtful designs won IOIPG the *Affordable Urban Housing Excellence Award* for Rumah Bandar Idaman Putra at *The Edge Malaysia Property Excellence Awards (TEPEA) 2025*. We also secured fifth place, jointly with Eco World Development Group, in the *Top Property Developers Awards* for the ninth consecutive year.



Now in its 23<sup>rd</sup> year, TEPEA continues to honour excellence across Malaysia's property landscape at Shangri-La Kuala Lumpur on 10 November 2025.

With 81% of units sold, Rumah Bandar Idaman Putra achieved an impressive QCLASSIC score of 82% for high workmanship quality, and a SHASSIC score of 96.9% for strong safety and health practices on site.



## iADA GOLD



## Another Golden Moment To Report

High-fives and big smiles are spreading across IOI Properties Group Berhad (IOIPG) as our latest milestone struck gold, bringing our corporate reporting wins to a total of six awards and one *Top 10 Finalist* placement. On 13 October 2025, our sixth Integrated Annual Report (IAR) 2024 took home a *Gold Award* for *Integrated Presentation* under the *Real Estate Development* category at the *International Annual Report Design Awards (IADA) 2025* in the United Kingdom. A global awards programme, IADA recognises excellence in the aesthetic and artistic design of annual reports.

If you haven't seen our IAR 2024, check it out at <https://shorturl.at/h1ghd>.



## Winning Strong At *PropertyGuru*

From Singapore's first hotel-home integrated and branded residence at W Residences Marina View to the sustainability-driven Premium Grade A offices at IOI Central Boulevard Towers that boast 95% committed occupancy, IOI Properties Singapore's portfolio continues to gain momentum and strengthen earnings.

Our solid performance in the Lion City stood out and secured the most awards at the 15<sup>th</sup> *PropertyGuru Asia Property Awards (Singapore) 2025* at Andaz Singapore held on 31 October 2025. We clinched eight *Country Winner* awards, the highest tally among the developers, from a total of 44 awards presented to 21 developers and three notable individuals!

Our winning streak continued from Singapore to Bangkok where we clinched a further three *Regional Winner* awards at the 20<sup>th</sup> *PropertyGuru Asia Property Awards Grand Final 2025* on 12 December 2025, cementing our position among Asia's leading, future-ready developers.



IOI Properties Singapore	<i>Best Transnational Developer (Singapore)</i>
IOI Central Boulevard Towers	<i>Best Office Development (Singapore)</i> <i>Best Office Architectural Design (Singapore)</i> <i>Best Office Development (Asia)</i> <i>Best Office Architectural Design (Asia)</i>
W Residences Marina View	<i>Best Ultra Luxury Condo Development (Singapore)</i> <i>Best Lifestyle Condo Development (Singapore)</i> <i>Best Ultra Luxury Condo Interior Design (Singapore)</i> <i>Best Sales Gallery Architectural Design (Singapore)</i> <i>Best Lifestyle Condo Development (Asia)</i>
W Singapore – Marina View	<i>Best Hotel Interior Design (Singapore)</i>

Property Development General Manager Mr Shawn Chang (left) receiving three Asia-level honours on behalf of IOI Properties Singapore at the finale at The Athenae Hotel in Bangkok.

Big smiles, big wins to our Singapore team for elevating Marina Bay and Singapore on the regional and global stage.

## Rebranding Reimagined, Recognition Realised

On 20 December 2024, IOI Properties Group Berhad officially took over Tropicana Gardens Mall, ushering in the new IOI Mall Damansara, and made sure everyone knew it through a series of engaging Computer-Generated Imagery (CGI) videos.

Well, all the massive, attention-grabbing banner reveal, the creative CGI snake slithering through the mall bringing Chinese New Year blessings and prosperity, the oversized Hari Raya trolley rolling through the concourse, and the adorable hopping bunnies stealing hearts quickly became a social media sensation on Facebook and Instagram. They certainly caught the attention of judges at the 14<sup>th</sup> *Marketing Excellence Awards 2025*, so much so that our *Rebranding Reimagined* campaign clinched two *Bronze Awards* in the *Excellence in Marketing Innovation* and *Excellence in Interactive Marketing / Augmented Reality & Virtual Reality* categories.

Held at Le Méridien Petaling Jaya on 31 October 2025, the award by Advertising+Marketing celebrated the finest in Malaysia's marketing scene, judged by an independent panel of senior client-side marketers from leading brands, including Amorepacific Malaysia, Bank Rakyat, Malaysia Aviation Group, Michelin Malaysia, Ninja Van Malaysia and Valiram.



The QUEST recognition ceremony was held on 30 October 2025 at Malaysia International Trade and Exhibition Centre.

## QUEST TO QCLASSIC EXCELLENCE

Uneven flooring, misaligned tiles, leaky windows and visible cracks are common home defects that remind us why construction quality can never be compromised. That is why IOI Properties Group Berhad (IOIPG) hold on to the highest quality standards, consistently achieving Quality Assessment System in Construction (QCLASSIC) scores of 80% and above. This dedication assures homebuyers that our properties meet the Construction Industry Development Board's stringent quality and workmanship requirements.

IOIPG's landed housing projects in the Southern Region stand true to this commitment. *Arcela* in Bandar Putra Kulai achieved a QCLASSIC score of 87%, while *Valeria* in Taman Kempas Utama and *Jade* in Bandar IOI Segamat both scored 85%. *Mahkota*, our double-storey shop offices in Bandar Putra Kulai, also earned a commendable score of 82%.

Our quest towards QCLASSIC excellence led us to clinch three *Excellence Awards* under *Private Project Category A (Landed housing)* and one *Excellence Award* under *Private Project Category C (Public / commercial / industrial buildings without centralised cooling system)* at the QUEST Awards 2025, formerly known as *Safety & Health, Environment, and Quality Day*.

Officiated by Deputy Minister of Works Yang Berhormat Datuk Seri Dr Ahmad bin Maslan, the fourth-year event recognised 262 recipients from 132 projects, highlighting Malaysia's commitment to construction quality, workplace safety and health, and environmental responsibility.



A proud moment for IOI Mall Damansara Assistant General Manager Mr Edmund Tan (left) and team as our marketing efforts continue to wow!

## Halal Excellence In Every Bite

Halal certification is more than a label; it stands for trust, integrity, quality and sustainability. It is a stringent process that goes beyond just preparation of food but requires total compliance that begins with the choice of ingredients to the presentation of food to the documentation of all processes, ingredients and certifications.

Palm Garden Hotel (PGH) and Four Points by Sheraton Puchong's (Four Points) strict *halal* compliance was honoured by Halal Development Corporation Berhad at the *World Halal Excellence Awards (WHEA) 2024*. Our comprehensive *halal* compliance frameworks are supported by strong governance, continuous staff training and close inter-departmental teamwork to ensure every dish is prepared with care and meets the trusted *halal* standards.

PGH, newly crowned with MFAR Gold, celebrating a dual win with the Muslim-Friendly Tourism Excellence Award.



At PGH, all kitchens – including Main, Pastry, Cold, Butcher and Banquet – are certified by Jabatan Kemajuan Islam Malaysia (JAKIM), supported by stringent ingredient traceability systems and regular audits to uphold the highest standards of *halal* integrity and food safety. Similarly, Four Points' kitchens – including Main Kitchen, Cold Kitchen, Butcher, Garde Manger and Banquet – are accredited by Jabatan Agama Islam Selangor, following the same stringent audit and tracking processes.

Held at Desaru Coast Conference Centre in Johor on 7 December 2025, with Johor Menteri Besar Datuk Onn Hafiz Ghazi as the guest of honour, the 16<sup>th</sup> WHEA honoured 29 organisations and three individuals that excelled in *halal* standards, innovation and industry development. Our achievement underscores our excellence in delivering *halal*-certified products and services for *Muslim* guests, while strengthening Malaysia's competitive edge in the global *halal* market, projected to reach USD5 trillion by 2030.



Four Points' The Eatery receiving the Halal Gourmet Food and Beverages Excellence Award for its innovation in *halal*-certified cuisine and effective marketing strategies to engage and grow the *halal* consumer segment.



## New Muslim-Friendly Gold Hotels

Travelling in Malaysia is easy, welcoming and thoughtfully designed for *Muslim* travellers. It's all about providing trust and added value to ensure that their concerns and needs are addressed.

Palm Garden Hotel (PGH) and Putrajaya Marriott Hotel (PMH) proudly fly the flag and set the pace in reinforcing Malaysia's global reputation as a leading *Muslim*-friendly tourism destination. Our gold-standard requirements for *Muslim*-friendly accommodation include JAKIM-certified *halal* dining, dedicated prayer facilities and alcohol-free areas from our *Muslim* guest's room. Both hotels have been awarded *Gold* under the *Muslim-Friendly Tourism and Hospitality Assurance & Recognition (MFAR)* programme.

These recognitions not only celebrate our strong commitment to *Muslim*-friendly standards and warm Malaysian hospitality, but also open doors to the growing global *Muslim* travel market.

The MFAR Gold plaques were presented to PGH at Melaka International Trade Centre on 7 October 2025, and to PMH during an appreciation ceremony for Islamic Tourism Month 2025 at The Westin Kuala Lumpur on 4 December 2025.



## Greener Goals, Greener Lives

Solar panels soaking up the sun. Eco-friendly transit-oriented development. Climate-adaptive infrastructures. Lush ecological corridors and circularity practices. Every corner of IOI Properties Group Berhad's 16 Sierra township is designed with sustainability at its core. Our community programmes also encourage residents to care for nature, bringing the United Nations Sustainable Development Goals (SDGs) – like clean energy (SDG 7), sustainable cities (SDG 11), and life on land (SDG 15) – into our daily lives.

Our efforts didn't go unnoticed. We clinched *Third Place* in the *Anugerah SDG Sepang 2025* under the *Private Agency / NGO* category during the *Majlis Anugerah Smart Mampan @ Sepang 2025* on 12 December 2025. Organised by Majlis Perbandaran Sepang (MPSepang), this award recognises organisations that make exemplary contributions to the SDGs at the local level. Thanks to the collective passion and teamwork of our project teams and sustainability practitioners, we are able to bring 16 Sierra's sustainable vision to life. Here's to greener milestones!



Director of Property Development (Central Region) Mr Ho Kwok Wing (second from right) and 16 Sierra Assistant Project Manager Mr Lim Suo Hui (right) receiving the accolade from Yang Dipertua of MPSepang Dr Ani Ahmad (second from left).



## Best Companies To Work For In Asia

The top companies make people feel heard and valued. The best companies make people feel heard, valued and motivated. They develop the best policies, show high levels of employee engagement and cultivate a learning culture where employees can thrive both personally and professionally.



Kudos to IOIC for earning dual honours!

This people-first approach established IOI Corporation Berhad (IOIC) and IOI Properties Group Berhad (IOIPG) as the *Best Companies to Work for in Asia*, among 295 organisations. IOIC's workplace culture, backed by comprehensive learning and development programmes, the *IOI Cares* wellness programme, and a focus on employee engagement and work-life balance, also earned the *Most Caring Company Award* at the *HR Asia Awards 2025* on 4 December 2025.



IOIPG celebrating four consecutive years as an Employer of Choice!

Hats off to our IOI PCOC team for championing HR excellence and shaping a future-ready workplace!



## GROWING STRONG TOGETHER

"Regardless of how advanced our technologies or infrastructure become, it is ultimately the skill, creativity and resilience of our people that will define Malaysia's future trajectory," said Ministry of Human Resources (KESUMA) Secretary-General Yang Berbahagia Datuk Azman bin Mohd Yusof.

That's why IOI Pan-Century Oleochemicals Sdn Bhd (IOI PCOC) focuses on employee growth, lifelong learning and workplace innovation. By focusing on technical skills development and workplace safety, we are helping our employees to develop capacity, confidence and a fulfilling career with us. Our commitment was honoured on 26 November 2025, when we became a *Top Four* finalist in the *Large Employer* category for the Southern Region at the *23rd HRD Awards 2025*. We also received a *Certificate of Appreciation* for our achievements in human capital development.

Hosted by the Human Resource Development Corporation with KESUMA's support, the *HRD Awards 2025* took place at Malaysia International Trade & Exhibition Centre. With a record 770 submissions – the highest in the awards' history, up from 493 in 2024 – the event celebrated visionary people development and future-ready talent.

## Honoured By KWSP For Putting People First

Many people think that retirement is a time to finally relax and enjoy life. No more waking up early to rush to work. No more work stress. But do you know that your cost of living doesn't stop although your monthly income has? According to *Belanjawanku 2024 / 2025*, the minimum monthly expenses for a retiree (living alone) are RM2,690 and RM3,390 with a spouse in the Klang Valley. This could add up to between RM650,000 and RM1.3 million over a 20-year retirement period.

IOI Plantation and IOI Properties Group Berhad's (IOIPG) commitment to strong governance, regulatory compliance and employee welfare, particularly in supporting our employees' long-term financial well-being, was recently recognised by the Employees Provident Fund (EPF), also known as Kumpulan Wang Simpanan Pekerja (KWSP), through the *Best Employer Awards*.

On 4 December 2025, Property Skyline Sdn Bhd under IOIPG received the *KWSP Best Employer Award Johor 2025* at Opero Hotel in Johor Bahru. We were one of five award recipients from over 8,000 KWSP-registered employers in Kulai. This award recognises our active employee engagement, timely EPF contribution and participation in *i-Topup*, which enables our employees to voluntarily save more for their future beyond the statutory requirements.



## Gold In Growth Silver In Spirit

Team engagement perks, flexible working hours, hassle-free parking – it's the little things that make IOI Corporation Berhad a workplace people appreciate. Let's not forget the big things like the *IOI Cares*, our digital wellness platform that offers motivation and personalised tips to manage stress and

build healthy habits. Coupled with opportunities for learning, collaboration and innovation, plus the space to grow professionally, our passion to groom and care for our people was recognised at the *13th HR Excellence Awards 2025*.

We clinched a *Gold Award for Excellence in In-House Talent Pipeline Strategy* and a *Silver Award for Excellence in Workplace Culture*. These awards celebrate our dedication to support, empower and inspire our employees. Because when our people grow, succeed and feel valued, we all move forward together.

Group Head of Human Resource Ms Molly Tam (middle) receiving both accolades at The Hilton Kuala Lumpur on 10 October 2024.



On 20 November 2025, Shahzan IOI 1 Estate received the *KWSP Best Employer Award Johor 2025* at KWSP Segamat's *Majlis Apresiasi Majikan & Stakeholder 2025* at VIP Hotel in Segamat. We were one of three award recipients honoured for demonstrating strong compliance with legal obligations and proactive efforts to enhance employees' retirement savings.

## The Future Looks *Coco-licious*

Who doesn't love a refreshing sip of coconut water on a hot day? And who doesn't appreciate the many wonderful goodness of coconut oil, from heart-healthy cooking to glowing skin? Every part of the coconut is versatile, and IOI Corporation Berhad (IOIC) is harnessing this potential. With over 3,600 hectares planted as of June 2025, and more on the way, we are transforming coconuts into our new and sustainable growth engine.

On 6 November 2025, we signed a joint venture with Mega Star Holding Pte Ltd (Mega Star) to develop Malaysia's first state-of-the-art, integrated and sustainable coconut mill complex in Segamat, Johor, which is strategically located near our landbank and next to the inland port. This RM100 million facility will have a daily processing capacity of 100,000 coconuts by the fourth quarter of 2027, producing high-quality coconut oil and concentrated coconut water. It will also be the first-of-its-kind facility to utilise robotics, IR 4.0 equipment and a self-generating energy system, powered by coconut husks, as well as converting coconut shells into activated carbon in the future.

As Mega Star, an investment company based in Singapore, is affiliated to Ting Hsin International Group, a China-based conglomerate which has an extensive food and beverage business across China and Taiwan, this joint venture leverages Mega Star's group network to offtake and market the concentrated coconut water to China and other Northeast Asian countries. Meanwhile, we will offtake and market the coconut oil to our associate companies and customers in the European Union and the United States in line with our global edible oil footprint. This marks a significant milestone for us as we look towards a bright and *coco-licious* future, driven by innovation, sustainability and productivity.

This strategic move between IOIC (left) and Mega Star (right) broadens our portfolio and reinforces our direction towards future-ready growth.



Our coconut plantations will be expanded to approximately 5,000 hectares within the next two years.

## A New Market For A Better Wood

IOI Palm Wood Sdn Bhd's *OnCore®* is not only lightweight and strong, but also innovative and sustainable, supporting circularity while meeting the demands of modern applications. This strong value proposition has attracted MST Co., Ltd (MST), a South Korean company specialising in sourcing, processing and trading for the construction, manufacturing and retail markets.

On 28 November 2025, we successfully signed an *Exclusive Distributorship Agreement* with MST, granting MST exclusive rights to distribute *OnCore®* products in South Korea for an initial year, after which we will chart the next phase of collaboration upon reviewing the performance.

MST brings strong expertise in landscaping and architectural timber applications, and works with various wood species sourced from Southeast Asia, North America and South America. Supported by its own production facilities and an active online e-commerce platform, MST is well positioned to extend *OnCore®*'s local reach in South Korea. This collaboration is set to enhance our brand visibility, strengthen customer confidence and accelerate market penetration as we deliver a better wood for a better future.

Proudly showcasing *OnCore®*'s value creation, manufacturing capabilities and diverse applications.



Sealing a strategic partnership to elevate *OnCore®*'s presence in South Korea.



MST representatives touring our Segamat factory.

## From Waste To Treasure

What was once waste found new value at IOI Galleria, Bandar Puteri Klang when IOI Properties Group Berhad's Klang Customer Relations Unit teamed up with ZWES – Zero Waste Earth Store for a recycling drive among the community. On 20 December 2025, about 45 residents showed up to drop off their recyclables, ranging from plastic, paper, aluminium and metal to e-waste and used cooking oil. Old clothes, shoes, bags, glass bottles, jars and fabric also gave the residents a chance to grab some cash vouchers from ZWES in a special lucky draw. It goes to show that doing good for the planet can be rewarding too.



Together, we're turning everyday actions into meaningful impact and bringing sustainability straight to the community.



# Committed To SBTi Targets

With global temperatures breaching 1.5°C and extreme weather disruptions increasingly affecting supply chains and economies, IOI Corporation Berhad recognises that climate change is not a distant risk but a defining business challenge.

Our near-term greenhouse gas (GHG) emission reduction targets were officially validated by the Science Based Targets initiative (SBTi) on 8 December 2025 following submission on 11 July 2025. Over the next five to 10 years, we are committing to reduce 44.94% of absolute scope 1 and 2 emissions, including land-related emissions and removals from biogenic feedstocks by FY2030, as well as 58.1% per metric ton of product produced for scope 3 emissions from purchased goods and services, upstream transportation and distribution by FY2032.

Our SBTi-validated targets also span Forest, Land and Agriculture (FLAG) sector, which is an area that is both emission-intensive and highly vulnerable to climate-related risks. Under our FLAG targets, we are committing to reduce 30.3% of absolute scope 1 emissions by FY2030 and 36.4% of absolute scope 3 emissions by FY2032, while maintaining no deforestation commitment across our operations.

This milestone recognises the collective efforts already taking place across the Group. Whether through operational improvements at our manufacturing plants, energy efficiency in our offices, or responsible land management in our plantations, every step counts towards reducing GHG emissions and strengthening our climate resilience.

*Backed by a global partnership between CDP, the United Nations Global Compact, World Resources Institute and WWF, the SBTi works with over 12,000 companies across 86 territories, representing more than 40% of global market capitalisation. Today, over 9,000 companies have validated their targets.*



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

# Powering Change Through EV

In the early days, workers had to push loads of fresh fruit bunches (FFB) in wheelbarrows to the collection points manually or use buffaloes. It worked, but it was slow, labour-intensive, exhausting and often led to delays during peak periods or in tough terrains. As labour grew scarce, IOI Corporation Berhad embarked on mechanisation at the end of 2020 to improve efficiency and reduce physical strain on our workers. For years, diesel-powered machines have revolutionised our FFB evacuation with greater speed, consistency and reliability. But as we set our sights on achieving net zero emission, we knew the next leap had to be cleaner and greener.

Our electrification journey began in 2022 with small experimental electric-powered machines (EV) for infield FFB evacuation. We began with small-capacity electric power barrows carrying 100 kg, then moved to 250 kg and 500 kg EV models as we pushed boundaries to cater to higher evacuation demands. Yet battery endurance, motor durability and the tough realities of muddy terrains, uneven surfaces and tropical humidity tested every prototype to its limits. But through persistent improvement and innovation, we continued to refine our designs, materials and technology to ensure the EV fleet meets the operational needs of our estates.

Today, we have 167 units of electric-powered infield machines operating across Peninsular Malaysia, which were converted from our diesel units. What started as a small trial has now become a cornerstone of our sustainability and modernisation journey, proving that progress often begins with the courage to try something new. Let's continue to innovate and work towards achieving carbon neutrality in the plantation operations!



*Our electric power barrows may look small, but they carry 250 to 400 kg with ease.*

*These mighty electric mechanical carts can handle up to 600 kg.*

*Meet our latest innovation, an 800 kg capacity electric cart scissor lift designed to further enhance process flow and efficiency of FFB evacuation!*

# Grease Goes Green

Many people don't know how to dispose used cooking oil (UCO). Pour it down the drain. Throw it to the trash. When poured away carelessly, UCO doesn't just disappear, it seeps into waterways, clogs drains and contributes to long-term environmental harm. But when recycled, that same oil becomes a valuable source for cleaner, greener energy solutions. It can be turned into biodiesel, giving everyday kitchen oil a powerful second life as clean energy.

With that spirit, IOI Acidchem Sdn Bhd (IOI Acidchem) collaborated with PETRONAS to bring sustainability to the community by turning a simple recycling initiative into a meaningful green initiative. Our mission was simple – to make proper UCO disposal easy, rewarding and truly impactful. Together, we organised a *UCO Purchase Programme* on 28 November 2025, rewarding participants with RM3 for every kg of recycled UCO.

The response was enthusiastic among our employees, neighbouring companies and residents of Kampung Jawa. By the end of the programme, we collected a remarkable 342.70 kg of UCO! More than that, we encouraged the responsible disposal of UCO, championed sustainable habits, reduced environmental pollution and promoted proper recycling and cleaner waste management practices.



*A little oil from your home can fuel big environmental change!*



*Just 1 litre of UCO can produce enough biodiesel to power a small motorbike for 10 km!*



# Greener By Design



What is climate change? What are the effects of greenhouse gas (GHG) emissions? What do you think you can do at work to reduce GHG emissions?

Climate change may be a common topic but you will be surprised that many people do not know the answers or are unaware of the serious impacts of climate change. In July 2025, we surveyed our employees in IOI Edible Oils Sdn Bhd and IOI Bio-Energy Sdn Bhd about GHG. Many of them do not understand what or why global warming is happening, and how their actions can impact Earth.

We had a mission: bring GHG awareness into our workplace and change the mindset of our employees. Under our *Design Thinking Project*, we spent the next few months brainstorming and developing interactive briefings and train-the-trainer programme. We designed colourful infographic posters and WhatsApp stickers for our chat groups. We made a short engaging video on identifying emission sources and hotspots.

These creative communications tools made GHG awareness practical and visible in our workspace. GHG became the hot topic in our conversations. More importantly, they sparked a mindset shift among our employees. Everyone began switching off their lights during breaks, reusing items, reporting steam leaks, identifying equipment inefficiencies and emission hotspots, as well as connecting everyday work to GHG reduction.

What started as awareness had grown into tangible action and personal responsibility. Daily, collectively, actively, we are empowered to create a real and lasting impact.



*Everyone started talking about GHG openly, linking it to their work, and taking pride in reducing GHG emissions.*

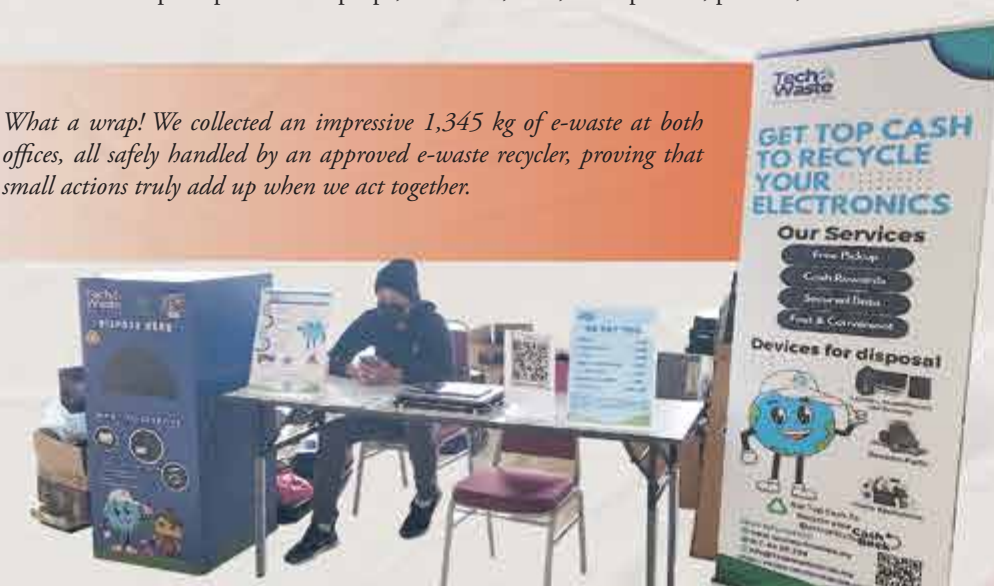
*Thinking hats on and putting our design thinking skills to work!*

# Grow A Plant, Throw Your E-Waste

Got an old phone tucked away in your drawer because tossing it into the trash could put your personal data at risk? A bulky TV gathering dust in the storeroom because there's no safe way to dispose it? Whatever the case, IOI Properties Group Berhad got everyone decluttering for a greener and sustainable future. Through a series of *Grab Your Work Plant* and *E-Waste Collection* initiatives, IOI Offices boosted workplace well-being and morale during the year-end period, while encouraging our office communities to reduce e-waste.

From 6 to 9 October 2025, the green momentum in Puchong Financial Corporate Centre (PFCC) came alive with green, refreshing vibes as everyone was rewarded with work plants for the offices. The green buzz continued from 24 to 27 November as the PFCC lobbies served as convenient drop-off points for laptops, monitors, TVs, smartphones, printers, cables and more.

*What a wrap! We collected an impressive 1,345 kg of e-waste at both offices, all safely handled by an approved e-waste recycler, proving that small actions truly add up when we act together.*



# From Thinking To Innovating

An automated soot cleaning system that is programmed to remove dust from the economiser tubes every four hours, allowing the boiler to operate efficiently for more than six months without the need for shutdown. This is just one of three prototypes developed by the winning *Power Rangers* team from IOI Bio-Energy Sdn Bhd (IOIBE) following a Design Thinking (DT) training in July 2025.

A total of 44 senior managers and executives from IOI Edible Oils Sdn Bhd (IOIEO) and IOIBE learnt all about tackling challenges with creativity, empathy and structured problem solving from a certified trainer, Associate Professor Dr Robert Jeyakumar, from Multimedia University. Guided by internal mentors, six cross-departmental groups were formed by IOIEO Assistant General Manager Mr Lawrence Chong, who then worked together over three months using the DT principles to enhance company operations and tackle real organisational challenges.

Our judges, IOI Corporation Berhad Deputy Group Chief Executive Officer Mr Tan Kean Hua, Dr Robert and IOI Plantation (Lahad Datu Region) Plantation Controller Mr Tan Kim Ha, were proud by the surge of innovative ideas at the *IOIEO-IOIBE Design Thinking Competition* on 14 November 2025. IOIEO and IOIBE General Manager Ir Shyam Lakshmanan proudly presented *Certificates of Recognition* to the participants. What a remarkable display of innovation, talent and sustainability.



*Congratulations to the Design Thinking Awards 2025 Champion, the Power Rangers team from IOIBE, for maximising power generation through optimisation of boiler and turbine operation.*



*The 1<sup>st</sup> runner-up went to Thanos from the IT, Purchasing, HR / Admin & Accounts departments for their winning project, Phantom Workforce.*



*Our 2<sup>nd</sup> runner-up was Marvels from the Refinery. DF & PKDF teams, for their ideas to optimise energy efficiency and recovery.*

We extended the *E-Waste Collection* to IOI City Tower 1 from 15 to 16 December, and to IOI City Tower 2 from 17 to 18 December, thanking everyone who disposed their gadgets with cash rewards. Let's give old electronics a responsible goodbye, welcome a little green and play our part in protecting the planet – one device and one plant at a time.



*Green picks, happy vibes all around as everyone excitedly chose their green buddy to brighten up their office desks!*



# 1<sup>st</sup> GreenRE-Certified Industrial Park In Banting



IOIPG Group Chief Operating Officer - Property Development (Malaysia) Mr Teh Chin Guan (third from right) officiating the launch on 8 December 2025 with Executive Councillor for Investment, Trade & Mobility Yang Berhormat Tuan Ng Sze Han (centre) and distinguished guests from Invest Selangor Berhad, MIDA and local authorities.

As IOI Properties Group Berhad's (IOIPG) first GreenRE-certified industrial park, IOI Industrial Park @ Banting opens up exciting opportunities for businesses and investors seeking sustainable and future-ready industrial spaces. This strategically located 322-acre park provides a platform for companies to grow, innovate and thrive while meeting growing demand for green industrial properties in Malaysia and beyond.

With a gross development value of RM1.8 billion, the park will be developed in two phases. Phase 1 offers 103 units of detached, semi-detached and cluster factories as well as individual land plots. Some of the green features include solar streetlights, solar-adaptable rooftops, electronic vehicle charging stations, water-efficient fittings, rainwater harvesting, waste recycling and composting facilities plus flood resilient features.

The park has potential to drive high-value investments in sectors aligned with the *New Industrial Master Plan 2030*, targeting light to medium to large industries such as food and beverage, textiles, warehousing, manufacturing and more. Superior connectivity to major highways and Kuala Lumpur International Airport, alongside efficient traffic planning and shaded sidewalks, ensures a seamless operational experience. Check out this future-ready, environmentally responsible industrial hub at our new 12,000 sq ft IOI Galleria @ Banting, IOI Industrial Park.

## From Steep Slopes To Deep Roots

Without proper vegetation cover, steep slopes are easily stripped of nutrients, weakened by soil erosion and exposed to long-term land degradation. These not only affect plantation productivity, but also the sustainability of operations and the environment. To improve slope stability and prevent soil erosion, IOI Plantation is rehabilitating steep areas through strategic forest tree planting across our estates, beginning with Pukin Estate.

After months of careful site selection, ground preparation and weeding control, our commitment took root on 23 December 2025 with the launch of a *Forest Tree Planting Campaign* in collaboration with the Pahang Forestry Department. Over the next three years, we will progressively rehabilitate 12 steep areas exceeding 25 degrees, covering a total of 18 hectares by 2027.

We will be planting approximately 1,400 seedlings during the first phase followed by continuous maintenance and gradual phasing out of oil palm trees in the identified areas to allow the forest to regenerate naturally. By introducing deep-rooted and site-suitable species, we aim to strengthen soil structure, enhance water infiltration, stabilise the slopes and reduce erosion. Moreover, trees and ground cover will create shade, improve microclimate conditions and support biodiversity, allowing nature's own healing systems to restore ecosystem balance and resilience.

It's a long-term effort, but one that we are fully committed to. Through this journey, IOI Plantation is planting more than trees – we are sowing seeds of hope and resilience, contributing to carbon sequestration and nurturing a healthier environment for generations to come.



Leumpang Region Plantation Controller Mr Pang Tien Lung (right) officiating the launch with Forestry Officer from the Pahang Forestry Department Mr Aizuddin.



Pahang Forestry Department contributing its technical expertise and approximately 1,400 seedlings, namely Balau Pasir, Cengal, Kapur, Karas, Kelat Paya, Keruing, Menanti and Merbau, in support of our campaign.

## Closing The Loop With Compost

IOI Properties Group Berhad (IOIPG) is giving food waste a second life with a new closed-loop composting pilot project across our three townships at IOI Resort City, 16 Sierra and Bangi. Food waste collected via our existing BIOBIN® system at Le Méridien Putrajaya will be transformed into nutrient-rich compost to enrich the soil across these townships.

Our landscape representatives from all three townships and the Group Corporate Sustainability team will be working closely over the next three to four months. We will track the compost's performance through soil assessments, plant growth observations and feedback from teams, providing key insights for potential expansion to more townships, parks and commercial properties.

By turning organic waste into a valuable resource, the project reduces our reliance on external soil enhancers, minimises landfill wastes and strengthens resources efficiency, in support of *IOI Sustain Roadmap 2030* and commitment to climate action.



Our BIOBIN® system at Le Méridien Putrajaya is packed with purpose and ready to turn waste into wonder!



After a successful hands-on session on 17 December 2025 at Central Park @ IOI Resort City, we are all set to go.



Organic waste is not merely discarded, but transformed and re-integrated into IOIPG-managed landscapes.

## Dreams In Action

Education transforms not just lives, but futures. It all starts with giving children the opportunities to learn and belong – and this vision is shared by IOI Plantation and Humana Child Aid Society Sabah (HUMANA). In Sandakan, Sabah, our IOI Sandakan Region have built 15 HUMANA schools and five Community Learning Centres with HUMANA to provide quality education for children, many of whom coming from foreign worker families, so that every child in the community, especially those without access to national schools, can learn, grow and thrive. Guided by the Ministry of Education, every lesson meets national standards, focusing on building a strong foundation in the essential 3M skills (Reading, Writing and Arithmetic).

On 24 November 2025, 156 children, comprising 102 Kindergarten 2 students and 54 Primary 6 students from HUMANA Sandakan (Zone 1), received their graduation certificates and tokens of achievement. Donned in their graduation robes and mortarboards, these little graduates walked proudly across the stage at the Luangmanis Estate Community Hall, glowing with excitement as their parents cheered them on. The ceremony brought together representatives from Luangmanis Estate, the IOI Sustainability Department (Sandakan Region), the Beluran District Education Office and the teachers who guided these children every step of the way. Together, the hall erupted in applause for the resilience, courage and growth shown by the students. With patience, love and the right support, every child has the strength to rise and reach full potential.



A young achiever receiving her certificate from the Education Officer of the Private Education Unit under the school management sector Mr Fadzil bin Sarum.



Every smile tells a story of hard work and determination. Congrats to our young graduates!



Luangmanis Estate Manager Tuan Mohamad Hazizi (left) with one of the young stars and his teachers.

## Planting The Seeds Of Possibility

For Farid Dawin, going to school meant waking up before the sun rises, and sitting through a long 20-minute bus ride to another estate. Some mornings, Farid has no desire for school simply because he was too tired – even before class began.

Not anymore! Now, Farid can't wait to go to school thanks to the new Humana Child Aid Society Sabah (HUMANA) school at Permodalan 3 Estate which was established on 11 November 2025. The new school is only a two-to-three-minute walk from his home. His school buddies, like Septiani and Multasyar, are more than eager. Finally, there is a school within their estate and it makes education feel closer to their world.

IOI Plantation General Manager of Administration & Procurement Ms Lee Yoke Hean, Plantation Controller Mr K Saravanan, the estate management team and four dedicated teachers welcomed about 100 students to the new HUMANA school. With this new school, Lahad Datu Region now has 15 HUMANA schools, contributing to a total of 30 across Sabah, each built on the belief that every child in our estate communities deserves a classroom where learning feels possible and hope feels close.



Together with the students and teachers who will bring this new school to life.



Ms Lee enjoying light-hearted chat with the students.



Everyone enjoying the Zapin performance, the ribbon-cutting ceremony and strolling through the new school grounds.

Learning gets extra fun when nature joins in.



## Maths Can Wait, Let's Multiply The Fun

What do 38 students from Sekolah Menengah Kebangsaan Methodist Telok Darok, Banting, four teachers, and a whole lot of excitement look like? Pure laughter and energy from the moment they arrived. After completing the *IOI Mathematics Enhancement Programme* organised by *Tupai.ai* by AI Teacher Sdn Bhd, the students enjoyed a day of games and discoveries at IOI City Mall on 17 December 2025, which was organised by IOI Foundation in collaboration with District 21, IOI City Farm and the mall.

The day started at District 21 which tested the teamwork, strength and problem-solving skills. After the adrenaline rush, students got up close with goats, rabbits and other friendly animals at IOI City Farm. Lunch at Pizza Hut was the perfect break to share laughs, swap stories and celebrate a day well spent, truly feeding good times. Sometimes, the best lessons are learnt outside the classroom where everything adds up with friends and a little adventure.

Their smiles say it all. A full day of laughter and memories made together.



Good food and happy faces are the perfect way to wrap up the day.





## Nurturing Tomorrow's Leaders

Since 1998, IOI Foundation has awarded RM12.15 million in scholarships to 363 students, supporting young talent and helping them take meaningful steps towards their dreams. This year, seven passionate students celebrated an important milestone at the *IOI Scholarship Award Ceremony 2025* on 17 October 2025. With RM344,000 awarded, these scholars are set to pursue their studies in chemical engineering, IT and agriculture, ready to explore new opportunities and make a positive impact in their fields.



Everyone jumping in and having so much fun figuring out the challenges.

Datin Joanne and Mr Tan encouraging the next steps while chatting with the students.

The scholars jumped into a fun mix of connecting, collaborating and friendly competition with interactive games tied to IOI Corporation Berhad's (IOIC) core businesses and core values. Each scholar carries their own story, drive and potential, which IOIC Deputy Group Chief Executive Officer Mr Tan Kean Hua and IOI Foundation Executive Director Datin Joanne Wong were excited to uncover and encourage, showing us how meaningful it is to invest in and nurture the next generation of leaders.

## Running With Heart On The Road To Give



Smiles on the move as the runners take on Central Park @ IOI Resort City.



Lacing up, cheering loud and running together for a cause that matters.

The homeless and the poor often look out for the giant Kechara truck for food and sustenance. Kechara Soup Kitchen has served over 1,500,000 meals to the impoverished people of Malaysia since 2008. Now it can continue to reach even more Malaysians in need with a new distribution truck, thanks to the spirit of running which inspired 923 runners, including 81 junior participants, who came together for Marriott International's *Road To Give 2025*.

What began as a simple run 11 years ago has grown into something much greater – a celebration of unity, compassion and purpose. From 11 to 19 October 2025, the global charity run was all about giving as everyone came together to support three causes close to the heart – helping Kechara Soup Kitchen, contributing RM50,000 to Langkawi Autism Care Centre and continuing early intervention support at Kiwanis Down Syndrome Foundation Johor Bahru.

On 12 October 2025, Moxi Putrajaya hosted the event at IOI Resort City with our Putrajaya Marriott Hotel, Le Méridien Putrajaya, Palm Garden Hotel and Four Points by Sheraton Puchong, each adding their own touch with treats ranging from *roti john*, chicken *satay* wraps, banana smoothies to focaccia and more. Families and friends joined in the games from face painting, bowling and ping-pong to sand painting and Kicktopia challenges.

No matter the category – 5 km, 10 km or Junior Run – we ran with heart, and together, we'll keep making a difference.

Little legs riding, big hearts running.



## Daily Needs, Packed With Smiles

Nur Izzati binti Ungau (*wearing red in pix*), daughter of the village head of Kampung Orang Asli Batu 28 Jenderam Hilir, guided IOI Properties Group Berhad's (IOIPG) team on a walkabout through her community's living environment. Home to a warm and close-knit group of 164 villagers in Sepang, she was delighted to welcome visitors from 16 Sierra Business Unit on 28 October 2025 as they arrived bearing gifts – canned food, biscuits, instant noodles, rice, *Milo*, tea, flour and cooking oil. Thanks to IOIPG Foundation's donation of RM3,500 worth of groceries and essential items, the villagers are able to enjoy some much-needed support and relief, helping them meet their daily needs.

Receiving timely help for their everyday necessities.



Driving corporate social responsibility, IOIPG is reaching out to underprivileged communities while promoting kindness and encouraging employee volunteerism.



Ending the day with smiles and a sense of joy!

## Giving That Grows From Within

Rumah Charis was founded in 1988 by Reverend Teo How Ken as a home that cares for the old and the aged. Over the years, it has also grown to be a safe haven for children and youth. A few months ago in June 2024, Team IOI from IOI Properties Group Berhad (IOIPG) celebrated Parents' Day at the elderly home. This time, we decided to focus on the children. In conjunction with World Children's Day, Team IOI from the Puchong Business Unit, IOIPG offices and Four Points by Sheraton Puchong brought RM3,800 worth of food supplies and household necessities to brighten the children's day on 7 November 2025. Giving is never just about what we bring. It is about showing up, sharing care and leaving a little hope behind.

Handing over essentials and happiness to 20 children and four caretakers.

Celebrating two years of care and support with a token of appreciation from Reverend Teo (left), the founder of Rumah Charis.



## Opening Up, One Mind At A Time

Mental illness doesn't only affect adults. Children can be impacted too because mental illness can happen to anyone at any age. It's a topic that many overlook, yet deeply matters because one in five children suffers from mental health conditions such as anxiety, difficulty in focusing and social challenges. The moment IOI Acidchem Sdn Bhd stepped into SMK Tun Hussein Onn, Penang on 28 October 2025, it felt like the students were ready for a real conversation. Not a lecture. Not a lesson. Just an honest chat about what goes on in our minds on the tough days.

Our *Minda Sihat, Jiwa Tenang* session gave them that space. With Dr Nurhikmah Mubarak Ali from Universiti Sains Malaysia (USM) guiding the discussion, students began opening up, asking questions and realising that it is okay to feel overwhelmed at times. What matters is knowing where to find support and how to care for ourselves. At the end of the day, everyone received tumbler bottles and food as a small gesture of care.

Sometimes a little guidance and an open conversation are all it takes to help young minds feel more confident in caring for themselves. What counts is providing a safe space, lending a listening ear, taking them seriously and staying present every step of the way.

Happiness in every hand as the gifts are handed out.



## A Bagful Of B40 Support

A school bag is an ordinary item, but in the hands of the underprivileged, it represents a bagful of hope and appreciation. IOI Acidchem Sdn Bhd's Community Service Committee team saw how a simple school bag could spark pure excitement when we visited SJK (Tamil) Perai and SK Khir Johari. Some students eagerly unzipped their new bags while others hugged them tightly with pride for having something they could call their own. We handed out 112 new school bags with stationery items to students at SJK (Tamil) Perai on 26 November 2025, followed by 68 students at SK Khir Johari on 28 November 2025. This Corporate Social Responsibility initiative helps lighten the financial burden on B40 families. More than giving supplies, we hope we gave the students a little encouragement as they step into a brand-new school year.



Excited and ready, students looking forward to learning more.

An easy-going session on mental health tips by Dr Nurhikmah, the Senior Lecturer from USM.





## Small Paddles, Big Pickleball Energy

Most of the 20 children from Pertubuhan Kebajikan Mesra Assalam, Puchong had never played pickleball before. But once they got the hang of the paddle and ball, they jumped straight into confident swings and playful matches, cheering one another on. What a morning of laughter, energy and discovery at Amigo Clubhouse pickleball courts in 16 Sierra during the *Pickleball Charity Fun Day Event* organised by IOI Properties Group Berhad's 16 Sierra Customer Relations Unit on 18 November 2025. By the end of the day, paddles were down and lunch was served at Amigo Clubhouse Café. The morning left everyone a little taller, a little braver and a little more ready to try something new.



Let's warm up before the battle starts.

Learning how to swing, one laugh at a time.

## Lending A Hand, Sharing A Heart

You don't always realise how much a small act can mean until you see it in someone's smile. On 12 October 2025, nine members from Pamol Sabah Mill's Women Empowerment Committee walked into the Sabah Cheshire Home Sandakan, carrying not just essential items, but hope to bring a little light and comfort to the residents.

The visit supported 25 persons with disabilities, aged between 13 and 69 years old, with daily necessities, from food staples to basic household and personal care items, to help with their everyday needs. The day wasn't just about the contributions. It was about being present, sharing smiles, and feeling the warmth and strength of the people there. The experience reminded the team how important it is to connect, care and show empathy.

This visit reminded us that kindness is not about grand gestures. It is about showing up, listening, and truly caring. Sometimes, that alone is enough to make a difference.



A small group, a big heart, and essentials ready to be shared.

Small hands, shared effort and a lot of care as the team sorted through the essentials together.

## 101 Wishes Glowing & Sparkling To Life

This Christmas, IOI Mall Damansara became more than a festive destination by sparkling into a space where dreams floated, wishes mattered and kindness quietly took centre stage. Our *White Magical Christmas* campaign, created in partnership with Malaysian surrealist artist Kai Yi Wong, also known as Unreality Kai, presented a whimsical winter wonderland of four floating Christmas trees adorned with 101 handwritten wishes from children of Rumah Victory Children and Youth Home, Shelter Home, Pertubuhan Kebajikan Kanak Kanak & OKU Selangor, and Trinity Community Children's Home Society. We invited shoppers to share in the joy of giving by fulfilling the wishes through the *Adopt a Wish* initiative. IOI Mall Damansara Assistant General Manager Mr Edmund Tan and team, together with Unreality Kai, were delighted that all the dreams were fulfilled, turning hope into something real and unforgettable.



All I want for Christmas is.....



Smiles and excitement in the air, ready for a Christmas full of surprises.

Dreams suspended in the air, waiting to be held.



## Glamping Out The Christmas Way

This Christmas, let's give the kids a treat under the stars, celebrating a season built on love and togetherness. So IOI Properties Group Berhad's 16 Sierra Customer Relations Unit (CRU) treated 11 children aged 11 to 18 from Rumah Victory Children & Youth Home, along with their caretakers, to two carefree days in cosy tents surrounded by nature. They laughed around campfires, enjoyed a host of games and activities, and grew closer over swimming, pickleball, cycling and more. Gifts like festive socks, candy canes and *Lego* sets added to the Christmas joy during CRU's Corporate Social Responsibility glamping treat at Amigo Clubhouse in 16 Sierra from 16 to 17 December 2025.

Together, we made Christmas a little brighter.



A glamping adventure, keeping kids smiling and enjoying every moment.

It was definitely a trip filled with laughter and exciting memories.



## Spreading Christmas Joy Across IOI Malls

IOI Mall Puchong touched 30 children and their teachers from Joy Messenger (Pertubuhan Perutusan Ceria) with smiles on 18 December 2025. From exploring and playing at the largest ball pool in Puchong at Popo Land, the fun rolled on with lunch to fill the hungry stomachs. The day continued with popcorns while watching the action-fuelled *Zootopia 2* at Golden Screen Cinemas. No day is complete without desserts so we ended it with a hands-on dessert making session that brought plenty of happy smiles, making Christmas feel exactly how it should.



On 1 November 2025, we brought festive cheer to the children as they celebrated Deepavali with the gifts.

IOI Mall Kulai brought Christmas with laughter for 32 children and 11 guardians from Pusat Jagaan Syukur Hati on 22 December 2025. Movies, magic and games filled the day, lifting the hearts of the children as they sat back and watched the heartwarming *Zootopia 2* at Golden Screen Cinemas before jumping into fun games like charades, musical chairs and more. School bags for the children, special mugs for the guardians and daily necessities for the home made sure the joy carried on long after the day ended.

## Lighting Up The Wishes, One Home At A Time

Festive seasons are moments of connection as IOI Properties Group Berhad Foundation (IOIPG Foundation) brought the *Wish Tree* to life for underprivileged children from two homes.

Through our *IOIPG Foundation Wish Tree Programme*, we reached out to 31 children and 12 caretakers from Shepherd's Centre Foundation in Semenyih during Deepavali, and 22 children and seven caretakers from Pusat Jagaan Rumah Keluarga Kami in Kajang during Christmas. With the generous support of Team IOI and the public, we raised a total of about RM29,200 to fulfil the children's wishes. From apparel, toys, sports items and essential supplies to educational items and festive *angpows*, every gift carried encouragement and care. Palm Garden Golf Club added warmth to both celebrations with shared meals that brought everyone together.



Shepherd's Centre Foundation

On 27 December 2025, eyes sparkled with delight as we presented the Christmas gifts they had been wishing for.



Pusat Jagaan Rumah Keluarga Kami

## Deepavali Made For Smiles

A total of 30 kids and two teachers from Sekolah Jenis Kebangsaan (T) Ladang Kulai Besar arrived at IOI Mall Kulai on 3 October 2025 for a magical Deepavali treat – exploring Molly Fantasy, stepping up in joy over the shoes they picked at Amly Shoes and clapping along to a lively performance at Bask Bear. On top of the treats and gifts, the day ended with yummylicious *Toast Cheezy Egg* and large fries. Every smile, every cheer, every small discovery made the day feel magical, as we stood by the children on their journey towards a bright future.

Good food, good laughs and full hearts.

Big smiles, little hands holding happy surprises.



## Cans Of Kindness



Can by can, heart by heart – our South Beach community lit up the season together.

This Christmas felt extra warm at South Beach Singapore, as the office community came together in mid-November 2025 for the *Food Can Christmas Tree Donation Drive* – not with lights, but with 5,500 cans of food generously donated. Each colourful can stacked into a Christmas tree became a quiet symbol of care for families in need across Singapore. Made possible by the collective partners across industries, the cans will benefit The Food Bank Singapore, The Boys' Brigade and Jalan Besar Community Club. A simple act, shared together, could carry kindness far beyond the season.



# Grow, Flow & Glow Into The New Year

## Tan Sri Abdul Wahid Omar

Chairman  
IOI Corporation Berhad

### Q1) What's your reflection on 2025?

2025 was the start of a new phase in my life. Following my retirement as Chairman of Bursa Malaysia at the end of April 2025, I joined the Board of Directors of Cypark Resources Berhad and IOI Corporation Berhad in June 2025. This is in addition to my continued role as Chairman of the conservation organisation WWF-Malaysia and MySDG Foundation, and as Pro Chancellor of Universiti Sains Islam Malaysia and INCEIF University. I am indeed honoured and privileged to chair IOI Corporation Berhad since November 2025.

### Q2) What's your corporate resolution(s) for 2026?

I just want to do the best for all the organisations that I lead. Ensuring we deliver on our stated purpose and truly embrace our core values. Specific to IOI Corporation Berhad, it is about guiding Management to realise our vision to be a leading and sustainable Malaysian business corporation with global presence.

### Q1) What's your reflection on 2025?

2025 has been a demanding one, impacted by lower crop yields that placed considerable pressure on our operations and resulted in many challenges. We focused on boosting efficiency and resilience, as well as implementing energy-saving measures such as installing energy-efficient pumps, inverters for motors, rerouting pipelines to reduce steam pressure drop, heat recovery projects, servicing and replacing steam traps, renewing insulation and commissioning our very first heat pump. All these efforts helped to maintain low operating costs while keeping our biomass cogeneration plant operating at high capacity, reducing our carbon footprint, and stabilising energy supply. We also introduced products containing low levels of glycidyl ester, chloride, 3-monochloropropane diol ester, and mineral oil hydrocarbons. These premium products have inspired new markets and enabled us to stay competitive.

### Q2) What's your corporate resolution(s) for 2026?

For 2026, we foresee the low crop situation to persist, thus continuing to challenge our operations. To overcome this, we need to roll out more innovative and energy-saving projects to further improve our start-up and shutdown times, and reduce our greenhouse gas (GHG) emissions. Several projects are already planned and will be implemented in the coming months to enhance plant efficiency whilst reducing costs.

Another important focus is to reduce GHG emissions. While innovations in our plants and processes have achieved significant progress, we need to also consider sequestration and carbon usage to overcome limitations of just relying on conventional reduction methods to meet our commitments. The concern regarding low processing volumes and achieving net zero emissions is what keeps me up at night.

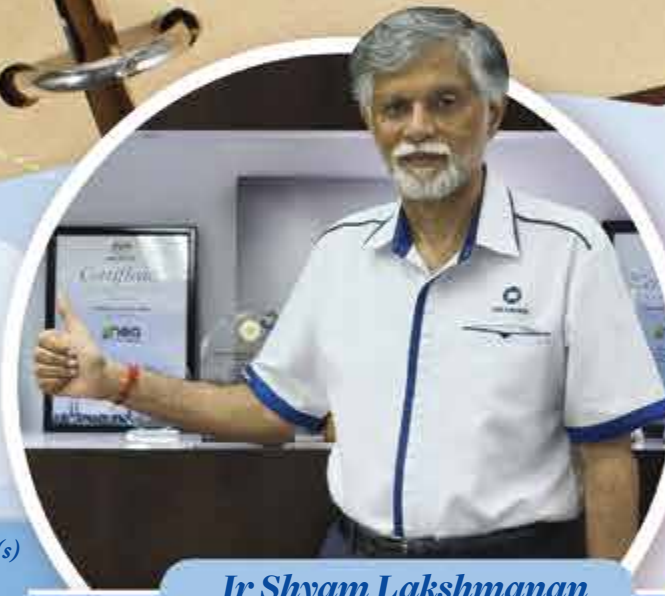
*I aim to enhance my capability in sustainability and innovation by deepening my understanding of decarbonisation, circularity and new energy-efficient technologies.*

### Q3) What's your personal resolution(s) for 2026?

Lead a healthy life and maintain weight below 70 kg! 😊

### Q4) Can you share your secret(s) to keeping your resolution(s)?

I must say my track record is not perfect. In the years I was able to achieve my resolutions, it was about being single-minded, determined and disciplined to achieve the goals within the stipulated timeframe. Where I failed was when I got distracted along the way and let my guard down. So please stay focused if you wish to fulfil your resolutions. Set milestones and track your progress along the way to ensure you are heading in the right direction. Here's wishing you all the best for 2026 and beyond!



Mr Peter Fitch

Chief Executive Officer  
IOI Palm Wood Sdn Bhd

### Q3) What's your personal resolution(s) for 2026?

For 2026, my personal resolutions focus on strengthening my leadership contribution to IOI's long-term direction and strategic ambition. I aim to enhance my capability in sustainability and innovation by deepening my understanding of decarbonisation, circularity and new energy-efficient technologies. This is so that I am better able to support the Group's sustainability commitments and drive meaningful operational improvements. Simultaneously, I would like to place greater emphasis on developing our people by mentoring emerging leaders and nurturing a culture of continual improvement. As Confucius said: "If your plan is for one year, plant rice; if for 10 years, plant trees; if for 100 years, educate people."

I want our teams to be equipped with the right skills and mindset for the future, so I plan to organise training programmes to enhance their technical knowledge, and expand team involvement in our R&D initiatives, as these engagements significantly enhance their process knowledge and overall understanding. I am also committed to upholding strong governance, risk awareness and operational discipline, as these values are essential in ensuring safe, cost-efficient and reliable operations during challenging periods.

### Q4) Can you share your secret(s) to keeping your resolution(s)?

IOIC's core values such as integrity, excellence, cost consciousness and people-focused leadership resonate strongly with my own personal principles. Maintaining open communication with my team and colleagues provides support and clarity, helping me stay focused on what truly matters. I practise an open-door policy and make daily walkabouts around the complex to stay connected with employees at all levels, listening to their concerns, ideas and feedback. However, I do need to prioritise consistent progress over the pursuit of perfection, because steady and continuous improvement is most effective to achieve results.

I participate actively in the Sports & Recreation Club and support the CSR initiatives as these engagements help strengthen our relationship with employees and the surrounding community. I also provide advice to support the Women Empowerment Committee and its initiatives. I believe that sustainable success comes from consistent effort rather than perfection, and that steady, continuous improvement, albeit in small steps, has proven to be the most effective way to achieve meaningful long-term results.

### Q1) What's your reflection on 2025?

2025 was a year of transition and growth. It allowed me to broaden my perspective from operations to long-term strategy, strengthen collaborations and build a strong foundation for the year ahead. The experience has prepared me well for the opportunities in 2026.

### Q2) What's your corporate resolution(s) for 2026?

After 16 years in the hotel industry and now driving hospitality management and performance under IOI Properties Group Berhad (IOIPG), my corporate resolution for 2026 is to strengthen our hospitality footprint across the region, while sustaining operational excellence within our existing hotels. We aim to enhance brand visibility, elevate guest satisfaction, and explore new opportunities for strategic expansion. In line with IOIPG's vision, I aspire to drive sustainable growth through innovation, collaboration, and service excellence. I also aim to continue growing as an empathetic and strategic leader. I want to nurture talent across the region, foster collaboration, and maintain a healthy balance between professional achievement and personal well-being.

One of my favourite quotes is by Steve Jobs:  
"If your customer buys once, you made a sale.  
If they come back, you built trust.  
If they tell others, you built a brand."



Ms Tan Lee Fong

Assistant General Manager,  
Hospitality Management  
IOI Properties Group Berhad

### Q2) What's your corporate resolution(s) for 2026?

It can be summed up in three words: Precision, Scale and Impact.

In the 1980s, leaders like the late Tun Dr Lim Keng Yaik transformed rubberwood from agricultural waste into a global furniture staple. We are doing the same for OPT. Today, we are proving that what was considered OPT biomass waste isn't just a sustainable alternative, but a superior, engineered solution.

In 2026, our focus shifts from proving the possible to perfecting the process. My ambition is for *OnCore*® to become the global gold standard for a green, sustainable, zero-deforestation material. By scaling our operations, we aren't just growing a business – we are cementing our role in the circular economy and driving IOI Corporation Berhad's Pathway to Net Zero by showing the world that the future of wood is palm.

### Q3) What's your personal resolution(s) for 2026?

While remaining fully committed to my work, my personal resolution for 2026 is to make more space for my family. Through my children, I have come to realise that kids are increasingly shaping family travel decisions, from destinations to experiences. Discovering places like Abu Dhabi through their perspective has been eye-opening and has inspired me to think differently about future hospitality trends. This insight sharpens how hotel positioning and portfolio development are viewed, particularly when assessing destinations, concepts and experiences that will remain relevant to the next generation of travellers, ultimately supporting long-term asset performance and my future hospitality approach.

### Q4) Can you share your secret(s) to keeping your resolution(s)?

My secret is staying purpose-driven and consistent. In hospitality, passion and discipline go hand in hand.

It's about keeping the bigger picture in sight while celebrating small milestones. I also believe in surrounding myself with positive, motivated people who share the same vision, because great results are always achieved through teamwork.

### Q1) What's your reflection on 2025?

2025 was the year we moved from concept to reality. We crossed a historic milestone by proving that oil palm trunks (OPT) are not just a viable alternative, but a high-performance sustainable material that can be produced at an industrial scale.

This journey reminds me of the pioneering spirit of the 1990s. As a young manager then, I had the privilege of being part of teams that helped establish the first surgical glove plant in Kulim and introduce medium density fibreboard production from rubberwood in Johor. At the time, both faced considerable scepticism – about the materials, the processes and the commercial viability. Through collective effort, persistence and learning, those initiatives eventually grew into multi-million-dollar industries. I see IOI Palm Wood on a very similar path. We are not merely building a factory; we are working together to pioneer a new global category in sustainable joinery and biomass materials.

### Q3) What's your personal resolution(s) for 2026?

My personal resolution is to practise what I call *Radical Curiosity*, tempered by the wisdom of transition. A close friend recommended Arthur C. Brooks' *From Strength to Strength*, which reminds me that as leaders, we must evolve from the 'fluid intelligence' of our younger years – the sheer hustle that built businesses – to 'crystallised intelligence,' which is about synthesis, mentorship and teaching. Therefore, I want to spend more time building and mentoring my team. I want to increase curiosity in our R&D spaces, to monetise our innovation opportunities, and to listen closely to our customers and stakeholders who are constantly challenging the limits of palm-based materials.

Today, AI may be the most powerful force shaping the future, but climate change has shaped it for generations. At IOI Palm Wood, we believe this is where we can make a real difference – using innovation to adapt how we live and build, for the benefit of future generations.

Simultaneously, I am committed to protecting my own energy. Leadership is not only about drive; it is about clarity, curiosity, resilience and creativity. By balancing my passion for this business with personal well-being, I can show up every day as a more effective leader and a better steward of the vision we are building together.

### Q4) Can you share your secret(s) to keeping your resolution(s)?

The secret is anchoring every resolution to a purpose that is bigger than yourself and backing it with the grit developed through trials and storms. During my circumnavigation in the *Clipper Round the World Yacht Race*, even when fatigued and facing a squall, you cannot simply 'opt-out'. You have to rely on resilience and your team.

Business requires that same fortitude. When a goal is connected to something meaningful – such as mitigating climate change, advancing Malaysia's circular economy or creating long-term value for future generations – it becomes a responsibility rather than an option.

When I look at the challenges ahead, for the community and for my family, and consider the world we are leaving behind, that purpose provides the momentum and motivation. That deep-seated 'Why' is what keeps both personal and corporate resolutions firmly on track.





**Mr Joachim Lim Ka-Tsung**

**Head of Legal & Compliance  
IOI Properties Group Berhad**

**Q1) What's your reflection on 2025?**

2025 has been a profoundly blessed and defining year in my journey. It marked a season of meaningful growth, bold change and new beginnings as I transitioned from leading a select-service hotel in Jakarta, Indonesia, to assuming a greater responsibility at the iconic Le Méridien Putrajaya in IOI Resort City.

This move was more than professional advancement – it was a personal evolution. Relocating to a new country challenged me to grow in resilience, adaptability and leadership. Stepping beyond familiar boundaries refined my perspective and strengthened my purpose. I move forward deeply grateful, enriched by experience, and ready to lead with clarity, empathy and conviction.

**Q2) What's your corporate resolution(s) for 2026?**

My corporate resolution for 2026 is to lead with purpose and deliver balanced, sustainable success within our dynamic hotel environment. At the core of this ambition is a commitment to consistently elevate guest experiences – curating exceptional stays and distinctive dining journeys that not only meet expectations, but genuinely delight and inspire loyalty.

Equally vital is cultivating a positive, engaged and high-performing workplace culture. I am deeply focused on creating an environment where our associates feel valued, supported and empowered to grow, take ownership and perform at their very best. A motivated team is the foundation of service excellence and long-term success.

In parallel, I remain steadfast in my responsibility to our owning partners. Through disciplined financial stewardship, operational efficiency, improved profit share, and proactive asset preservation, I aim to safeguard and enhance the long-term value of the property.

By aligning guest satisfaction, associate well-being and financial performance, 2026 will be a year of holistic growth – defined by excellence, resilience and sustainable leadership.

“Progress is built through showing up, even imperfectly, and acknowledging small wins along the way.”

**Q1) What's your reflection on 2025?**

2025 whizzed by in a blink of an eye. I came on board at IOI Properties Group Berhad on 12 December 2024, and as I reflect on my one-year anniversary, it has transcended all boundaries of my legal (and compliance) expertise. Not only have I improved my knowledge and service-level of the industry, but I have grown and groomed my Group Legal team. More importantly, the team has contributed to the direction of the company through the closure of various legal issues. 2025 was a meaningful year which has given me drive and the motivation to move forward with even more passion.

**Q2) What's your corporate resolution(s) for 2026?**

From the corporate front, I am resolved to continue to equip myself with grit and tenacity so that I can be tough in upholding the values and principles of the company in tandem with my own ideals. One year into my tenure here, I am eager to do more: to platform the team I have been entrusted to lead to another level, whilst at the same time, to mitigate all issues so that costs are reduced, giving avenues of opportunities to leverage on.

**Q3) What's your personal resolution(s) for 2026?**

I remain resolute to bring the best of myself everywhere I go, in my personal and professional trajectory. Being comfortable with who I am is the best way forward. I am in no competition with anyone except myself to showcase my best.

**Q4) Can you share your secret(s) to keeping your resolution(s)?**

Resolutions are merely words or thoughts conjured, if no meaning, action nor improvement are executed. In keeping to my resolutions, my mantra is FOCUS. To assist me to achieve and sustain my resolutions, I will focus on the present. And, in so doing, I will be able to gravitate towards curating a fruitful way of ensuring that my thoughts remain on my periphery in a focused way of delivery and contribution towards the betterment of myself, my team, my stakeholders and in so doing, inspire others to be in the current.



**Ms Sonal Malik**

**General Manager  
Le Méridien Putrajaya  
IOI Properties Group Berhad**

**Q3) What's your personal resolution(s) for 2026?**

My personal resolution for 2026 is to pursue meaningful growth while maintaining balance and well-being across every aspect of my life. As a leader, I believe continuous learning is essential, and I am committed to expanding my skills both personally and professionally – remaining curious, adaptable, and open to new opportunities in an ever-evolving world.

I also aspire to explore more – embracing new places, cultures, and experiences that broaden perspective and encourage growth beyond familiar boundaries. Equally important is being more intentional in building genuine connections. I aim to invest in friendships, expand my network thoughtfully, and nurture relationships that foster positivity, support and mutual growth.

Health and well-being will remain a priority. I am committed to cultivating better physical habits, strengthening mental resilience and practising mindfulness through consistent self-care. At the heart of everything, family remains my anchor, and dedicating meaningful time to loved ones is essential for balance and inner peace.

Through daily gratitude, prayer and reflection, I seek to remain grounded, guided and aligned with my values throughout 2026 – leading with clarity, compassion and purpose.

**Q4) Can you share your secret(s) to keeping your resolution(s)?**

As a General Manager, I view professional resolutions as non-negotiable – disciplined execution supported by daily digital tracking keeps performance focused and measurable. Personal resolutions, however, deserve a more humane approach. Some are meant to evolve. My philosophy is simple: set intentions, start strong, then adjust intelligently. A missed day is not failure; it is flexibility. Progress is built through showing up, even imperfectly, and acknowledging small wins along the way. Goals should be written in pencil, not stone – allowing room for recalibration, reflection and resilience. Consistency matters, but sustainability matters more. Leadership, after all, is not about perfection, but the ability to endure, adapt and move forward with purpose.

**Q1) What's your reflection on 2025?**

2025 was a year of accelerated growth and meaningful change bringing both opportunities and challenges. Through it all, my role remained focused on supporting our people through transition, keeping communication, care and collaboration at the centre of our work. Over time, we saw the organisation become more structured, and employees grew more cohesive and resilient.

What made the year especially meaningful was the cooperation, understanding and positive spirit shown by colleagues in the organisation. The willingness to adapt, work together and embrace change have helped in shaping a stronger, more unified workplace.

**Q2) What's your corporate resolution(s) for 2026?**

In the year ahead, we will focus on strengthening the People & Culture team to better support our people and the organisation as we grow. We have planned to work on an organisational-wide job evaluation exercise, which will help ensure fair and transparent career progression, align roles with business needs and recognise the value of each employee's contribution. In addition, we aim to deliver more engagement activities that enhance staff well-being, foster a positive workplace culture and strengthen connections across teams.

**Q1) What's your reflection on 2025?**

2025 was a year of challenges and meaningful progress. These challenges pushed my team and me to embed safety more deeply into how we operate, leading to better machinery safeguards, engineering controls, more effective training and closer monitoring of work activities. While real results take time, we are already seeing encouraging signs of a stronger safety culture and a more disciplined workforce, and our commitment remains unchanged – to ensure that every employee comes to work and returns home safely, every single day.

**Q2) What's your corporate resolution(s) for 2026?**

As we move into 2026, our priority is to continue building a safer and more resilient workforce, where *Safety First* is not just a slogan, but a shared value and a daily responsibility. The progress achieved in 2025 showed us that safety works best when everyone takes ownership, not just one department. Building on this foundation, the focus is zero fatalities and reducing work-related accidents through improved engineering controls, enhanced monitoring, digitalisation and better operational planning. We will continue to strengthen safety training, promote a positive and proactive safety mindset at all levels, and ensure lessons from incidents and risk assessments are fully acted upon across all our operations.

**Mr Ravi Tony**

**Senior Manager  
Safety, Health & Environment  
IOI Plantation Services Sdn Bhd**

**Q1) What's your reflection on 2025?**

As I look back on 2025, it stood out as a year of incredible progress and pride for IOI Properties Singapore. We began the year by settling into our new corporate office at our flagship building, IOI Central Boulevard Towers. The launch of W Residences Marina View was another defining moment, representing years of hard work, seamless teamwork, and a shared commitment to our vision.

Closing the year with prestigious accolades at the *PropertyGuru Asia Property Awards Grand Final* – including two regional awards for IOI Central Boulevard Towers, and the *Best Lifestyle Condo Development (Asia)* for W Residences Marina View – served as a wonderful validation of our team's dedication.

**Q2) What's your corporate resolution(s) for 2026?**

My focus for 2026 is to see our Projects team truly flourish. After two years of firefighting and navigating post-pandemic challenges, it's time to shift from reacting to issues to shaping outcomes. By spending more time with the team and staying disciplined on the fundamentals, we can build a more proactive, confident and resilient Projects team.

**Q3) What's your personal resolution(s) for 2026?**

I hope to dedicate more time to activities that help me step away from daily routines and recharge. Taking these moments to reset and focus allows me to gain fresh perspective, strengthen mental clarity, and approach both work and life with renewed energy.

**Q4) Can you share your secret(s) to keeping your resolution(s)?**

Keep resolutions on track by dividing them into achievable steps, reflecting on progress, and enjoy the small victories along the way.

**Ms Angie Yew**

**Manager  
People & Culture  
IOI Properties Singapore**

**Q3) What's your personal resolution(s) for 2026?**

My personal focus is to continue performing my duties effectively while refining how I manage, delegate and track responsibilities. Although I have structured programmes and schedules, many aspects of my work require handling impromptu tasks. Therefore, I resolve to strengthen my personal discipline, organisation and balance so that there is no pending or overlooked tasks, whether related to work, health or personal commitments. Better delegation and structured tracking will help reduce my overthinking, enabling me to enjoy more meaningful time with my family, especially my grandkids. I also aim to continue learning and improving, contributing positively and meaningfully to the organisation.

**Q4) Can you share your secret(s) to keeping your resolution(s)?**

I constantly remind myself that my senior role comes with the responsibility to keep our people safe – this strong sense of accountability and gratitude motivates me to stay committed to my resolutions and responsibilities.

A simple daily habit – reviewing my phone calendar and updating progress – helps me remain aware of what has been completed, what is pending, and what requires immediate attention. I make it a point to regularly review my progress and hold myself accountable, allowing me to take early corrective action whenever I notice I am falling behind, whether in work or family commitments.

Having served as a safety and health practitioner for many years, the *Hierarchy of Control* – elimination, substitution, engineering controls, administrative controls and personal protective equipment – has become deeply ingrained in my professional and personal life. Ultimately, the keys to keeping my resolutions centre on consistent self-discipline, better personal organisation, thoughtful delegation, continuous learning and achieving a healthier balance between work and family life.



**Mr Darren Lim**

**Assistant General Manager  
Projects  
IOI Properties Singapore**

**Q3) What's your personal resolution(s) for 2026?**

In 2026, my personal resolutions are to prioritise my health as my most important asset, ensuring I have the energy and stamina to lead and support the team effectively, and to remain curious through continuous learning so I can stay ahead of emerging trends.

**Q4) Can you share your secret(s) to keeping your resolution(s)?**

Keeping resolutions is often about getting the basics right. My approach for 2026 focuses on listening first through regular discovery conversations with the team, being more present through on-site engagement and mentoring, and staying disciplined on the fundamentals. By keeping things simple and learning from every project along the way, growth becomes a natural part of how we work every day.



## Q1) What's your reflection on 2025?

The year 2025 had been a defining chapter in the Southern Region's property development journey as we celebrated our 30<sup>th</sup> anniversary, commemorating our three decades of growth, resilience and transformation.

2025 was also a year in which we rebranded and launched our industrial park following the announcement of the Johor-Singapore Special Economic Zone. During the year, we have successfully launched *i-Nova*, a SoHo development in Taman Kempas Utama, and recorded encouraging sales performance across our various business units.

At the same time, 2025 brought its share of missed opportunities. These experiences, while disappointing, serve as important reminders of the complexities of our operating landscape and the need for agility, preparedness and timely decision-making.

“Live with purpose and build a legacy that you can be proud of.”

## Mr Lim Beng Yeang

Chief Operating Officer (Southern Region)  
IOI Properties Group Berhad

## Q3) What's your personal resolution(s) for 2026?

On a personal note, I have long refrained from making traditional New Year's resolutions. Instead, I choose to remind myself each year to live with purpose – to build a legacy that I can be proud of and to cherish the moments that truly matter.

## Q1) What's your reflection on 2025?

2025 was a year filled with meaningful milestones, valuable lessons and personal breakthroughs – both at work and in life. It was a year that stretched, strengthened and shaped us. Through wins and setbacks, my team has grown to be more resilient. I'm grateful for all the experiences – the highs that inspired us and the setbacks that taught us.

Outside of work, one of my proudest personal achievements was climbing Mount Rinjani – one of Southeast Asia's toughest mountain treks and one of Indonesia's highest volcanoes. It was physically demanding, mentally testing and incredibly rewarding. The climb on 29 June 2025 reminded me of two things:

- 1) You are stronger than you think.
- 2) Preparation and teamwork are essential, whether on a mountain trail or in the workplace.

## Q2) What's your corporate resolution(s) for 2026?

My corporate resolution is – From Strategy to Results: Execute, Scale and Deliver Value.

- 1) Execute Year 2 of the *Five-Year Strategic Roadmap (2025 - 2029)* with relentless focus by shifting decisively from strategy articulation to strategy execution.
- 2) Strengthen Mergers & Acquisitions (M&A) and Investment through due diligence and deal execution; and focus on strategic fit and long-term value creation.
- 3) Advance strategic growth projects, particularly in new ventures and greenfield projects; and renewable projects.
- 4) Build repeatable capabilities to scale new projects.
- 5) Develop leaders and teams for execution excellence.

“It is not the mountain we conquer, but ourselves.”

This is my favourite quote by Sir Edmund Hillary, which reminds us that the true challenge is never the external obstacles, but the inner one.

## Q2) What's your corporate resolution(s) for 2026?

As we enter 2026, these reflections reinforce the importance of improving our execution capabilities and strengthening the areas where gaps remain. The lessons gathered throughout 2025 will guide us towards sustainable growth, stronger operational discipline, and an unwavering focus on delivering value to all our stakeholders.

In the year ahead, we remain committed to building a capable, committed, and resilient team. Our priorities include attracting and retaining talent, enhancing internal capabilities, and nurturing a culture grounded in accountability, innovation and shared purpose that are essential to supporting the company's long-term aspirations.

We will continue to strive to meet and exceed the expectations of our shareholders, business partners, customers, communities and all key stakeholders. Customer satisfaction will remain at the forefront of our agenda, driven by quality products, excellent service delivery, timely completion of projects and consistent engagement throughout the customer's entire journey.

These resolutions will guide our strategic and operational decisions for 2026 and beyond. With collective commitment, strong teamwork and disciplined execution, I am confident that we will achieve meaningful progress and create long-term value for those we serve.

## Mr Amir Mohd Hafiz

Head of Group Strategy  
IOI Corporation Berhad

## Q3) What's your personal resolution(s) for 2026?

My personal resolution is – Be Stronger, Wiser and Aim Higher.

- 1) Scale higher – literally and figuratively  
In 2026, I resolve to take on a higher mountain than before – not just as a physical challenge, but as a reminder that growth requires discomfort, discipline and courage. Each climb will symbolise pushing beyond perceived limits, with respect for nature, safety and preparation.
- 2) Invest in health as a long-term asset  
I will treat health as a strategic priority by maintaining strength, endurance, mobility and recovery. The goal is not just performance, but longevity – staying strong, capable and present for family, work and adventures ahead.
- 3) Embrace humility and lifelong learning  
Every ascent reveals how much there is still to learn. I commit to remaining curious, seeking feedback and learning from new books, articles, podcasts, etc.
- 4) Family and life pillar  
I resolve to actively support my children in their education by encouragement, guidance and example. My role is to help them develop discipline and responsibility, learn resilience, effort and humility; and prepare not just for exams, but for life ahead. I resolve to prioritise quality family holidays – understanding that time together builds bonds that no future success can replace.

## Q4) Can you share your secret(s) to keeping your resolution(s)?

- 1) Break big ambitions into small habits.
- 2) Design your environment to support you:
  - a) Block calendar time for training and thinking
  - b) Surround with people who value preparation and growth
- 3) Celebrate quiet wins.

## 125 Reasons To Celebrate IOI Family

## Corporate Communications &amp; Chief Executive Office | 28 Nov 2025

A series of twists, bends and turns on the reformer give our bodies a good stretch in a Pilates session, followed by a satisfying dinner of steaks, spaghetti and pizza at Smoked Kingdom by Don Daniyal.



## Executive Chairman Office | 10 Oct 2025

A delicious escape at IOI City Mall's Haidilao had the team cooking and savouring fresh meats, seafood, vegetables and handmade noodles. Good food and great company made it a memorable lunch as we bid farewell to Ms Yeoh (centre) who had been with IOI for 46 years.



## Commodity Marketing | 31 Oct 2025

Racing against time – not for deadlines, but against the clock – we grouped in teams on a mall-wide treasure hunt at IOI City Mall to hunt for 10 items while posing for pix and sharing a few *TikTok* dance moves. A buffet-style steamboat dinner at AHA Restaurant was the perfect reward to celebrate and treasure.



## Plantation Administration | 6 Nov &amp; 5 Dec 2025

Why wait when we can bond early over a hearty lunch at IOI City Mall's 10gram. After some good food for the soul, we gathered with our storybooks, stationery and colouring supplies. Seeing our items head to 30 Humana Child Aid Society Sabah (HUMANA) schools in Sandakan and Lahad Datu Region, Sabah brought smiles and joy to the team and countless young learners.



## Corporate Human Resource &amp; Corporate Training &amp; OD | 21 Nov &amp; 18 Dec 2025

No baking skills or experience were needed so we put on our cap of fun, focus and a chance to explore a new skill at *The Weekend Workshop* to decorate flower cakes with buttercream and colourful touches. On another day, we gathered over lunch at Irama Signature in IOI City Mall for a relaxing break.



## Corporate Company Secretarial | 18 Dec 2025

Here's a meaningful pause from our team's usual hectic pace. We joined a therapeutic art workshop led by Jazen Studio. Together, we explored and nurtured our emotions in two sessions. From expressing and letting go on paper to creating handcrafted flowers, it was a calming experience that encouraged reflection, balance and a deeper connection with oneself.



## Corporate IT, Accounts, Insurance, Risk Management, Group Finance &amp; Tax | 21 Nov 2025

Climbing, crawling and pushing limits together were the way to go when all the teams converged, trading desks for a session of friendly competition where every challenge is the sky's limit at IOI City Mall's District 21. The way to wind down was a rewarding buffet dinner at Moxxy Putrajaya to pile as high as we want, as much as we please.



## Plantation Accounts &amp; Corporate Audit | 31 Oct &amp; 19 Dec 2025



Good food and a movie are a simple combo that never loses its charm. We sat back to savour a buffet dinner at Zest Restaurant, Putrajaya Marriott Hotel, before settling in for *Avatar: Fire and Ash* to enjoy the thrill of the story while appreciating the warmth of each other's company.

## Plantation IT | 11 Oct 2025

Climbing, exploring and tackling activities around the nature-inspired playground at Tadom Hill Resort, Banting, marked a day of adventure and worked up a hearty appetite for our lunch as we savoured the *Ayam Gepuk* with rice, sambal and sides.



## Deputy Group CEO Office, Group Strategy, Group Treasury &amp; Corporate Finance | 3 Oct 2025

Paddles up and ready to serve, smash, volley, block – you name it! We spent an evening of pickleball fun with friendly rivalries at the IOI Sports Centre, and fuelled up with pasta and grilled favourites at Positano Risto in IOI City Mall.



## Corporate Legal | 16 Dec 2025

Good food always makes a workday better. Taking time away from our usual routine to unwind, recharge and enjoy a comfortable mid-day break, we opted for a yummy buffet lunch at Le Méridien Putrajaya, made nicer by great company and an unhurried atmosphere.



## Corporate Sustainability | 31 Dec 2025

In matching team jerseys, we spent the morning embracing nature and enjoying fresh air at the 66-acre scenic hiking trail and nature walk at Taman Tugu. In teams of two, we took on a light-hearted nature challenge to spot leaves and tiny forest finds. The day ended with a well-deserved lunch at Breakfast Thieves APW Bangsar.





# Unplug A Day For Your Mind

Who said mental health needs to be a depressing topic? Our minds need a mindful break to relax and recharge, so IOI Properties Group Berhad (IOIPG) lit up the day with positive vibes and plenty of laughter by celebrating World Mental Health Day in a *Mind & Mingle 2.0 – Unplug: A Day for Your Mind Carnival* for the second year.

Organised by Group People & Culture on 10 October 2025, it was all about getting everyone to unplug from their screens and plug into fun with nostalgic games like *congkak*, *batu seremban*, UNO card game and chess. The next time you are burdened with worries, try releasing them through strokes and colours of *batik* painting. Or ease that heavy mind with a soothing massage session – just as many participants found at the event. Snacks, treats, refreshing drinks and ice-cream will certainly kept spirits high and lifted up. Look at the jolly faces in the pictures.

*"Mental health is the foundation of long-term well-being, both at work and at home. The Group remains steadfast in its commitment to the #LiveWellStayWell initiative, championing a holistic approach to wellness through four key pillars: mental, physical, financial and social,"*  
IOIPG Group Chief Operating Officer –  
Property Development (Malaysia)  
Mr Teh Chin Guan said.

*A collective masterpiece of batik art created with heart by Team IOI.*

*A good laugh makes any day better.*

## Celebrating Hard Work & Achievement

IOI Edible Oils Sdn Bhd (IOIEO) Assistant General Manager Mr Lawrence Chong (*fourth from left in pix*) knew it wouldn't be easy to take on a 26-month part-time Master of Business Administration (MBA) at Sunway University while juggling work, family and life's demands. Yet he was determined to sharpen his leadership skills and managerial competencies. He was focused on thriving in a fast-changing workplace. Supported by his family, superiors and colleagues, he began a journey of self-development and continuous learning in September 2022. His hard work paid off as he graduated with Distinction and earned the Foundation Chartered Manager title in 2025.

His achievement is just a testament of the passion to learn and excel in IOIEO and IOI Bio-Energy Sdn Bhd (IOIBE). On 13 November 2025, the companies came together to celebrate 18 employees who proved that growth doesn't stop once you enter the workplace. Deputy Group Chief Executive Officer Mr Tan Kean Hua and IOIEO and IOIBE General Manager Ir Shyam Lakshmanan presented the *Certificates of Recognition* with pride. Let's give a shout-out to these remarkable individuals, whose achievements span advanced degrees – including a PhD and MBA – as well as professional certifications such as BSI Greenhouse Gas Qualification, ECoS Energy Manager, Steam Engineer and Boilerman qualifications. Their message is clear – keep growing, keep learning and don't be afraid to reach for your next milestone.



*A celebration of resilience, commitment and lifelong learning. What a great inspiration!*

## A Greener & Better Wood

As Malaysia's first manufacturing plant to convert oil palm trunks into eco-friendly, sustainable and high-performance palm wood panels, IOI Palm Wood Sdn Bhd (IOIPW) is redefining the future of timber. We brought our innovation to life at the 3<sup>rd</sup> Malaysia Wood Expo on 10 and 11 November 2025 at Malaysia International Trade and Exhibition Centre, which drew over 1,900 trade visitors and featured 127 exhibitors from 19 countries, including China, Germany, Austria, Uruguay and Thailand. Our distinctive booth sparked strong interest, setting the perfect stage for fresh ideas, networking and new business opportunities.

IOIPW Chief Executive Officer Mr Peter Fitch had a productive sharing with the Plantation & Commodities Minister Yang Berhormat Datuk Seri Johari Abdul Ghani (*right pix*) on the progress of palm core materials.



According to Datuk Johari, Malaysia's timber exports grew 5% year-on-year in 2024, reaching US\$5.01 billion, while between January and August 2025, exports totalled US\$3.45 billion with a trade surplus of RM8.6 billion. He also reiterated Malaysia's long-standing commitment to sustainable forestry at the opening ceremony. These factors certainly are plus points towards the growth of IOIPW.



*Championing sustainable materials for a greener future.*

## Live Where You Work, Love Where You Live at i-nova

The first freehold Small Office, Home Office (SoHo) development in Taman Kempas Utama is here. This highly sought-after address, *i-nova*, was unveiled at a groundbreaking ceremony by IOI Properties Group Berhad (IOIPG) Southern Region on 8 December 2025. Phase 1, comprising 461 units in Tower A, recorded an impressive 90% take-up rate for non-Bumiputera units upon the launch. We will be launching Phase 2, which includes the remaining 461 units in Tower B, in the first half of 2026.

*IOIPG Chief Operating Officer (Southern Region) Mr Lim Beng Yeang (fourth from right), officiating the groundbreaking ceremony with members of Team IOI and i-nova's main contractor, Siacorn Technology Sdn Bhd.*



**i-nova** AFFORDABLE URBAN LIVING BEGINS HERE

With units starting from RM277,900 and built-ups from 467 to 646 sq ft, the project is slated for completion in June 2029. Ideal for young professionals, couples and investors who enjoy flexible living with both home and office use, the SoHo is spacious, has an airy three-metre-high ceiling, integrated design infrastructure and over 20 lifestyle amenities. The development is just 3 km from the ETS Kempas Baru station and approximately 13 km from the Customs, Immigration and Quarantine complex linking Johor Bahru to Singapore, with easy access to major highways and public transport networks. Blending contemporary design, practical living spaces and strategic connectivity, *i-nova* is set to become a vibrant new address within Taman Kempas Utama.

Elevate your lifestyle with modern urban living at *i-nova* now. Visit <https://url-shortener.mel/6P4L>

## Glow Of Unity This Deepavali

*Bling bling*, look how Bollywood glamour lit up Ladang Sabah Palm Oil Mill on 18 October 2025 as Women Empowerment Committee (WEC) Nurkashid hosted a Deepavali annual dinner. The festival came alive as our Bollywood queens stole the show while many belted out hit after hit in the karaoke room and tried their luck in the lucky draw. Everyone enjoyed a truly glitzy-glam Festival of Lights.



Sagil Estate glowed with the spirit of Deepavali on 31 October 2025 with Estate Manager Mr S Niruvarasu opening the evening with heartfelt wishes, followed by a delicious dinner prepared by the estate team. The night ended with a dazzling firecracker display, symbolising light, prosperity and unity, capturing the essence of Deepavali.



Congratulations to Swee Lam Estate for coming up tops with RM350 in the *Deepavali Decoration Contest*, which was organised by IOI Plantation for our peninsular estates on 6 November 2025. Inspired by bright colours and cultural elements, the decorations transformed the estate into a vibrant celebration. Every corner reflected the creativity and teamwork of both office and field staff, bringing the festive spirit to life. Well done!



## A Ferrari-bulous Night By The Bay

The spirit of Ferrari revved up in style as the Lion City set the stage for the Singapore Grand Prix from 3 to 5 October 2025. More than 500 guests gathered at the W Residences Marina View – Singapore sales gallery for *A Ferrari Night*, celebrating Singapore's debut of the Ferrari F80.

Under the glimmering skyline of Marina Bay, motorsport insiders, culture icons and global personalities came together, including Scuderia Ferrari Team Principal Frédéric Vasseur and Sir Lewis Hamilton. The evening was filled with energy, glamour and genuine F1 spirit, a perfect snapshot of race week, and a lovely reminder of how exciting it is to experience moments like this right here in the heart of Marina Bay at W Residences Marina View.

*Performance meets design as the Ferrari F80 took its place at our W Residences Marina View.*

*Vroom vroom vroom, a 1,200-horsepower engineering masterpiece in the house.*







## Driving The Future Of Specialty Oleo



### Fireside Chat #6: IOI Oleo GmbH – Advancing Specialty Oleochemicals

What does the future of specialty oleochemicals look like? That discussion set the tone for a fireside chat for IOI Oleo GmbH on 4 December 2025. Moderated by Chief Financial Officer Mr Mark Tuchen, the session featured Chief Executive Officer Mr Thomas Kummer, Director of Science & Innovations Dr Sebastian Reyer and Business Unit Director for Personal Care & Nutrition Dr Julien Janson, who shared IOI Oleo GmbH's 18 initiatives in line with IOI's *Five-Year Strategic Roadmap (2025 – 2029)*. With our five business units, we are leveraging on the strengths of our Witten and Wittenberge sites towards an innovative future of market-driven innovation, advanced research and development capabilities, enzymatic processes and next-generation, sustainable solutions.

## Today, Frankfurt. Tomorrow, India.

The leading platform for the global pharmaceutical industry opened its doors at the *Convention on Pharmaceutical Ingredients (CPhI)* in Frankfurt, Germany from 28 to 30 October 2025, drawing more than 60,000 attendees and over 2,000 exhibitors from around the world.

This year's *CPhI* in Frankfurt was a great success for IOI Oleo GmbH. We kicked off with the *Partner Summit* on 27 October 2025 by offering our partners a sneak preview of our product group LipoGalen™, which was presented to the public for the first time. We also showcased new application possibilities for our well-established emulsifier IMWITOR® 375, as well as our expanded research and development capabilities in the synthesis of highly pure active pharmaceutical ingredients and excipients.

We continued with the launch of LipoGalen™ to the international crowd under our slogans *Lipids without Limits* and *Formulate the Future*. The interest was overwhelming particularly in LipoGalen™ 144, a versatile matrix material for ovules and suppositories. Our IMWITOR® 375 was also a key attraction, particularly for enhancing the bioavailability of poorly soluble active ingredients in oral formulations and improving skin permeation in topical applications. With this, we once again demonstrated our raw material expertise in lipid-based *Advanced Delivery Systems* for pharmaceuticals and nutraceuticals.

We also took the opportunity to strengthen our positioning as an innovative, customer-focused partner to the healthcare industry, with a clear emphasis on the development and production of highly pure, functional pharmaceutical actives and excipients.

From Frankfurt, we continued our journey to India, the land of colours and spices and a dynamic force in the global pharmaceutical landscape, at *CPhI India and Pharma Machinery & Equipment Convention India*. From 25 to 27 November 2025, we were there with our distribution partner, Azelis India Pvt Ltd, reconnecting with existing key clients and engaging with potential customers. Our presence in Frankfurt and India was overwhelmingly positive. Time after time, we demonstrate that IOI Oleo GmbH is a leading and innovative partner for clients, collaborators and the wider pharmaceutical industry.



## Inspire & Innovate At SEPAWA 2025

Europe's premier gathering for the home and personal care, cosmetics and fragrance industries continued its upward momentum, with higher exhibitor numbers and demand, leading *SEPAWA Congress* in Berlin, Germany to open an additional exhibition hall. IOI Oleo GmbH's Booth C401 proved to be an excellent location in the new hall, attracting a strong flow of customers and plenty of networking opportunities from 15 to 17 October 2025.

This year, we presented our latest launch, SOFTISAN 650®, our newest innovative multi-functional and award-winning ingredient. A natural film-former that is water-resistant, barrier-protecting, moisturising and long-lasting, it is the perfect fit for a range of applications, including sun care, skin care and colour care. Additionally, we showcased our latest formulation kits developed in our CARE Studio, which highlight, for example, DYNASAN® CrystalCONTROL L, our product launched last year. Many participants were eager to join the engaging scientific lectures highlighting the latest findings, product developments and insights from our industry.



The event brought together 4,292 participants from 74 countries, 346 exhibitors, and over 154 lectures and poster presentations.

## Discovering The Wonders Of Sagil Estate

Sagil Estate is strategically located in the Tangkak District, within the township of Sagil, Johor. This 2,524.45-hectare estate has evolved from a conventional oil palm plantation into a diversified and socially responsible agro-farm, cultivating more than 10 types of fruit and cash crops in the orchards and intercrop fields. These include various coconut varieties, banana, durian, avocado, pineapple, *compedak*, *ciku*, rambutan, mangosteen and starfruit.

One of Sagil Estate's unique features is the Sagil Mini Zoo, which houses a variety of animals, including hens and roosters, peacocks and other bird species, tortoises, rabbits, ducks, geese, turkeys, deer, and goats. It has become a popular attraction for a diverse range of visitors, from students and distinguished guests to organisations, government agencies and international customers, among others. Throughout these three months, we welcomed the following visitors:

### Exploring A Fruit-Filled Visit

A team from Kuala Lumpur Kepong Berhad dropped by Sagil Estate on 25 November 2025 for a fruitful tour of exchange and discovery, starting with our hybrid *Matag* coconut seedlings and different coconut varieties to the intercropping of bananas, durians and avocados. After learning all about our planting materials, fruit grading and distribution processes, a coconut water tasting session was the recipe for refreshment and delight. A detour to the Sagil Mini Zoo rounded off an informative and enjoyable day, strengthening our relationship and collaboration.



### Seeing Passion In Action



Tan Sri Abdul Wahid Omar, IOI Corporation Berhad's new Chairman, is all excited about our ongoing developments, innovations and best practices. What better way to get firsthand insights than seeing our work in action? On 31 October 2025, Tan Sri enjoyed a complete tour of Sagil Estate in addition to tasting our freshly harvested *Musang King* durian and a variety of refreshing coconut waters. After a hearty *kampung*-style lunch, we showed how we turn unused palm trunks into sustainable wood products at IOI Palm Wood Sdn Bhd. The day was full of energy and great conversations over the Group's diversification, innovation, sustainability and commitment to excellence.

### Cultivating For Coconuts



Sagil Estate is targeting 5,175 hectares of coconut planting across 11 varieties by 2027. To date, we have achieved 67% of our target by planting 3,471 hectares. The future of coconut planting holds great potential. On 24 November 2025, we welcomed a visit from the Director of the Johor State Department of Agriculture Yang Berbahagia Tuan Haji Yosri bin Mohd, together with his management team. Plantation Controller Mr Zakaria Arshad and team led the tour, exploring potential collaborations with Johor State Agriculture officials to advance coconut planting initiatives and shape the future of coconut-based products in the state.

### Supporting Indonesian Workers

With 1,436 Indonesian workers employed in IOI Plantation (Peninsular), including 192 at Sagil Estate, we continue to prioritise their well-being by providing quality accommodation, medical care, transportation and essential needs. Beyond these, what truly matters is fostering connection, building trust and ensuring a sense of protection – a commitment highlighted at a visit by the Consulate General of the Republic of Indonesia (KJRI) Johor Bahru, led by Consul Ibu Leny Marliani and our recruitment agency on 4 October 2025. The platform allowed workers to share their views and concerns, receive guidance, and gave KJRI the opportunity to introduce its 24-hour crisis hotline, *Ksatria*. Together, we are building a workplace where our Indonesian employees feel protected, respected and empowered to thrive.





## Planting Stronger Roots In Indonesia

A new chapter began on 28 October 2025 as we at PT Sawit Nabati Agro (PT SNA) proudly opened our new office building in Pangkalan Bun, Central Kalimantan, celebrating IOI Plantation's progress and commitment to expanding palm oil operations in Indonesia. Designed with our employees in mind, the company-owned office offers a brighter, more comfortable workspace where teams can connect, collaborate and work efficiently.

PT SNA Head of Plantations Mr Subramaniam Arumugam proudly officiated the ribbon-cutting ceremony, followed by IOI Corporation Berhad Group Managing Director & Chief Executive Dato' Lee Yeow Chor signing the inauguration plaque. IOI Plantation Director Mr NB Sudhakaran, local government officials and community leaders joined in cheering this milestone. And of course, the traditional *tumpeng*-cutting ritual added a heartfelt touch as we cut a cone-shaped rice dish called *tumpeng* to symbolise gratitude, respect and togetherness.



Commemorating a new chapter with the new office.



Together, we're opening doors to new beginnings.

Celebrating with the first cut of tumpeng.

## TEAMing To Connect & Network

Since 1955, the Timber Exporters' Association of Malaysia (TEAM) has facilitated Malaysia's timber trade industry. With a vision to continuously improve the conditions of the Malaysian timber trade industry, TEAM reached out to IOI Palm Wood Sdn Bhd to network and share perspectives on 5 December 2025. It was a great chance for us to connect with industry peers, swap ideas and spark new collaborations, all while supporting the growth of the timber industry. We can't wait to welcome the TEAM back for a closer chat and a productive session.



## Every SMILE Counts

Smiles all around with IOIPG Group Chief Operating Officer – Property Development (Malaysia) Mr Teh Chin Guan (centre) officiating the campaign at IOI Headquarters for Central and Northern Regions' Team IOI.



Great customer service is all about creating memorable experiences, building genuine connections and making every interaction count. At IOI Properties Group Berhad (IOIPG), we're all about giving our best in service, and we don't forget the people who make it happen. We kicked off our sixth *IOI Customer Service Month 2025* on 14 October 2025 to recognise the employees who bring this commitment to life. Themed *Mission: Possible – Powered by SMILE*, the campaign highlighted the values that guide Team IOI across the Central, Northern and Southern regions of Malaysia.

From 15 October 2025 to 31 January 2026, we invited our customers to nominate and vote in our *IOI Service Heroes 2025*, for those who go above and beyond to exemplify the SMILE values in every interaction. We motivated this initiative through a *Trusted Service Excellence Virtual Talk* where LEADS Learning & Development Services Chief Executive Officer Mr Suresh Dhawan, an international speaker and trainer, shared practical tips and real-life examples on 25 November 2025 to help Team IOI embed the SMILE values across all customer engagements. Watch the SMILE mode turn on as Team IOI takes on the *10 Second Service Pitch Contest* to show how great service with a SMILE can fit in just 10 seconds.

Team IOI in Southern Region is ready to spread warmth, positivity and exceptional service.



Let the SMILE vibes roll!  
IOIPG Chief Operating Officer (Southern Region) Mr Lim Beng Yeang (third from right) kicking off the celebrations at IOI Palm Villa Golf & Country Resort, Bandar Putra Kulai for Southern Region's Team IOI.

## Women in Action

Our Women Empowerment Committees are advancing women empowerment, bringing together through simple but meaningful activities to foster the bonding and connection among one another. Check out the highlights that captured the energy, teamwork and empowering moments from October until December 2025.

### Bukit Serampang Estate

Our women power hit the bowling lanes with positive force on 10 October 2025, striking in confidence and rolling in fun as we strengthened our teamwork and friendship.



### Tambang Estate

Dressed in beautiful traditional costumes, our 12 women brought cultural heritage to life on 22 November 2025. From Kadazan wear and *baju kebaya* to *saree* and *baju kurung*, we learnt to appreciate the beauty of our heritage in this simple competition where Puan Izma binti Md Taib (centre) struck the best pose in her Minangkabau traditional wear.

### Sakilan Palm Oil Mill

Stay active, stay healthy and stay beautiful – that's how our women in the mill celebrated the beauty of being a woman! From energetic full-body *Zumba* workouts to informative skincare sessions to girls' get-togethers, we gals cared, shared and empowered one another in the month of October 2025.



### Baturong Estate

Smash or spike, all of us were empowered to jump, hit and reach for the sky with confidence and strong teamwork on 16 November 2025 once IOI Plantation General Manager of Procurement & Administration Ms Lee Yoke Hean officiated our volleyball tournament. Grouped in 20 mixed teams from five estates and mills, we battled it out in a day of fun and sportsmanship, with Cantawan Estate's women and Baturong 1 Estate's men taking the wins.



### Paya Lang Estate

It was *Denim Day Out* with heart and solidarity – but with fun and smiles on this feel-good trip to Kemayan, Pahang on 7 December 2025. Featuring a scenic Electric Train Service ride, a *cendol* treat and plenty of laughter, the day was all about taking a break and bonding together.



### Pamol Sabah Mill

Between the potluck spread of home-cooked food and yummy delights plus a gift exchange, our gathering of 25 women on 19 December 2025 brought us closer, full-hearted and ready to recharge in the new year.



### IOI Edible Oils Sdn Bhd

Early detection can be life-saving especially when it comes to breast cancer, so we encouraged our women to take responsibility for their health. Sandakan Sievert Imaging Centre Radiologist Dr Ruth Lee Yee Ling taught us to love our bodies by practising self-awareness and taking regular screenings in a breast cancer awareness session on 5 December 2025.



### Luangmanis Estate

It was a fun and engaging day on 21 December 2025 as we came together to foster and strengthen our teamwork through games and interactive sessions.



### Terusan Baru Estate

Move it, shake it and twist it – our beautiful bodies danced to the lively *Zumba* beat, but nothing beats the bonding as 44 of us took time out to hang out with one another on 20 December 2025.



### Moynod Estate

Mother Nature needed some love too, so 35 of us rolled up our sleeves to clean the mosque's grounds at Masjid Baru Moynod, while strengthening our friendship and teamwork on 22 December 2025.





## Every Action Matters For Safety

Safety starts with everyday actions. Small actions can create safer, healthier and more sustainable workplaces. Here are some actions that put safety into practice across our operations in IOI Corporation Berhad and IOI Properties Group Berhad (IOIPG).



## Commit To Zero ....

IOI Pan-Century Group has a vision zero – in fact, 14 vision zeros. We are aiming for zero tolerance for unsafe acts, zero delay in corrective actions, zero miscommunication, zero vehicle accidents, zero exposure to hazards and more – simple yet powerful reminders that safety, health and environmental responsibility are shaped by everyday choice and decisions. Launched on 17 December 2025, our *Health, Safety & Environment Campaign 2025/2026* under this *Vision Zero* initiative is our quest towards a safe, healthy and environmentally responsible workplace.



## Make Safety A Daily Habit

Tambang Estate launched its first-ever *Safety Campaign* on 6 December 2025 under the theme *One Step Can Change Your Life* to remind workers that safety is a mindset shaped by daily choices. The Safety Department, National Anti-Drugs Agency and Klinik Kesihatan Batu Anam joined forces to show that every action matters, every day counts.



## Everyone Is Responsible

On 11 November 2025, Department of Occupational Safety & Health Johor Assistant Factory & Machinery Inspector Mr Mohd Nasir bin Fir'i emphasised this truth among 150 workers during the *Occupational Safety & Health Campaign* at Paya Lang Estate. Now that everyone knows about hazard identification, safe work practices, accident prevention measures, we have a shared responsibility in maintaining workplace safety.



## Partner With Safety Bodies

By partnering with like-minded organisations that share the same vision on safety, we can turn our shared vision into action. IOIPG partnered with National Institute of Occupational Safety and Health to train 31 participants on real-time hazards, control measures and safety protocols during a site visit to the ongoing construction site of *The Pentagon* in Bandar Puteri Bangi to maintain the highest standards of health and safety across all our project sites.



## Think Fast And Act Fast

Not everyone knows what to do when a fire breaks out. That's why Ladang Shahzan 1 Estate's Emergency Response Team organised a fire drill session with Muadzam Shah Fire & Rescue Station Senior Fire Officer II Mr Muhammad Suhaidi bin Abu Bakar on 12 December 2025, ensuring our 100 workers are equipped with fire safety knowledge, emergency readiness and crisis response.



## Revolutionise With AI And Digitalisation

AI and digitalisation are tools to revolutionise and improve workplace safety. Lahad Datu Region's Safety, Health & Environment Department collaborated with Unico Group to unlock the potential of these digital technologies during our *Safety Campaign 2025*.



## Think Safe, Work Safe, Go Home Safe

The *Safety Campaign* at Gomali Estate featured practical and hands-on sessions to show how we can think safe, work safe and go home safe.



27 November 2025

Watch for potholes and other hazards. The Batu Anam Royal Malaysia Police shared some basic but practical and life-saving motorcycling habits with 150 estate motorcyclists because a safe action, no matter how small, always leads to a safe journey.



Every Wednesday

Wear proper Personal Protective Equipment (PPE) no matter how small a task. Every Wednesday, our workers practise putting on PPE until it becomes a workplace habit.



18 December 2025

Never suck the blood out with your mouth when you are bitten by a snake. The do's and don'ts for handling a snake bite and other hazards are easily forgotten, but 70 workers learnt some hands-on skills again during this refresher course.

## Five Hotels, Five Spectacular Themes!



## Hip Hop Party

15 December 2025  
Four Points by Sheraton Puchong



## The 80's Fever Party

19 December 2025  
Le Méridien Putrajaya



## Fashion Week Party

13 November 2025  
Putrajaya Marriott Hotel



## Halloween Party

6 November 2025  
Moxy Putrajaya



## Denim Rock 'N' Roll Party

28 November 2025  
Palm Garden Hotel





# Glow In The New Year

The new year arrives with promise and possibility, and is a great time to reflect on life and make sense of all that has happened in 2025. If 2025 felt busy or demanding, 2026 offers a fresh opportunity to pause and reboot, gently and intentionally. Take a moment to reset your pace, focus on what truly matters and step into the year, feeling energised and in control.

## Recognise The Signs

Daily demands can sometimes mask what we're feeling. As you read through the list below, do any of these signs feel familiar in 2025?

 <p><b>Running Low</b> Your energy seems to drain faster than usual, even after rest, and the day feels more demanding than before.</p>	 <p><b>Body Checking In</b> Minor physical symptoms such as headaches, restless sleep or frequent sniffles appear more often than you'd expect.</p>	 <p><b>Out Of Focus</b> You pause mid-task, re-read the same message or lose track of what you were doing more easily.</p>	 <p><b>Losing Momentum</b> Starting tasks feels harder than usual and familiar routines seem less engaging.</p>
 <p><b>Frequent Mood Swings</b> Changes in your emotions throughout the day – feeling irritable, sensitive or upbeat at different times, sometimes without a clear reason.</p>	 <p><b>Feeling Overloaded</b> Your tasks or responsibilities feel heavier than usual, and even simple things seem like more than you can easily manage.</p>	 <p><b>Perspective Shifting</b> You notice that situations feel more frustrating or challenging than they normally would, even if nothing has changed externally.</p>	 <p><b>Clouded Thinking</b> Your thoughts feel sluggish, details are harder to remember, and making decisions takes more effort than usual.</p>

## Reset With Purpose


Before diving into resolutions and plans for the new year, take a moment to check in with yourself: How do you feel? What energises you? What patterns shaped your year? These five steps guide you through a thoughtful reset, helping you understand your rhythms, reconnect with what matters most and step into 2026 with clarity, balance and intention.

**Step 1: Reflect With Clarity**

Reflection isn't about what went wrong, it's about noticing patterns. Ask yourself:

- What gave me strength?
- What consistently drained me?
- When did I feel most like myself?

Write these down, even briefly. Seeing them on paper helps you separate what truly matters from what simply filled time. Reflection helps you understand why some months felt heavier than others and what supports your well-being.



**Step 2: Notice Your Signals**

Throughout the year, subtle signs may show that it's time to pause and reset. Fatigue, lack of focus or feeling mentally drained - they usually show up in small ways, slipping into your daily routine rather than appearing all at once. Recognising these signals early helps you to stay balanced and intentional as you move through the year and adjust your pace with greater awareness.

You feel like you are:

- Losing patience or motivation
- Finding it hard to focus
- Feeling irritable and tired



**Step 3: Set A Workable Pace**

Instead of rushing into goals, ask:

- How do I want to feel this year?
- What pace is realistic and energising for me?

Plan with buffers between tasks, realistic deadlines and built-in moments to recharge. Progress grows when it's balanced with recovery, allowing you to stay consistent and engaged throughout the year.



**Step 4: Redefine Rest**

Rest isn't just sleep or vacations. It's intentional care for your mind and body. What you can do:

- Taking a real lunch break without screen time
- Saying no without guilt
- Disconnecting after work hours
- Doing something creative or quiet, just because you enjoy it

Rest is maintenance, not wasted time, essential to staying energised throughout the year. When you prioritise these pauses, your focus sharpens, your energy lasts longer and you can approach each day with more clarity and presence.




**Step 5: Bring Forward The Best**

Choose what to carry with you throughout 2026:

- Habits that support your health and energy
- Relationships that feel mutual and uplifting
- Goals that align with your values

At the same time, make space for new possibilities by letting go of what no longer serves you. Releasing what that's no longer useful creates room for growth, fresh experiences and opportunities that feel meaningful and energising throughout the year.



## Look Ahead

Now that you've noticed the signs and taken time to reset with purpose, it's time to turn reflection into action. Go to the next page to explore *My 12-Month Wellness Passport 2026*, designed to guide you through simple, achievable steps each month. Take it at your own pace, focus on what matters most and celebrate the progress you make along the way.

# Flow In The New Year

Imagine unlocking your best self, one small step at a time. Real self-improvement isn't about big resolutions, it's about intentional daily choices that help you grow, build resilience and feel better in both work and life. We're excited to introduce *My 12-Month Wellness Passport 2026*. Build healthy habits, stay consistent and celebrate small wins along the way throughout 2026 and let this wellness passport help make your personal well-being a natural part of your year, not a pressure-filled goal.

## My 12-Month Wellness Passport 2026

Starting January 2026, each month features one wellness focus and three simple challenges. Complete any one to mark the month done or if you want to challenge yourself further, complete all three as often as you like. Join at your own pace, start anytime and enjoy collecting small wins along the way, because wellness is a journey, not a race.







### Splashing Into Snowy Fun

On 20 December 2025, IOI Galleria @ Bandar Putra Kulai was turned into a *Snowy Aqua Wonderland*, inviting families and friends to enjoy a playful winter escape all night long. From ocean-themed games to a snowy night market to a live band performance, we created a celebration of magic, music and memories to enhance quality time and strengthen connections among our community.



### Building First Aid Confidence

Over two days from 10 to 11 December 2025, the *Basic Occupational First Aid, CPR and AED* programme brought together colleagues from estates and mills across the Group. Focusing on both theoretical and practical sessions, our 25 participants are now better prepared to respond promptly and effectively to emergency situations in the workplace, such as giving immediate first aid and reducing the risk of serious injury.



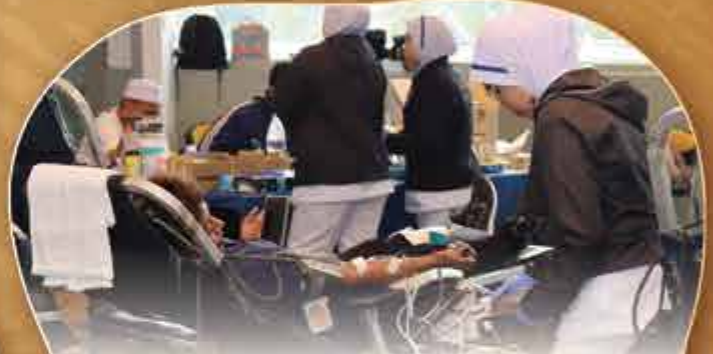
### Celebrating FAM JAM Moments

On 18 October 2025, South Beach Singapore held a *FAM JAM Fest* to empower children to inspire and engage other children and their families. Organised by Focus On The Family, the Children's Day celebration gave the children the spotlight through playful performances and hands-on activities while parents stayed close and supportive by sharing meals and browsing the market.



### Guiding With Fresh Perspectives

On 22 and 23 October 2025, the Malaysian Palm Oil (MPO) Council organised the *MPO Continuous Tourism-Related Education Programme* in Sabah, with support from IOI Edible Oils Sdn Bhd to educate participants on the sustainable future of Malaysian palm oil through an educational site experience at Bukit Belian Estate.



### Saving Lives With Every Drop

On 11 November 2025, IOIPG Foundation organised our first blood donation drive with Pusat Darah Negara at IOI City Tower 2. We received 91 respondents, with 38 donors successfully completing the process, receiving a *Certificate of Appreciation* along with snacks and refreshments, including bread, biscuits and drinks.



### Celebrating Functional Excellence

IOI Pan-Century Group's *Functional Team Programme Appreciation Ceremony* on 4 November 2025 was all about recognising the dedication, discipline and teamwork of our employees. We awarded 21 out of 24 teams with cash rewards for their solid performances and consistent excellence that went beyond expectations.



### Appreciating Those Who Keep It Running

On 8 November 2025, South Beach Singapore hosted an *Annual Service Provider Appreciation* gathering at the Sky Garden to celebrate the commitment of our service providers. From lift operations and fire protection to security, cleaning, landscaping and building systems, these teams keep South Beach safe and running smoothly every day.

## SYOK SELERA TIMUR

18 FEBRUARY - 19 MARCH 2026

EARLY BIRD  
NOW - 26 FEB 2026

RM 99 NETT ADULT • RM 49 NETT CHILD

NORMAL PRICE  
27 FEB - 19 MARCH 2026

RM 148 NETT ADULT • RM 74 NETT CHILD

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