

A Bargain For Purpose

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B E R I T A IOI

The Official Newsletter of



IOI GROUP

PUBLISHED BY

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PRINTED BY

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

ISSUE NO: 110 (APR - JUN 2026)

KDN NO: PP9740/05/2013 (033253)

For Internal Circulation Only

Bundles Of Joy In 2026

"Awww....what a cute baby!" It's a natural response as babies have a way of capturing our hearts with their cute and adorable looks. That's why we are celebrating the babies born in 2026 and our employees who are the proud parents of these little bundles of joy. This is also a timely occasion especially as we celebrate Mother's Day and Father's Day in May and June 2026.

To our employees, whether you're a father or a mother – a big congratulations as you journey into parenthood. We honour the love, sacrifice, dedication and countless moments that define the incredible role of being a parent. The adorable baby on our cover is a celebration of the joy and wonder that parenthood brings. Want to know which proud parent from the IOI Family this little cutie belongs to? Turn to our *Cover Feature* to meet this cover star and other proud parents who welcomed their bundles of joy in 2026.

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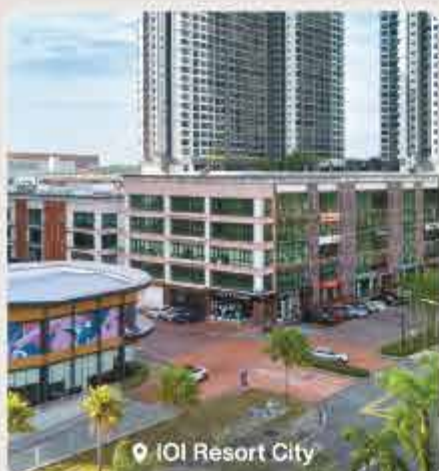
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IOI INNOVATION CONVENTION 2026

Progress is rarely driven by one big idea; it is built through innovation that is initiated from the spark of countless ideas that are implemented with the determination to improve and make things better. Our third *IOI Innovation Convention 2026 (IIC 2026)* celebrated this spirit of innovation by giving employees a platform to showcase creative and practical solutions to real work challenges that create lasting values for the organisation.

This year's bi-annual event, held at the Eugenia Ballroom, Palm Garden Golf Club on 24 June 2026, attracted a record 27 submissions whereby 14 were shortlisted from teams across our business operations in Malaysia and Germany. With 120 employees attending in person and a further 234 virtual participants connected from Malaysia, Indonesia and Germany, *IIC 2026* demonstrated that innovation is a collective journey, and can be embraced anywhere, anytime by anyone across the Group. Congratulations to every team for pushing the boundaries and inspiring what's possible!

"Innovation without implementation is just an idea; innovation without value is just being clever; actionable innovation is the key."

– Dato' Lee Yeow Chor
IOI Corporation Berhad
Group Managing Director & Chief Executive



IOI Bio-Energy Sdn Bhd

Project: Efficiency Enhancement in Sustainable Power Generation

Curious about this winning innovation and the team behind it? Turn to page 9 in *Highlight* to learn how a great idea became an award-winning innovation.



IOI Plantation, Mills & Engineering (Sabah)

Project: Leveraging BI & AI for Data Analytics & Visualisation Tool to Improve Productivity & Decision Making



IOI Acidchem Sdn Bhd

Project: Automated Warehouse Shunting Solution

With so many outstanding ideas, our judges had a challenging task of selecting the best that stood above the rest.



Triple Wins. Whatever. Whenever.

The appeal of hotel-home branded residences is easy to see. With easy and available support for travel arrangements, dining reservations and housekeeping services, you have something more valuable: time and convenience. Imagine stepping into a home where service and quality are consistent, whatever you want, whenever you want it. It's how life should be – less time managing the small stuff, more time actually living.

W Residences Marina View – Singapore is the city-state's first hotel-home integrated branded residence developed by IOI Properties Singapore with the signature *Whatever/Whenever*™ promise. Residents will enjoy elevated views, private lifts and a dedicated 24/7 Residential Concierge. Offering 683 residential units, 380 hotel rooms and 2,000 m² of retail space

next to the Shenton Way MRT, the 51-storey waterfront development is progressing steadily and has now reached the 31st floor, remaining on track to obtain Temporary Occupation Permit in Q1 2029.

On 6 and 7 May 2026, IOI Properties Singapore garnered three honours for W Residences Marina View – Singapore at the *Asia Pacific Property Awards 2026-2027* held in Bangkok, Thailand. We received *5 Star Distinctions* for *Best Branded Residence Singapore (Development Category)* and *Best Residential High Rise Architecture Singapore (Architecture Category)*, as well as *Award Winner* for *Mixed Use Development Singapore (Development Category)*.

Wow! Wonderful! Well-deserved!

Construction Excellence At Heights

Since its completion in 2024, IOI Central Boulevard Towers has emerged as a sought-after business destination in Singapore's Central Business District, achieving up to 98% occupancy and strong market confidence. What's more, the Council on Vertical Urbanism (CVU) honoured us with the *Construction Award* at the *2026 CVU Awards of Excellence* on 26 May 2026, recognising our efforts in advancing construction innovation at scale and setting new benchmarks for large-scale urban development.

Delivered in close collaboration with KTP Consultants Pte Ltd, the project overcame complex construction challenges through a series of engineering innovations, including a dual-function secant bored pile wall, long-span interstitial steel transfer trusses, and the successful application of the Observational Method for deep basement works.

The *CVU Awards of Excellence* recognised 73 projects, concepts and initiatives across 20 countries. Winners will advance to the next phase at the *2026 VU Summit* in London from 26 to 29 October 2026, where the final best-in-category distinctions and overall awards will be announced.

Editor's Note

What brings you bundles of joy? For parents, babies are their greatest joy and delight, superseding all the sleepless nights, sacrifices and countless adjustments that come with parenthood. In *Highlight* on pages 9 and 10, you can see that for the winning team of the *IOI Innovation Convention 2026*, the joy was in realising that their months of hard work, problem-solving sessions and perseverance had paid off. For Volker, it is standing back and watching his employees grow more self-confidence, stronger and more determined. For the rest of us, joy may come from catching up with an ex-colleague over lunch, enjoying a hot cup of coffee and a bagel with Mom, accomplishing a learning goal, spending time with the people who matter most, or simply having a quiet time alone to relax and unwind. After all, joy comes in many bundles.

Email your articles to: carine.yap@ioigroup.com

Serving A Taste Of Success

Those who delight in authentic Chinese cuisine can look forward to an exceptional dining experience at the award-winning Le Mei at Le Méridien Putrajaya.

Le Mei invites guests on a memorable culinary journey where timeless Cantonese traditions meet contemporary artistry. From our signature grand imperial-inspired red entrance to elegant interiors and meticulously crafted dishes, every detail is thoughtfully designed to create an experience that transcends dining – one that delights the senses, celebrates heritage and leaves a lasting impression.

Le Mei received two recognitions, namely the *F&B & Culinary Excellence Award* and *Best Specialty Cuisine Restaurants Award*, at the *HAPA® F&B & Culinary Excellence Awards Series 2026*. Our pursuit of culinary excellence and dedication to guest satisfaction was honoured on 28 April 2026 at Hyatt Regency Kuala Lumpur.

The event marked 32 years of honouring Asia's finest hospitality achievements through a new *3-Series Legacy of Excellence*. For the first time, the awards were presented over three exclusive gala nights, each dedicated to a distinct pillar of the industry – Entrepreneurship, F&B & Culinary as well as Hospitality & Tourism.

Representing our team at the ceremony were Chef Lim Kian Meng (left) and F&B Manager Mr Shahrul Nizam (right), whose passion and commitment continue to elevate the dining journey at Le Mei Chinese Restaurant.

GreenREady For i-Nova

Urban living has reached a greener milestone in Johor Bahru. On 15 May 2026, *i-Nova* was awarded the *Provisional GreenRE Bronze Certification* under the *Residential Category*, making it IOI Properties Group Berhad's first GreenRE-certified development in Taman Kempas Utama. As the township's first high-rise Small Office/Home Office (SoHo) freehold development, *i-Nova* offers 922 units that are not only comfortable and practical, but also designed with sustainability in mind.

i-Nova keeps homes naturally cooler and improves thermal comfort through grey glazing façades and insulated roofs. Carbon emission is reduced through responsive LED lighting, energy-efficient lifts, water-saving fittings and rainwater harvesting. Naturally ventilated spaces, low volatile organic compound coatings and drought-tolerant landscaping further enhance wellness and comfort. All these and more reflect how *i-Nova* brings smart design and environmental responsibility together for a better way of living.

This GreenRE certification marks another step forward in our sustainability journey. As of 30 June 2025, green buildings accounted for 58.5% of our portfolio, reflecting our ongoing commitment to expanding our sustainable developments through energy-efficient designs and environmentally friendly materials towards a more sustainable community.



Winning With W

Let's give not one, not two, but three cheers for W Kuala Lumpur because it's a triple treat for this high voltage lifestyle destination, which has earned three prestigious accolades at the *Travel + Leisure Luxury Awards Asia Pacific 2026*.

Leading the celebration is General Manager Mr Volker Burth, who was recognised as the #1 *Hotel General Manager*. Under Volker's leadership, W Kuala Lumpur also earned a place among Malaysia's best, ranking #5 in the *City Hotels* category and #6 for *Hotel Pools*, celebrating the bold experiences and iconic views that make W Kuala Lumpur what it is.

Mr Volker said: "What truly sets us apart is our signature *Whatever/Whenever*™ service, where guests can expect their desires to be met – no matter how big or small. This personalised approach ensures that every stay is unique and tailored to individual preferences."

Wow! What a win! Want to know more about the man steering W Kuala Lumpur to new heights? Turn to page 10 in *Highlight* to discover more about his award-winning leadership journey.



Small Steps For Gentle Giants

Did you know that a Bornean elephant can remember the safest routes through the forest for years? Yet even the best memory cannot guide them home when forests become fragmented. Today, only about 250 Bornean elephants remain in the Lower Kinabatangan due to shrinking habitats and the increase of human-elephant conflict. To help create a safer landscape for both people and wildlife, IOI Plantation is integrating elephant-friendly practices across our operations while nurturing awareness from a young age.

Together with Seratu Aatai, a recipient of the prestigious 2025 Whitley Award, we continue to organise the *Elephant Conservation & Species Awareness Programme* to educate students on biodiversity conservation and the importance of protecting these endangered Bornean elephants. Building on last year's sessions at HUMANA Leepang 1, 3 and 5, this year's programme reached 60 students from HUMANA Permodalan 1, Permodalan 3 and Morisem 3 Estates in our Lahad Datu Region from 13 to 15 April 2026.

Our facilitators returned to the same schools from 22 to 24 June with a storytelling competition to reinforce these important lessons. While simple in approach, the programme nurtured empathy, inspired young advocates and played a meaningful role in helping plantation communities live safely and respectfully alongside the Bornean elephants.



Through engaging talks, educational activities and a competition, students developed a deeper respect for nature and wildlife.



Children, did you know that elephants help forests grow by spreading seeds wherever they roam?



Painting colourful reminders that every species has a role in nature's story.

Expanding Our Academia Partnerships

Following our first university collaboration with UNITEN on 30 March 2026, IOI Properties Group Berhad (IOIPG) marked another milestone in our academia-industry journey by signing a Memorandum of Understanding (MOU) with Universiti Tunku Abdul Rahman (UTAR) at its Sungai Long Campus on 5 May 2026. Beyond strengthening a sustainable talent pipeline through internships and graduate hiring, it also opens up opportunities to enhance our employees' capabilities through structured learning, knowledge exchange and joint development initiatives with academia, while reinforcing IOIPG as an employer of choice.

On 10 June 2026, the momentum continued with our first engagement under the MOU with SEGi University & Colleges at Kota Damansara. We welcomed 80 students to the world of IOIPG, giving them a glimpse into how we operate, the thinking behind key decisions and the industry realities through an industry sharing led by our Group People & Culture team. The session also provided valuable insights into our human resource (HR) practices, from talent acquisition and development to employee engagement and organisational culture. To put learning into practice, we launched a *HR Business Case* challenge for the students to analyse several HR case-based scenarios, and propose their recommendations in a final presentation on 27 July 2026.

Through this IOIPG's *Industry Academia* series, we are bringing classrooms closer to career because talent grows best when learning meets real-world experiences.



A Recipe For French Flair

Bon appétit! The art of French cuisine is all about precision, creativity and the pursuit of excellence. More than 15 culinary talents from W Kuala Lumpur are honing these very principles at Taylor's University as they sharpen their skills and expand their culinary expertise. Through a strategic partnership with Taylor's University Culinary Institute, we are investing in the development of future culinary leaders by providing learning opportunities that extend beyond day-to-day operations and supporting their long-term career growth. We also want to recognise and reward high-potential talents by offering development opportunities that reflect their commitment and performance.

Under *The Art of French Cuisine*, these selected talents will embark on a structured three-level learning journey (Level 1, 2 and 3), progressively building their technical expertise and professional competence. The programme equips them with advanced culinary knowledge, globally recognised skills and exposure to international culinary standards and craftsmanship. Ultimately, our talents will earn a *Professional Certificate* jointly awarded by Taylor's Culinary Institute and GRETA Toulouse-Pyrénées, adding an internationally recognised credential to their professional journey and strengthening our operational excellence as they bring fresh perspectives, refined techniques and best practices back to the kitchens of W Kuala Lumpur.



UTAR President Ir. Professor Dato' Dr Ewe Hong Tat (second from left) and IOIPG Director of Property Development (Central Region) Mr Ho Kwok Wing (second from right) formalising a future-ready partnership.

Moving beyond theory, SEGi University students gaining insights into real workplace challenges and exploring how ideas can be shaped into practical solutions.

Planting A Greener Johor For Tomorrow

Did you know that a single tree can become a home for birds, insects and countless other wildlife? The native *Pulai* tree (*Alstonia scholaris*) does exactly that, playing a vital role in supporting biodiversity, improving air quality and restoring green spaces. Best of all, the saplings that we plant today will continue to grow and flourish over the next 10 years and beyond, providing shade, shelter and life for generations to come.

With that in mind, IOI Properties Group Berhad (IOIPG) Segamat Business Unit rolled up our sleeves for a *Tree Planting Programme 2026* at Gunung Ledang National Park on 10 May 2026. Together with the national park personnel, over 20 employees from our Segamat, Kempas and Bahau Business Units planted the *Pulai* saplings and picked up litters around the park. With plenty of laughter and teamwork along the way, our participants were reminded that protecting the environment begins with simple actions taken together.



IOIPG's collaboration with the national park helped to ensure a cleaner, safer and more pleasant environment for future visitors.

Together, we planted a greener welcome for the Visit Johor 2026 campaign, "Meh Lab Johor" which means "Mari ke Johor".

Cleaning as we go, caring as we work together.

NDPE Across Sabah

While the No Deforestation, No New Planting on Peat and No Social Exploitation (NDPE) policy sets a clear direction for responsible sourcing, turning it into real action on the ground is not easy. Palm oil mills are expected to trace every tonne of fresh fruit bunches (FFB), verify supplier practices, respond to deforestation alerts, and manage social risks across complex, fragmented landscape – often all at once. In reality, gaps in traceability, limited visibility over smallholders and evolving regulatory demands can make implementation challenging.

To help our partners move beyond theory and apply practical, scalable solutions that are tailored to their operational capacities, IOI Edible Oils Sdn Bhd and IOI Responsible Sourcing team invited 28 participants from 23 third-party suppliers for an engaging workshop at the Forestry Institute of Sabah in Telupid, Sabah on 20 April 2026.

Supply chain due diligence starts with assessing and managing potential business risks before accepting FFB at the mills – from setting NDPE-aligned commitments and mapping traceability data to prioritising high-risk suppliers, tracking progress through periodic audits and transparent reporting, and implementing corrective actions. Everyone walked away with practical tools to strengthen responsible and sustainable practices towards a more ethical and transparent palm oil industry.



Spotting the signs that matter! We learnt to identify indicators of forced labour with Ts Mohd Amin Adrah from MAA Training and Consultancy (seated, middle).

Turning Waste To Treasure

Creating a greener future doesn't have to be complicated. Recycle a bottle. Bring and use a reusable container. Compost at home. From reducing waste to making more mindful choices, it's easy to practise sustainability through daily practical actions. This spirit was on full display when nearly 300 employees came together at IOI Oleochemical Industries Berhad (IOI Oleo) on 21 April 2026 to celebrate Earth Day and embrace greener habits to make the world a better place.



A small act of care today is a gift to the future.



Every correct answer deserves a cheer. Well done, little champions!



Penang Green Council encouraging the practice of sustainability through daily practical actions, which can contribute meaningfully to the SDGs.



These sustainable handmade rattan baskets were thoughtfully crafted by individuals with visual impairments from St. Nicholas' Home.

The Earth Day spirit continued beyond the workplace on 29 April 2026 when our Community Service Committee (CSC) brought environmental awareness to life at Sekolah Kebangsaan St. Mark Prai where 166 students and 20 teachers participated in our activities, from tree planting and pop quizzes to colouring and video-making activities.

IOI Oleo Human Resources Assistant General Manager and CSC Advisor Ms Irin DeCruz led the tree planting session, giving the children a hands-on opportunity to appreciate the importance of caring for the environment. It's never too early to inspire the next generation of environmental stewards, so children who shared creative ideas and heartfelt messages about protecting the planet were rewarded for their efforts. Every child returned home with goodie bags, happy memories and a renewed inspiration to care for the Earth.

DON'T JUST TRASH IT - SORT IT

Did you know that this recycling drop-off centre was made from used beverage cartons?



Let's give a shout-out to Bukit Leelau Mill! Since mid-2024, this recycling drop-off centre has become the mill's one-stop collection point for recyclable materials, making it easier for everyone to recycle right. Our employees have embraced the recycling initiative wholeheartedly by taking the extra step to separate their recyclables before disposal. When everyone plays their part, small actions can make a big difference to our planet.



Demonstrating real-world skills to breed and grow high-yielding oil palms.



Mr Mohanaraj sharing the science behind our superior planting materials through years of research, innovation and hands-on expertise.

Sowing Seeds of Success

From seed to mill, oil extraction rate (OER) is never left to chance. At our Baturong Palm Oil Mill in Kunak, Sabah, every stage of the palm oil journey is underpinned by science, precision and continuous improvement. The result is an exceptional year-to-date OER of 24.5%, outpacing the broader industry average.

Its outstanding performance made it a natural choice to host the inaugural *IOI Seed Day 2026*, serving as a hub for knowledge sharing and hands-on learning. Led by IOI Plantation (Sandakan Region) Research Controller Mr Mohanaraj and our IOI Research Centre team, we welcomed representatives from 11 companies from the industry on 10 June 2026 to showcase how superior planting materials lay the foundation for higher productivity.



Our participants witnessed key processes in seed production, including bagging, pollination and harvesting activities at the *Seed Garden*. Meticulous identification of abnormal seeds, quality control and proper nursery management during the pre-nursery and main-nursery stages are equally important in producing superior planting materials to deliver healthy and higher-yielding oil palms. Seedling dissection plays an important role too, as signs of flowering may already be present during the main nursery stage.

Driving Change, One Charge At A Time



The installation of the EV chargers was completed on 26 March 2026 and have since been fully operational.

Good news for electric vehicle (EV) drivers! IOI Pan-Century is charging a greener way forward with the installation of two 22 kW solar-powered EV chargers at our manufacturing facility in Pasir Gudang, Johor. Powered by renewable energy, the initiative supports greener mobility while advancing our commitment to reducing carbon emissions through practical sustainability solutions.

As part of our Corporate Social Responsibility programme, our employees can now enjoy free charging access for their personal EVs, making sustainable commuting more convenient and encouraging more employees to embrace greener transportation choices. Officially launched on 17 April 2026 by Director of Oleochemical (Malaysia) Mr David Koo, in a ceremony witnessed by Chief Operating Officer Mr Sia Chieng Ho and other employees, the initiative marked another step towards building a more sustainable workplace.

The impact is already on the road. Between April and May 2026, the EV chargers supplied 1,091 kWh of renewable electricity, enabling approximately 7,793 km of EV travelling – equivalent to 520 litres of petrol saved and avoiding around 1.20 tonnes of CO₂ emissions. The charging facility has the potential to supply up to 2,626 kWh of renewable electricity, and with full utilisation, it is expected to avoid approximately 1,250 litres of petrol consumption and reduce 2.89 tonnes of CO₂ emissions each month.

As EV adoption continues to grow among our employees, these EV chargers have the potential to deliver even bigger impact.



Redefining Energy Efficiency

What if the same energy used to generate heat could also be used for cooling, with less electricity? At IOI Edible Oils Sdn Bhd, a newly installed water-to-water heat pump system is driving a significant leap in energy efficiency at our Palm Kernel Dry Fractionation Plant. Commissioned in September 2025 and fully operational by October, the system was designed to simultaneously produce both hot and chilled water while maintaining stable operating conditions.

The new heat pump has delivered impressive results, generating approximately 4.0 to 5.0 kW of heating and 2.7 to 3.3 kW of cooling for every 1 kW of electricity input. Steam consumption has been reduced by about 44% per tonne compared to pre-installation levels, from 12.2 t/day to 7.0 t/day, while maintaining consistent plant throughput and statoliser batch performance.

Harnessing the potential of heat pump technology to deliver cleaner energy, reduce carbon footprint and support long-term sustainable growth.



Beyond efficiency, the system enhances our operational resilience by reducing reliance on steam, improving process flexibility through dual hot and chilled water output without the need for additional equipment, as well as ensuring reliable continuous operation at full load with less downtime through tempered water control.

More than just an efficiency upgrade, the heat pump also contributes to a safer workplace and cleaner operations through lower exposure to high-pressure steam systems. And, by cutting approximately 188 tCO₂e of greenhouse gas emissions annually, this initiative aligns with our net-zero goal and environmental stewardship.

SUCCESS BUILT UPON SUCCESS

PRE



In April 2026, we added four membrane plates to each of the four statoliser units to support smoother crystallisation cycles, reduce downtime and improve process stability.

POST

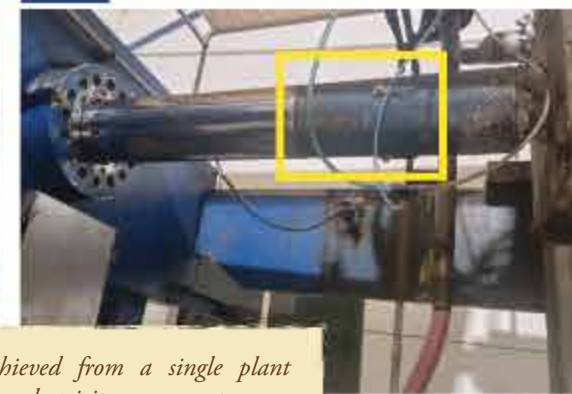


At IOI Edible Oils Sdn Bhd, one successful upgrade led to another at our Palm Kernel Dry Fractionation Plant 1. Following a filter press extension of 12 new plates to each of the two filter press units in July 2025, which increased throughput from 150 to 165 mtpd, while maintaining consistent product quality with higher volumes, we took another step forward with a statoliser extension in April 2026.

PRE



POST



The higher throughput achieved from a single plant operation translates into lower electricity usage per tonne.

Our latest statolisers extension further lifted our production capacity, increasing static crystallisation capacity by 3% and further raising throughput to 168 mtpd. It resulted in lower electricity usage and water recirculation, enabling more energy efficient operations from a single plant. This project is expected to reduce about 85 tCO₂e per year, aligning with our commitment to lowering our carbon footprint.

Together, these upgrades have strengthened our operational capability, enabling the plant to meet tight shipment schedules, reduce process costs and maintain consistent production performance.

Leaf It To nature

Biodiversity loss can affect ecosystem resilience, business operations and the long-term value of our built environments. We can build more resilient developments and develop sustainable communities by thoughtfully integrating nature into planning, design, construction and landscape management. With this in mind, IOI Properties Group Berhad's (IOIPG) *Biodiversity Training* session brought together IOIPG Director of Property Development (Central Region) Mr Ho Kwok Wing, Business Unit Heads, Project Managers and Landscape team members on 14 May 2026 at IOI Headquarters.



Let's put our botanical detective skills to the test and see if we can identify which plants at 16 Sierra Central Park are Near Threatened, Vulnerable, Endangered or native to the area.

From project planning and design, to construction and landscape management, participants gained practical insights on embedding biodiversity considerations into every stage of development.



Participants put their observation skills to the test and examine how every unique leaf shape reflects nature's incredible diversity and design!

Through a classroom cum practical field observation at 16 Sierra, everyone learnt the vital role of biodiversity in sustainable land development, and understand the nature-related risks and opportunities to our business operations. By strengthening knowledge and fostering cross-functional collaboration, we are reinforcing our commitment to sustainable and responsible land development beyond mere aesthetics.

New Green Lung @ Senna Puteri

Every thriving township needs a green lung, where people can move, connect and enjoy nature. Guided by our *Trusted* vision to prioritise vibrant green spaces and community parks across our townships, IOI Properties Group Berhad (IOIPG) unveiled a 2.75-acre Central Park @ Senna Puteri for community members to come together and create moments that are worth sharing. This tranquil, safe and inclusive space marks the beginning of Senna Puteri's *Green Master Plan* within Bandar Baru Salak Tinggi, and is part of the wider Senna Puteri township, a 117-acre integrated development in Sepang.

It features lifestyle amenities including multipurpose courts, a basketball court, outdoor gyms, an amphitheatre and a sand pit. Solar-powered lights and security cameras are also installed along the walkways to ensure public safety.

This is just the beginning. We will enhance the park with planned complementary recreational spaces, namely *Senna Creek* and *Senna Grove*, to transform water catchments into beautiful recreational spaces in the near future. That's not all! We will also introduce *Senna Hills*, a new *Instagrammable* landmark at the township's peak, with cozy hilltop café for breathtaking sunrise and sunset views, adding a whole new perspective to township living.



Can't wait for more exciting developments in Senna Puteri's Green Master Plan.



IOIPG Group Chief Operating Officer – Property Development (Malaysia) Mr Teh Chin Guan officiating the Central Park on 25 April 2026 with Yang Dipertua Majlis Perbandaran Sepang YBrs. Dr Ani Binti Ahmad (left).



33 New Wildlife Champions

A new team of wildlife guardians has emerged – equipped not only with specialised knowledge and practical skills, but also a deep commitment to safeguarding the rich biodiversity that thrives alongside our plantations in Sandakan. Congratulations to 33 newly appointed Honorary Wildlife Wardens (HWWs) of IOI Plantation (Sandakan Region), who are now our frontline champions of wildlife conservation and biodiversity protection.

All 33 completed the *HWW Course*, held in collaboration with the Sabah Wildlife Department from 10 to 13 June 2025, and were officially appointed under the Wildlife Conservation Enactment 1997, with appointments valid until 28 September 2028. They will be stationed across 18 estates in Sandakan, particularly those bordering forest reserves, and will play a vital role in wildlife monitoring, conservation efforts and responsible human-wildlife co-existence. Through their knowledge in wildlife identification, reporting and management, they will further strengthen IOI Plantation's commitment to protecting Sabah's diverse biodiversity while ensuring sustainable plantation practices.

Certified as official HWWs with Authority Cards and official vests on 15 April 2026 at Ladang Sabah Recreational Club.



Our 35 participants learnt that even a simple act, like planting Giant Milkweed, can provide a vital food source for butterflies to help them flourish.

The Butterfly Effect At IOI

Like butterflies, small actions can create ripple effects far beyond what we see. More than just beautiful visitors to our gardens, butterflies are nature's quiet changemakers and essential pollinators that help keep ecosystems healthy and thriving. Their lives may only last two weeks, but their presence reminds us that every species plays a role, and by protecting them, we are helping to safeguard the delicate balance of our natural environment.

In conjunction with Earth Day on 22 April 2026, IOI Corporation Berhad's (IOIC) Corporate Sustainability Department hosted a *Lunch & Learn Session on Climate Change & Biodiversity*. The session encouraged employees to understand the importance of biodiversity change, the links between climate action, biodiversity conservation and our shared responsibility in supporting IOIC's net-zero goal by 2040.

We invited IOI City Farm to bring the world of butterflies to us, where learning came to life as we watched them take flight before our very eyes. The *Butterfly Workshop on the Impact of Butterflies on Ecosystems* was all about the remarkable life cycle and vital roles of butterflies, on top of some interactive activities. Ultimately, each of us plays a role in reducing climate change, and reducing greenhouse gas emissions starts with turning awareness into meaningful action.

Chief Sustainability Officer Dr Surina Binti Ismail highlighted global climate challenges and IOIC's sustainability journey, reminding us that small actions can create a butterfly effect.

The Pursuit Of Better Through *Innovation*

Innovation is not just about big ideas – it is about constantly asking: “*Can we do better?*”. At IOI Bio-Energy Sdn Bhd, there is always room for improvement, even with existing equipment and limited resources.

This belief is at the heart of the IOI Bio-Energy Operational & Efficiency Team, formed in early 2025. We foster an environment where everyone is encouraged to share observations, suggest changes and speak up when they see opportunities. There is no fear of making mistakes. Instead, we view every challenge as a chance to learn and find smarter solutions.

Working as one team across operations, maintenance and engineering, we combine practical experience with careful analysis. This open, collaborative spirit turns daily work into continuous improvement, helping us deliver better performance, lower costs and greater sustainability.

Guided by this mindset, we tackled operational challenges affecting the performance and cost efficiency of our 8 MW palm biomass power plant. The boiler and steam turbine system had reduced operating efficiency, which meant that the plant could not run as reliably or continuously as intended. We also relied on external electricity supply, and our energy output was not fully optimised. These factors increased operational costs and limited our ability to produce cleaner energy.

1. Never Settle For Less

Something had to be done! We came together with this simple question in mind: “*How can we run our plant better, produce more energy, and still stay true to our goal of being environmentally responsible?*”

In mid-2025, we carried out a systematic improvement project, reviewing every part of the process from fuel handling to power generation. We collected data, reviewed operating patterns and identified areas that needed improvement. It was not an easy path. We faced technical challenges, tight timelines and moments when results were not immediately clear. We continued to stick to a structured approach where we tested changes carefully and refined every step through months of observation, analysis, adjustments and reliability trials.

2. Uncovering The Root Cause

Specifically, we identified two key issues:

- 1) Inadequate fuel supply to the boiler, which was a recurring problem, resulting in pressure instability and significant fluctuations in turbine power generation;
- 2) Heavy ash accumulation on the heat exchange surfaces (including generating and superheater tubes), leading to frequent boiler shutdowns for manual cleaning and maintenance.



Through patience, teamwork, and continuous testing, we overcame the hurdles — proving that significant improvements can be achieved with careful planning and attention to detail, without always needing big budgets.



Our IOI Bio-Energy Operational & Efficiency Team is a cross-functional group formed to work together to find practical solutions rather than just temporary fixes.

3. The Roadblock Before The Breakthrough

The biggest challenge was achieving higher efficiency and longer running time without making major, costly changes to the existing equipment.

Replacing large components or installing new machinery would have been very expensive and time-consuming. This meant we had to work within our existing limits and find ways to improve by using what we already have.

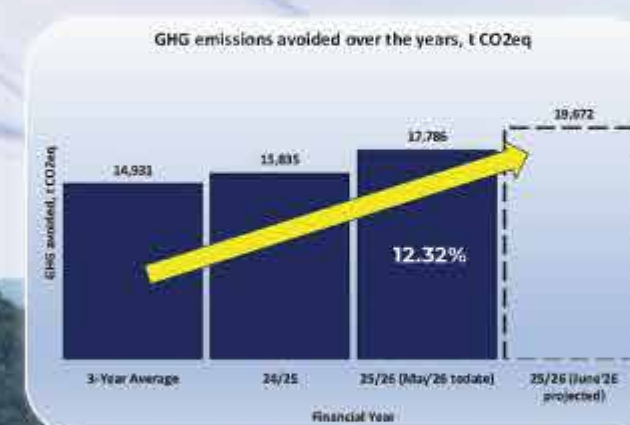
Another difficulty was ensuring reliability while making adjustments. Every change had to be done carefully so that we did not risk unexpected breakdowns or interruptions to the power supply. It took many rounds of testing, fine-tuning and monitoring to confirm that each improvement worked consistently. There were also times when results did not meet our expectations initially, so we had to revisit our approach, re-analyse the data again and keep trying until we found the right solution.

4. From Insight To Innovation To Execution

We designed new auto-feeders which were engineered for exceptional mechanical durability and dependable long-term operation, which reduced low furnace fuel level incidents and it required only minimal maintenance. We also designed an automated soot cleaning control system to clean the boiler automatically at fixed intervals.



5. A Stronger, More Reliable Plant



Increased Operational Days

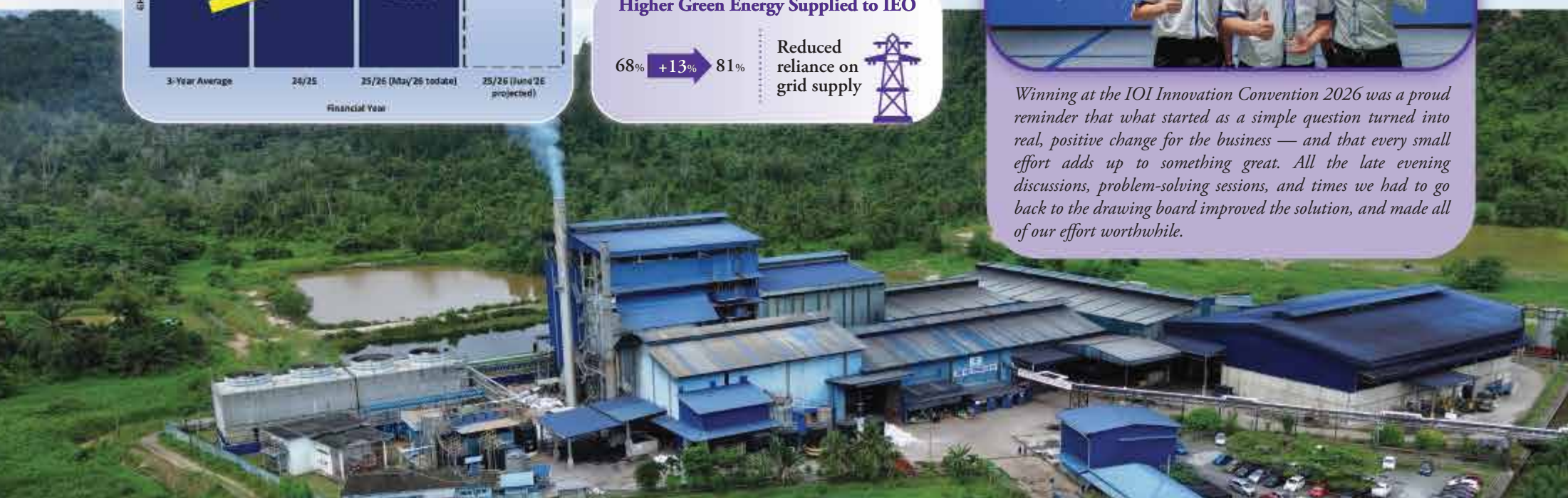
3-Month Continuous Operation → 6-Month Continuous Operation

Higher Green Energy Supplied to IEO

68% +13% 81% Reduced reliance on grid supply



Winning at the IOI Innovation Convention 2026 was a proud reminder that what started as a simple question turned into real, positive change for the business — and that every small effort adds up to something great. All the late evening discussions, problem-solving sessions, and times we had to go back to the drawing board improved the solution, and made all of our effort worthwhile.



Never Forget *Why You Started*

W Kuala Lumpur General Manager Mr Volker Burth has been named Malaysia's #1 *Hotel General Manager* at the *Travel + Leisure Co. Luxury Awards Asia Pacific 2026*.

Respected by his colleagues and team, the German native is known for his hands-on leadership style, positive energy and commitment to bringing out the best in those around him. More importantly, his leadership has spurred the W team to deliver a dynamic, multi-sensory luxury city hotel experience, a contemporary collision of creativity and culture that resonates with the modern-day traveller.

Since taking charge of W Kuala Lumpur in 2022, Volker has continued to push boundaries with innovative concepts and personalised services that cater to modern travellers. With a career spanning over 17 years across Germany, the United Kingdom, Saudi Arabia, Australia and Thailand, he has elevated the W experience, solidifying its position as a trendsetting lifestyle destination, and has empowered his team to deliver exceptional service and unforgettable guest experiences.

Ask Volker what has kept him in hospitality all these years, and the answer isn't luxury hotels, accolades or titles. ***It's people.***

"At the end of the day, hospitality is one of the few industries where you have the privilege of making someone's day better. That could be a guest who's travelled halfway around the world, a colleague finding confidence in themselves, or someone taking their very first step into this industry. That's a privilege you should never take for granted."

For Volker, hospitality has always been deeply personal. While the industry has evolved, trends have changed and guest expectations continue to shift, one thing has remained constant: his belief that every interaction matters.

He often reminds his team that every conversation leaves an impression. Every guest, every colleague, every new acquaintance is an opportunity to enrich someone's experience, offer encouragement, share knowledge or simply make them feel valued.

"It's easy to become consumed by KPIs, budgets and operations. They're important, of course. But if we forget why we came into hospitality in the first place, we lose something much bigger. We lose the heart of what we do." That belief has shaped his leadership style throughout his career.

"Success isn't measured by how many people report to you. It's measured by how many people become better because they worked alongside you."

Volker doesn't see leadership as directing people. He sees it as shaping them.

Creating future hospitality leaders has become one of his greatest passions and not just simply teaching operational excellence, but helping people discover confidence, find their own leadership voice and realise their potential. For him, success isn't measured by how many people report to you. It's measured by how many people become better because they worked alongside you.

"I want people to leave having learned something, grown as individuals and feeling more confident than when they arrived. That's the kind of impact that lasts."

This philosophy extends beyond mentorship. Volker believes organisations thrive when they create an ecosystem built on learning, sharing and shaping. One where ideas are exchanged openly, successes are celebrated collectively, and people lift each other up rather than compete against one another.

"When we communicate our successes and share our experiences, we're not talking about ourselves; we're giving someone else permission to believe they can do it too." It's a mindset he hopes will inspire the next generation of hospitality professionals to lead with curiosity, humility and generosity.

Above all, Volker encourages people to reconnect with their roots.

"The passion that brought you into hospitality is still there. Sometimes it just gets buried beneath the day-to-day pressures. Every now and then, you have to pause and remember why you started."

For him, that passion began with creating meaningful experiences for people. Years later, that purpose hasn't changed. The stage may be bigger, but the mission remains remarkably simple: leave every person a little better than you found them.

"Make a positive difference and leave every person a little better than you found them."

"Every now and then, you have to pause and remember why you started."

A Formula of Dreams

For students, walking into a university lecture hall should be filled with the thrill of learning, not the worry of affording the basic tools to get through an exam. That's why the atmosphere was so uplifting when IOIPG Foundation stepped forward to ease that burden, gifting 30 Casio fx-570 EX scientific calculators to selected students at Universiti Putra Malaysia (UPM) during the *SBESCare: Nourish to Flourish* programme on 2 April 2026.

Organised by the School of Business and Economics Student Council under *Projek Rak Rahmah*, this initiative supported underprivileged yet high-performing students facing financial challenges, ensuring their hard work does not get sidelined by a lack of essential resources. By clearing these everyday anxieties, we hope to give them the freedom to focus solely on their academic growth.



Standing together with the next generation of leaders, ready to take on the world.



IOIPG Foundation Chief Executive Officer Ms Thian Yean (right) receiving a Certificate of Appreciation from the Deputy Dean at UPM's School of Business and Economics, Professor Dr Rozanah Ab. Rahman (left), marking a proud moment of partnership in shaping a brighter future for our students.

Turning Wishes Into Smiles

Seeing a child's face light up when their wish comes true is a truly unforgettable moment. Watching 45 children eagerly unwrapping their mystery gifts, to discover that their wishes had become a reality, made the *Raya* celebration at Pusat Jagaan Kanak-Kanak Yatim Miskin Rukaiyah even more special.

The excitement had been building for weeks at IOI City Tower 2, through IOIPG Foundation's festive *Wish Tree Programme*. From 17 March to 16 April 2026, Team IOI and the public could pick a card from the *Wish Tree* and fulfil a specific gift for a child. On 18 April 2026, we returned to the home for the second time to deliver the gifts, making the occasion even more memorable by sharing festive *duit raya*, exciting game prizes and RM9,666 worth of essential household groceries to support the home's residents.



A Fresh Coat Of Care

Our estates are more than just operational sites. They are vibrant communities where our workers and their families live and gather, creating and building meaningful connections beyond the workplace. At Segamat Estate, a central pillar of the local community offers residents and workers a vital space for spiritual comfort and fellowship – St. Joseph Chapel.

To maintain the chapel as a welcoming haven, our Segamat Estate team readily reached out with three large tins of paint on 17 April 2026 to support the restoration of the ageing building.

When a shared space is bright, clean and well-kept, it unites everyone with pride and joy. Taking care of the places that matter to our workforce is a simple, meaningful way to make sure everyone feels at home.



Before

Together We Rise

In times of need, a helping hand makes all the difference. A fire blazed through Pintasan 5B, a vicinity under Kwantas Plantations, on 9 June 2026, causing damage to the homes and affecting the residents living in the area. Syarimo 9 Estate immediately co-ordinated a donation drive on behalf of Syarimo Grouping, delivering 12 large bags of essential supplies, including food items, bedding and clothing, to affected residents on 13 June 2026, while offering comfort and encouragement during this difficult time. No one should face hardship alone, and even small acts of kindness can make a positive impact.



After

Care In Motion

At Courtyard By Marriott Penang

Hospitality isn't just about what happens inside our doors; it is about how we show up for the community around us. Rooted in the Marriott philosophy to "Serve Our World", our Courtyard by Marriott Penang team loves finding meaningful ways to connect with and support our neighbours across the island. Whether we are opening up new opportunities for individuals with disabilities or stepping in to help families in need, the genuine smiles we leave behind and the positive difference we make across the island matter most.

Pampering Care For Moms

Mothers deserve to be showered with love and care, so how about showering them with a well-deserved massage to help them relax and recharge? We celebrated Mother's Day on 9 May 2026 with a relaxing wellness session for 25 working mums and associates who also deserved a pampering break. We invited three talented masseurs from St. Nicholas' Home Penang to lead the day. Partnering with the home allowed us to open up meaningful, independent income opportunities for visually impaired professionals, and it was a privilege to welcome them into our workspace.



Teeing Up For A Cause On The Greens

The spirit of giving took us to the golf course where we proudly served as part of the organising committee for the inaugural *Marriott International Malaysia Penang Charity Golf Day & Dinner 2026* on 16 May 2026. Hospitality leaders, corporate partners and golf enthusiasts gathered for a meaningful day of friendly competition, networking and community impact. The event raised RM30,000 for UNICEF and Pertubuhan Rumah Kebajikan Seri Cahaya Pulau Pinang, helping to support vulnerable children and underprivileged communities.



Nourishing Lives With Kechara

Hunger is a daily reality for many vulnerable individuals and families, and we believe that meaningful change starts with consistent, hands-on support. That's why, on 11 June 2026, we joined forces with Kechara Soup Kitchen to prepare and pack 100 wholesome meal sets, helping to bring comfort and nourishment to people in need across the city. Together, small acts of kindness can create positive impact.



Purposeful Wellness For Dads

Fathers deserve to be showered with love and care too, so we extended the same spirit of wellness in celebration of Father's Day. On 19 June 2026, we arranged a second wellness session to 22 of our male associates and father figures, giving them the chance to unwind, recharge and take a well-earned break. Continuing our partnership with St. Nicholas' Home Penang, we welcomed five visually-impaired masseurs to lead the session. It was another wonderful opportunity to support the visually impaired community while taking care of our hardworking team.



A Foundation For Confidence

Empowering the next generation with knowledge, care and confidence.



Stepping onto the court to smash their very first pickleball games together.

Coach Hussin, a certified pickleball instructor, guided the children to pick up a paddle and try pickleball for the first time at IOI Sports Centre. What a lively and energetic session, which continued with a well-deserved lunch at Pizza Hut, and ended with an educational tour at IOI City Farm where they explored the mini zoo with wide-eyed excitement.

Beyond the activities, IOI Foundation donated a washing machine to the home, helping to ease daily chores and support its day-to-day operations.



Hanging out with the animals and picking up cool, fun facts about them.

A Bargain Of Purpose

22 June



The Deloitte interns discovering how simple household donations can fund local charity work.



25 June



Pitching creative solutions among 12 breakout groups to make our distribution network faster and more efficient.



Sifting through mountains of clothes and books from their internal drive, to prepare essential goods for their next home.

It is easy to box up things we no longer need and just forget about them, but it takes a different kind of vision to see how those items can impact someone's life.

On 22 June 2026, 126 interns from Deloitte Malaysia's *Amplify Programme* dropped by IOI Foundation's Bargain Basement to see how a social enterprise works in action under the leadership of Executive Director Datin Joanne Wong. We teamed up again on 25 June 2026 for a collaborative hands-on challenge at a rented space next to their office. This time, the interns took charge of a donation drive within their own organisation, sorting through piles of donated clothes and books while proposing practical operational improvements to help get the resources to those in need more efficiently.

When a new generation steps into the community with fresh eyes, they show us that making a difference is not about writing a corporate cheque, it's about rolling up your sleeves, rethinking possibilities and ensuring that nothing goes to waste.

bargain basement

Spare A Pair, Show The Care

Did you know that World Malaria Day is observed on 25 April? While malaria may not be a hot topic for many of us, it is a health concern for *orang asli* communities living near forested areas, where the risk of transmission is higher. In Royal Belum, Perak, many families simply do not have enough long trousers, leaving children and adults more vulnerable to mosquito bites and the diseases they can carry, as well as scratches, cuts and other injuries.

Many of us have a pair or two of pants in our wardrobe that we no longer wear. That's why IOI Corporation Berhad teamed up with IOI Pan-Century and IOI Oleochemical Industries Berhad to organise a long pants donation drive.

Running from 3 March to 24 April 2026, the donation drive saw our employees generously contributing heaps of pre-loved trousers and cash donations. This simple act of sharing enabled us to hand over 201 pairs of adult trousers and 16 pairs for the little ones, helping to protect the *orang asli* community while bringing added comfort and warmth to their daily lives.

Folding and packing the piles of donated pants with love to ensure every single item arrives neat and ready for the families.



Bundles of Joy In 2026

Ms Michelle Mui
Assistant Manager,
Cost & Contracts
IOI Properties Singapore
Daughter – Sandra Chan,
born on 22 January 2026

“When my baby cries, I try to comfort her by carrying and soothing her, while checking if she needs feeding, a diaper change, or simply some attention. Sometimes, just holding her close is enough to calm her down. Often, a little cuddle is all she needs to feel settled again.”

Since becoming a parent, my daily routine has become more structured and focused around my baby's needs. While it can be challenging at times, it has also been a very rewarding experience.”

Meet the proud parents across IOI Corporation Berhad and IOI Properties Group Berhad as they welcome new additions to their families in 2026. Let's celebrate their heartwarming journey into parenthood, and rejoice in the joy and happiness these precious bundles of joy bring into their lives.

“Becoming a parent has 100% completely reshaped my daily routine. Weekends used to be trying out new food spots, walking around malls, or simply enjoying uninterrupted sleep. These days, my schedule revolves around my baby's feeding and sleeping routine, which runs every two to four hours, and my diaper duty.”

What surprised me the most is how ready I am to tend to her needs, especially from dusk till dawn. Being tired, half-asleep, listening to her shouting for attention or dealing with the occasional smelly diapers somehow don't bother me as much as I thought they would. It's almost like all of that gets wiped away by the love I have for the little one.”

Mr Edric Wong Khei Xuan
Assistant Manager,
Group Corporate Sustainability
IOI Properties Group Berhad

Daughter – Emma Wong,
born on 17 May 2026

“To be honest, when I found out I was going to become a mother, I was quite scared and overwhelmed due to my previous miscarriages. The first trimester was not easy for me too. However, I always believed in our *rezeki*, and Alhamdulillah I am blessed with a healthy baby boy.”

Life has changed drastically, busier and more structured, with sleepless nights and incomplete household chores due to lack of time. But watching my baby grow more active and playful, and seeing his incredibly cute reaction and little expressions always bring so much joy. We truly enjoy learning this new experience and strive to give our very best for our little one.”

Ms Jasmin Daizmah Binti Taupek Hamidi
Insurance Executive,
Group Corporate Insurance
IOI Corporation Berhad

Son – Wan Noah Bin Wan Umair Shahir,
born on 27 January 2026

Tn Hendrayanto Nyanggau
Senior Assistant Manager In-Charge
IOI Pelita Plantation Sdn Bhd
(Sejap/Tegai Estate, Sarawak Region)

Son – Hendry Luke Hendrayanto,
born on 25 February 2026

“My husband and I have been through many challenges and very painful moments because we have no children during the first eight years of our marriage. We have done IVF treatment three times and spent quite a lot of money on the treatment. Maybe God was testing our patience, as all three times were unsuccessful.”

I did not want to give up. With a very heavy heart and relying only on God's power, I continued IVF treatment for the fourth time. When I was waiting for the blood results to confirm my pregnancy, I felt like I was in the darkest world. After the doctor told me that I would be a mother, I could only cry and thank God and thank our parents who prayed for us.

My favourite thing as a mother is to see my child's face, holding her with love, and always making sure she is healthy and safe. It is my prayer that she will be a well-behaved, independent and responsible child, knowing that every step of the journey was worth it.”

Ms Paruvathy A/P Muthusamy
Assistant Officer 1,
Palmco Bulking Installation
IOI Oleochemical Industries Sdn Bhd

Daughter – Jananee A/P Paramahguru,
born on 11 April 2026

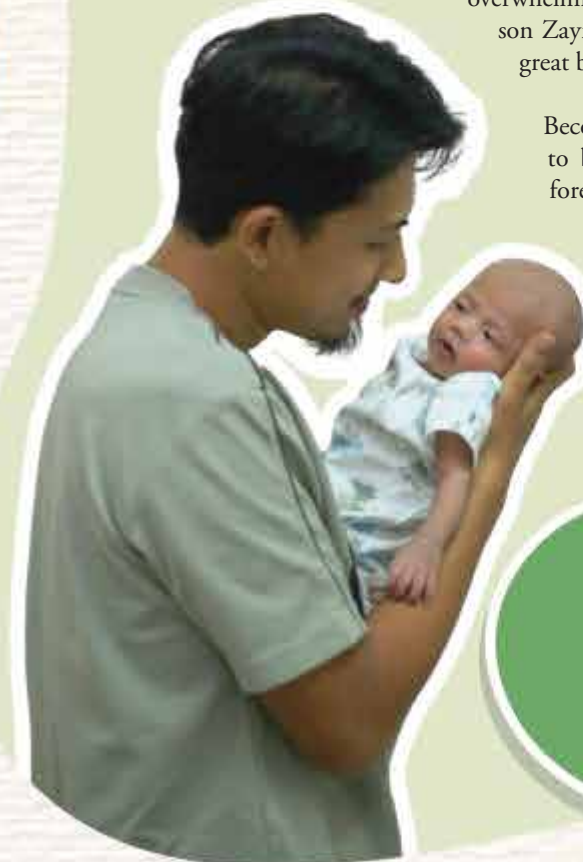


“On the night of 24 October 2025, my wife informed me that she was pregnant. My wife and I were very emotional, as we had waited for more than four years, so it was truly overwhelming. That's why we named our son Zayn, which means goodness and great behaviour.”

Becoming a father has taught me to be grateful to God, first and foremost, and always. And to appreciate our parents' sacrifices in raising us till this day. Also, to show full respect to them while they are still around.”

Mr Muhammad Zharif Bin Izham
Production Supervisor,
IOI Palm Wood Sdn Bhd

Son – Zayn Harith Bin Muhammad Zharif,
born on 18 May 2026



“Not too long ago, it was just the two of us. Then, our baby girl arrived and changed everything. Since then, our days have been filled with late nights, tiny smiles and a love we never knew existed. The best chapter of our story has only just begun.”

These days, our biggest adventures are surviving diaper explosions, guessing why the baby is crying and celebrating when everyone gets a full night's sleep. Parenthood is wild – but we wouldn't trade it for anything.”

Ms Nor Aisya Shafika Binti Zairul Affendy
Account Executive – Account Receivable
Palm Garden Hotel

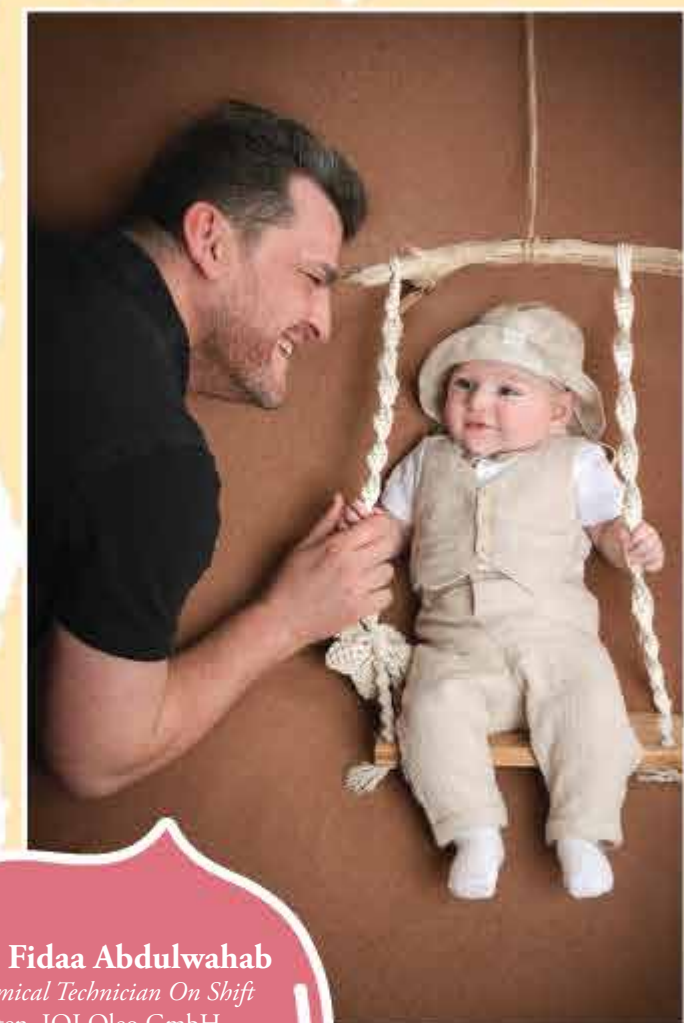
Daughter – Nor Adriana Saffiya Binti Muhammad Asraff,
born on 16 April 2026



“Parenthood has a way of putting everything into perspective. Since Yanal's arrival, my days are filled with a new purpose. There is no greater joy than returning home after a day at IOI to see his smile waiting for me; it truly gives life a whole new meaning. It is a privilege to balance my professional journey with the beautiful, everyday adventures of fatherhood.”

Mr Fidaa Abdulwahab
Chemical Technician On Shift
Witten, IOI Oleo GmbH

Son – Yanal Abdulwahab,
born on 15 March 2026



A Fruitful Basket Of Care

A warm and nutritious meal does far more than satisfying physical hunger – it reminds the vulnerable and homeless that they are not forgotten. During IOI Pan-Century's recent community outreach programme to the homeless individuals around Jalan Meldrum (Merlin Tower), Jalan Trus (The Old Chinese Temple) and Jalan Segget (Bazar Karat) in Johor Bahru on 14 May 2026, we saw how a simple gesture can instantly uplift a person's spirit.

True impact always takes a collective effort, so we encouraged our employees to come together, open-heartedly to donate fresh apples, oranges and pears. These contributions, collected by our Human Resources Department, ensured that each of the 100 packs of *nasi campur* and beverages included a wholesome bundle of care, nourishing not only physical well-being but also offering a warm reminder to our neighbours that they are not walking this path alone.

Standing hand-in-hand as one family to make sure no neighbour goes hungry.



Handing over a fresh, warm bundle of comfort to brighten up their day.

Brightening Lives Together

When residents of Kampung Jawa Perai, Penang, shared their concerns about a poorly lit entrance that affected the local community and passing motorists, IOI Oleochemical Industries Berhad (IOI Oleo) stepped forward to improve the safety and visibility for the neighbourhood.

Our leadership teams from Operations, Production, Safety and Human Resources joined hands with the local residents to install a brand-new solar light right at the village entrance, while also coming together to share food baskets with the 25 affected families. This Corporate Social Responsibility initiative reflected how corporate support and community spirit can merge to solve real-world challenges, creating stronger bonds and safer neighbourhoods. Now, everyone can enjoy total peace of mind and brighter journeys home.



Standing proud directly in front of the newly installed solar light that now brightens the neighbourhood entrance.

Rooted in care and shared hope, IOI Oleo's team handed over essential food baskets to local families.



Rising Together From The Ashes

When a fierce fire tore through Kampung Bahagia on 19 April 2026, right adjacent to IOI Edible Oils Sdn Bhd (IOIEO), our Emergency Response Team immediately mobilised a dedicated group of 10 to 20 employees to work alongside the Sandakan Fire & Rescue Department. Together, we provided vital frontline manpower, working through intense danger to actively fight and control the blaze.

Our seamless tactical integration earned a prestigious formal commendation issued on 11 May 2026 by Sandakan Zone 6 Fire Chief Pgb Jasri Bin Ab Jal. This rare honour from the federal firefighting professionals officially validated our team's elite discipline and the deep courage of our workforce in protecting lives under extreme pressure.



Our support moved from frontline protection to community care. As the affected families moved into temporary evacuation centres, we extended aftercare and comfort, standing alongside them as they recover to rebuild their lives.

Driven by the support and generous contributions of IOI Plantation General Manager of Procurement & Administration Ms Lee Yoke Hean, IOIEO Assistant General Manager of Business Operation Mr Lawrence Chong, IOIEO's Women Empowerment Committee and many compassionate employees, we contributed and handed 39 initial care baskets, followed by 534 food aid packages in April and June 2026. Because of this collective warmth and Corporate Social Responsibility initiative, our neighbours can move forward with peace of mind knowing they are deeply supported.



125 Ways We FEAST & FUN!

Corporate Sustainability

19 March 2026

Four problem-solving games, including *Blind Draw*, *Structure Challenge*, *Snap the Colour* and *Stack the Cup*, kept everyone on their toes in a teambuilding session, followed by a hearty lunch at a middle eastern restaurant in IOI City Mall.

15 May 2026

Corporate Accounts, Group Treasury & Corporate Finance

The teambuilding kicked off with balloon races, a hula hoop relay and a group walking challenge, keeping their energy levels high for a pickleball friendly at IOI Sports Centre, IOI City Mall. After working up an appetite, everyone dived into a sizzling all-you-can-eat Thai-Korean BBQ and steamboat dinner to refuel and reconnect.

Plantation IT

15 May 2026

Armed with strategy and teamwork, the team charged into action at Cyberjaya Paintball Park, having fun dodging flying paintballs and battling for the win.

cyberjaya paintball

Plantation Accounts

22 May 2026

An afternoon teeing off on the green was a welcome change of pace at Palm Garden Golf Club, followed by a meal at Latest Recipe, Le Méridien Putrajaya, which rounded off a day of bonding.



Splitting into two groups allowed for double the activities. On 5 June, the first group went bowling at IOI City Mall followed by dinner at K Fry Urban Korean, while the second group joined a bagel-making workshop at The Weekend Workshop on 12 June.

5 & 12 June 2026

Plantation Human Resource



Corporate Company Secretarial

12 June 2026

From sushi rolls to shared laughter, the team took a breather at Rakuzen, IOI City Mall for a roll-ing good time.

Paddling on the pickleball courts at IOI Sports Centre made up for an active evening, which was followed by dinner at Latest Recipe, Le Méridien Putrajaya.

12 June 2026

Corporate IT



For one afternoon, the only thing under review and audit was the menu of Madam Lee Nyonya Private Dining at Palm Garden Hotel as the team strengthened bonds beyond spreadsheets and checklists.



12 June 2026

Corporate Audit



Crafting candles using palm oil sand lighted up a burst of creativity, right before the team headed out for a seafood lunch at Laem Charoen Seafood, IOI City Mall.

18 June 2026

Corporate Human Resource & Corporate Training & OD



19 June 2026

Commodity Marketing

Four team challenges tested the team's communication, co-ordination, collaboration and problem-solving skills before the session wrapped up with a feasting lunch at ThaiKor, IOI City Mall.



Corporate Insurance & Risk Management

25 June 2026

The vote was clear – let's relax and enjoy a buffet lunch at the award-winning Latest Recipe at Le Méridien Putrajaya where good food set the stage for great conversations.



Corporate Legal

25 June 2026

The team enjoyed a legal break of mid-day gathering and bonding over Korean fried chicken at K Fry Urban Korean, IOI City Mall.



Group Finance & Tax

26 June 2026



Deputy Group CEO Office & Group Strategy

29 June 2026

Everyone blocked out their calendars for this important date to enjoy a date at Latest Recipe at Le Méridien Putrajaya for a well-deserved break, good food and quality time together.

After learning how to dink and rally on the pickleball courts at Palm Garden Golf Club, the team traded their paddles for a Korean BBQ and hotpot lunch at Seoul Garden, IOI City Mall.



Corporate Communications

22 & 29 June 2026

Clearing The Air On Tuberculosis

Tuberculosis (TB) is an infectious disease that is often misunderstood due to a lack of awareness about how it spreads, who can be affected, and how it can be prevented and treated. Understanding and knowing these facts on TB is a vital step to help protect yourself, your family and your community.



01 MYTH
I have TB so my child will have it too.

FACT
Anyone can get TB. It is not a genetic disease, and it can affect people of all ages and backgrounds. Rich or poor, young or old, TB does not discriminate. It is a bacterial disease caused by *Mycobacterium tuberculosis* that spreads through the air.

02 MYTH
If I don't cough blood, I can't have TB.

FACT
Most people with TB don't cough blood initially. Common symptoms include a persistent cough, mild fever, night sweats, weight loss and tiredness. Yet a cough lasting more than two weeks should be checked early.

03 MYTH
I don't smoke so I will not get TB as TB only attacks the lungs.

FACT
Anyone can get TB, regardless of age, occupation, income or lifestyle. While it primarily affects the lungs, it can spread to other parts of the body.

04 MYTH
I will get TB because I shared food with a TB sufferer.

FACT
TB spreads through the air, not through sharing food, drinks or utensils. It is also not spread by handshakes, touching, physical contact or saliva from kissing.

05 MYTH
If I have TB, I can't be cured.

FACT
TB is curable with a complete six-month antibiotic treatment. Stopping treatment early can cause the disease to return and increase the risk of drug-resistant TB.

06 MYTH
I got TB once before so I will not get it again.

FACT
People who have been cured can still be infected with TB again. The chance of a relapse is 2%.

07 MYTH
If someone at work has TB, I'll definitely get TB too.

FACT
TB doesn't spread easily through brief contact. Early diagnosis, treatment and good ventilation reduce the risk of transmission, and people receiving effective treatment are less likely to spread the disease.

08 MYTH
I don't have TB because I don't feel sick and I don't have symptoms.

FACT
TB can remain dormant in the body for years without symptoms. However, it can become active when the immune system weakens, allowing the bacteria to multiply and potentially spread to other parts of the body.

Your Brain Is Lying To You

Did You Know...

Heart attacks don't always hurt your chest?
DON'T IGNORE these warning signs!

Fake Tooth Ache



EARLY SIGNS: A heart attack often feels like a heavy jaw ache or a sore neck.

REALITY: Your brain confuses heart signals with a dental pain as it shares the same nerve pathways.

The Silent Fatigue



EARLY SIGNS: Sudden fatigue or crushing exhaustion during simple tasks.

REALITY: Your heart is suffocating for oxygen. It is working twice as hard just to keep you moving.

The Stress Test



EARLY SIGNS: Bad indigestion or a heavy arm ache that flares up during stress.

REALITY: This is a physical "SOS". Your heart is failing its own live stress test.

The Silent Sweat



EARLY SIGNS: Breaking out in sudden, cold sweats with clammy skin.

REALITY: If it's not the air-con, your body is in distress because there is a lack of oxygen.

Editors and journalists from leading media organisations – including *The Edge*, *The Star*, *Sin Chew Daily*, *Berita Harian* and more – gathering to mingle, connect and enjoy a friendly game of pickleball.

PICKLE MINGLE BEYOND THE NEWSROOM

Paddles up, it's game on! A total of 13 top editors and journalists traded their deadlines and headlines for an evening of friendly pickleball and meaningful connections with IOI Corporation Berhad Group Managing Director & Chief Executive Dato' Lee Yeow Chor and 10 top senior leaders.

With every serve, volley and smash, the pickleball courts of Palm Garden Golf Club were in full swing on 26 June 2026 as friendly rallies and light-hearted moments set the tone for a relaxed *Pickle-Mingle: IOI x Media Engagement 2026* event. The evening continued over dinner, providing an opportunity to connect and interact with the media fraternity in a friendly atmosphere, fostering meaningful conversations and strengthening relationships. We ended the media engagement on a sweet note with fresh durians and mangosteens from Sagil Estate, courtesy of IOI Foundation Executive Director Datin Joanne Wong, rounding off the gathering with a delightful local treat.



Dato' Lee teaming up with *Sin Chew Daily* Editor-in-Chief to crush the opponents.



A swing in the right direction – towards stronger media connections.



Every match ended with a paddle shake and happy smiles.



Watch out, here comes the winning shot!

Deputy Group Chief Executive Officer Mr Tan Kean Hua (right) interacting with Media Chinese International Limited Group Editor-in-Chief Dato' Kuik Cheng Kang (left) over dinner.



Learning All About IOI

What powers the success of our core businesses and operations? How are we advancing our sustainability journey? What drives sustainable growth across our plantations and refinery operations? These questions and more were answered when IOI Corporation Berhad's (IOIC) new Chairman, Tan Sri Abdul Wahid Omar gained a firsthand look at our operations in the Sandakan and Lahad Datu Regions from 22 to 24 April 2026.

The journey began at IOI Edible Oils Sdn Bhd and IOI Bio-Energy Sdn Bhd in Sandakan, where Tan Sri and fellow Board members Dr Nesadurai Kalanithi, Dato' Kong Sooi Lin and Datuk Zurinah Binti Pawanteh gained insights into the precision and teamwork behind our refinery operations before visiting our plantations to explore our advancements in sustainable estate management, research, mechanisation and technologies.

Beyond operations, the visit highlighted the communities at the heart of our plantations. A stand-out moment was the opening of the Lahad Datu Training School at Morisem 3 Estate, reflecting IOIC's commitment to nurturing talent and building capabilities for the future. Visits to Humana Child Aid Society Sabah (HUMANA) schools, Community Learning Centres, estate clinics and various community facilities emphasised how IOIC supports the education, healthcare and well-being of our employees and their families. More than a formal visit, it was a journey that connected leadership with the people, practices and purpose behind our operations.



A milestone for learning and development at Morisem 3 Estate.

Learning more about our palm seed technology and development.

On the ground with our leaders. From left: IOI Plantation Director Mr NB Sudhakaran with Chairman Tan Sri Abdul Wahid Omar and our Board of Directors.

A closer look at how innovation and mechanisation are transforming the way we work in the fields.



A heartwarming moment between Tan Sri with a young student at the HUMANA classroom.



Together We Build



True progress takes place when we move together with one shared purpose. Under the theme of *Connecting, Sharing, and Moving Forward Together*, IOI Palm Wood Sdn Bhd Chief Executive Officer Mr Peter Fitch inspired about 100 employees at the second-quarter townhall on 7 April 2026 with this message: *"Together, we drive excellence, by embracing innovation, we grow stronger every year."* The townhall emphasised the importance of driving operational efficiency, optimising product yields and practising cost discipline to proactively manage market challenges. Assistant General Manager (Operations) Mr Parameswaran Suppiah also shared key priorities for the months ahead. The focus was clear – every improvement counts.

We celebrated our SIRIM Eco-Label achievement and innovative intelligent drying project while progressing towards MyHIJAU registration. With a continued commitment to safety, zero accidents and 5S culture, the session ended on a high note with traditional *kuih*, leaving everyone united behind one goal – *Together We Build!*

Building Connections That Matter

Great opportunities start with meaningful connections. IOI Palm Wood Sdn Bhd connected with stakeholders from various sectors to exchange insights and showcase our work. From academic collaborations and industry exchanges to media engagement and community outreach, each visit strengthened relationships and inspired new opportunities.



Uncovering A Second Life

Innovation is best understood when seen in action. That's why we welcomed Sin Chew Daily for an exclusive corporate feature, giving the team a firsthand look on how underutilised oil palm trunks are transformed into high-performance *OnCore* panels.

From exploring our production process to learning how biomass waste sawdust is converted into renewable energy before returning to the plantations as natural fertiliser, the guided tour on 20 April 2026 showed how sustainability is embedded at every stage and highlighted our innovation in giving oil palm trunks a second life.

Check out Sin Chew's corporate feature at: <https://shorturl.at/dnBVx>

Building Future Talent

Learning extended beyond the classroom when five Diploma in Secretarial Science students from Mersing Polytechnic visited our company on 3 April 2026 for an insightful academic interview session.

Guided by our Quality Manager Mr Tey Kock Kien, the students got an up-close look at the corporate world and our sustainable practices, offering a valuable insight into the world of professional opportunities that awaits them.



Opening Doors To A Greener Future

Schools and higher learning institutions are valuable sources of internship talent, while also providing opportunities to foster environmental awareness through educational tours and community initiatives.

With this in mind, our team, led by Human Resource & Administration Manager Ms Fang Siok Yi and Quality Manager Mr Tey Kock Kien, visited SJK (C) Tua Ooh, UNICO International School and TAR UMT Johor Branch on 19 May 2026. We also shared insights into the uses and benefits of biomass fuel, while affirming our commitment to responsible biomass utilisation and sustainable practices.

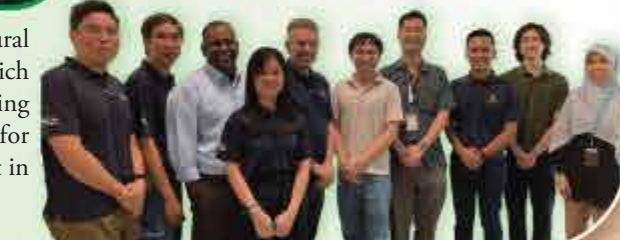
Powering Possibilities

Our partnership with Universiti Teknologi Malaysia (UTM) remains on track, with ongoing research into how specialised Vacuum Tray Drying services can advance sustainable oil palm trunk processing.

A tour of UTM's advanced laboratories and pilot plant at the Innovation Centre in Agritechology for Advanced Bioprocessing, led by Director Prof Dr Hesham El Enshasy and his technical team on 19 June 2026, gave us a closer look at innovative research and opened up possibilities to explore future collaborations in biorefining, circular economy initiatives and sustainable bio-based innovations.

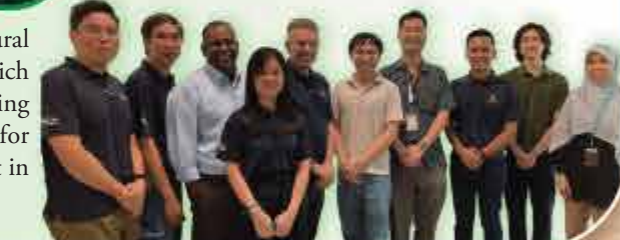


We completed the day with an inaugural visit to Malaysian Palm Oil Board, which marked the start of a promising collaboration. United by a shared vision for sustainable innovation, we are confident in the potential to move forward together.



Fueling Collaborations

From the National Institutes of Biotechnology Malaysia to Euglena Co., Ltd., our team connected with like-minded partners on 15 May 2026, and explored opportunities in innovative commercial pathways and advanced biotechnology research.



A REIT Treat

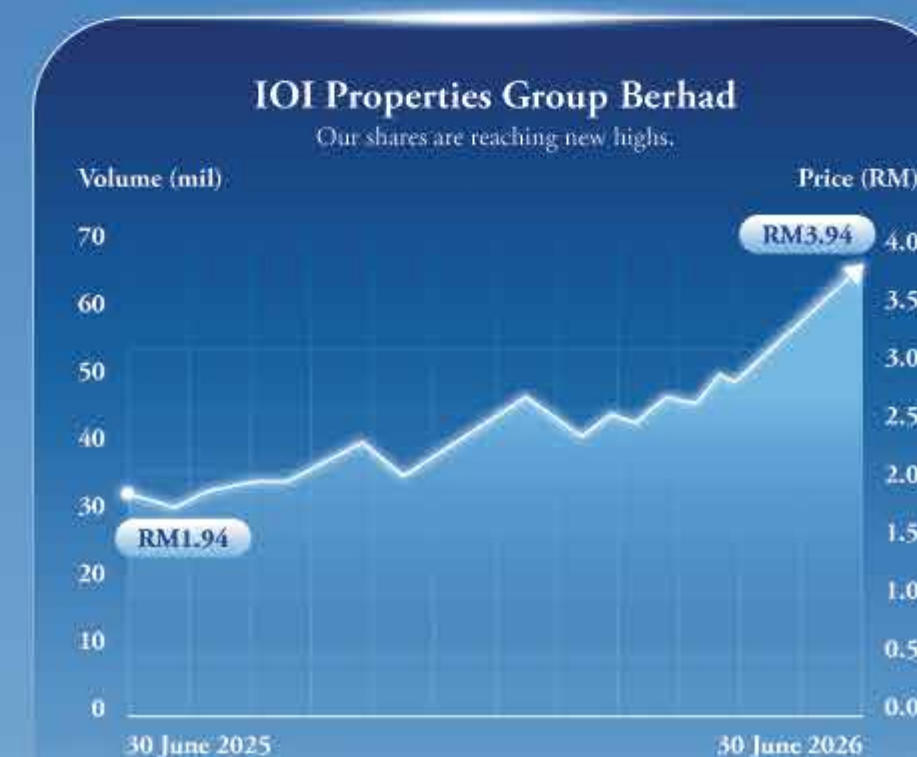
Exciting things are in motion at IOI Properties Group Berhad (IOIPG) as we launched our IOIPG Malaysia Real Estate Investment Trust (IOIPG REIT) on 10 April 2026, targeted for listing on the Main Market of Bursa Malaysia by the end of 2026.

The IOIPG REIT brings together some of our most iconic properties into one investment portfolio, and also gives investors the opportunity to be part of assets they already know and love.

The proposed REIT will comprise nine properties worth approximately RM7.58 billion, bringing together a strong mix of nine retail, office and hospitality assets. The portfolio includes familiar landmarks such as IOI City Mall, IOI City Tower 1 & 2 and Puchong Financial Corporate Centre, alongside internationally recognised hotel brands including Putrajaya Marriott Hotel, Le Méridien Putrajaya, Moxy Putrajaya, Four Points by Sheraton Puchong, Courtyard by Marriott Penang and W Kuala Lumpur.

IOIPG will retain a 60% stake as the majority owner, while the remaining 40% of the units will be issued to investors. The completion of this proposal by fourth quarter of 2026 will mark another exciting milestone as we continue to unlock value, strengthen our portfolio and pave the way for future growth.

Our shares have climbed to as high as RM3.94 on Tuesday, 30 June 2026, up from RM1.94 a year ago, since we announced our REIT proposal.



Elevating The Skyline

Asia Square Tower 2 is the latest addition to IOI Properties Group Berhad's growing portfolio in Singapore. We snapped it up for RM7.70 billion (\$2.476 billion) on 17 April 2026, affirming our long-term confidence in Singapore as a core investment market.

What makes **Asia Square Tower 2** one of Singapore's stand-out business addresses?



Landmark Grade A Office Tower
A 46-storey icon offering premium, column-free office spaces with expansive floor plates up to 31,000 sq ft.



Prime Marina Bay Location
Right in Singapore's Central Business District with easy access to MRT stations, offices and lifestyle hotspots.



Built-In Sustainability
Designed for efficiency with solar panels, smart lighting, energy-saving lifts, water recycling systems and a heat-reducing facade.



Strong Occupancy
High-performing asset with 95.8% occupancy*, backed by steady demand in Singapore's core business district.
*As at 31 March 2026.



A Premium Business Ecosystem
Beyond office spaces, the development includes retail offerings and The Westin Singapore within the Marina Bay precinct.



Award-Winning Development
Recognised with top certifications including *BCA Green Mark Platinum SLE* and *LEED Core & Platinum* certification as well as *PUB Water Efficiency Award*.

Townhalls With A *Trusted* Purpose

Under the *Trusted* banner, IOI Properties Group Berhad (IOIPG) continues to strengthen bonds across our business units, ensuring everyone moves forward together with a shared sense of purpose. As part of this commitment, we held townhall sessions across our different business units to provide a platform for our leaders to engage with our employees, while sharing key developments, announcements, business updates and messages while connecting with the teams, celebrating their progress and keeping everyone aligned towards the common goals.

Townhall For IOI Resort City, Puchong, Klang & Banting

Rock 'n' Roll set the tone for this year's townhall as 231 employees gathered at IOI Galleria @ Banting on 10 April 2026 to tune in to the latest updates and rock the night away together.

IOIPG Group Chief Operating Officer – Property Development (Malaysia) Mr Teh Chin Guan, Director of Property Development (Central Region) Mr Ho Kwok Wing and Senior General Manager of Puchong Mr Chung Nyuk Kiong shared updates on the latest project developments, business priorities and key focus areas while also expressing appreciation for employees' continued dedication and contributions.

Sharing a light moment during an engaging Q&A session.

The evening flowed into a relaxed get-together featuring a buffet spread, karaoke performances, an exciting lucky draw and a spectacular fireworks display.

Our 1st prize lucky draw winner with a brand-new television!

Congratulations to our Best Dressed Male and Female who brought the *Rock 'n' Roll* spirit to life.

Townhall For Bangi, Sepang & Salak Tinggi

What better way to bring 300 employees together at a townhall on 15 May 2026 than to embrace a *Retro Tides* theme and get into the island spirit with Hawaiian shirts, floral prints, retro vibes and sunglasses?

At the Project Office of Lush Development Sdn Bhd, Business Unit Head for Bangi Mr Wong Peen Fook and Business Unit Head for 16 Sierra & Sepang Mr Calvin Sew shared the latest township development updates.

The evening continued at Amigo Clubhouse, 16 Sierra with a live band performance, mini challenges, best dressed competition, lucky draws, dinner and a dazzling firework display.

Our best dressed retro king grooving into victory.

Our best dressed queen shining in her beach vibes and sunny spirit.

A new Xiaomi 55" TV for the grand lucky draw winner topped the list of 60 lucky draw prizes.

Townhall For Kulai, Johor Bahru, Segamat & Bahau

Mr Teh Chin Guan opened the IOIPG Southern Region hybrid townhall on an inspiring note, encouraging 345 employees at IOI Palm Villa Golf & Country Resort, Kulai with a simple yet powerful message: "Every employee has the opportunity to be part of the company's progress."

IOIPG Southern Region Chief Operating Officer Mr Lim Beng Yeang together with business and supporting unit heads continued the vibe with updates on key developments, operational priorities and initiatives shaping the Southern Region, while highlighting upcoming learning opportunities and engagement programmes for employees.

The 22 May 2026 townhall ended on a high note with an interactive Q&A session, a lucky draw and light refreshments.

Sold Out In Just 4 Hours!

Blink and you missed it.

The Cube Plus @ Bandar Puteri Puchong was completely sold out in just four hours, with all 77 freehold four-storey detached and semi-detached shop offices snapped up in record time.

What a rapid sell-out! Set within the vibrant Bandar Puteri Puchong township, The Cube Plus is designed for businesses that are ready to grow. Every unit comes with its own private lift, dedicated car parks, EV-ready infrastructure, solar-ready provisions and spacious, flexible layouts, creating a future-ready commercial address where convenience meets innovation.

The remarkable take-up, with a gross development value of RM738.26 million, is more than just another successful launch. It is another vote of confidence in IOI Properties Group Berhad and our vision of building thriving communities through well-planned, integrated developments.

The overwhelming response to The Cube Plus is only the start. If you missed Phase 1, keep an eye out for our Phase 2.



Moxy Goes Back 2 School

Class was officially in session as 80 Moxy Putrajaya associates gathered for a school-themed townhall on 22 May 2026. From school uniforms to prefect badges, ties, pinafores and school bags, everyone was back at school in a classroom full of school spirit. Our Heads of Departments slipped into "teacher" mode, monitoring the associates in their "student" roles. Don't play play – those who arrived late found themselves in "detention" by Hotel Manager Mr Chan Kien Keong who was our "principal" of the day.

Beyond the fun, the townhall was a chance to update everyone on the latest happenings and applaud the *Associate Appreciation Week* activities, the futsal champions and the *Mobile Legends: Bang Bang* winning team. Childhood snacks and Texas Chicken brought the back-to-school fun to life. Who knew a townhall could feel this fun when it came with a trip back to school?



Associate Appreciation Week 2026

W Kuala Lumpur

From 18 to 22 May 2026, associates across our hotels enjoyed a week filled with well-deserved moments of fun and relaxation.

Four Points by Sheraton Puchong



Le Méridien Putrajaya



Moxy Putrajaya



Putrajaya Marriott Hotel



Palm Garden Hotel



When Visions Become Reality

Glorious sunshine and a spirit of optimism set the tone as IOI Oleo GmbH unveiled the construction site board for our Lipid Excellence Center (LEC). IOI Corporation Berhad (IOIC) Group Managing Director & Chief Executive Dato' Lee Yeow Chor, Deputy Group Chief Executive Officer Mr Tan Kean Hua and Deputy General Manager, Group Operations Mr Ryan Lee travelled from Malaysia to rejoice with our team in Germany on 2 June 2026.

Witten Mayor Mr Dirk Leistner, along with IOI Oleo GmbH Chief Executive Officer Mr Thomas Kummer, colleagues from IOI Oleo GmbH, LEC and partner firms, all gathered to support the positive investment of this RM95 million project. More than just a building, LEC unites the areas of Research & Development, Application Technology and Analytics, while providing a central location for the offices at the site. Our aim is to realise new ideas in a customer and environment-oriented way, actively participate in shaping technological developments and set groundbreaking momentum for the entire Group.



From the first handshake to the final conversation, the occasion was filled with meaningful exchanges, shared aspirations and excitement for the future.



One, two, three – let's give a shout-out to LEC, which will become an incubator for creative solutions, carried by interdisciplinary teams, short decision-making processes and a clear focus on committed goals.

LEC is not an isolated project, but an integral part of our long-term corporate strategy; moreover, it represents a clear commitment of our parent company to progress with responsibility, common strength and a sustainable growth strategy, which promote both innovation and excellence.

IOI Oleo GmbH sees itself as a reliable partner that provides customer-oriented solutions, sets impetus, enables innovations and helps to shape the operative implementation of strategic goals. Through the close links to our parent company, we strengthen our market position, on the one hand, and, on other, are one of the active innovation drivers within the Group.

Mr Dirk (second from left) and Dato' Lee (third from left) marking the occasion with a memento, reflecting commitment to lasting ties.

Reinventing Milling Excellence Through Innovation

Rising sustainability expectations, stricter regulations, and the need for higher efficiency and innovation are among key factors shaping the evolving landscape of palm oil mills.

IOI Edible Oils Sdn Bhd General Manager Ir Shyam Lakshmanan shared how innovation is helping to shape a more sustainable future for the palm oil industry at the *International Palm Oil Millers Conference 2026* on 23 to 25 April 2026 at the Royale Chulan Kuala Lumpur.

At IOI, we strive to maximise the value of resources, reduce carbon emissions and drive continuous improvements across our operations. Using palm biomass from our mills as a source of fuel for generating steam and power is one way we put these commitments into practice. While challenges remain, overcoming them through innovation helps us strengthen resource efficiency, generate reliable green energy, and advance circular economy practices within the palm oil industry.



Organised by The Incorporated Society of Planters, the conference was an inspiring exchange of ideas, demonstrating how collaboration, innovation and continuous improvement can pave the way towards a greener and more sustainable future.

Be Defensive, Be Safe

Safety is not just a workplace responsibility; it is a habit we carry with us wherever we go.

Motorcyclists continue to account for the majority of road accident casualties. This alarming fact is worrying, which is why a *Road Safety Awareness Campaign* was initiated from IOI Research Centre Gemencheh on 14 April 2026 to IOI Ladang Segamat on 24 April 2026 and IOI Oleochemical Industries Berhad on 5 May 2026.

These three basic yet vital reminders, highlighted during the safety campaigns, are worth revisiting time and time again:

- Plan your journey earlier
- Always prioritise safety while commuting
- Remain aware of road safety hazards

According to the World Health Organization, wearing a motorcycle helmet can reduce the risk of brain injury by up to 74%. Yet many riders still choose to forgo a helmet for short trips, unaware that accidents can happen in an instant. To all our employees who ride motorcycles, make safety a habit by practising defensive riding, staying alert to changing road conditions, gearing up with a properly fitted helmet and reflective gear when necessary and follow practical tips to arrive safely at your destination.



Director of Oleochemical (Malaysia) Mr David Koo (left) officiating the Road Safety Awareness Campaign at IOI Acidchem Sdn Bhd on 5 May 2026 to cultivate continuous awareness among employees, especially riders, on the importance of practising safe commuting to and from work.



The Road Transport Department (JPJ) officers from JPJ Seremban and JPJ Jempol giving demonstrations on the importance of proper helmet wearing and reflective gear.

THE RISE Of Sensory Beauty

The beauty and personal care industry rarely stands still. It is evolving at an incredible pace. At the *in-cosmetics Global 2026*, held in Paris from 14 to 16 April 2026, science, creativity and human connection converged with a clear message: the future of beauty is not only seen, it is felt with all senses.

A day before the doors of *in-cosmetics Global 2026* opened, IOI Oleo GmbH welcomed 30 distribution partners from across the world to our *Distribution Partner Seminar*. This highly anticipated gathering was more than mere presentations – it was a platform for meaningful exchanges, a celebration of shared ambitions and a testament to the strength of long-standing partnerships.

We brought our formulations to life through sensations, inviting our distribution partners at the seminar and customers at our three-day booth to experience them with all their senses. In the process, each texture, transformation and finish became a conversation starter. At the world's largest ingredient event, we greeted our guests with fun activities: a massage chair to relax and take the time to read leaflets, a selfie corner that invited people to learn more about our products and our popular formulation bar where visitors could try and feel the new formulations with fun textures.

Our three innovations were eagerly awaited – DYNASAN® GBE, MIGLYOL® range (Gel EUG and Gel ISD) and SOFTISAN® 650 – we went beyond product showcases by transforming mere observations into true sensory experiences.



Stronger Connections At CPHI China

Once again, *CPHI China 2026* demonstrated why it is Asia's premier pharmaceutical industry gathering. Held at the Shanghai New International Expo Centre, the event gathered more than 3,700 exhibitors across 250,000 m² of exhibition space spanning 36 halls. IOI Oleo GmbH was proud to be part of the bustling three-day event from 16 to 18 June 2026.

More than 110,000 professionals attended the event, creating a vibrant atmosphere filled with opportunities to connect, exchange ideas and explore the latest developments in active pharmaceutical ingredients, biopharma, machinery and laboratory equipment. Cheers to our team for making the most of this valuable platform, strengthening relationships while creating meaningful connections and potential future collaborations.



Innovating At Vitafoods Europe

IOI Oleo GmbH's WITARIX® MCT Powder AC8CN can achieve a 20% to 30% higher plasma ketone level compared to mixed MCT sources. It combines 100% C8 MCT with acacia fibre as a natural carrier matrix and opens up new possibilities for ketogenic concepts that are cognitively oriented and related to sports nutrition in the health and wellness sector.

With superior ketogenic performance as well as rapid absorption and targeted metabolism in the liver, our pure WITARIX® MCT Powder AC8CN is a winning innovation and a standout showcase at *Vitafoods Europe 2026*. As a premier global event for the nutraceutical industry and one of the sector's most innovation-focused exhibitions, *Vitafoods Europe 2026* attracted more than 1,600 exhibitors and thousands of industry professionals to Fira Barcelona Gran Via in Barcelona from 5 to 7 May 2026.

Exhibiting for the second time, we spent three engaging days exchanging ideas with industry experts, exploring groundbreaking innovations and forging valuable new connections. At our booth, we highlighted our nano-emulsions for advanced delivery systems alongside our pure WITARIX® MCT Powder AC8CN. The successful showcase reaffirmed our dedication to driving innovation and delivering high-quality solutions for the global nutraceutical market.



I Said One Thing

What Was Said VS What Was Heard

One sentence can mean two completely different things.

At work, misunderstandings do not always happen because people communicate poorly. Instead, a short message may sound cold. Feedback may feel personal. Even silence can be misunderstood.

The truth is, people do not always respond to what was said. They respond to what they *bear*, what they *feel* and what they *assume*.

A small shift in the way we listen, respond and frame conversations can make communication clearer and more meaningful. It's all about bridging the gap between intention and impact.

	Message Delivered	Message Perceived	The Missing Context
Scenario 1	 "Can you revise this section?"	 "My work is not good enough."	 They trust your ability to polish it and make it shine.
Scenario 2	 "Noted."	 "They are upset with me."	 They are just multitasking or rushing into a meeting.
Scenario 3	 "I need this today."	 "You do not trust me."	 They have an external deadline pressing on them.
Scenario 4	 "Can we talk later?"	 "Did I do something wrong?"	 They value your input but want to give you undivided attention.

When messages are misread, even the simplest communication can lead to misunderstanding and unnecessary tension. This can trigger our defences, causing the real message to be lost, leading to:

Communication Lost In Translation

1.
Shorter Responses
Context gets dropped, and messages will sound blunt or demanding.
2.
More Emotional
Small issues feel like major crises.
3.
Less Patience
We rush to conclusions instead of listening to the full story.
4.
More Reactive
We answer to defend ourselves rather than to solve the problem.

Reset Your Compass

Before hitting 'send' or replying in a heated meeting, take 10 seconds to reset your compass:

1.
Pause First
Give your logic time to catch up with your emotions.
2.
Clarify Calmly
Ask questions instead of making counter-claims.
3.
Avoid Assumptions
Remind yourself it's rarely personal.
4.
Focus On Solutions
Shift the energy towards what happens next.

Listen To The Unspoken

Sometimes, the most important part of a conversation is the one you can't hear. Watch closely for these small signals that reveal stress, discomfort or uncertainty:

- Avoiding Eye Contact**
Usually signals a lack of confidence or hesitation to share bad news.
- Forced Smiles**
A mask used to smooth over tension or disagreement politely.
- Rushed Speech**
Driven by anxiety or the desire to get out of the hot seat quickly.
- Folded Arms**
A natural physical shield created when a person feels defensive or closed off.
- Sudden Silence**
The ultimate red flag that someone has mentally checked out of the conversation.

You Heard Another

Try The Art Of Reframing

Think of a conversation like a picture frame. A dark, dusty frame makes the whole image feel heavy and uninviting. Swap it for a bright, modern frame, and the view completely changes. Reframing is the skill of taking a negative complaint and looking at the hidden need behind it. Practise shifting from what you view as a "problem frame" to an "opportunity frame":

- 1. Look For The Intent**
When someone complains, they are showing you what they care about. A complaint about time shows a value for efficiency while concerns about risk point to a value on quality.
- 2. Change The Focus**
Move the conversation away from why we cannot do something, and steer it towards how we could make it work.
- 3. Acknowledge The Worry**
People stop being difficult the moment they feel understood. Validate their concern before you offer your solution.

Use The Reframing Playbook

When intent is misunderstood, you can easily adjust a few words to instantly lower tension and get everyone moving in the same direction:

	The Block	The Reality	The Master Move
Scenario 1 Moving From 'Cost' To 'Value'	 "We cannot do this, it's far too expensive and a waste of budget."	 The speaker wants to protect company resources and ensure financial safety.	 "I agree that we need to be incredibly careful with our budget. If we can show that this quarter, is it worth exploring a smaller pilot rollout?"
Scenario 2 Turning Initial Effort Into Long-Term Ease	 "This new workflow is way too complicated. I do not have time to learn this."	 They are feeling overwhelmed by their current daily workload and fear losing speed or falling behind on their immediate tasks.	 "It is definitely a big change that takes some extra focus upfront. If we master it now, we can completely eliminate those tedious weekend fixes later. Let's make this one-time effort for long-term peace of mind."
Scenario 3 The Magic Of 'And'	 "I hear your concerns about the design, but we have to meet the launch deadline."	 The word 'but' acts like a verbal eraser. It tells the listener that their opinion does not matter, instantly making them defensive.	 "I hear your concerns about the design, and that is precisely why I want to see how we can streamline the layout together so we do not compromise the launch deadline."

Master The Connection Matrix From Confusion Curve To Teamwork

The Learning Stage	What Is Said	What Is Left Unspoken	Your Next Master Move	The Ultimate Result
The Base (Theory)	 "I do not see why this matters to my daily work."	 Unaware of the bigger picture or the macro goals.	 Contextualise: Explicitly show how this new knowledge cures a daily frustration they have.	 Awareness: See the value of the idea.
The Climb (Friction)	 "This is just too much extra work for our team."	 Overwhelmed and afraid of failing at a new task.	 Validate & Reframe: Acknowledge the hard work, but focus heavily on the future time saved.	 Adoption: Willing to try.
The Peak (Mastery)	 "How can we roll this workflow out to other teams?"	 Empowered, confident and fully aligned with the vision.	 Collaborate: Step back, hand over the microphone and let them champion the knowledge.	 Synergy: The curve flattens into culture.



Rolling Up Our Sleeves

A cleaner workplace starts with everyone offering a little help. On 26 June 2026, 136 colleagues from across IOI Pan-Century, including top management, rolled up their sleeves for a *Gotong-Royong* 2026 programme. By the end of the afternoon, the three complexes looked brighter, and so did the team spirit that brought everyone together.



Exploring Beyond The Estates

Sometimes, the best conversations happen on the road. On 23 May 2026, 30 participants from Gomali Estate's Women Empowerment Committee, together with colleagues from Sustainability and Safety & Health departments, spent a day exploring Kuala Lumpur and Selangor. From Farm Fresh @ UPM and Beryl's Chocolate Factory to Little India, Central Market and the Sultan Abdul Samad Building, each stop brought everyone closer through shared learning and friendship.

Playing As One

Putting work aside for an afternoon, 152 colleagues from seven supporting units under IOI Properties Group Berhad's Group Chief Financial Officer (GCFO) gathered for the first *GCFO Mini Sports Day 1.0* on 23 June 2026. The team building and employee engagement event showed that the best teams are built both inside and outside the office.



Crafting Little Pizza Makers

School holidays are always better with a little hands-on fun. From 23 May to 7 June 2026, Moxy Putrajaya welcomed young pizza lovers to the *Junior Pizza Workshop* at Three.6.5 Restaurant. Around 25 children joined each day, choosing between chicken pepperoni and tuna pizzas, before creating their own tasty masterpiece, while their proud parents watched and cheered from the sidelines.



Scoring The Championship

Some wins are built long before the final whistle. On 13 June 2026, eight Le Méridien Putrajaya associates gave it their all at the *MAH Selangor Futsal Tournament* held at W.O.S. Petaling Jaya, bringing home the championship title through teamwork, determination and plenty of grit. Every pass, save and goal reflected the strong camaraderie that carried the team all the way to the top, making it a proud victory for the hotel.



Engineering A Safer Workplace

A safe workplace starts with people willing to learn and look out for one another. From 7 to 18 May 2026, IOI Edible Oils Sdn Bhd employees participated in the *Safety, Health & Environment Campaign Week*, equipping themselves with life-saving skills on chemical spill drills, emergency fire evacuations and more, while 81 employees also stepped up for a blood donation drive to save lives in the community.

Putting Care Into Action

Workplace safety goes beyond protective gear; it also means looking after each other's mental well-being. The team at Bukit Leelau Estate put this into practice during a *Safety Campaign 2026* from 19 to 22 May 2026. They started their mornings together with group stretches, while 70 employees checked in on their health at the screening booth. Along with learning about workplace health risks from DOSH Pahang, everyone wrapped up the week with a live emergency and fire safety demonstration.



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