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Part 3

Business Review

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Letter to Shareholders



Datuk Amar Abdul Hamed Sepawi delivering his address at a corporate engagement event

Dear Valued Shareholders,

On behalf of the Board of Directors (“The Board”) of NAIM Holdings Berhad (“NAIM” or “Our Group”), we are pleased to present our Group’s annual report and audited results for the financial year ended 31 December 2025.

The year 2025 marked a period of consolidation and recalibration for the Group. Amid evolving market uncertainties, cautious consumer sentiment and persistent cost pressures across the property and construction sectors, we remained steadfast in our commitment to resilience and disciplined execution. This milestone year, reflecting three decades of NAIM’s presence, underscores not only our strong foundations in Sarawak but also our resolve to rebuild from the fundamentals – strengthening core capabilities to ensure sustainable, long-term performance and enduring value creation.

Financial Stewardship and Organisational Growth

For FY2025, the Group recorded revenue of RM196.8 million and profit before tax of RM32.2 million, compared to RM498.5 million and RM283.1 million, respectively, in the previous year. It is important to note that the previous year’s performance was significantly elevated by a one-off land disposal.

Excluding this exceptional sale, the current year’s performance reflects the underlying strength and resilience of our core operations. In navigating a more challenging operating environment, the Group remained focused on reinforcing its fundamentals – enhancing cost discipline, strengthening operational efficiency and adopting prudent capital management practices. These continuous efforts are essential not only to sustain performance but also to position NAIM on a stronger footing for consistent and sustainable growth in the years ahead.

Letter to Shareholders (Continued)

Core Business Performance

The Property Development segment remained a key contributor, generating RM76.3 million in revenue for FY2025. While lower than the exceptional performance in 2024, the Group maintained encouraging sales momentum, securing approximately RM68.3 million in new property sales during the year. This reflects continued market confidence in the quality, reliability, and long-term value of our developments.

The Construction segment delivered positive performance, contributing RM84.1 million in revenue. The improvement was primarily driven by increased work progress and the reversal of impairment losses following the successful recovery of contract receivables. These achievements demonstrate the segment's operational resilience and disciplined execution in delivering projects efficiently while safeguarding returns.

Other Segments contributed RM36.4 million to total revenue, supported by improved occupancies and rates in our hotel and retail operations. These operations continue to provide diversified income streams while reinforcing the Group's strategy of optimising assets performance and enhancing recurring investment value.



Valeria, Desa Damai, Miri

Strategy & Future Direction

As we look ahead to 2026, we remain guided by a disciplined and forward-looking strategy anchored on sustainable growth, operational excellence and financial prudence. The operating environment is expected to remain uncertain, amid ongoing geopolitical tensions in the Middle East, which may contribute to volatility in energy prices, supply chain disruptions and weaker market sentiment, with potential spillover effects on broader economic conditions. In this environment, the Group will maintain a cautious stance, with continued focus on developments supported by strong fundamentals and sustainable demand, particularly within the Sarawak landscape.

At the same time, we also remain focused on strengthening our operational foundation by reinforcing processes, enhancing standards, and embedding a culture of customer-centric and quality across all stages of our operations. Our focus remains on disciplined execution and maintaining consistent product quality, supported by appropriate assurance frameworks.

Strong governance and sustainability remain fundamental to our strategy. During the year, we have further strengthened our risk management frameworks and progressed our ESG initiatives, particularly in energy efficiency and community engagement. We remain committed to integrating sustainability considerations into our decision-making processes to support long-term resilience and value creation.



The Italian Restaurant, Fairfield by Marriott Bintulu Paragon



Sapphire on The Park, Kuching

Letter to Shareholders (Continued)



Northern Coastal Highway (NCH), Limbang

On the domestic front, the property market is expected to remain challenging. Persistent cost pressures, particularly in construction materials and financing constraints, are likely to continue affecting margins and affordability. In addition, existing property overhang may moderate demand and extend sales conversion periods. These factors are expected to continue exerting pressure on the property sector.

In view of these conditions, the Group will continue to exercise prudence in capital deployment, maintain tight cost controls and adopt a selective approach to project launches, while closely monitoring market developments.



Sales and Marketing Workshop, Bintulu

Appreciation For Teamwork and Partnerships

Our success would not have been possible without the unwavering dedication of our employees, the leadership of our management team, and the continued support of our stakeholders. On behalf of the Board, we extend our sincere appreciation to our employees and management team for their commitment and hard work, to our valued customers for their trust and confidence in our products, and to our shareholders and business partners for their continued support.

As we move forward, we are confident in our ability to navigate the evolving market landscape while strengthening our foundations and delivering sustainable performance. We remain committed to building a resilient, future-ready organisation and look forward to continuing this journey together with all our stakeholders.

Sincerely,
Datuk Amar Abdul Hamed bin Haji Sepawi
Non-Executive Chairman

Datuk Hasmi Bin Hasnan
Group Managing Director

Review of Performance and Operations



Aerial shot of Desa Damai, Miri

Overview

In FY2025, NAIM Holdings Berhad continued its trajectory of steady consolidation and measured progress amid evolving market conditions, cautious consumer sentiment, and persistent cost pressures within the property and construction sectors. This year also marked a significant milestone as the Group reflected on its three-decade track record while undertaking a strategic corporate brand refresh to reinforce its identity, values and long-term commitment to value creation.

Despite prevailing challenges, the Group demonstrated operational resilience, strengthened core business fundamentals, and advanced strategic initiatives across its key segments. These efforts have positioned NAIM to sustain performance while capitalising on potential and emerging opportunities.

For the year under review, the Group recorded total revenue of RM196.8 million and a profit before tax of RM32.2 million, supported by contributions from its core business and major associates as outlined below.

Property Development

The Property Development segment generated RM76.3 million in revenue for FY2025, representing 38.8% of total Group revenue. Demand remained resilient across selected townships, supported by steady project execution and disciplined inventory management. The segment registered a loss of RM4.1 million, mainly due to lower development progress achieved and impairment provisions on certain property inventories.

Encouragingly, the Group achieved healthy property sales of approximately RM68.3 million, underscoring sustained market confidence in its developments. In adapting to the evolving market conditions, the Group proactively refined its sales and marketing strategies through product repositioning, targeted promotional campaigns and enhanced customer engagement, which collectively strengthened sales conversion and maintained buyer interest.

The Group also maintained a strong focus on quality and delivery excellence. During the year, the Group achieved an improved CIDB QLASSIC Certification score of 76% for its newly completed housing developments in Desa Damai, compared to 72% in 2024. The successful completion and handover of units at Desa Damai further demonstrated the Group's execution capabilities and commitment to delivering quality homes.

Review of Performance and Operations (Continued)

In recognition of its performance and market standing, NAIM was also ranked among the top developers in The Edge Malaysia Top Property Developers Awards 2025, achieving #8 in the Quantitative Overall category and #26 in the Qualitative Overall category, reinforcing its credibility within the Malaysian property industry.

At the same time, development planning continues to incorporate ESG consideration, focusing on environmentally responsible design, energy efficiency, and community-centric features. These initiatives support the development of sustainable and liveable townships.

Looking ahead, the operating environment is expected to remain challenging amid broader economic uncertainties and evolving market conditions. While the Sarawak property market continues to provide underlying support, persistent cost pressures, financing constraints and the existing overhang of unsold properties may weigh on market conditions. These factors are expected to moderate demand and extend sales conversion periods. In this context, the Group will adopt a measured approach, focusing on disciplined execution, selective project launches and alignment of product offerings with prevailing market demand, while maintaining its emphasis on quality.



Site visit to new Sri Mawar Campus, Miri

Construction

The Construction segment delivered RM84.1 million in revenue and recorded a profit of RM10.6 million, reflecting steady performance driven by operational efficiency, disciplined contract management, and timely project delivery.

Moving forward, the Construction segment will continue to strengthen project planning, optimise resource allocation, and enhance safety and quality standards. By adopting innovative execution methods and closely monitoring project performance, NAIM aims to achieve timely delivery and cost efficiency, positioning this segment for sustained growth within Sarawak's infrastructure sector.



Batang Lupar 2 Bridge, Sri Aman

Review of Performance and Operations (Continued)



Sri Mawar Kindergarten, Miri



DEHB Offshore Platform

Other Segments

Other segments, comprising property investment, quarry, hospitality and accommodation operations, contributed RM36.4 million to total Group revenue in FY2025, providing income diversification and stability. The segment registered a net loss of RM4.3 million primarily due to lower quarry sales and fixed overheads. Nevertheless, there was an encouraging improvement in hotel and retail occupancy rates in Bintulu and Miri.

To address these challenges and enhance performance, the Group continues to pursue strategic initiatives such as optimising tenant mix, asset repositioning, and operational improvements, while leveraging synergies across business units. These efforts, supported by disciplined capital management, are expected to strengthen long-term shareholder value and sustain diversified income streams.

Looking ahead, NAIM remains committed to sustaining performance and unlocking incremental value across its investment portfolio. By monitoring market trends, refining operational strategies, and proactively enhancing asset competitiveness, the Group aims to translate opportunities into measurable business outcomes and maintain resilience amid evolving market dynamics.

Major Associate

Our major associate, Dayang Enterprise Holdings Bhd (DEHB), continued to be a key contributor to the Group's performance in FY2025. For the year under review, the Group's share of DEHB's after-tax net profit amounted to RM49.9 million, compared with RM75.4 million in 2024, mainly due to lower vessel chartering activity and reduced maintenance work orders.

Despite this, DEHB continues to benefit from its diversified offshore support services portfolio, a strong fleet, and a resilient market position. Its order book of approximately RM4.8 billion as at the end of 2025 provides earnings visibility and underscores the long-term stability of its business model, positioning it to capture emerging offshore opportunities while continuing to deliver sustainable contributions to the Group.

In addition, DEHB has also recorded a strong financial position with healthy unaudited net assets of about RM1.9 billion* and a strong cash position of about RM710 million* as at 31 December 2025.

* Extracted from the announced quarterly result of DEHB for the year ended 31 December 2025.

Review of Performance and Operations (Continued)

Strategic Initiatives and Operational Enhancements

During the year, the Group advanced several strategic initiatives to strengthen its operational foundation and support sustainable growth. **Digital transformation efforts** were advanced through the adoption of advanced marketing platforms, data analytics, and integrated engagement tools. These include implementing Primavera P6 for project monitoring and upcoming customer relationship management tools, which are expected to improve operational responsiveness and customer engagement.

Customer-centric initiatives remained a key priority, with a focus on delivering value, trust, and an enhanced living experience. Property pricing continued to be guided by independent professional valuers to ensure market credibility. Improvements in product presentation, quality furnishings, and service delivery further strengthened the overall customer experience, reflecting NAIM's commitment to well-designed homes supported by responsive and professional engagement.



Desa Damai Housekey Handover Ceremony, Permy Mall, Miri



Staff Engagement, Teh Talk 2.0

The Group also recognised the importance of its employees, celebrating their contributions and reinforcing their role in driving sustainable growth, particularly as NAIM marked its 30-year-old journey.

ESG principles were further embedded across project planning, operations and workforce initiatives. Key focus areas included energy efficiency, waste and water management, climate resilience, governance, regulatory compliance, and community engagement. These efforts align with the Group's commitment to long-term sustainability and responsible growth.

From a **human capital** perspective, the Group implemented organisational strengthening initiatives to enhance structural clarity, accountability, and execution discipline. This included aligning roles with the RACI (Responsible, Accountable, Consulted, Informed) framework and strengthening talent development programmes to build future-ready capabilities.

In addition, cultural transformation initiatives such as the "Teh Talk 2.0" series and insights from the Employee Experience Survey fostered open communication, accountability, and a high-performing organisational culture.

Outlook

Looking ahead to FY2026, the Group will continue to focus on disciplined execution, operational excellence and sustainable growth amid an operating environment that is expected to remain uncertain. Broader economic challenges and evolving market conditions may continue to weigh on sentiment and demand, including within the Sarawak property market. In this context, NAIM will adopt a measured approach, emphasising value-driven project launches, efficient execution and prudent capital management, while maintaining focus on appropriate pricing, quality design and customer engagement to support sales conversion under more cautious conditions. Digitalisation initiatives, ESG integration and operational resilience will remain central to the Group's strategy. Supported by strong governance and a solid cash position, the Group will maintain financial discipline while remaining attentive to opportunities, with a focus on sustaining long-term value.

Conclusion

FY2025 reflects NAIM's resilience, strategic discipline, and commitment to sustainable growth. By strengthening its core businesses, advancing operational initiatives, embedding ESG principles, and investing in human capital, the Group is prepared to navigate future challenges and create value for its stakeholders.

Sustainability Statement FY2025

Integrating Sustainability into the Built Environment

About this Statement

NAIM Holdings Berhad (“NAIM” or “the Group”) is pleased to present our sustainability statement for the financial year 2025, outlining the progress made in embedding sustainable practices across our property development and construction activities. This statement reflects our continued commitment to responsible growth, environmental stewardship and value creation for stakeholders.



Illustration of lakeside Desa Damai, Miri

Delivering Value Beyond Buildings

As an integrated property and construction group based in Sarawak, NAIM aspires to be a responsible property developer and Class A Bumiputera Contractor by delivering high-quality, affordable homes that make homeownership more accessible to all. Aligning sustainability objectives with the performance targets of our key business units, we ensure that responsible development continues to create enduring value for customers and stakeholders.

Sustainability is embedded into our business strategy, underpinned by strong governance, social responsibility and environmental stewardship. Guided by governance practices, we engage with communities, authorities and partners to ensure accountability, transparency and the creation of responsible business outcomes across our operations.

We also prioritise social responsibility by promoting accessible housing, equitable opportunities for our workforce and initiatives that enhance local infrastructure and community well-being. Our developments integrate sustainable design and responsible material use to minimise environmental impact, while our customer-centric approach ensures that homes remain functional, affordable and adaptable, fostering long-term satisfaction and positive societal impacts.

Sustainability Statement FY2025 (Continued)

Scope and Boundary

The reporting period for this statement covers the NAIM Group's sustainability performance from 1 January 2025 to 31 December 2025 ("FY2025") and includes the activities from the Group's core businesses.

Property Development

- Naim Land Sdn. Bhd.
- Peranan Makmur Sdn. Bhd.
- Desa Ilmu Sdn. Bhd.
- Khidmat Mantap Sdn. Bhd.

Engineering/Construction

- Naim Engineering Sdn. Bhd.
- Naim Gamuda (NAGA) JV Sdn. Bhd.

Reporting Framework and Guidelines

This report has been prepared in compliance with Bursa Malaysia Securities Main Market Listing Requirements ("MMLR"), with reference to the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards, namely IFRS S2. IFRS S1 and IFRS S2 are not yet mandatory for adoption. They are referenced as part of the Group's early alignment with emerging sustainability reporting practices, with full implementation anticipated by the FY2028 reporting period, in line with the National Sustainability Reporting Framework ("NSRF").

Ensuring Data Integrity

This Statement has not subjected to external independent assurance. However, the sustainability performance data presented in this Statement has been internally reviewed by relevant information owners and the internal audit team. We continuously improve our data processes to enhance the credibility and reliability of our disclosures.

Feedback

Should you have any enquiries, suggestions or feedback on this report, please contact us at sustainable@naim.com.my.



Sapphire on The Park, Kuching

Sustainability Statement FY2025 (Continued)

FY2025 Sustainability Highlights

The Group's sustainability performance reflects our dedication to responsible growth, operational excellence and stakeholder value creation. The following highlights showcase key achievements and progress made during the year under review.

Supporting Economic Resilience

We create economic value by advancing our property, construction and community development through sustainable growth and strategic partnerships.



85%

Procurement Budget Allocated to Local Sarawak-based Suppliers

Supporting People and Communities

NAIM empowers our people and communities by investing in training, strengthening customer satisfaction and maintaining a safe and supportive workplace.



4835

Internal and External Training Programmes Delivered, Covering Technical, Corporate and Sustainability Topics



10.16

Average Training Hours Per Employee



95.3%

Average Customer Satisfaction Score Achieved by NAIM's Property Division



Zero

Lost Time Incident Rate, indicating no work-related incidents resulted in lost workdays

Managing Environmental Resources

NAIM aims to minimise our environmental impact by reducing emissions, managing waste and improving resource efficiency across our operations.



15.11%

Reduction in Scope 1 Greenhouse Gas ("GHG") Emissions at the Group Level Compared to FY2024



Scope 1, 2 & 3 GHG Emissions

Reporting Commenced in FY2025

Strengthening Ethical Governance

The Group upholds ethical governance by promoting integrity, ensuring regulatory compliance and building a transparent and accountable workplace.



100.0%

Employees Received Anti-Corruption Training



Zero

Substantiated Cases of Regulatory Non-Compliance, Penalties, Fines or Whistleblowing Incidents



28.60%

Women Representation on Board, in line with the Malaysian Code on Corporate Governance ("MCCG")

Sustainability Statement FY2025 (Continued)

Driving a Culture of Compliance

Our Overarching Sustainability Commitment

NAIM's Sustainability Policy reflects our commitment to responsible growth, integrating sustainability considerations into our operations and decision-making. The policy drives our efforts to minimise environmental impact, promote social well-being, uphold good governance and create long-term value for stakeholders.



Group Managing Director, Datuk Hasmi Bin Hasnan, addressing employees during the Sales and Marketing Workshop 2025, reinforcing a culture of compliance and sustainability across the Group.

The Group continues to commit to:

Continuously crafting homes for generations

We apply a sustainable approach to our development and infrastructure projects, ensuring our developments minimise environmental impact while creating vibrant, long-lasting communities.

NAIM supports education through the development of educational facilities, such as Sri Mawar Primary School in Miri, as well as through initiatives like the NAIM Academic Excellence Awards for deserving students. Through these efforts, we aim to contribute to community development and empower future generations.

Digitisation and digitalisation at the workplace

NAIM is committed to digital transformation across all levels of our operations, from improving internal processes to enhancing customer experiences, making our organisation more agile, transparent and responsive to emerging trends.

Integrating lean and sustainability principles into management processes

The Group is exploring opportunities to implement energy-efficient solutions where feasible, supporting reductions in greenhouse gas ("GHG") emissions and enhancing energy, water, and waste management.

Upgrading our services with a Personable, Practical and Professional approach

Our goal is to deliver exceptional services that resonate with our core values, ensuring that customer satisfaction and community engagement are at the forefront of everything we do.

Sustainability Statement FY2025 (Continued)

Supporting Global Sustainability Goals

The UN SDGs provide a global framework for sustainable development. NAIM aligns our initiatives with these goals to ensure our contributions support the broader sustainability agenda.

SDGs	Targets	Our Commitments
	3.8	NAIM supports employees' health and well-being through medical, accident and life insurance coverage, as well as flexible working arrangements that promote a healthier and more supportive working environment.
	4.1 4.3 4.4	We invest in our workforce through training and development programmes covering technical, corporate and sustainability areas. Through collaboration with Tabung Amanah NAIM, we also support young Sarawakians via education initiatives, such as the Academic Excellence Awards, which recognised 318 students in FY2025.
	5.5	The Group upholds diversity, inclusion and equal opportunity, ensuring that recruitment, career advancement, talent development and leadership decisions are merit-based and free from bias or discrimination.
	8.3 8.5 8.8	NAIM Group supports sustainable economic growth by strengthening local employment and developing workforce capabilities through structured training and talent development initiatives. The Group provides decent work through fair and inclusive employment practices that promote equal access to development opportunities and employee growth. In addition, NAIM prioritises a safe and ethical workplace through an ISO-certified occupational health and safety management system and a Human Rights Policy that prohibits child and forced labour.
	9.1 9.4 9.5	We explore innovative construction methods, energy-efficient designs and sustainable materials where feasible to develop resilient infrastructure and support industry improvements. For instances, eco-cement was used in selected development projects, supporting CO ₂ emissions reduction while maintaining cost efficiency.
	11.1 11.3 11.7	The Group promotes inclusive and resilient communities through projects that enhance liveability and accessibility to improve connectivity.
	12.2 12.4 12.5	NAIM minimises environmental impact by reducing waste through recycling and composting and by working with suppliers to prioritise local sourcing. Sarawak-based vendors are engaged and where applicable and possible, screened against environmental, social and governance criteria to support a sustainable and resilient supply chain.
	13.1 13.2 13.3	NAIM is in the process of integrating climate considerations into governance and risk management. Some initial steps have been implemented where practical, to monitor GHG emissions, energy, water and waste to support ongoing improvements in climate-related performance.
	16.5 16.6	NAIM maintains high standards of governance, transparency and accountability, cultivating a culture of integrity, anti-corruption and compliance that strengthens stakeholder trust.
	17.16 17.17	Recognising the value of collaboration, we work closely with local organisations to advance sustainable development and achieve shared economic, social and environmental objectives.

Sustainability Statement FY2025 (Continued)

Sustainability Governance

In line with our commitment to sustainability, NAIM is in the process of establishing a governance framework to oversee sustainability and climate-related matters. This structure supports accountability at various levels and facilitates the integration of sustainability considerations, where relevant, into strategic decision-making, risk management and day-to-day operations.



Roles and Responsibilities:

Oversight	Board	The Board holds overall accountability for sustainability and climate-related matters and provide strategic direction on these areas. Sustainability and climate-related considerations are progressively integrated into the Group’s strategy and risk management approach. The Board also receives updates on sustainability and related developments through NSCOM.
	NSCOM	The NSCOM supports the Board by providing strategic direction and oversight of sustainability and climate-related matters. It oversees the development and implementation of sustainability initiatives, taking cognizance of the Group’s priorities and evolving practices. It also reviews progress and provides updates to the Board.
Management	RMC	The RMC supports the integration of sustainability and climate-related matters into the Group’s risk management processes, including the review of sustainability risks and mitigation measures. Environmental factors are progressively integrated into the risk assessment processes, taking into account of the Group’s long-term objectives. RMC continues to monitor developments in the evolving sustainability landscape and data collection improvements are underway to support future analysis.
	GMD	The GMD oversees the implementation of sustainability and climate strategies across the organisation. Adequate resources and systems are being put in place to support sustainability and climate-related initiatives. The GMD and delegated management monitor progress and report key developments and outcomes to NSCOM.

Sustainability Statement FY2025 (Continued)

Execution	NSU	<p>The NSU supports and coordinates sustainability and climate initiatives across all business divisions, operations and support services.</p> <p>The NSU develops and implements programmes and initiatives aligned with the NAIM Sustainability Roadmap, covering objectives and scope, prioritisation of material issues, stakeholder engagement plans, performance targets and initiatives, relevant policies and procedures, progress tracking and reporting.</p>
	SME	<p>The SMEs provide technical expertise and operational support for sustainability and climate initiatives. They collaborate with the NSU to support the implementation and reporting of NAIM's Sustainability Roadmap.</p>

Strengthening Sustainability and Climate Governance Capacity

Effective sustainability and climate governance require continuous Board capacity building. To strengthen oversight capabilities, the Board continued to engage in external forums and industry discussions, including:

- KPMG ESG Symposium: Adopting IFRS S1 & S2
- Institute of Chartered Accountants in England and Wales (“ICAEW”) ASEAN Sustainability Summit

These engagements support the Board’s understanding of evolving climate governance expectations, enabling more informed oversight as the Group progresses its sustainability agenda.

NAIM continues to refine our governance framework to support accountability and decision-making on climate-related risks and opportunities (“CRROs”). In this regard, the Group is formalising specific responsibilities within existing governance charters, detailing oversight scope, reporting frequency and escalation procedures.

As part of the process, NAIM is seeking to strengthen the linkages between performance evaluation, risk management and sustainability considerations. While climate-related key performance indicators are not yet integrated into remuneration, this may be considered for future adoption as governance practices continue to develop.

Sustainability Statement FY2025 (Continued)

Aligning Strategy with Stakeholder Interests

NAIM recognises the importance of engaging with stakeholders across our value chain. We leverage various communication channels to gather insights, address concerns and identify material issues relevant to our operations.

Shareholders and Investor

Material Sustainability Matters: **FS** **MV** **EBP** **SE**

Why They Matter | Stakeholders and investors provide the financial support and confidence that enable the Group's long-term growth and sustainability.

Key Areas of Concern	How We Create Value
<ul style="list-style-type: none"> Financial performance Corporate governance Leadership matters Shareholders' returns Business viability and sustainability 	<ul style="list-style-type: none"> Disclose necessary and relevant information transparently and communicate performance updates actively Issue media releases and Bursa announcements to inform shareholders and investors of the Group's financial performance and corporate developments Upload all Bursa announcements and media releases to the Group's official website

Financial Institutions

Material Sustainability Matters: **FS** **MV** **EBP** **SE**

Why They Matter | Financial institutions such as banks facilitate access to funding and credit essential for business continuity and project development.

Key Areas of Concern	How We Create Value
<ul style="list-style-type: none"> Financial performance and cash flows Property launches Property sales 	<ul style="list-style-type: none"> Prioritise sustainable sourcing from local suppliers operating in Sarawak Provide periodic financial performance updates to financial institutions, where required Maintain continuous engagement on project progress and Group performance Uphold transparency through timely financial reporting and annual audited disclosures Address sustainability-related matters during ongoing engagements with financial institutions

Customers

Material Sustainability Matters: **MV** **EBP** **SLP** **SLC**

Why They Matter | Our customers drive the demand for NAIM's products and services and shape the Group's reputation through their satisfaction and trust.

Key Areas of Concern	How We Create Value
<ul style="list-style-type: none"> Complaint management and resolutions Positive customer experience Safety and security Personal Data Protection Act ("PDPA") compliance Product and service quality 	<ul style="list-style-type: none"> Organise community and networking events to strengthen customer relationship Communicate effectively through corporate social media channels, digital platforms and the Group's website Engage customers, communities and partners through communication and feedback sharing, supporting stronger relationships and brand value Conduct customer satisfaction surveys to assess service quality and identify areas for improvement

Engagement Frequency:

● As and when required/Regularly ● Continuously ● Quarterly ● Monthly ● Annually

Sustainability Statement FY2025 (Continued)

Employees

Material Sustainability Matters: **FS** **EBP** **SE** **JC** **HW**

Why They Matter | Employees are the foundation of the Group’s success, driving performance, innovation and operational excellence.

Key Areas of Concern	How We Create Value
<ul style="list-style-type: none"> • High performance culture • Business viability and sustainability • Leadership and succession matters • Recognition and competitive remuneration and benefits • Employee journey from onboarding to retention • Learning and development • Ethics and integrity • Health and safety, wellness and workplace environment • Diversity, equity and inclusivity 	<ul style="list-style-type: none"> • Promote employee engagement and well-being through Wellness@NAIM, covering physical, mental, environmental, social, financial and spiritual aspects • Strengthen corporate values and advance diversity, inclusion and equity agenda through the support of a HR employee engagement • Enhance efficiency and productivity through the digitalisation of daily operations • Drive operational excellence and empower local leadership through empowered local leadership and accelerated decision making • Foster customer-centric service attributes through tailored initiatives to build stronger customer relations • Implement a structured Learning & Development (“L&D”) curriculum and calendar • Encourage knowledge-sharing and team connection through Teh Talk - ‘Together, Everyone Has...’, an engagement platform for collective learning and commitment • Disseminate updates and insights through The Flow, a bimonthly internal newsletter featuring employee contributions and Group-related news • Facilitate transparent communication and alignment through Group-wide and Departmental Town Halls • Conduct Objectives and Key Results (“OKR”) and Quarterly Performance Reviews to align goals and assess progress • Measure employee experience through Employee Satisfaction Surveys • Strengthen leadership connection and strategy alignment through Corporate Retreats for Senior Management and Management

Suppliers, Vendors, Contractors and Service Providers

Material Sustainability Matters: **FS** **SE** **JC**

Why They Matter | NAIM’s suppliers, vendors, contractors and service providers ensure the delivery of quality products and services that support project success and operational efficiency.

Key Areas of Concern	How We Create Value
<ul style="list-style-type: none"> • Procurement practices that comply with authorities’ requirement • Competency and performance • Payment schedules • Pricing of services • Quality of product or services • Project completion and timely delivery • Health, Safety and Environment (“HSE”) compliance 	<ul style="list-style-type: none"> • Streamline and centralise procurement processes and reporting to enhance operational efficiency and cost-effectiveness • Prioritise sustainable sourcing from local suppliers operating in Sarawak • Ensure supplier/vendor/contractor/service provider selection is based on corporate reputation, quality and commitment to sustainability • Conduct regular dialogues including negotiations with suppliers, vendors, contractors and service providers to ensure alignment • Carry out procurement activities in compliance with the Group’s Authority Limits • Require all personnel involved in procurement to adhere to the Group’s Anti-Bribery & Corruption Policy as well as HSE requirements • Conduct annual internal audits on selected business practices and risk areas • Monitor supplier performance to ensure timely project completion and consistent delivery of high-quality products and services

Engagement Frequency:

- As and when required/Regularly
- Continuously
- Quarterly
- Monthly
- Annually

Sustainability Statement FY2025 (Continued)

Authorities

Material Sustainability Matters: **RC** **EBP** **SE** **SLP** **HW** **JC**

Why They Matter | Regulatory authorities establish the framework that guides the Group's operations and ensure compliance with laws and standards.

Key Areas of Concern	How We Create Value
<ul style="list-style-type: none"> Regulatory and law compliance Environmental management and compliance Ethical business practices Occupational Health and Safety 	<ul style="list-style-type: none"> Participate in governmental programmes and initiatives Apply for and renew necessary licences and permits in a timely manner Facilitate inspections of completed properties by local authorities to ensure compliance with local regulatory requirements Maintain accredited construction processes under ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 standards

Communities

Material Sustainability Matters: **SE** **PT** **JC**

Why They Matter | Our local communities are key partners in creating shared value, ensuring Naim's developments contribute positively to social and environmental well-being.

Key Areas of Concern	How We Create Value
<ul style="list-style-type: none"> Business governance and integrity Community well-being and surrounding environment preservation 	<ul style="list-style-type: none"> Develop community-focused ecosystems, offering facilities such as clubhouses, hospitals, schools, shopping malls and places of worship which benefit surrounding communities Partner with local organisations in Corporate Social Responsibility ("CSR") activities that promote community well-being and social development Provide youth with access to the corporate world through internship, attachment and employment opportunities Contribute donations to charitable organisations such as schools and religious bodies to support community needs

Media

Material Sustainability Matters: **EBP** **SE**

Why They Matter | The media shape public perception and play a crucial role in communicating NAIM's achievements, values and commitments to a wider audience.

Key Areas of Concern	How We Create Value
<ul style="list-style-type: none"> Business governance and integrity Media support Timely sharing of business-related updates 	<ul style="list-style-type: none"> Organise media meet-and-greet and networking sessions to strengthen relationships and enhance transparency with media representatives

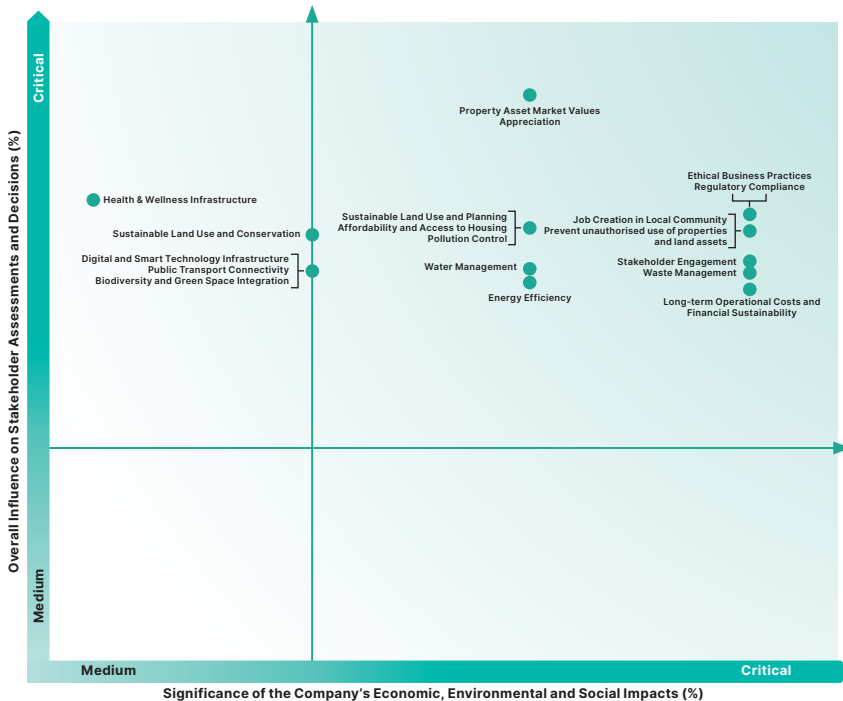
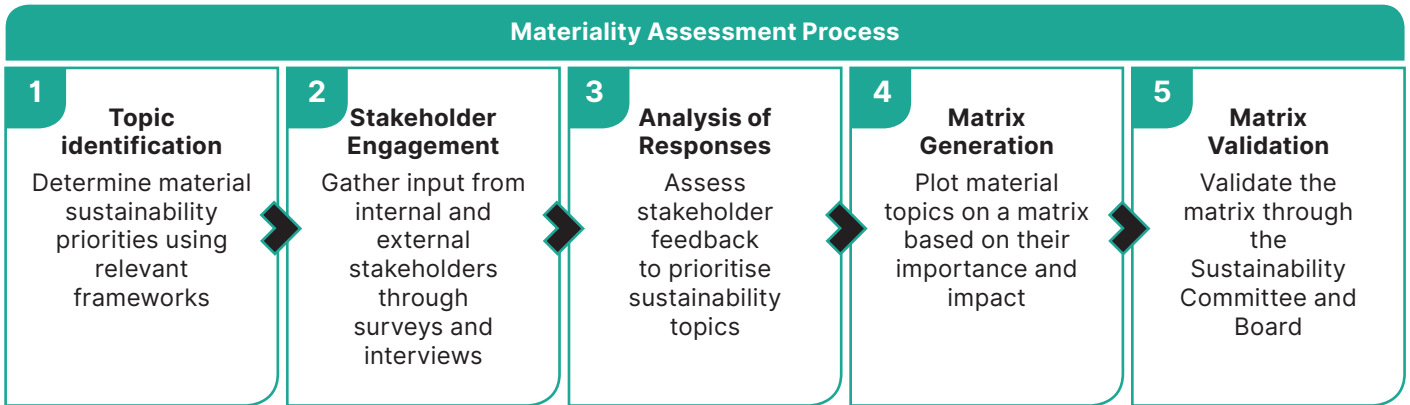
Engagement Frequency:

● As and when required/Regularly ● Continuously ● Quarterly ● Monthly ● Annually

Sustainability Statement FY2025 (Continued)

Focusing on What Matters Most

NAIM's materiality assessment in FY2024 identified the material sustainability priorities most relevant to our business and stakeholders. Following a review in FY2025, these matters were reaffirmed as they remain central to the Group's operations, strategic direction and value creation.



- Pillar 1: Supporting Economic Resilience**
 - 1) Long-term Operational Costs and Financial Sustainability
 - 2) Property Asset Market Values Appreciation
- Pillar 2: Strengthening Ethical Governance**
 - 3) Ethical Business Practices
 - 4) Regulatory Compliance
 - 5) Stakeholder Engagement
 - 6) Prevent Unauthorised Use of Properties and Land Assets
- Pillar 3: Managing Environmental Resources**
 - 7) Waste Management
 - 8) Water Management
 - 9) Pollution Management
 - 10) Energy Efficiency Improvements
 - 11) Sustainable Land Use and Planning
 - 12) Sustainable Land Use and Conservation
 - 13) Biodiversity and Green Space Integration
- Pillar 4: Supporting People and Communities**
 - 14) Digital and Smart Technology Infrastructure
 - 15) Public Transport Connectivity
 - 16) Supporting Job Creation in Local Community
 - 17) Health and Wellness Infrastructure
 - 18) Affordability and Access to Housing

Sustainability Statement FY2025 (Continued)

Managing Our Sustainability-related Risks and Opportunities (“SRROs”)

NAIM adopts an approach to managing SRROs across our economic, environmental, social and governance areas. Sustainability considerations are progressively incorporated into the Group’s strategic planning and operational practices. This approach is intended to support identification of climate-rated risks and opportunities with a view to maintaining stakeholder confidence and supporting long-term value creation.

Supporting Economic Resilience				
Material Matters	Why It Matters	Risks	Opportunities	Value Generation
<ul style="list-style-type: none"> Long-term Operational Costs and Financial Sustainability 	Support operational continuity and resilience in response to market and regulatory changes while contributing to long-term stakeholder value.	<ul style="list-style-type: none"> Changes in regulations, tax regimes or sustainability requirements may affect revenue and compliance costs. Volatile material prices and construction costs may impact project profitability. 	<ul style="list-style-type: none"> Develop quality and energy-efficient properties and infrastructure. Engage with local and global organisations (e.g. Sarawak Housing and Real Estate Developers’ Association (“SHEDA”), United Nations International Children’s Emergency Fund (“UNICEF”) and Bursa Malaysia) to stay abreast with the latest developments. 	<ul style="list-style-type: none"> Support business viability, resilience and stakeholder confidence.
<ul style="list-style-type: none"> Supporting Job Creation Local Economic Stimulation 	Support community resilience, fosters inclusive growth, contributing to local economic development.	<ul style="list-style-type: none"> Economic fluctuations may affect local job opportunities and business continuity. Increase costs or supply disruptions may affect project delivery. Non-compliance among partners and suppliers may impede efforts to build a sustainable supply chain. 	<ul style="list-style-type: none"> Foster innovation through local partnerships to help reduce costs and environmental impacts. Support local supplier development and capacity-building programmes to enhance skills, compliance and efficiency. Encourage local employment and training to support workforce capability and reduce reliance on external labour. 	<ul style="list-style-type: none"> Support supply chain resilience and operational efficiency. Support community relations and contribute to local economic development.

Sustainability Statement FY2025 (Continued)

Strengthening Ethical Governance				
Material Matters	Why It Matters	Risks	Opportunities	Value Generation
<ul style="list-style-type: none"> Ethical Business Regulatory Compliance 	Ensure corporate integrity, accountability, fostering stakeholder trust through responsible business practices that underpin sustainable operations.	<ul style="list-style-type: none"> Failure to uphold integrity and sound governance practices may result in non-compliance, corruption, or mismanagement, leading to legal penalties and reputational damage. 	<ul style="list-style-type: none"> Promote an ethical culture through consistent communication and engagement with stakeholders. Implement internal control systems, policies and training to ensure compliance and ethical conduct across operations. 	<ul style="list-style-type: none"> Enhance stakeholder confidence and corporate reputation. Reduce legal and reputational risks. Strengthen governance culture and accountability across the Group.
<ul style="list-style-type: none"> Digital and Smart Technology Infrastructure 	Support operational efficiency and resilience, protects stakeholder data, and supports connected and responsible operations with improved decision-making and service delivery.	<ul style="list-style-type: none"> Potential operational disruptions or reputational damage due to cybersecurity or data breaches. Reduce productivity and responsiveness due to manual or inefficient processes. 	<ul style="list-style-type: none"> Implement appropriate cybersecurity and data protection measures to support the safeguard of customers' data. Digitise workflows aiming to streamline processes, reduce manual intervention and minimise redundancies. Adopt digital platforms to improve communication, responsiveness and service delivery. 	<ul style="list-style-type: none"> Support overall operational efficiency. Improve customer experience. Enhance employee productivity.

Managing Environmental Resources				
Material Matters	Why It Matters	Risks	Opportunities	Value Generation
<ul style="list-style-type: none"> Sustainable Land Use and Planning Sustainable Land Use and Conservation Biodiversity and Green Space Integration 	Support responsible resource use, ecological preservation, and community well-being as environmental and social considerations are integrated into land-use planning and project development, where appropriate.	<ul style="list-style-type: none"> Unsustainable land use may lead to environmental degradation, loss of biodiversity and negative community perception. Poorly planned developments can increase operational costs, regulatory risks and hinder project approvals. 	<ul style="list-style-type: none"> Potential to adopt sustainable master planning that minimises ecological disruption. Support project appeal through green spaces, connectivity and community amenities. Strengthen brand reputation as a responsible developer. 	<ul style="list-style-type: none"> Support investor and buyer confidence in sustainable developments. Improve long-term project viability and reduce maintenance costs. Support biodiversity preservation and earn community trust.

Sustainability Statement FY2025 (Continued)

Managing Environmental Resources				
Material Matters	Why It Matters	Risks	Opportunities	Value Generation
<ul style="list-style-type: none"> Energy Efficiency 	Support the reduction of GHG emissions and operational energy consumption that supports climate change mitigation, operational performance and long-term cost efficiency over time.	<ul style="list-style-type: none"> Non-compliance among partners and suppliers may impede efforts to improve energy efficiency across the value chain. Rising energy costs, inefficient systems or reliance on high-emission sources increase operational expenses and carbon footprint. 	<ul style="list-style-type: none"> Potential operational cost savings from reduced energy consumption through energy-efficient designs and renewable energy. Potential for market differentiation as a low-carbon and energy-efficient developer. Support hybrid work strategies through virtual meetings reduces travel-related emissions. 	<ul style="list-style-type: none"> Support operational costs management and energy performance improvements. Market positioning as a responsible and energy-efficient developer.
<ul style="list-style-type: none"> Pollution Management Reduced consumption of building materials 	Support the management of environmental impact and resource consumption while promoting circularity and more efficient use of materials.	<ul style="list-style-type: none"> Inefficient resource use or inadequate waste management may increase disposal costs, attract regulatory penalties and harm environmental reputation. 	<ul style="list-style-type: none"> Potential to design for adaptability and durability, reducing the need for frequent refurbishment. Promote material reuse, recycling and lean construction practices to optimise resource use, where possible. 	<ul style="list-style-type: none"> Support construction cost management and maintenance efficiency. Reduce waste generation and environmental impact. Support operational efficiency and material optimisation.
<ul style="list-style-type: none"> Water Management Waste management 	Support the protection of critical natural resources and compliance with environmental regulations while promoting long-term resource sustainability and operational resilience.	<ul style="list-style-type: none"> Challenges in implementing more sustainable water practices within operations. Higher operational expenditure to adopt infrastructure required to improve waste management. 	<ul style="list-style-type: none"> Potential to implement water-saving systems such as rainwater harvesting and efficient fixtures. Collaborate with waste management providers (e.g., Trienekens) to support recycling, reuse and responsible waste handling. 	<ul style="list-style-type: none"> Support reduction in water consumption and operating costs. Minimise waste and improve resource recovery.

Sustainability Statement FY2025 (Continued)

Supporting People and Communities				
Material Matters	Why It Matters	Risks	Opportunities	Value Generation
<ul style="list-style-type: none"> Health & Wellness Infrastructure - Customer Obsession & Satisfaction - Human Rights & Labour Practices - Diversity, Equity & Inclusion ("DEI") Affordability and Access to Housing 	<ul style="list-style-type: none"> Support meeting customer needs by delivery of quality service and experiences. Promote fair and equitable treatment including the protection of human rights and labour standards. Promote the development of affordable homes for low-income groups. Integrate residential, commercial and social facilities within townships, including schools, hospitals and public transport. 	<ul style="list-style-type: none"> Potential challenges in meeting customer expectations which may affect brand perception and loyalty. Potential breaches in labour or human rights may result in reputational and legal implications. Limited DEI implementation may affect talent attraction and retention. Inadequate infrastructure or amenities may reduce community satisfaction. 	<ul style="list-style-type: none"> Reinforce market positioning through the adoption of continuous feedback mechanisms to improve customer satisfaction and loyalty. Strengthen operational resilience and stakeholder confidence through adherence to labour standards and ethical supply chain practices. Encourage innovation and organisational agility by fostering a diverse, inclusive and empowered workforce. Collaborate with government and local authorities to support access to affordable housing and community infrastructure. 	<ul style="list-style-type: none"> Support customer retention through positive living experiences and brand engagement. Manage reputation as a responsible and ethical developer and employer. Improve social outcomes by enhancing access to housing and community amenities across income groups.

Sustainability Statement FY2025 (Continued)

Integrating Climate Considerations into Business Strategy

Strengthening Climate Governance

The Group aims to strengthen accountability and support transparent oversight of climate-related risks and opportunities. Oversight of climate-related matters is embedded within the Group's sustainability governance structure, and we continue to integrate climate considerations into our business and risk management processes.

For details regarding the roles and responsibilities of climate oversight and management, please refer to the section "Sustainability Governance".

Climate Strategy and Strategic Priorities

We recognise that climate change may present risks and opportunities that could impact our business model, operations and financial performance. In alignment with the IFRS S2 Climate-related Disclosures framework, NAIM has conducted a qualitative scenario analysis across global warming pathways. This analysis helps inform strategic priorities, operational resilience and investment decisions, supporting the Group in understanding the potential impacts on our assets, projects and overall business value under varying climate scenarios.

Scenario	Key References	Global Context	Implications for Malaysia and NAIM
1.5 °C	IPCC SSP1-1.9	Strong global climate action with accelerated decarbonisation and adoption of renewable energy and low-carbon technologies.	Climate risks are expected to remain moderate and manageable. Opportunities may arise from increased demand for green-certified developments and low-carbon materials.
2-3 °C	IPCC SSP2-4.5	Moderate progress towards global climate goals with continued reliance on fossil fuels and inconsistent policy implementation.	Climate risks such as heavier rainfall and heat stress may occur more frequently, requiring adaptation and resilience measures in project planning and operations.
3-4 °C	IPCC SSP5-8.5	Limited global climate action with ongoing high emissions and slow adoption of mitigation and adaptation measures.	Climate risks may intensify and occur more frequently, affecting site operations, infrastructure and asset performance. Resilience planning and mitigation measures are essential to manage potential impacts.

IPCC: Intergovernmental Panel on Climate Change
SSP: Shared Socioeconomic Pathways

Sustainability Statement FY2025 (Continued)

Physical Risks	Description		Scenario Implications	Potential Impact on NAIM	Financial Implications
Acute: Flooding & Extreme Weather Events ●	Heavy rainfall, storms and flash floods may increase in frequency and intensity due to climate change, potentially affecting development and construction sites, particularly in low-lying or urbanised areas.	1.5 °C	Event frequency and intensity may remain at current to moderately higher levels with disruption risks potentially managed through effective drainage, planning and design measures.	<ul style="list-style-type: none"> • Potential temporary or prolonged project delays • Potential damage to assets and infrastructure • Increased safety considerations for workers 	<ul style="list-style-type: none"> • Potential increase in repair, replacement and maintenance costs. • Potential increase in insurance premiums • Potential impact on revenue due to project delays
		2-3 °C	Heavy precipitation and flash floods could become more frequent, potentially leading to project delays and the need for enhanced contingency planning and infrastructure.		
		3-4 °C	Flood and storm risks may increase, with more frequent and severe events that may affect asset integrity, potentially requiring additional adaptation measures and increasing insurance exposure.		
Chronic: Rising Temperatures & Heat Stress ●	Sustained high temperatures may affect worker productivity, increase cooling demand in buildings and accelerate material deterioration over time.	1.5 °C	Slight increase in ambient temperature and cooling demand may occur with impacts generally manageable through operational adjustments.	<ul style="list-style-type: none"> • Potential reduction in labour productivity • Higher energy consumption for climate control • Potential impacts on construction schedules 	<ul style="list-style-type: none"> • Potential increase in operational and energy costs • Potential project delays affecting revenue
		2-3 °C	Labour efficiency may be affected, and energy consumption could increase, potentially requiring scheduling adjustments and investment in cooling systems.		
		3-4 °C	Frequent extreme heat events are expected, causing productivity losses, increased occupational heat stress and higher adaptation or operational costs.		

Time Horizon: ● Short to Medium Term (<10 years) ● Medium to Long Term (> 10 years)

Sustainability Statement FY2025 (Continued)

Physical Risks	Description		Scenario Implications	Potential Impact on NAIM	Financial Implications
Chronic: Sea-Level Rise & Coastal Erosion ●	Coastal and low-lying properties may face increased pressure to inundation, erosion, or storm surge damage which could affect long-term asset value.	1.5 °C	Sea-level rise may remain relatively contained in the near term through protective measures to maintain asset resilience.	<ul style="list-style-type: none"> Potential land devaluation Potential requirement of protective structures Possible risk to existing coastal developments 	<ul style="list-style-type: none"> Potential increase in capital expenditure for protective infrastructure Potential impairment on affected assets
		2-3 °C	Coastal flooding or erosion may become more frequent, potentially requiring protective structures or design adjustments.		
		3-4 °C	Longer term sea-level rise and coastal hazards may intensify with repeated impacts potentially affecting site viability and requiring more significant adaptation measures.		
Policy & Regulation ●	Governments are expected to continue enhancing carbon-related policies, building codes and disclosure requirements. Compliance may require some adjustments to processes, design standards and reporting practices.	1.5 °C	A rapid transition could require early alignment with evolving regulations to support operational continuity and competitiveness.	<ul style="list-style-type: none"> Potential exposure to non-compliance risks. May require design adjustments. 	<ul style="list-style-type: none"> Operational and compliance costs may increase
		2-3 °C	Gradual policy development may allow phased adaptation, supported by incremental operational adjustments and investment planning.		
		3-4 °C	Inconsistent implementation of policy may result in varied progress while exposure to physical climate risks could increase operational costs and project disruptions.		
Market & Customer Preferences ●	Clients, tenants and investors are increasingly favouring energy-efficient and low-carbon developments. Failure to meet these expectations may affect competitiveness over time.	1.5 °C	A shift toward green solutions may enhance competitiveness and access to sustainable financing, while slower adoption could place pressure on market positioning.	<ul style="list-style-type: none"> Potential pressure on market share. May require design adjustments. 	<ul style="list-style-type: none"> Potential impact on revenue loss, which is dependent on market conditions.
		2-3 °C	Market transitions may progress gradually, with moderate pressure on conventional developments.		
		3-4 °C	Demand for low-carbon materials is expected to grow although the adoption rates may vary across the market.		

Time Horizon:
● Short to Medium Term (<10 years)

● Medium to Long Term (> 10 years)

Sustainability Statement FY2025 (Continued)

Physical Risks	Description		Scenario Implications	Potential Impact on NAIM	Financial Implications
Technology Transition ●	The adoption of low-carbon materials, modular construction and digital design tools is increasing. Delayed adoption may affect competitiveness in the long term.	1.5 °C	Early adoption of new technologies may support and strengthen competitiveness and bid success.	<ul style="list-style-type: none"> Investments are needed to adopt new technologies and upskill the workforce. Failure to adapt could result in technological obsolescence over time. 	<ul style="list-style-type: none"> Higher upfront capital investments may be required.
		2-3 °C	Growing demand for low-carbon solutions may encourage increased investment in R&D and process improvements.		
		3-4 °C	Adoption may be influenced by resilience needs, cost considerations and supply chain readiness, which could affect implementation pace.		

Time Horizon: ● Short to Medium Term (<10 years) ● Medium to Long Term (> 10 years)

The transition to a low-carbon, climate-resilient economy may present potential opportunities for NAIM with opportunities to enhance operational efficiency, increase asset value and strengthen stakeholder confidence. The Group is adopting sustainable practices, energy-efficient technologies and innovative construction methods to support value creation while contributing to environmental and climate-related objectives.

Opportunity Category	Description/Context	Strategic Relevance to NAIM	Potential Benefits
Green & Energy-Efficient Building Design	Incorporation of low-carbon materials, passive cooling strategies and energy-efficient heating, ventilation and air conditioning (“HVAC”) systems. Certification under the Green Building Index (“GBI”) or equivalent may be pursued to demonstrate sustainability credentials.	Supports NAIM’s property development and construction divisions in progressing sustainability objectives and improving environmental performance.	<ul style="list-style-type: none"> Potential for improved asset valuation and pricing. May reduce operational costs. May enhance tenant comfort and satisfaction.
Renewable Energy & Efficiency	Deployment of rooftop solar panels and advanced energy management technologies across properties.	Contributes to the reduction of Scope 2 emissions and supports operational sustainability across NAIM’s portfolio.	<ul style="list-style-type: none"> Potential reduction in utility expenses. Support efforts to reduce carbon footprint. May enable access to applicable government incentives, subsidies or tax benefits.
Climate-Resilient Infrastructure	Implementation of flood mitigation systems and climate-adaptive construction materials designed to withstand extreme weather events.	Supports long-term assets durability and business continuity in the face of climate-related risks.	<ul style="list-style-type: none"> May reduce maintenance and repair costs. Supports improved asset resilience. May strengthen stakeholder and investor confidence.
Low-Carbon Materials & Advanced Technology	Adoption of green cement and digital design tools such as Building Information Modelling (“BIM”) to improve efficiency and sustainability.	Support NAIM’s positioning as a forward-looking, innovative and environmentally responsible contractor.	<ul style="list-style-type: none"> May reduce embodied carbon. Potential improvement in construction efficiency. May reduce material waste. Potential for cost efficiencies over time.

Sustainability Statement FY2025 (Continued)

Response to Climate Risks and Opportunities

NAIM recognises the importance of climate-related risks and opportunities and is taking possible steps to gradually embed these considerations into its risk management framework, in alignment with ISO 31000. Sustainability matters, including climate considerations, will be progressively incorporated into the risk register over time.

Processes for identifying, assessing, prioritising and monitoring climate-related risks are progressively strengthened, with possible future scenario to support the evaluation of potential impacts and updating the management of possible risks and opportunities. NAIM continuously enhances its disclosures on the potential climate-related matters so to strengthen its risk management approach from time to time.

Monitoring and Measuring Climate Impact

As part of its Sustainability Roadmap, NAIM is taking steps to enhance its climate-related reporting and to progressively establish appropriate measurable targets over time. Commencing in FY2025, the Group intends to disclose selected climate-related metrics, including energy consumption and GHG emissions across Scope 1, Scope 2 and limited Scope 3, as well as information on water usage and waste management performance.

GHG Emissions

Scopes	Description	Unit	Baseline Year
Scope 1	Direct emissions from owned/controlled sources	tCO ₂ e	2024
Scope 2	Indirect emissions from purchased electricity	tCO ₂ e	2023
Scope 3	Other indirect emissions across the value chain (limited to business travels and employee commuting)	tCO ₂ e	-

Other Climate-Related Metrics

Metrics	Description	Unit
Energy consumption	Total energy use across operations, including fuel and electricity consumption	MWh
Water consumption	Total water consumption across operations	ML
Waste generation & recycling	Total waste and recycling rates	MT

For further information on NAIM's environmental initiatives and performance, please refer to Pillar 3: Safeguarding Environmental Resources.

Sustainability Statement FY2025 (Continued)

Pillar 1: Supporting Economic Resilience



NAIM focuses on managing long-term operational costs and maintaining financial resilience across its core businesses. We seek ways to improving cost efficiency in property development and construction while enhancing investment property value through strategic asset management to drive long-term growth.

Long-term Operational Costs and Financial Sustainability

Supply Chain Management

NAIM works with a diverse network of vendors and suppliers to support quality, safety and integrity across its supply chain. Procurement activities are guided by its General Procurement SOPs, which promote transparency and a fair tender process.

The Group places emphasis on engaging local suppliers and vendors where possible to support the local economy. In FY2025, about 85% of procurement spending was sourced from local Sarawak suppliers.

All suppliers and vendors are expected to comply with NAIM’s Code of Business Ethics, Human Rights Policy, and Quality, Safety, Health and Environmental (“QSHE”) Policy, as well as the Anti-Bribery and Corruption (“ABC”) Policy under the Malaysian Anti-Corruption Commission (“MACC”) Act Section 17A. Prior to engagement, vendors are also required to complete a Screening Assessment Form, incorporating sustainability-related criteria covering:

- **Environmental:** ISO 14001 certification, HSE management systems and policies, environmental compliance and responsible material use
- **Social:** ISO 45001 and ISO 9001 certification, HSE personnel competency, Quality Management System (“QMS”) systems and policies, workplace safety and communication
- **Governance:** integrity pledge, conflict of interest declaration, disclosure of litigation or sanctions and transparency of ownership

As part of its procurement process, the Group continues to identify and evaluate potential contractors, in accordance with the Group’s established procurement procedures.

Sustainability Statement FY2025 (Continued)

Pillar 2: Strengthening Ethical Governance

Material Sustainability Matters

EBP

RC

SE

PA

Stakeholder Groups



Alignment with UN SDGs



NAIM maintains governance practices through transparency, regulatory compliance and stakeholder engagement. Internal controls are in place to safeguard property and land assets, while accountability and ethical conduct are integrated into daily operations.

Ethical Business Practices and Regulatory Compliance

NAIM adopts ethical business practices across all operations, supporting responsible conduct that aligns with regulatory requirements, fosters stakeholder trust and supports sustainable growth.

Ethical Business Practices

The following outlines policies that guide the management of sustainability-related risks and opportunities while promoting ethical business conduct.



NAIM has policies in place addressing bribery and corruption, in line with our ABC Policy and applicable local legislation.

The Risk Management team conducts quarterly assessments on bribery and corruption and maintains an internal monitoring system supported by relevant policies and procedures. Corporate liability briefings are also conducted to support employee awareness and reinforce NAIM's zero-tolerance stance on bribery and corruption.

The Group supports a culture of integrity through anti-corruption training, which is included as part of employee induction programmes. As of 2025, all employees participated in anti-bribery and corruption training.

Percentage of Employees who received Anti-Corruption Training (%)

Employee Category	FY2023	FY2024	FY2025
Senior Management	100	100	100
Management	97	100	100
Executive	98	100	100
Non-Executive	99	100	100

Sustainability Statement FY2025 (Continued)

Whistleblowing

Stakeholders may report any concerns or instances of misconduct, including corruption or fraud, via the whistleblowing hotline or the dedicated platform on our corporate website. Our Whistleblowing Policy safeguards the identity of whistleblowers and enables them to lodge reports in confidence, without fear of reprisal or retaliation. There were no substantiated cases of whistleblowing recorded in the year under review.

Regulatory Compliance

NAIM ensures compliance with all applicable laws, regulations and industry standards across our property, construction and operational activities. The Group maintains a register of applicable laws and regulations, which is updated periodically. In FY2025, there were no substantiated instances of non-compliance with regulations, nor were there any penalties or fines imposed during the year under review.

Stakeholder Engagement

To enhance value creation, NAIM engages with stakeholders to understand their needs, address concerns and support long-term relationships. Feedback from these engagements is used to inform ongoing improvements across operations.

Stakeholder engagement is coordinated through the Corporate Communications function and conducted through various channels. Media coverage is monitored to remain responsive to public sentiment and to support balanced representation of the Group. Communication with the public and media is conducted through press releases, the corporate website and social media platforms to provide timely and accessible updates.

Internally, employees are engaged through newsletters and other communication platforms to support alignment with organisational priorities and strengthen internal communication.

Engagement activities include public relations initiatives, corporate events, CSR activities, and branding and reputation management. Collaboration across divisions support a consistent approach to managing stakeholder feedback and complaints.

Sustainability Statement FY2025 (Continued)

Pillar 3: Managing Environmental Resources

Material Sustainability Matters

WM WTR PC EE

SLP SLC BG

Stakeholder Groups

Alignment with UN SDGs

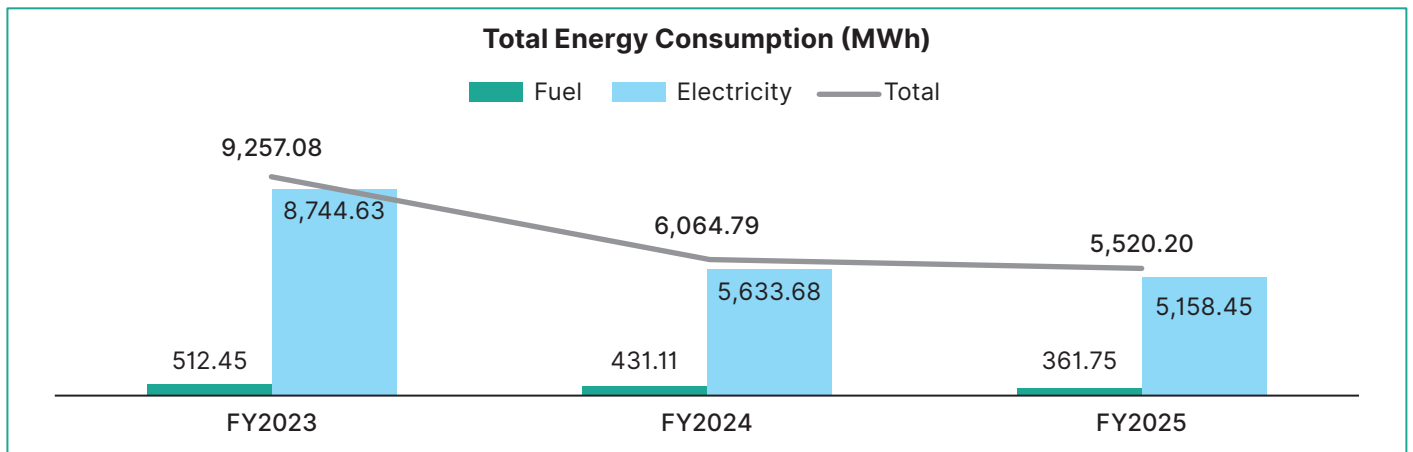
NAIM adopts an environmental management approach that focuses on optimising energy and water use while supporting efforts to reduce pollution. We also adopt sustainable land use practices, including the integration of green spaces and consideration for biodiversity conservation to support long-term environmental sustainability. Guided by our QSHE Policy, the Group maintains compliance with applicable regulations and continues to enhance its QSHE performance over time.

Energy Efficiency Improvement

We aim to improve energy efficiency across all operations. To achieve this, we adopt energy-saving practices and explore practical approaches to manage and reduce our carbon footprint.

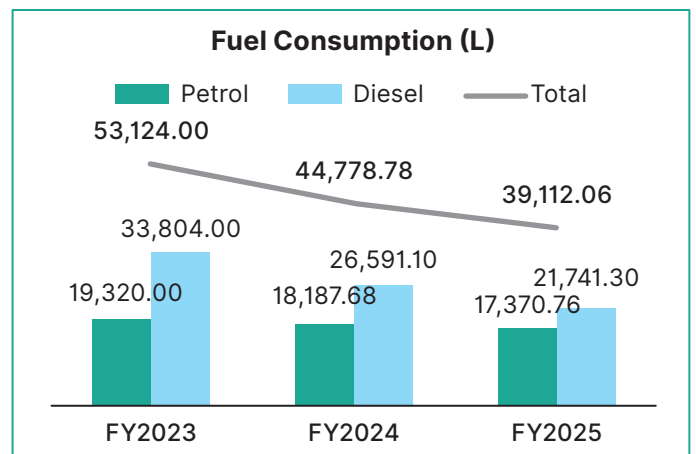
Energy Consumption

Purchased electricity from the grid remains the primary sources of energy used in our operations. In 2025, total energy consumption, comprising fuel and electricity amounted to 5,520.20 MWh.



Fuel Consumption

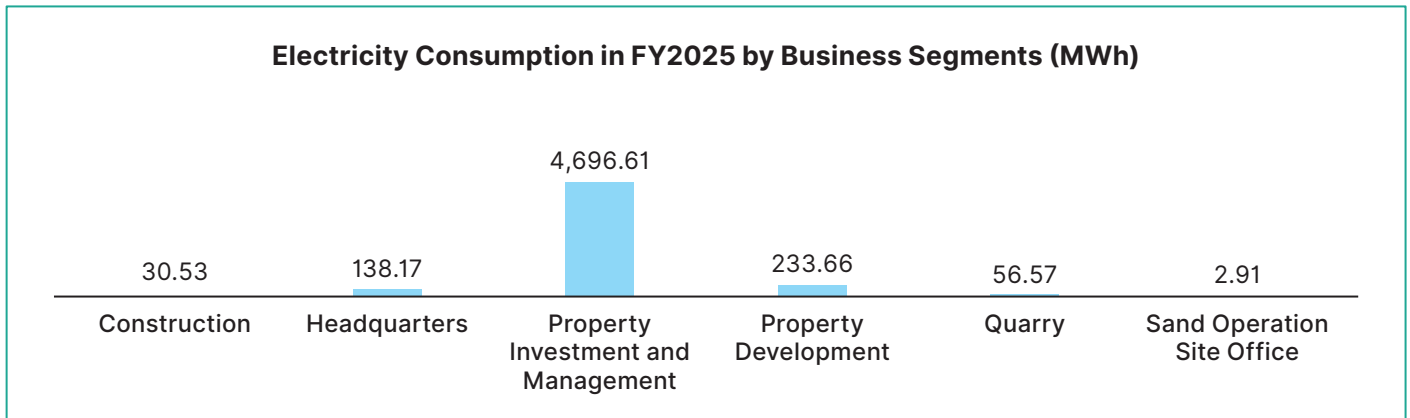
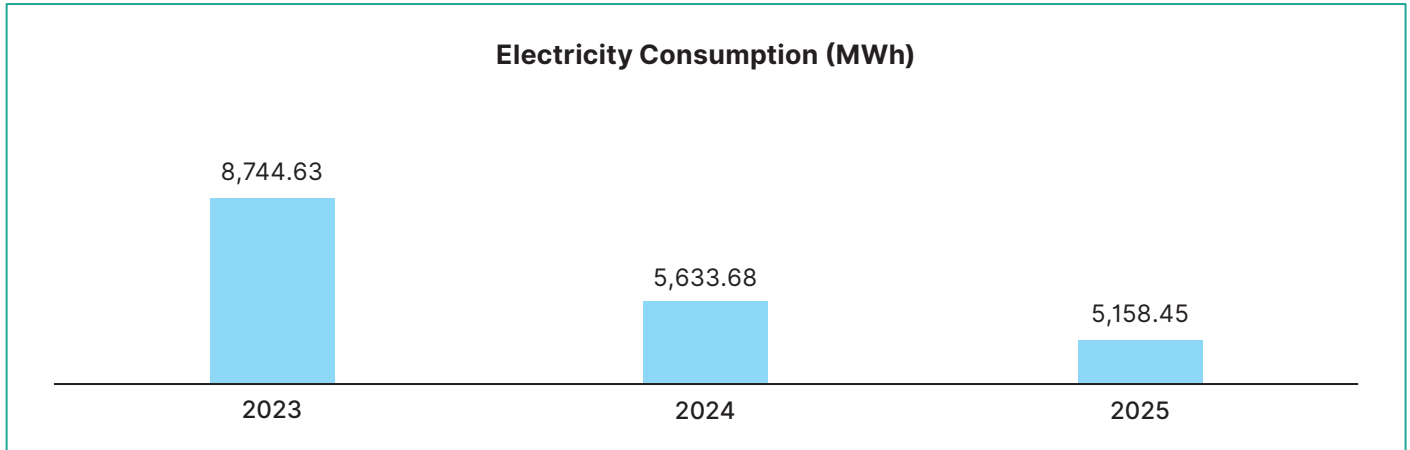
This year, a total of 39,112.06 litres of fuel were utilised for company vehicles operated by employees travelling between work sites. The Group’s fuel consumption comprised of 17,370.76 litres of petrol and 21,741.30 litres of diesel.



Sustainability Statement FY2025 (Continued)

Electricity Consumption

The Group recorded total electricity consumption of 5,158.45 MWh, with our property investment operation accounting for 91.05% of our total electricity consumption in FY2025.



Electricity Consumption by Region				
Region	Unit	FY2023	FY2024	FY2025
Kuching	MWh	1,274.20	578.33	367.46
Miri	MWh	5,216.81	4,472.75	3,462.09
Bintulu	MWh	2,253.62	582.60	1,328.90

Our GHG Emissions

This year marks our first year of reporting GHG emissions. NAIM continues to work towards improving our GHG emission records and ensuring that data is measured in a consistent manner.

For the year under review, the Group recorded total GHG emissions of 1,291.61 tCO₂e, with Scope 2 emissions accounting for 79.48% of the total. In addition, the Group achieved a 15.11% reduction in Scope 1 emissions compared to FY2024.

Sustainability Statement FY2025 (Continued)

NAIM's GHG Emissions Disclosures



Scope 1 GHG Emissions

Direct emissions sourced from fuel-combustion of NAIM's company-owned vehicles.

FY2025 93.05 tCO₂e
FY2024: 109.61 tCO₂e
FY2023: 130.25 tCO₂e



Scope 2 GHG Emissions

Indirect emissions sourced from purchased electricity usage in NAIM's operations.

FY2025 1,026.53 tCO₂e
FY2024: 1,121.10 tCO₂e
FY2023: 1,740.18 tCO₂e



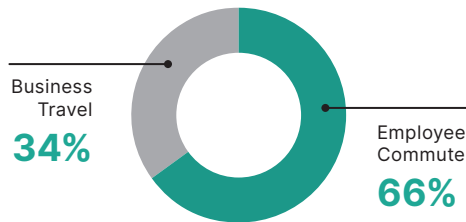
Scope 3 GHG Emissions

Indirect emissions generated from employee commuting to and from work and business travel trips.

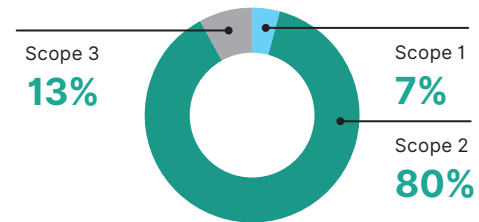
FY2025: 172.03 tCO₂e

NAIM's GHG Emissions Breakdown

Scope 3 GHG Emission Breakdown (%)



GHG Emission Breakdown by Scope (%)



Note:

- Scope 1 and 3 GHG emissions are calculated using UK Government DEFRA Conversion Factors for GHG reporting 2025.
- Scope 2 GHG Emissions are calculated using 2023 and 2024 Grid emission factor for Sarawak published by Energy Commission Malaysia.
- Scope 3 emissions from business travel are limited to air travel only.

Sustainability In Action: Utilising Eco-Cement for Lower Cost and Carbon

NAIM adopts sustainable construction materials as part of its efforts to manage environmental impact and cost efficiency. This includes the use of eco-cement in some development projects which may contribute to reducing CO₂ emissions while maintaining cost efficiency.

Waste Management

NAIM adopts the 3R's (Reduce, Reuse, Recycle) approach in managing waste, with efforts focused on reducing waste generation and promoting efficient use of resources. In FY2025, the Group further strengthen its waste management procedure to support the handling of general and scheduled wastes in compliance with the Environmental Quality Act 1974 and related regulations. These procedures also support improved waste tracking and management, including future Scope 3 emissions reporting.

General waste is directed to authorised landfills while recyclables are sent to appropriate recycling facilities, and solid waste is managed by designated subcontractors.

In FY2025, our operations generated 86.98 MT of waste, with 48.09 MT diverted from disposal and 38.89 MT directed to disposal.

Scheduled Waste Generation (MT)

Types of Waste	Unit	FY2025
Scheduled Waste (empty paint cans, e-waste, used oil drums, etc.)	MT	37.31

Note: Scheduled waste was generated from the Group's operations in Bintulu and Miri region only.

Sustainability Statement FY2025 (Continued)

Non-Scheduled Waste Generation (MT)		
Types of Waste	Unit	FY2025
Construction Waste (rubble, concrete, plaster, tiles, bricks, etc.)	MT	30.23
Domestic Waste (general household and office waste)	MT	18.45
Food Waste (organic waste generated from the banquet and main kitchen at Fairfield Hotel)	MT	0.98

Sustainability In Action: Food Composting Initiative at Fairfield Hotel

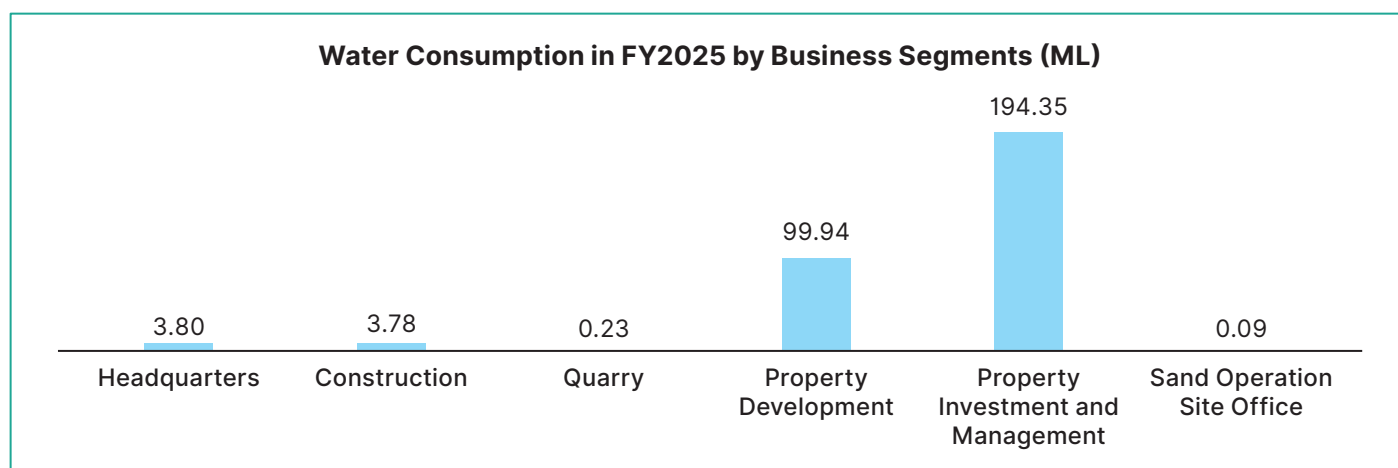
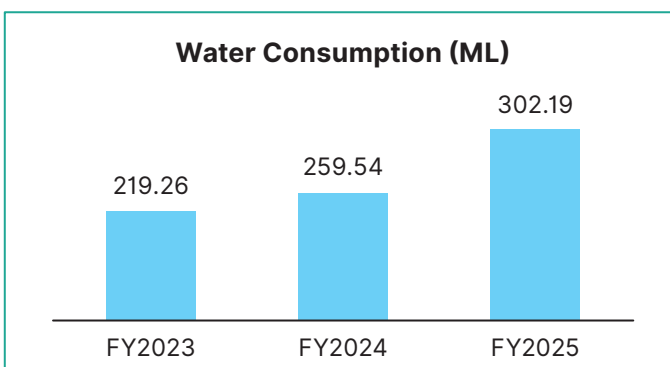
The Group has implemented a Food Composting Initiative at its Bintulu Fairfield by Marriot Hotel to reduce food waste and minimise landfill disposal. Since July 2025, food waste from the banquet and main kitchen has been collected and tracked, with each product type and weight recorded for composting.

The process follows the Food Waste Composting Guide, which applies Passive Soil Microbial Activity based on the SOP and Guideline for Composting Process developed by Universiti Putra Malaysia (“UPM”). In FY2025, a total of 0.98 MT of food waste was successfully converted into compost. UPM conducts regular site visits to assess compost quality and monitor progress, while offsite composting activities are managed by the Group’s internal nursery staff.

Water Management

The Group manages water consumption through efficiency measures to minimise wastage in compliance with applicable water management regulations.

Across its property development projects, the Group incorporates water-saving features where feasible, including dual-flush sanitary fittings. The Group also seeks to integrate such features into future development where appropriate. In addition, rainwater harvesting systems are implemented at selected project sites for general cleaning purposes.

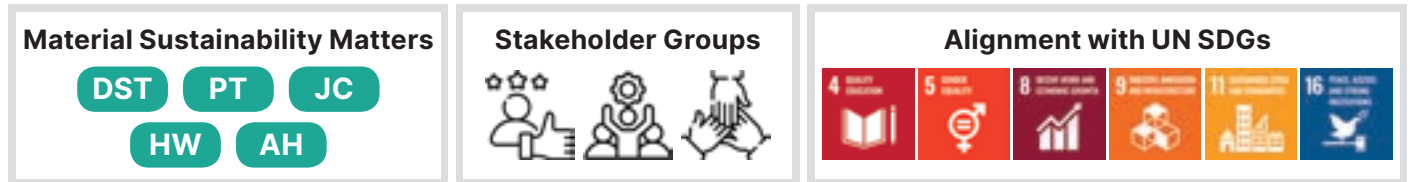


Water Consumption by Region

Region	Unit	FY2023	FY2024	FY2025
Kuching	ML	17.72	23.00	12.44
Miri	ML	80.49	95.62	97.12
Bintulu	ML	121.05	140.92	192.63

Sustainability Statement FY2025 (Continued)

Pillar 4: Supporting People and Communities



NAIM recognises that its long-term performance is supported by our people. As a responsible employer, the Group seeks to maintain a safe, supportive and inclusive workplace, with the aim of enabling employees and communities to develop and contribute.

Digital and Smart Technology Infrastructure

Data Protection and Privacy

The Group complies with the Personal Data Protection Act (“PDPA”) 2010 and its amendments, with processes in place to safeguard the confidentiality of customer information. Customer information is not disclosed unless required by law or authorised enforcement agencies.

To strengthen data security and address cyber risks, NAIM continues to implement necessary protection measures to enhance our cybersecurity framework. These include a data breach prevention and reporting policy, internal communication to raise staff awareness, and mandatory data protection and privacy briefings for all new employees to ensure ongoing compliance with internal policies and regulatory requirements.

Email policy is in place to guide the appropriate and secure use of electronic communication systems. This includes requirements for official use of company email accounts and enforcement of strict password protection, identity verification and confidentiality.

No substantiated complaints relating to breaches of customer privacy and losses of customer data were recorded in the year under review.

Digital Transformation and Customer Engagement

As part of our digital transformation initiative, NAIM continues to adopt technology solutions to support operational efficiency and customers engagement.

In 2025, the Group equipped its project teams with Primavera P6, a recognised project management platform. This tool provides visibility of project milestones, facilitates team coordination and enables data-driven planning and delivery.

Customer Satisfaction

NAIM focuses on delivering safe and quality-built environments by maintaining operational competencies aligned with the Construction Industry Development Board (CIDB)’s QLASSIC standards. This approach supports the development of infrastructure that enhances occupant health and general well-being.

To support these standards, internal audits are conducted in accordance with ISO requirements, alongside regular project inspections to monitor compliance with the quality benchmarks prescribed under CIDB CIS 7:2021 QLASSIC.

Sustainability Statement FY2025 (Continued)



Datuk Hasmi Bin Hasnan, Group Managing Director, with a Sapphire on the Park homeowner, underscoring NAIM's continued focus on enhancing customer satisfaction across its developments.

Customer satisfaction is assessed using a structured five-level scale, ranging from (1) Needs Improvement to (5) Exceptional. The results provide insights into performance trends and identify areas for improvement.

Regional Customer Survey Score (%)			
Region	FY2023	FY2024	FY2025
Miri	93.00	94.00	98.00
Kuching	75.70	79.80	87.90
Bintulu	100.00	100.00	100.00

The survey results indicate a generally positive trend across all regions from FY2023 to FY2025, reflecting ongoing efforts to enhance customer experience. While performance varies across regions, overall scores show steady improvement over time. We continue to strengthen our approach to customer feedback collection to ensure more comprehensive and representative insights in future reporting cycles.

Health and Wellness Infrastructure

Given NAIM's involvement in property, construction and infrastructure development, the safety and health of employees, contractors and stakeholders remain an important focus.

Our approach to health and safety is guided by our Quality, Safety, Health and Environment ("QSHE") Policy, relevant industry practices and compliance with occupational safety and health ("OSH") regulations. The Group also adheres to ISO 45001 Occupational Health and Safety Management Systems, which provide a framework for managing workplace safety. In addition, a Hazard Identification, Risk Assessment and Determining Controls ("HIRADC") process is in place to identify hazards, assess risks and implement appropriate controls.

During the year, the Group enhanced our CIDB Green Card Registration and Renewal Standard Operating Procedures ("SOPs") to support ongoing regulatory compliance. Contractor pre-screening and worksite inspections were conducted to support adherence to safety protocols. Instances of non-compliance cases were identified during FY2025 and were promptly addressed through corrective actions.

Sustainability Statement FY2025 (Continued)

NAIM's Health and Safety Organisation

NAIM's Health and Safety initiatives are overseen by the HSE Committee, which serves as a platform for governance, coordination, and continuous improvement. The committee comprises representatives from Management and various departments, supporting a coordinated approach to decision-making. By bringing together diverse perspectives, the committee fosters cross-functional collaboration and alignment across all operational areas.

This structure supports the implementation of health and safety practices across the Miri, Kuching, and Bintulu regions, including respective project sites, while promoting a consistent safety culture within the organisation.

OSH Training

The Group conducts regular Occupational Safety and Health (OSH) training to equip employees and contractors with the necessary knowledge and competencies to perform their duties safely. Training programmes cover key areas such as hazard identification, emergency response, and safe work practices, reinforcing a proactive and resilient safety culture across all operations.

All new employees and contractors are required to undergo mandatory safety induction programmes, with annual refresher training where necessary, to strengthen awareness and ensure continued compliance with established safety protocols.

In FY2025, 438 out of 476 CIDB-certified employees participated in both internal and external OSH training programmes. These included specialised courses such as Environmental Compliance Audit Training and the CIDB Green Card programme, Induksi Keselamatan Bagi Pekerja Binaan, fire drill exercise aimed at enhancing regulatory compliance and on-site safety practices.

Safety Performance

In FY2025, NAIM recorded zero health and safety incidents or fatalities, achieving a Lost Time Incident Rate ("LTIR") of zero for the reporting year.

	FY2023	FY2024	FY2025
Total number of hours worked	2,021,001	1,996,180	2,138,260
Number of fatalities	0	0	0
Number of lost time injuries	1	1	0
Lost-time Incident Frequent Rate	0.10	0.04	0.00

Employee Management

Prioritising people and performance ensure a motivated, skilled and resilient workforce that supports long-term growth. To this end, we uphold fair employment practices, provide continuous learning opportunities and emphasise health, safety and well-being.

Human Rights and Labour Standards

NAIM integrates human rights principles across our operations with the aim of supporting the well-being of employees, suppliers and workers. Our Human Rights Policy, which aligns with Malaysian labour laws, is applied across operations and within the supply chain. Forced labour and child labour are strictly prohibited under the Employment Act 1955 and its amendments.

Key Labour and Human Rights Laws and Frameworks

- Malaysian Employment Act 1955
- Sarawak Labour Ordinance
- Ministry of Home Affairs' Policies

Sustainability Statement FY2025 (Continued)

Employee Engagement

NAIM supports employee engagement through regular dialogues, feedback channels and team-building activities that promote open communication, mutual respect and a sense of belonging.

The Group’s engagement efforts include training, coaching, workshops, townhalls, events and briefings that enhance retention and support talent development. We also encourage work-life balance through well-being programmes and recreational activities to promote personal fulfilment and stronger workplace relationships.



The “Teh Talk” staff engagement session.

Employee Benefits and Remuneration

Competitive remuneration and comprehensive benefits are offered to attract, retain and motivate talent. Compensation is aligned with industry standards and complemented by benefits that support well-being, financial security and work-life balance.

Employee compensation and benefits are reviewed regularly to remain equitable, relevant and compliant with labour laws, regulatory changes and industry best practices.

NAIM’s Employee Benefits



Leave Entitlement

- Annual Leave
- Medical Leave
- Hospitalisation Leave
- Compassionate Leave
- Matrimonial Leave
- Maternity/Paternity Leave
- Company Leave
- Examination/Study Leave
- Disaster/Calamity Leave
- Replacement Leave
- No-Pay Leave



Allowances and Subsidies

- Professional Membership Subscription
- Handphone Reimbursement
- Medical benefits
- Petrol Claims
- Travelling and outstation claim reimbursement



Flexi-Work Arrangements

- Flexible Timing
- Work-From-Home (“WFH”) Arrangements



Insurance

- Group Health Insurance Plan
- Group Personal Accident Insurance Plan
- Group Term Life Insurance Plan

Sustainability Statement FY2025 (Continued)

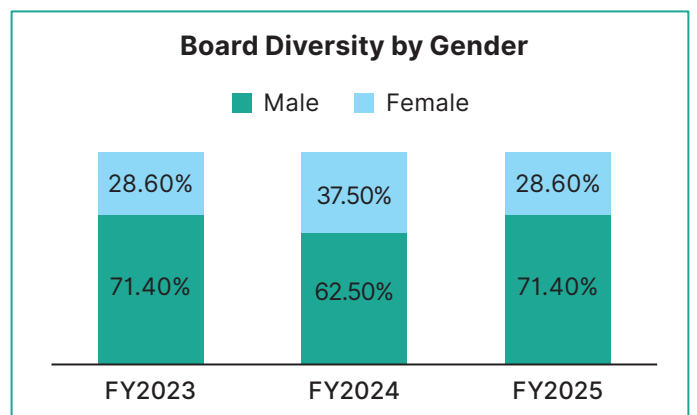
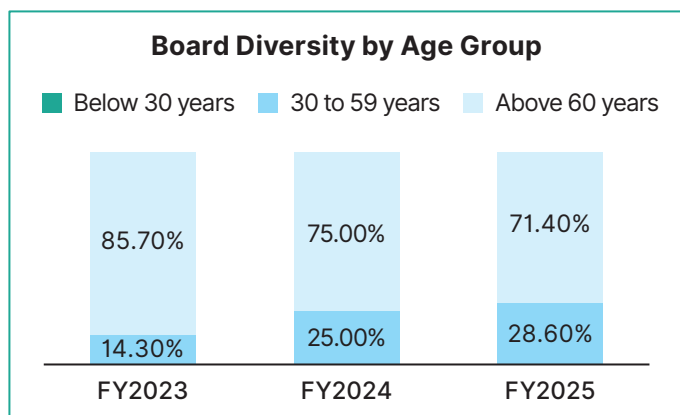
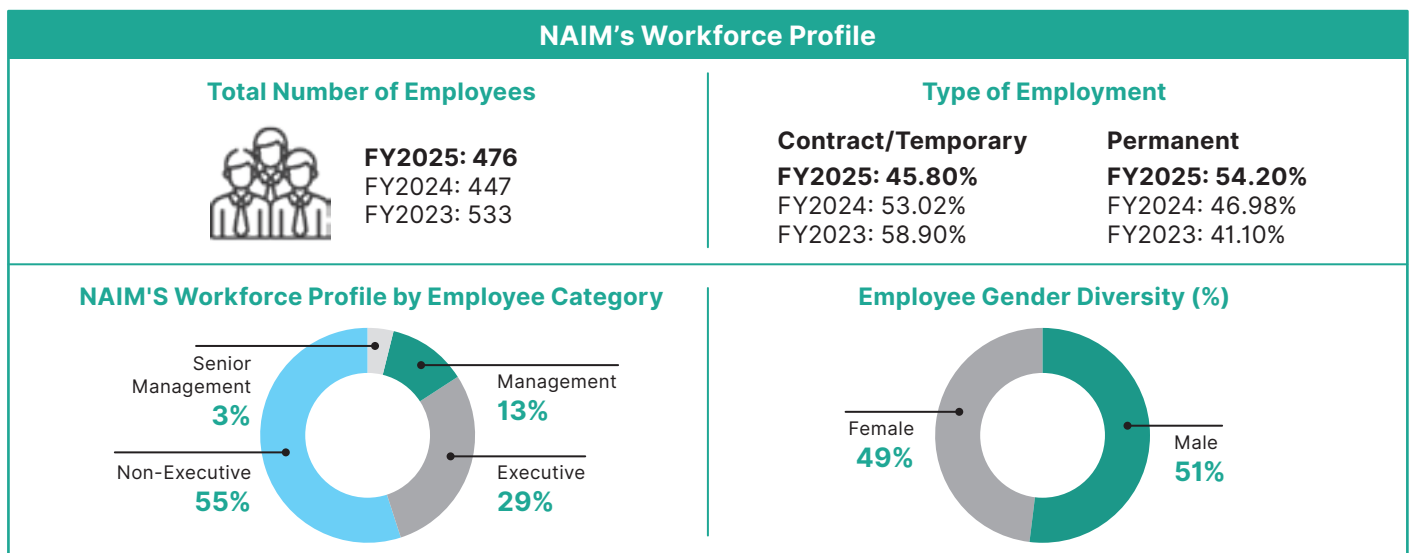
Employee Recruitment

During the reporting year, the Group recorded a total of 103 new hires alongside overall employee transitions of 200, reflecting ongoing workforce movements in line with operational and project-related requirements. This is particularly evident within the Group's hospitality and project-based operations, which involve a mix of full-time, part-time, temporary, and contract employees. Such workforce composition is typical for service-oriented and project-driven segments and contributes to a relatively higher level of employee mobility during the year.

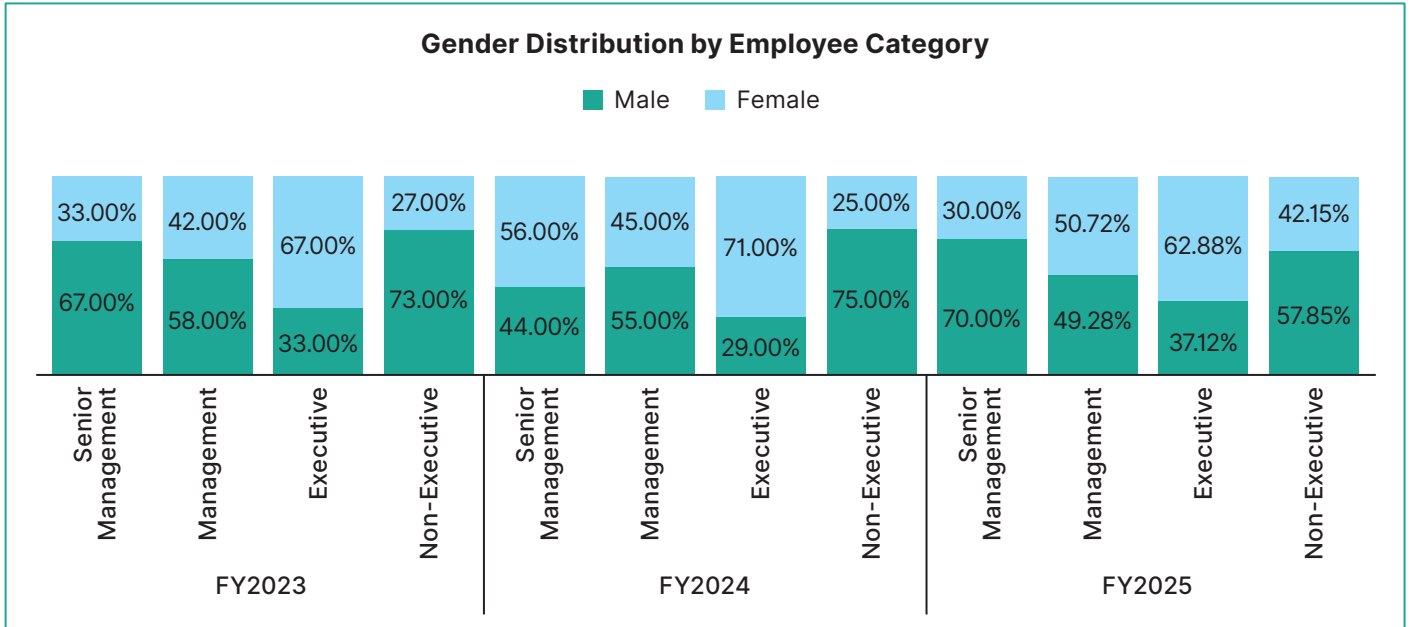
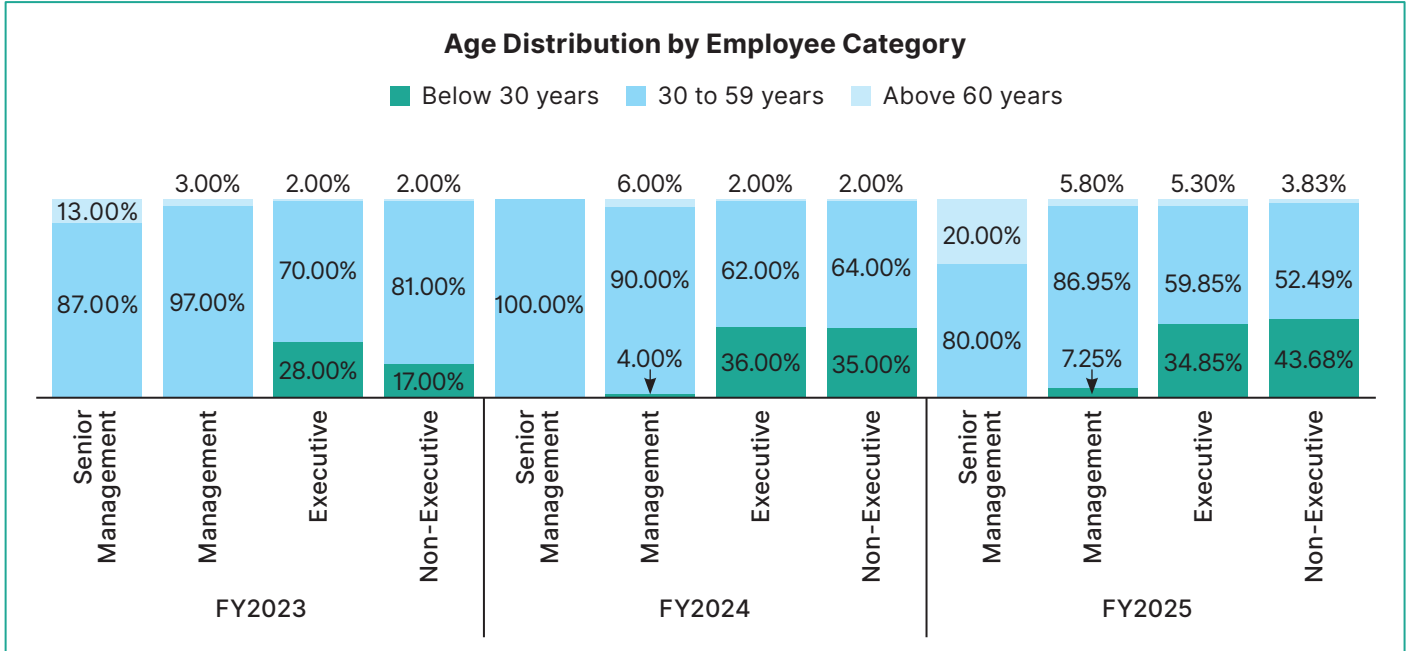
The Group places importance on responsible workforce practices, with ongoing efforts to support talent attraction, employee well-being, and the development of an inclusive and supportive work environment. Initiatives in training, engagement, and fair employment practices contribute to strengthening workforce stability over time, in line with the Group's evolving sustainability priorities.

Diversity and Equal Opportunity

The Group upholds diversity, inclusion and equal opportunity, ensuring all employment decisions are merit-based and free from bias or discrimination.



Sustainability Statement FY2025 (Continued)



Sustainability Statement FY2025 (Continued)

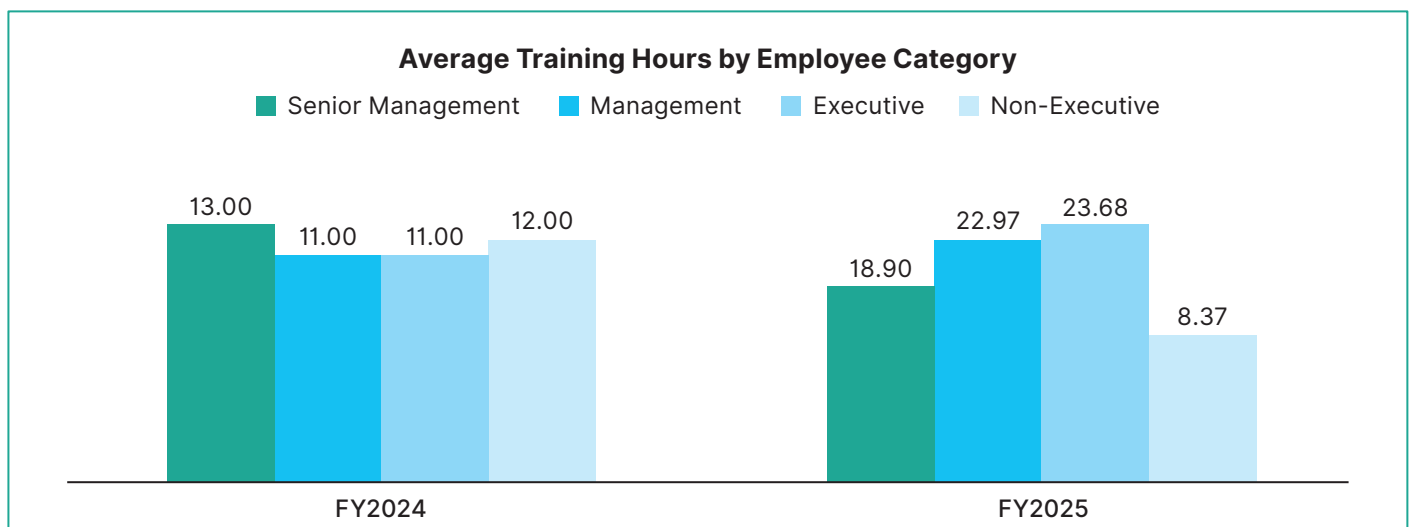
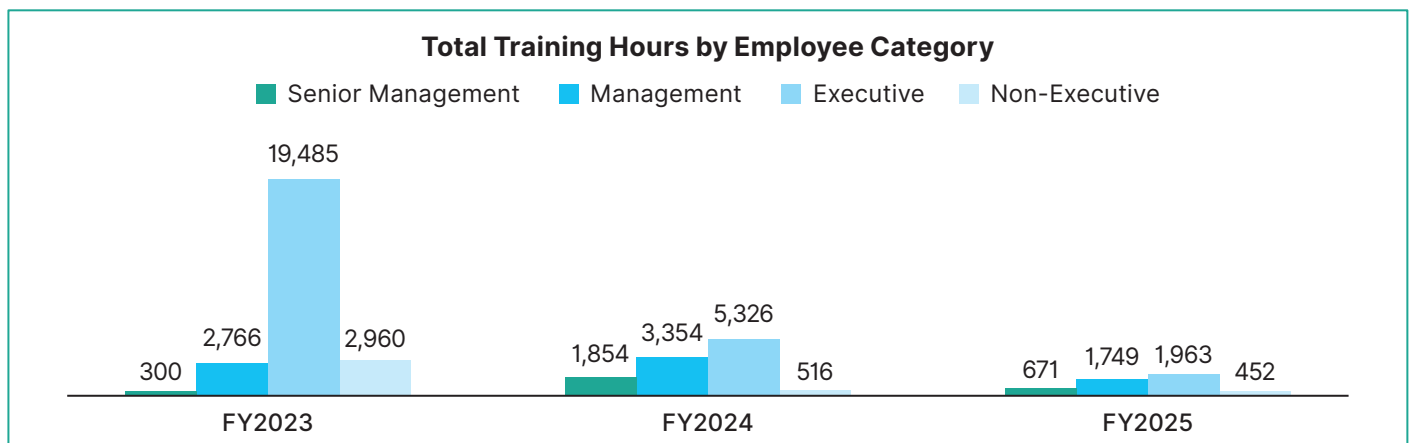
Learning and Development

NAIM recognises the importance of continuous learning in supporting employee development and long-term organisational performance. The Group provides learning workforce with the opportunities and tools, aimed at enhancing capabilities, improving performance, and strengthening workforce readiness.

Our Employee Development Strategy supports internal mobility, skill enhancement, and alignment with business priorities. This is achieved through a combination of external training programmes, regular learning updates, including “Together, Everyone Has a Talk” (TEH Talk) sessions, and an annual training calendar featuring monthly highlights on trending topics via the internal learning platform.

In FY2025, NAIM invested in employee training, delivering approximately 4,835 training hours, with an average of 10.16 hours per employee. Training initiatives focused on key operational and functional areas, including technical, corporate, sustainability, and support disciplines to strengthen workforce capability and operational efficiency.

NAIM continues to focus on key learning initiatives during FY2025, with emphasis on critical capability development areas to support business continuity and future growth.



Sustainability Statement FY2025 (Continued)

Supporting Job Creation in Local Community

Community Development

NAIM seeks to enrich communities and create shared value through initiatives such as infrastructure improvements, social investments and employee volunteerism that enhance quality of life in the areas where we operate.

In FY2025, NAIM contributed RM235,300 to schools, mosques and various organisations, with 98% channelled through Tabung Amanah NAIM to support 16 schools, reinforcing our commitment to education and community empowerment.



Presentation of the Tabung Amanah NAIM Academic Excellence Awards to 57 outstanding SPM 2024 students at SMK Methodist Sibul.

Year	FY2024	FY2025
Total amount invested in the community where the target beneficiaries are external to the listed issuer (RM)	542,183	235,300
Total number of beneficiaries of the investment in communities	340	354

Note: A "beneficiary" may comprise either an individual (such as an award recipient) or an entity (including schools, mosques and organisations) that receives a one-off contribution in the form of a donation or sponsorship.

Sustainability Statement FY2025 (Continued)

A Home for Hari Raya Crafting Joy for, Our Employee, Umar



As part of NAIM's commitment to supporting employees beyond the workplace, this initiative, which ran from October 2024 to March 2025, helped provide a safe and comfortable home for our employee, Umar and his family, who had been living in a dilapidated house with minimal amenities.

The handover coincided with 2025 Hari Raya Aidilfitri, turning it into more than just a housewarming, it became a meaningful celebration for Umar and his loved ones.

Total Value of Support: RM57,637.42

Driving Sustainable Growth Through Responsible Development

NAIM continues to integrate sustainability considerations across its operations, with environmental, social and governance aspects to guide its property and construction activities. We remain focused on supporting long-term value creation for our stakeholders and the communities we serve.

Sustainability Performance Data Table

Naim Holdings Berhad Date & Time: 2026-04-27 13:25:08
 BMLR Transition Period FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Community Engagement	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	235,300.00	—	No assurance
Community Engagement	Total number of beneficiaries of the investment in communities	Number	354	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Senior Management Below 30 Years Old	Percentage	0.00	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Senior Management 30 - 59 Years Old	Percentage	80.00	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Senior Management 60 Years Old and Above	Percentage	20.00	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Management Below 30 Years Old	Percentage	7.25	—	No assurance

Sustainability Performance Data Table (Continued)

Naim Holdings Berhad
BMLR Transition Period

Date & Time: 2026-04-27 13:25:08

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Management 30 - 59 Years Old	Percentage	86.95	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Management 60 Years Old and Above	Percentage	5.80	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Executive Below 30 Years Old	Percentage	34.85	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Executive 30 - 59 Years Old	Percentage	59.85	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Executive 60 Years Old and Above	Percentage	5.30	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Non-Executive Below 30 Years Old	Percentage	43.68	—	No assurance

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-27 13:25:08

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Other Information

Sustainability Performance Data Table (Continued)

Naim Holdings Berhad

BMLR Transition Period

Date & Time: 2026-04-27 13:25:08

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Non-Executive 30 - 59 Years Old	Percentage	52.49	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Non-Executive 60 Years Old and Above	Percentage	3.83	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Senior Management Male	Percentage	70.00	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Senior Management Female	Percentage	30.00	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Management Male	Percentage	49.28	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Management Female	Percentage	50.72	—	No assurance

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Sustainability Performance Data Table (Continued)

Naim Holdings Berhad
BMLR Transition Period

Date & Time: 2026-04-27 13:25:08

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Executive Male	Percentage	37.12	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Executive Female	Percentage	62.88	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Non-Executive Male	Percentage	57.85	—	No assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category. Non-Executive Female	Percentage	42.15	—	No assurance
Diversity	Bursa C3(b) Percentage of directors by gender and age group Director Male	Percentage	71.40	—	No assurance
Diversity	Bursa C3(b) Percentage of directors by gender and age group Director Female	Percentage	28.60	—	No assurance
Diversity	Bursa C3(b) Percentage of directors by gender and age group Director Below 30 Years Old	Percentage	0.00	—	No assurance

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-27 13:25:08

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Other Information

Sustainability Performance Data Table (Continued)

Naim Holdings Berhad

BMLR Transition Period

Date & Time: 2026-04-27 13:25:08

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Bursa C3(b) Percentage of directors by gender and age group Director 30 - 59 Years Old	Percentage	28.60	—	No assurance
Diversity	Bursa C3(b) Percentage of directors by gender and age group Director 60 Years Old and Above	Percentage	71.40	—	No assurance
Health and Safety	Bursa C5(a) Number of work-related fatalities	Number	0	—	No assurance
Health and Safety	Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	—	No assurance
Health and Safety	Bursa C5(c) Number of employees trained on health and safety standards	Number	* 438	—	No assurance
Footnote 2025: The revision was made due to an initial input error and incomplete data compilation, which has now been rectified.					
Energy Management	Bursa C4(a) Total energy consumption	Megawatt	5,158.45	—	Internal
Emission Management	Bursa C11(a) Scope 1 emissions in tonnes of CO2e	tCO2e	93.05	—	Internal
Emission Management	Bursa C11(b) Scope 2 emissions in tonnes of CO2e	tCO2e	1,026.53	—	Internal
Emission Management	Bursa C11(c) Scope 3 emissions in tonnes of CO2e (business travel and employee commuting)	tCO2e	172.03	—	Internal
Waste Management	Bursa C10(a) Total waste generated	Tonnes	86.98	—	No assurance
Waste Management	Bursa C10(a)(i) Total waste diverted from disposal	Tonnes	48.09	—	No assurance
Waste Management	Bursa C10(a)(ii) Total waste directed to disposal	Tonnes	38.89	—	No assurance

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-27 13:25:08

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Sustainability Performance Data Table (Continued)

Naim Holdings Berhad
BMLR Transition Period

Date & Time: 2026-04-27 13:25:08

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Water Management	Bursa C9(a) Total volume of water used	Megalitres	302.19	—	Internal
Labour Practices and Standards	Bursa C6(a) Total hours of training by employee category Senior Management	Hours	671.00	—	No assurance
Labour Practices and Standards	Bursa C6(a) Total hours of training by employee category Management	Hours	1,749.00	—	No assurance
Labour Practices and Standards	Bursa C6(a) Total hours of training by employee category Executive	Hours	1,963.00	—	No assurance
Labour Practices and Standards	Bursa C6(a) Total hours of training by employee category Non-Executive	Hours	452.00	—	No assurance
Labour Practices and Standards	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	45.80	—	No assurance
Labour Practices and Standards	Bursa C6(c) Total number of employee turnover by employee category Senior Management	Number	5	—	No assurance
Labour Practices and Standards	Bursa C6(c) Total number of employee turnover by employee category Management	Number	39	—	No assurance

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-27 13:25:08

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Other Information

Sustainability Performance Data Table (Continued)

Naim Holdings Berhad

BMLR Transition Period

Date & Time: 2026-04-27 13:25:08

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Labour Practices and Standards	Bursa C6(c) Total number of employee turnover by employee category Executive	Number	55	—	No assurance
Labour Practices and Standards	Bursa C6(c) Total number of employee turnover by employee category Non-Executive	Number	101	—	No assurance
Labour Practices and Standards	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	—	No assurance
Supply Chain Management	Bursa C7(a) Proportion of spending on local suppliers operating from and in Sarawak	Percentage	85.00	—	No assurance
Data Privacy and Security	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	—	No assurance
Anti-Corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category Senior Management	Percentage	100.00	—	No assurance
Anti-Corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category Management	Percentage	100.00	—	No assurance

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-27 13:25:08

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Sustainability Performance Data Table (Continued)

Naim Holdings Berhad
BMLR Transition Period

Date & Time: 2026-04-27 13:25:08

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-Corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category Executive	Percentage	100.00	—	No assurance
Anti-Corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category Non-Executive	Percentage	100.00	—	No assurance
Anti-Corruption	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	—	No assurance
Supply-Chain-Management	Bursa G7(a) Proportion of spending on local suppliers operating from and in Sarawak	Percentage	85.00	—	No assurance
Footnote Sustainability Matter	This row has been deleted.				



NAIM staff gathered at a Valeria unit, Desa Damai, Miri.

Part 4

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Our Highlights

Corporate Events



NAIM's Sierra Official Launch

Date: 1 February 2025

The official launch of Sierra, Miri marked a key milestone in NAIM's expansion within northern Sarawak. The event introduced residential development to stakeholders and the public, showcasing NAIM's continued commitment to delivering thoughtfully planned communities that support sustainable urban living.



2025 Feng Shui & Astrology Talk

Date: 8 February 2025

Organised as part of NAIM's customer engagement initiatives, the 2025 Feng Shui & Astrology Talk provided participants with insights into the year's trends and outlook. The session aimed to enhance customer experience by offering value-added knowledge aligned with cultural interests and lifestyle considerations.



Official Opening of George Y. Residence by Premier of Sarawak

Date: 24 February 2025

The Official Opening of George Y. Residence, officiated by the Premier of Sarawak, YAB Datuk Patinggi Tan Sri Abang Johari Tun Openg, celebrated the completion of a landmark residential development. The event underscored NAIM's role in supporting Sarawak's urban growth through quality housing and responsible development practices.



NAIM Better Homes: Crafting Joy with Pak Umar & Family

Date: 22 March 2025

This CSR initiative focused on supporting long-serving staff member Pak Umar and his family through the construction of a new home, alongside hands-on engagement and community assistance. The programme reflects NAIM's commitment to recognising and caring for its people, while fostering compassion and creating a meaningful social impact at the grassroots level.



NAIM participates in Kuching Autistic Association Foodfair 2025

Date: 13 July 2025

Organised by the Kuching Autistic Association (KAA), the one-day Charity Food Fair aimed to raise funds in support of the association's programmes and services. NAIM's participation reflects the Group's ongoing commitment to inclusivity, community wellbeing, and social responsibility, in line with its CSR focus on community development and meaningful engagement.



NAIM Sales & Marketing Workshop: Own the Sale, Win the Trust

Date: 16 July 2025

This two-day internal workshop brought together sales and marketing teams to strengthen capabilities in customer engagement, market understanding, and trust-building. Through interactive sessions and knowledge sharing, the programme supported NAIM's continuous efforts to enhance service excellence and sales effectiveness.

Corporate Events (Continued)



NAIM Career Talk with SMK Batu Lintang

Date: 15 August 2025

The NAIM Career Talk at SMK Batu Lintang provided students with industry exposure and insights into career opportunities within the property development sector. The session aimed to inspire students and support informed career planning through real-world perspectives.



NAIM Foundation Academic Excellence Awards (NFAEA) Token Handover

Date: 13 September 2025

The token handover ceremony under the NAIM Foundation Academic Excellence Awards programme recognised students for their outstanding academic achievements. The initiative reaffirmed NAIM Foundation's long-standing commitment to education and the development of future talent in Sarawak.



Kejuhanan Muay Thai Piala Premier Sarawak (9th Edition)

Date: 19 September 2025

NAIM supported the 9th edition of the Kejuhanan Muay Thai Piala Premier Sarawak as part of its efforts to promote sports development and youth engagement. The event provided a platform for athletes to showcase their skills while strengthening community ties through sports.



NAIM Staff Appreciation Dinner 2025

Date: 15 - 17 October 2025

The NAIM Staff Appreciation Dinner 2025 was organised to recognise the contributions and dedication of employees across the Group. The event also served as a platform to foster teamwork, appreciation, and a sense of belonging among staff.



NAIM's Desa Damai Housekey Handover Ceremony

Date: 14 December 2025

The house key handover ceremony at Desa Damai marked the successful completion and delivery of homes to purchasers. The event symbolised NAIM's commitment to timely delivery and quality assurance for homeowners.



NAIM Spreading Christmas Joy with PIBAKAT

Date: 18 December 2025

As part of its year-end CSR efforts, NAIM collaborated with PIBAKAT to spread festive cheer and provide support to underprivileged communities during the Christmas season. The initiative reflected NAIM's commitment to community wellbeing and inclusive celebration.

NAIM in the News



Aliqun Johari (fourth right) and Deputy President Datuk Anwar Dr Ihsan Kuli Khan (second right), accompanied by Naim Holdings Berhad group managing director Dr Isak Hassan Hassan (third left) and other officials, observe a scale model of Maim Kuching Paragon.

George Y. Residence: A major milestone in Naim Kuching Paragon development

KUCHING: The George Y. Residence at Batu Lintang here signifies a major milestone in the development of Naim Kuching Paragon. Developed by Peranan Makmur Sdn Bhd, a joint venture involving Maim Land Sdn Bhd, Sarawak State Mosque Welfare Trust Board (LAKHMM) and Tabung Baitulmal Sarawak (TBMS), the 13-storey residential block comprises 27 exclusive penthouse units. Its strategic location provides easy access to upcoming

infrastructure developments, such as the SMK Autonomous Rapid Transit (ART) station and growing commercial areas. The official inauguration was performed by Premier Datuk Patinggi Tan Sri Aliqun Johari Tun Openg yesterday, which coincided with the groundbreaking ceremony for the Glenogles Hospital here, a project by SMI Healthcare Berhad within Naim Kuching Paragon. "This development is set to strengthen the area's potential as a medical tourism hub, aligning

with Sarawak's vision for enhanced healthcare accessibility and urban expansion. "With its modern amenities and strategic connectivity, George Y. Residence contributes to the transformation of Batu Lintang, further establishing Naim Kuching Paragon as a prime destination for urban living and healthcare excellence," said Naim Group in a statement. For private viewing of George Y. Residences units, contact hotline 082-021 288.



Naim builds new home for long-serving staff member in spirit of Ramadan

KUCHING: Naim Group of Companies came together to support a long-serving colleague, Umar, by building a home for his family in the spirit of Ramadan. To ensure the house was ready in time for this Hari Raya Aidilfitri, Naim employees from various departments, along with senior management, participated in a group-raising (work party) to paint, arrange landscaping and furnish the home, the group said in a press release yesterday. "This CSR (corporate social responsibility) initiative reflects the values of generosity, kindness, and unity, which are especially significant during the holy month," it added. For Umar, this initiative was more than just providing a home – it was about experiencing the

true spirit of community and generosity. "I am truly grateful and overjoyed. "As the sole breadwinner, I have struggled to provide a comfortable space for my wife and children, and now, thanks to Naim's kindness, we finally have a place we can proudly call home. "Seeing my colleagues dedicate their time and effort to help us is

group managing director Israk Hassan Hassan, remarked: "We recognise that our greatest successes were made possible by our dedicated employees. "Umar's home is a testament to our values, a reflection of how we care for our own, and a symbol of the strong relationships we continue to build." The "Cracking Joy for Umar" initiative was the latest chapter

Naim Holdings inspires SMK Batu Lintang students with career insights, life skills

KUCHING: Naim Holdings Berhad brought career insights, industry expertise, and inspiration to 100 form 6 students at SMK Batu Lintang on Thursday, underscoring its commitment to nurturing Sarawak's next generation of talents. The session featured three engaging speakers: Naim Kuching region general manager Aliqun Johari, Naim senior executive (interior design) A'Mah Abdullah, and Sarawak University of Technology Sarawak Campus senior lecturer and director of its Centre for Innovative Society, Dr Choo Chuan Seng.



Aliqun Johari (left) presents a token of appreciation to Choo during the programme.

Drawing from their personal stories and professional journeys, the speakers encouraged students to embrace lifelong learning, career readiness, and opportunities beyond the classroom. They also highlighted timeless skills such as problem-solving, teamwork, communication, creativity, and adaptability – qualities that transcend industries. To keep the programme engaging, Naim incorporated ice-breaking and career-themed activities aimed at sparking self-reflection, increasing personal strengths and encourage active participation.

These hands-on sessions helped students link their current skills with potential career aspirations. "Corporate responsibility for Naim is not just about philanthropy; it's about inspiring change for a sustainable future. "Through initiatives like this, we aim to empower students with knowledge, confidence, and pathways to build meaningful careers. "We hope today's session sparks curiosity and opens doors to new possibilities," said Naim head of sustainability planning Farih Nafika Hameel in a press statement.

Choo's segment also gave students a glimpse into the diverse opportunities in engineering and academia – from contributing to major infrastructure projects to pursuing scholarships at overseas universities. The career talk forms part of Naim's broader corporate social responsibility (CSR) focus on education, one of four key pillars. The company also shared with the young participants details on its diversity programmes, encouraging students to consider future placements as a stepping stone to professional growth.



Members of Team Naim join the invited speakers and SMK Batu Lintang students for a group photo.

納英信託學術獎 砂318學生獲表彰



納英信託基金會舉行2025年度學術卓越獎頒獎禮，共有來自砂朥越16所中學的318名學生因优异表現而獲表彰。

(古晉12日訊)在納英控股公司(Naim)的支持下，納英信託基金會今日舉行2025年度學術卓越獎頒獎禮，來自砂朥越16所中學的318名學生因优异表現而獲表彰。

待巫備道中學57學生獲獎

本年度頒獎最大亮點來自古晉市的某私立學校，該校共有8名學生獲獎，成為單一學校中獲獎人數最少的一組。其他主要獲獎學校還包括詩巫道中學(57人)以及國聖街聖安東尼中學(50人)。

頒獎典禮于今早在聖約瑟私立學校中庭禮堂舉行，學生、教師、家長及嘉賓齊聚一堂。納英控股公司企業傳訊與市場部總經理艾爾莎哈瑪米主持頒獎時對學生的成就感頗為欣慰，更令人驚嘆的是學生背後的毅力與堅持。

她祝願學生們在海外深造時帶著砂朥越的印記，將來能以學識與熱情回饋家鄉。

除了頒獎計劃外，納英信託基金會亦透過多項獎學金支持有需要的學生繼續深造。該基金會強調，未來將繼續以教育為核心，赋能砂朥越青年，培育品格、点燃希望，為下一代創造更多機會。

NAIM in the News (Continued)

Naim Gamuda bags RM1.13b highway project in Sarawak

KUALA LUMPUR: Gamuda Bhd's associate company Naim Gamuda (Nagai JV) bhd has secured the award from Regional Corridor Development Authority (RECODA) for a proposed highway development in Limbang, Sarawak, worth RM1.13 billion.

Nagai is 70 per cent owned by Gamuda, while the remaining 30 per cent is owned by Naim Engineering Sdn Bhd, a wholly owned subsidiary of Naim Holdings Bhd.

In a bid with Bursa Malaysia, the construction company said the award from RECODA, a Sarawak state government agency, involves a proposed development of the Northern Coastal Highway, Limbang Work Package Section 1.

"The package covers the construction of approximately 12.7 kilometres of four-lane dual carriageway highway in the Limbang area, including bridges, flyover, roadworks and other associated works," it said.

Gamuda said the project will take up to 26 months from the date of site possession.

"The project will strengthen the bilateral relationship in terms of trade and investment between Sarawak, Sabah and Brunei, and it shall be the catalyst for socio-economic development in the northern region of Sarawak."

"It is expected to contribute positively to the revenue and earnings of Gamuda for the financial year ending July 31, 2026, onwards until the completion of the project," it said. —Bernama



OFFICERS from Sarawak Implementation Monitoring Unit (SIMU) and various government agencies, conduct a site visit at the Batang Lupar 2 Bridge. Photo: NAIM

SARAWAK: Construction of the RM213.633 million Batang Lupar 2 Bridge is expected to be completed by June next year.

The bridge, once completed, will connect Sri Aman to Limbang in the Batang Division.

Officers from the Sarawak Implementation Monitoring Unit (SIMU) and various government agencies recently conducted a site visit to assess the bridge construction progress and address any implementation issues.

During the visit, the contractor Naim Gamuda (Nagai JV) Sdn Bhd, provided a briefing on the project's development.

The Batang Lupar 2 Bridge is expected to become a new landmark for Sri Aman.

With its height set to break records in the Guinness Book of

Batang Lupar 2 Bridge completion by June 2026

Records as Malaysia's tallest cable-stayed bridge, it is anticipated to become a major tourist attraction, offering breathtaking views of the Batang Lupar River.

Additionally, the bridge has the potential to be a prime location for visitors to witness the total solar phenomenon of the Batang Lupar River.

The project is also expected to enhance connectivity between surrounding areas and positively impact the local economy.

Also present during the visit were Sri Aman Resident Mahua Salleh and Sri Aman District Officer Shah Rujang.

More than 100 people gathered for the handover ceremony at Permyjaya. The handover was held by NAIM representatives and Permyjaya staff. The ceremony was held in a grand hall at Permyjaya. The handover was held in a grand hall at Permyjaya. The handover was held in a grand hall at Permyjaya.

NAIM delivers keys to 105 houses at Permyjaya



A Season of Joy, A New Home Begins

NAIM delivered keys to 105 new homes at Permyjaya. The handover ceremony was held in a grand hall at Permyjaya. The handover was held in a grand hall at Permyjaya.

Sri Mawar School gets tech boost from NAIM

This is just the tip of the iceberg. The laptops are an immediate support for teachers, but more importantly, they represent the start of our journey and have committed us to continue to invest into a prestigious and future-ready education hub.

NAIM is committed to supporting the school's growth and development. The school is a premier institution in the region, and NAIM is proud to be part of its journey.



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Driving the Future: Talent, Innovation & Sustainability in Green HR



Skills development gears up for green economy

NAIM is committed to supporting the school's growth and development. The school is a premier institution in the region, and NAIM is proud to be part of its journey.

NAIM's emergency response team to the rescue

NAIM's emergency response team was instrumental in rescuing a group of people from a fire at a residential building. The team acted quickly and efficiently, ensuring the safety of all involved.

The fire broke out in the early morning hours, and the emergency response team was alerted immediately. They arrived on the scene within minutes and began their rescue operations.

