



NAIM HOLDINGS BERHAD

ANNUAL REPORT 2025



30 YEARS STRONG.
FUTURE READY.

Rationale For Cover Design

The cover symbolises renewal, growth, and a forward-looking vision for NAIM Holdings Berhad (NAIM). The emerging plant represents new life and fresh beginnings, reflecting the Group's ongoing transformation and commitment to building a sustainable future.

The integration of digital geometric elements with natural imagery illustrates the harmony between innovation and nature—signifying how NAIM is embracing modern solutions while remaining rooted in its core values. The vibrant green tones further reinforce themes of resilience, regeneration, and long-term sustainability.

As NAIM marks its 30-year milestone, the cover embodies a renewed sense of purpose and momentum, signaling a fresh start and a strong foundation for future growth, value creation, and continued progress for all stakeholders.



Group Highlights 2025

Total assets of
RM 1.86
billion

Revenue of
RM 196.83
million

Net assets of
RM 1.55
billion

Net Profit of
RM 28.43
million

Land bank of
900.00
acres



What's Inside NAIM's Annual Report 2025

Rationale for Cover Design

Group Highlights 2025

Cautionary Statement Regarding Forward-looking Statements 4

Vision, Mission, Corporate Responsibility Statement,
H.I.-C.O.D.E.S Core Values and NaCOS 5

Part 1

Performance at a Glance

Corporate Profile	10
Financial Calendar	12
5-Year Financial Highlights	13
Share Price Performance	15

Part 2

Corporate Information

Corporate Information	18
Corporate Structure	19
Directors' Profiles	20
Senior Management Team Profiles	29
Awards and Accolades	36

Part 3

Business Review

Letter to Shareholders	42
Review of Performance and Operations	45
Sustainability Statement	49
Sustainability Performance Data Table	86

Part 4

Our Highlights

Corporate Events	96
NAIM in the News	98

Part 5

Corporate Governance

Corporate Governance Overview Statement	102
Audit Committee Report	115
Statement on Risk Management and Internal Control	119

Part 6

Financial Statements

Directors' Report	124
Statements of Financial Position	129
Statements of Profit or Loss and Other Comprehensive Income	130
Consolidated Statement of Changes in Equity	132
Statement of Changes in Equity	134
Statements of Cash Flows	135
Notes to the Financial Statements	138
Statement by Directors	203
Statutory Declaration	203
Independent Auditors' Report	204

Part 7

Other Information

Analysis of Shareholdings	212
Top 10 Properties	214
Notice of Annual General Meeting	215
Proxy Form	221



Cautionary Statement Regarding Forward-Looking Statements

This Annual Report contains some forward-looking statements in respect to the NAIM Group's financial condition, results of operations and business. These forward-looking statements represent the NAIM Group's expectations or beliefs concerning future events and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. Readers are hereby cautioned that a number of factors could cause actual results to differ, in some instances materially, from those anticipated or implied in any forward-looking statement. In this respect, readers must therefore not rely solely on these statements in making investment decisions regarding the NAIM Group. You should rely on your own evaluation

to assess the merits and risks of any investment decisions and seek independent advice from your stockbroker, bank manager, solicitor, accountant, financial consultant/analyst or other professional adviser immediately. The Board and the NAIM Group shall not be responsible for any investment decisions made by readers in reliance on those forward-looking statements.

Forward-looking statements speak only as of the date they are made, and it should not be assumed that they have been reviewed or updated in the light of new information or future events that would arise between the publication of this Annual Report and the time of reading this Annual Report.

Vision, Mission, Corporate Responsibility Statement



OUR VISION

To Bring Tears of Joy to One Million People and More



OUR MISSION

To achieve our aspirations, we are committed to BUILDING VALUE SPIRITEDLY, with you and for you by:

- Exceeding customer expectations.
- Being the BEST COMPANY TO INVEST IN and DO BUSINESS WITH.
- Being an EXEMPLARY CORPORATE CITIZEN that CONTRIBUTES GENEROUSLY to the society, community and environment.
- We will work towards bringing endless tears of joy by building AFFORDABLE AND INTELLIGENT HOMES FOR ONE MILLION PEOPLE OR MORE by 2045!



CORPORATE RESPONSIBILITY STATEMENT

To consider, monitor and ensure that our operations continue to have a positive impact on our employees, the communities we work in and the environment that nurtures us, and to promote trust and mutual respect amongst our customers and all other stakeholders.

H.I.-C.O.D.E.S Core Values

H I - C O D E S

Humility

Integrity

-

Courage

Optimism

Determination

Enthusiasm

Spirited

Our brand promise rests on the fulcrum of our HI-CODES values through:

Trust:

is pillarised by NAIM's Integrity and Humility (HI-CODES).

Opportunities:

reflect Courage, Optimism, and the mission to exceed expectations and be the best stakeholder partner.

A better tomorrow:

is grounded in Determination, Enthusiasm, and NAIM's drive toward social/environmental impact and affordable housing.



NaCOS - Nurturing a Culture of Obsessed Service



NaCOS
Nurturing A Culture of Obsessed Service

At NAIM, we want to establish a competitive advantage over other companies that are focused on short-term gains rather than long-term customer advocacy.

We aspire to foster good relationships with our customers & stakeholders, to achieve high levels of productivity at all levels of the business and ultimately to thrive in the workplace and marketplace.

“ To that end, we commit to deliver standards of customer service & quality at the highest level, reflective of our vision, mission and core values. ”



NAAM **THE EDGE**
MALAYSIA

THE EDGE MALAYSIA TOP PROPERTY DEVELOPERS AWARDS 2025

#8 Quantitative Overall | #26 Qualitative Overall

illorá

Double Storey Semi Detached Homes



More Room, More Comfort,
More Reasons To Call It Home.

Terms & Conditions Apply

NAIM

Part 1

Performance at a Glance

Corporate Profile	10
Financial Calendar	12
5-Year Financial Highlights	13
Share Price Performance	15

Performance at a Glance

Corporate Profile

Established in 1995 with its pioneering development in Tudan, Miri (now Bandar Baru Permyjaya, Miri), NAIM began its journey in construction with its first low-cost housing project for the Sarawak Housing and Development Commission. This was soon followed by the construction of the Pujut 7 Bridge across the Miri River in 1997. The company expanded to Kuching in 1999 with the launch of NAIM Desa Ilmu, followed by the development of NAIM Riveria in Kota Samarahan. A significant milestone was achieved when NAIM was listed on the Main Market of Bursa Malaysia Securities Berhad on 12 September 2003.

As a fully integrated player in property development, construction, civil engineering, and infrastructure, NAIM also participates in the oil and gas sector through strategic investment in Dayang Enterprise Holdings Bhd (DEHB). NAIM has developed more than 23,000 property units across Sarawak, establishing a strong presence with its flagship and integrated developments including NAIM Bandar Baru Permyjaya in Miri, NAIM Bintulu Paragon in Bintulu as well as NAIM Kuching Paragon, Desa Ilmu, and Riveria in Kuching. Recognised as a Class A Bumiputera Contractor with ISO 9001 certification, NAIM has successfully



completed projects worth over RM6 billion, including its own developments. Its unwavering commitment to quality, timely deliveries, and exceptional customer service has earned NAIM a total of 54 industry awards and accolades since 2002, solidifying its reputation and contributions to the property and construction sectors.

Building on three decades of experience, NAIM continues to pursue sustainable growth through innovative township planning, strategic infrastructure projects, and diversified investments. Looking ahead, NAIM aims to integrate smart technologies, environmentally conscious designs, and

community-centric solutions, strengthening its role as one of key players in shaping Sarawak's urban landscape.

NAIM is committed to responsible development, with initiatives spanning education, environmental stewardship, and community welfare. Flagship programs include the NAIM Foundation Scholarships and continuous collaborations with local communities to create thriving and inclusive neighborhoods. By integrating sustainability across all operations, NAIM ensures that its developments not only achieve economic objectives but also deliver long-term social and environmental benefits.



Performance at a Glance

Financial Calendar

Announcement of results	1st quarter	27 May 2025
	2nd quarter	28 August 2025
	3rd quarter	27 November 2025
	4th quarter	27 February 2026
24th Annual General Meeting ("AGM") of NAIM Holdings Berhad	Notice of 24th AGM dated 27 April 2026	24th AGM 26 May 2026

Investor Relations Service

The Group maintains a website (www.naim.com.my) which provides detailed information on the Group's operations and latest developments. For further details, please forward your queries to investorrelations@naim.com.my.



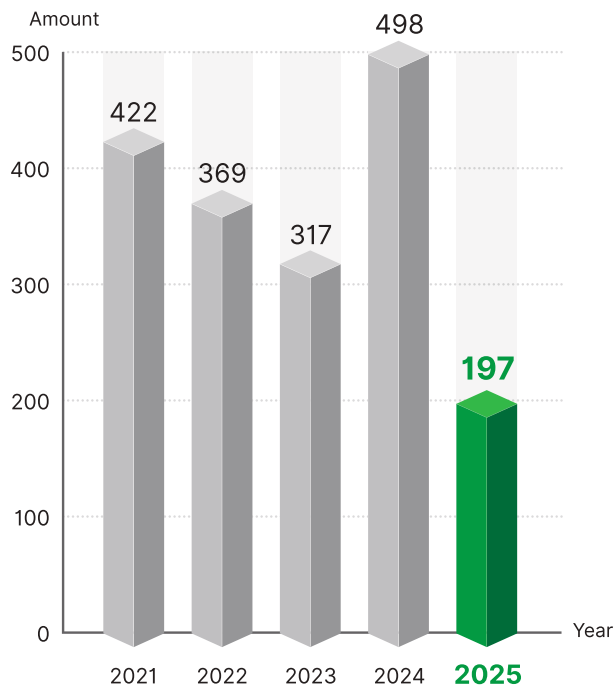
5-Year Financial Highlights (In RM Million)

Year	2021	2022	2023	2024	2025
Revenue	422	369	317	498	197
Profit/(Loss) before tax	(71)	32	43	283	32
Profit/(Loss) attributable to Owners of the Company	(79)	25	35	228	28
Basic Earnings/(Loss) per share (sen)^	(15.71)	4.95	7.00	45.58	5.68
Total Assets	1,836	1,804	1,806	1,904	1,863
Shareholders' Equity	1,231	1,265	1,308	1,529	1,547
Net Tangible Assets	1,230	1,265	1,307	1,529	1,547
Net Tangible Assets per Share (RM)#	2.39	2.46	2.54	2.98	3.01
Total Number of Shares (gross) (in million)	514	514	514	514	514

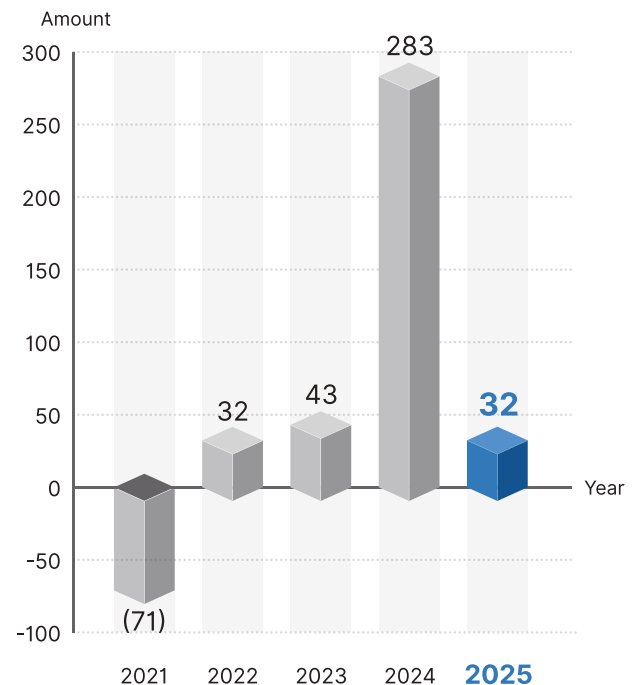
^ Based on total no. of issued shares of 500.7 million (net of treasury shares of 13.1 million)

Based on total no. of issued paid up shares of 513.8 million

Revenue (in million)



Profit/(Loss) before tax (in million)

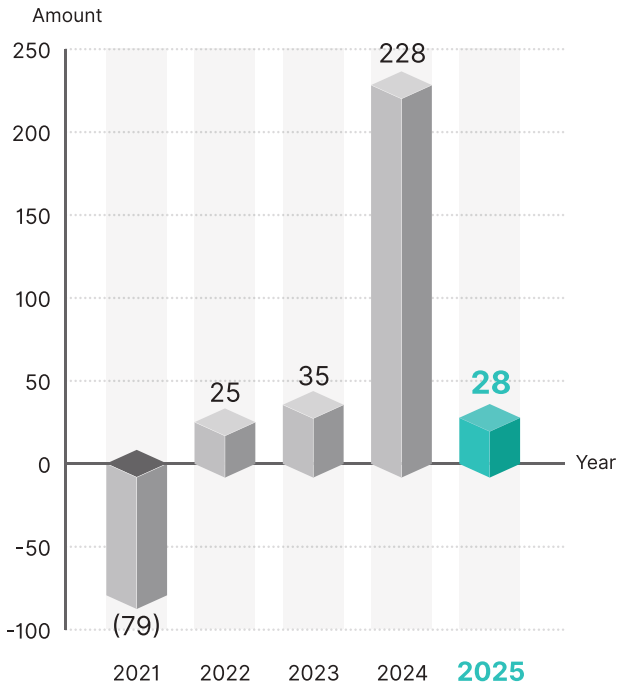


Performance at a Glance

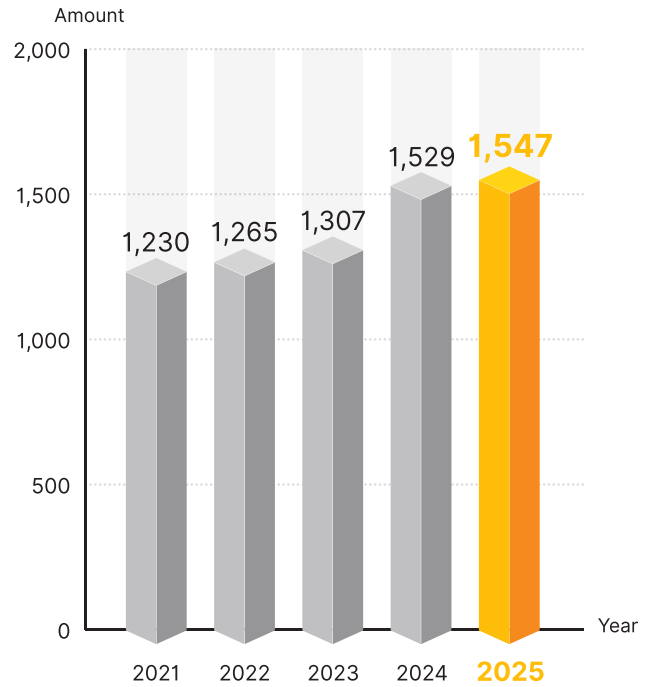
5-Year Financial Highlights (In RM Million)

(Continued)

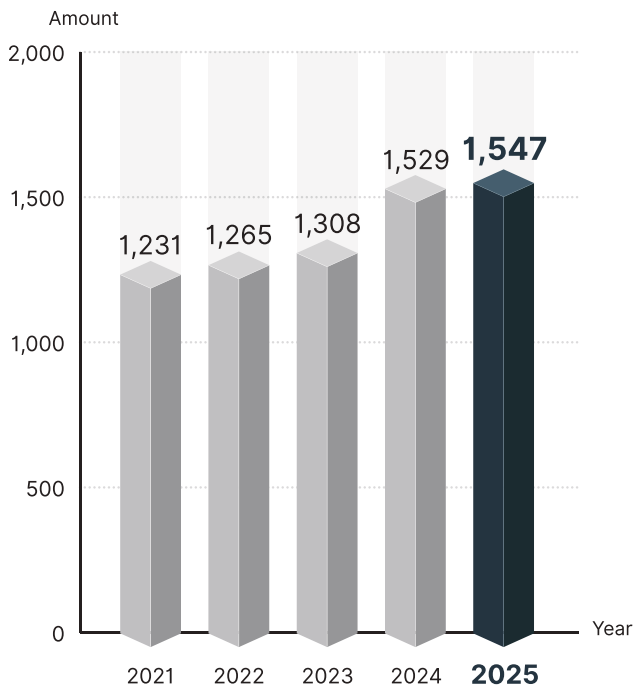
Profit/(Loss) attributable to Owners of the Company (in million)



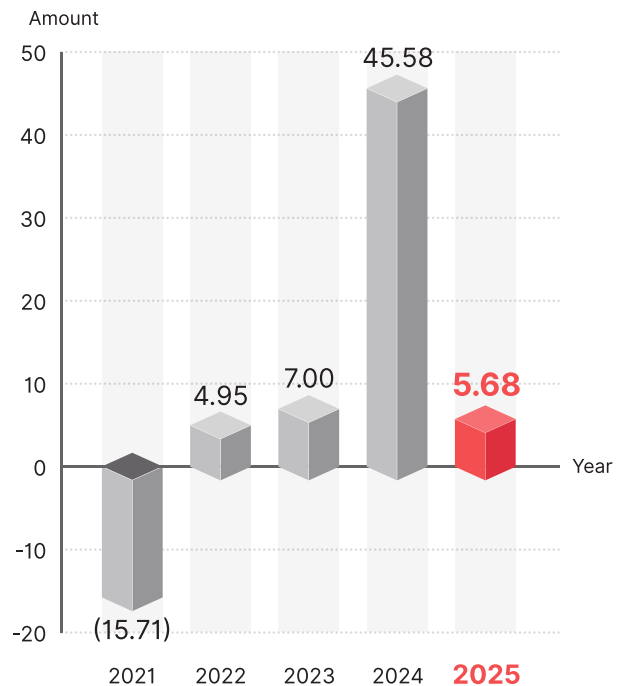
Net Tangible Assets (in million)



Shareholders' Equity (in million)

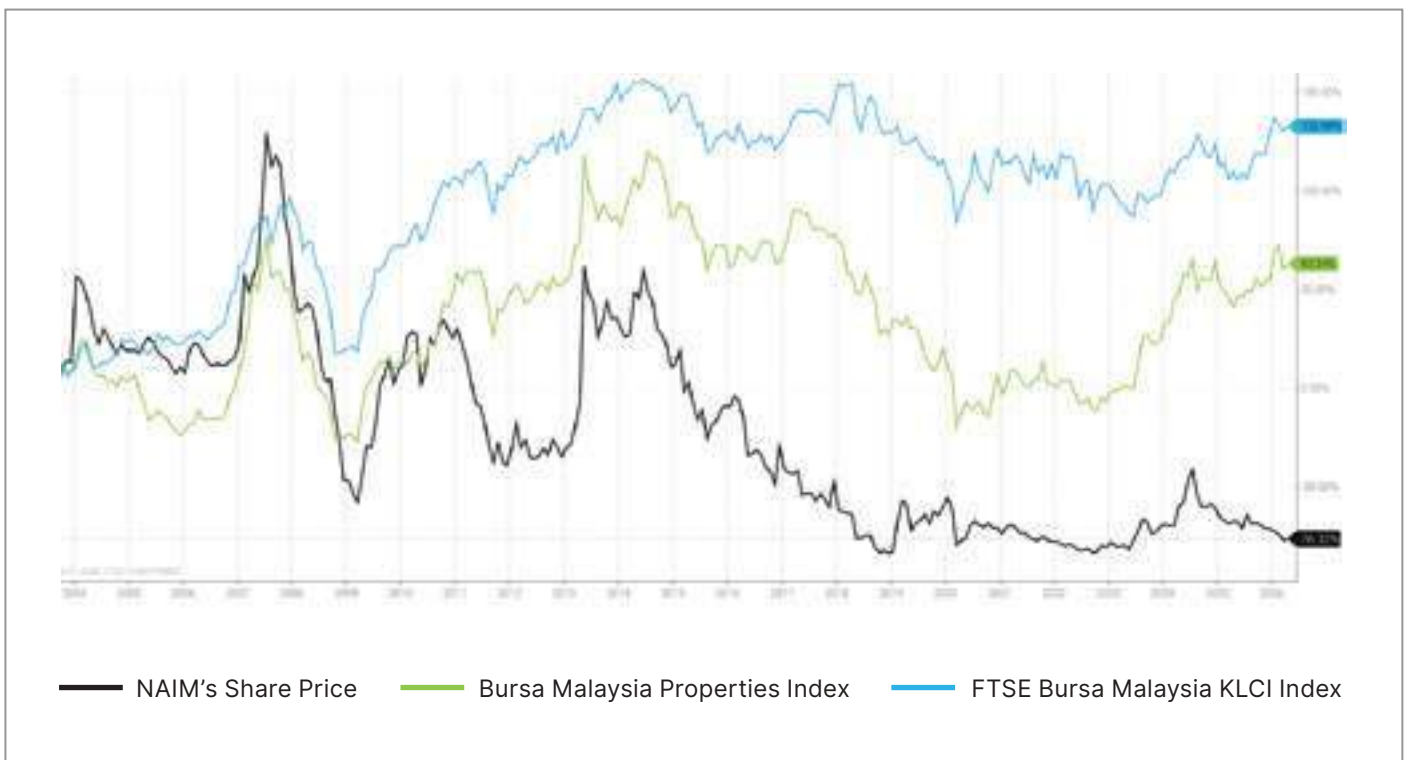
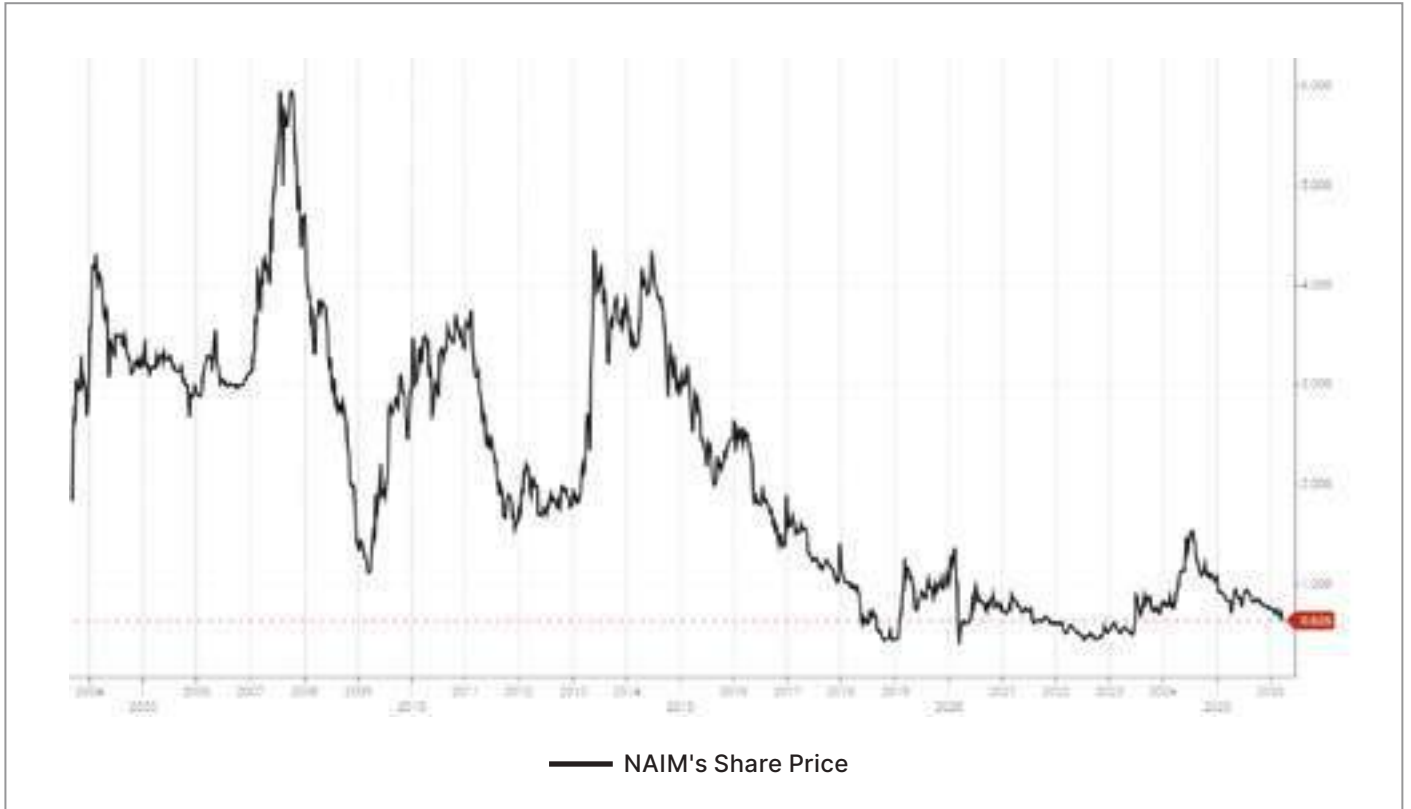


Basic Earnings/(Loss) per share (sen)



Share Price Performance

**NAIM HOLDINGS BERHAD Share Price Performance Chart
From 12 September 2003 to 30 March 2026**





At the Heart of Kuching's Next Growth Township

**Sapphire On The Park, offers space to thrive, greenery to unwind,
& a secure community to grow in - all within Kuching Paragon.**



SHOW UNITS AVAILABLE FOR VIEWING



Part 2

Corporate Information

Corporate Information	18
Corporate Structure	19
Directors' Profiles	20
Senior Management Team Profiles	29
Awards and Accolades	36

Corporate Information



BOARD OF DIRECTORS

Non-Executive Chairman
Datuk Amar Abdul Hamed Bin Haji Sepawi

Managing Director
Datuk Hasmi Bin Hasnan

Executive Director
Emily Hii San San

Independent Non-Executive Directors
Tan Chuan Dyi
Sulaihah Binti Maimunni
Datuk Ahmad Bin Abu Bakar

Non-Independent Non-Executive Director
Chin Chee Kong

COMPANY SECRETARY

Low Wai See (MAICSA 7051463)
SSM Practising Certificate No. 202008000868

Registered Corporate Office

9th Floor, Wisma NAIM,
2 1/2 Miles, Rock Road
93200 Kuching, Sarawak, Malaysia
Tel: 6 082 411667 Fax: 6 082 429869
email: enquiries@naim.com.my

Registrar

Tricor Investor & Issuing House Services Sdn. Bhd.
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur, Malaysia
Tel: 6 03 27839299
email: is.enquiry@vistra.com

Stock Exchange Listing

Bursa Malaysia Securities Berhad
Listed on 12 September 2003
Sector: Property
Stock Code: 5073
Stock Name: Naim

Auditor

KPMG PLT

Corporate Structure

(as at date of Annual Report)



[200201017804 (585467-M)]



PROPERTY

- **Naim Land Sdn. Bhd.** [199301006476 (261213-T)]

PROPERTY DEVELOPMENT

- **Peranan Makmur Sdn. Bhd.** [200601030374 (750132-X)]
- **Desa Ilmu Sdn. Bhd.** [199601041500 (413853-U)]
- **Naim Commercial Sdn. Bhd.** [199501030503 (359709-W)]
- **Khidmat Mantap Sdn. Bhd.** [200001004847 (507452-T)]
- **Samalaju Properties Sdn. Bhd.** [200601032936 (752695-D)]*

PROPERTY INVESTMENT AND MANAGEMENT

- **Naim Realty Sdn. Bhd.** [199501030756 (359962-P)]
- **Naim Hotel Sdn. Bhd.** [201401044371 (1120553-M)]
- **Yakin Pelita Sdn. Bhd.** [199901009501 (484401-H)]
- **Naim Assets Sdn. Bhd.** [200101024882 (560640-X)]
- **Harmony Faber Sdn. Bhd.** [201201023318 (1007810-K)]
- **Petrochemical Hub Sdn. Bhd.** [200001014100 (516706-K)]
- **Naim Property Services Sdn. Bhd.** [201301009801 (1039643-U)]
- **Bintulu Paragon Sdn. Bhd.** [201201020798 (1005290-M)]



ENGINEERING / CONSTRUCTION

- **Naim Engineering Sdn. Bhd.** [199701004707 (420203-W)]
- **Naim Gamuda (NAGA) JV Sdn. Bhd.** [201601024286 (1195225-X)]
- **Naim Capital Sdn. Bhd.** [199501030360 (359566-U)]
- **Naim Capital Port Sdn. Bhd.** [201201018905 (989050-T)]
- **Naim Capital Housing Sdn. Bhd.** [201201015373 (988890-K)]
- **Gamuda Naim Engineering and Construction (GNEC) Sdn. Bhd.** [201601023739 (1194678-D)]*
- **Kempas Sentosa Sdn. Bhd.** [199301007338 (262075-U)]*



OIL & GAS

- **Dayang Enterprise Holdings Bhd.** [200501030106 (712243-U)]*



OTHER BUSINESSES

TRADING / SERVICES

- **Naim Supply & Logistic Sdn. Bhd.** [199501032222 (361428-K)]
- **Naim Human Capital Sdn. Bhd.** [201401031921 (1108005-W)]

QUARRY OPERATIONS

- **Simbol Warisan Sdn. Bhd.** [200601030446 (750204-D)]
- **Jelas Kemuncak Resources Sdn. Bhd.** [200601026936 (746691-M)]

EDUCATION

- **Mawar Education Centre Sdn. Bhd.** [198501000729 (133172-U)]



TWENTY SIX OTHER SEMI-ACTIVE AND DORMANT COMPANIES

* Associates

Directors' Profiles

Datuk Amar Abdul Hamed Bin Haji Sepawi

Non-Executive Chairman

▶ Aged 76 ▶ Male ▶ Malaysian

Date of Appointment
25 July 2003



Academic/Professional Qualification(s)

- Bachelor of Science, University of Malaya
- Bachelor of Science (Forestry), Australian National University
- Master's degree in Forest Products Utilisation, Oregon State University, USA

Board Committees

- Chairman, Nominating Committee
- Member, Risk Management Committee

Present Directorship in other Public Listed Companies

- Ta Ann Holdings Berhad
- Sarawak Plantation Berhad

Present Directorship in Non-Listed Public Company

- Sri Mawar Foundation (non-profit company, limited by guarantee)

Working Experience and Occupation

He was the Non-Executive Chairman of Naim Land Sdn. Bhd. since 12 October 1995. While remaining active in the timber and plantation industries, Datuk Amar Abdul Hamed has developed his career around a strong personal interest in the construction sector, which began during his school vacation work experience in Miri. Over more than 40 years, he has been actively involved as an investor, manager and director in companies engaged in civil works, offshore engineering, construction, housing and property development, as well as education.

He served as the Chairman of Sarawak Energy Berhad for approximately 19 years, from 2005 until 1 October 2024, during which he oversaw its transformation from a traditional utility company into a regional renewable energy player. He also held past directorships and ownership interests in companies within the oil and gas and telecommunication sectors.

He was a member of the National Economic Consultative Council II and was appointed to a special advisory body to advise the Prime Minister of Malaysia on finance matters on 7 February 2023.

Datuk Amar Abdul Hamed has received numerous prestigious accolades in recognition of his exemplary leadership and significant contributions to economic development, including:

- Sarawak State Outstanding Entrepreneurship Award 2014, conferred by the Ministry of Industrial Development in association with the Sarawak Chamber of Commerce and Industry (SCCI) and Ernst & Young
- The BrandLaureate "Man of the Year" Brand ICON Leadership Award 2015
- Outstanding Global Muslim Entrepreneur Lifetime Achievement Award, Global Muslim Business Forum (2022)
- Global Muslim Leader of the Year Award (2023)
- Malaysia Global Business Icon Leadership Award (2023)

Directors' Profiles

(Continued)

Datuk Hasmi Bin Hasnan

Managing Director

▶ Aged 73 ▶ Male ▶ Malaysian

Date of Appointment: 25 July 2003

Academic/Professional Qualification(s)

- Bachelor of Science in Estate Management, London South Bank University, UK
- Senior Certified Valuer, International Real Estate Institute, USA
- Member of the International Real Estate Federation (FIABCI)

Board Committees

- Member, Remuneration Committee

Present Directorship in other Public Listed Company

- Dayang Enterprise Holdings Bhd

Present Directorship in other Non-Listed Public Company

- Kebajikan Dayang Fatimah Berhad (non-profit company, limited by guarantee)

Working Experience and Occupation

He began his career in 1979 as a valuer in the Land and Survey Department of Sarawak. Since 1982, he has been involved in a wide range of businesses, including valuation, project management, property development and management, construction, timber, manufacturing, trading and publishing. In June 1993, he became the Managing Director of Naim Land Sdn. Bhd. and has since been the main driving force behind the company's growth and expansion. He was awarded the Property Man of the Year for 2008 by FIABCI in Kuala Lumpur.



Directors' Profiles

(Continued)

Chin Chee Kong

Non-Independent and Non-Executive Director

▶ Aged 68 ▶ Male ▶ Malaysian

Date of Appointment: 1 October 2015

Academic/Professional Qualification(s)

- Member, Malaysian Institute of Certified Public Accountants & Malaysian Institute of Accountants

Board Committees

- Member, Audit Committee
- Chairman, Sustainability Committee

Present Directorship in other Public Listed Company

- Perdana Petroleum Berhad

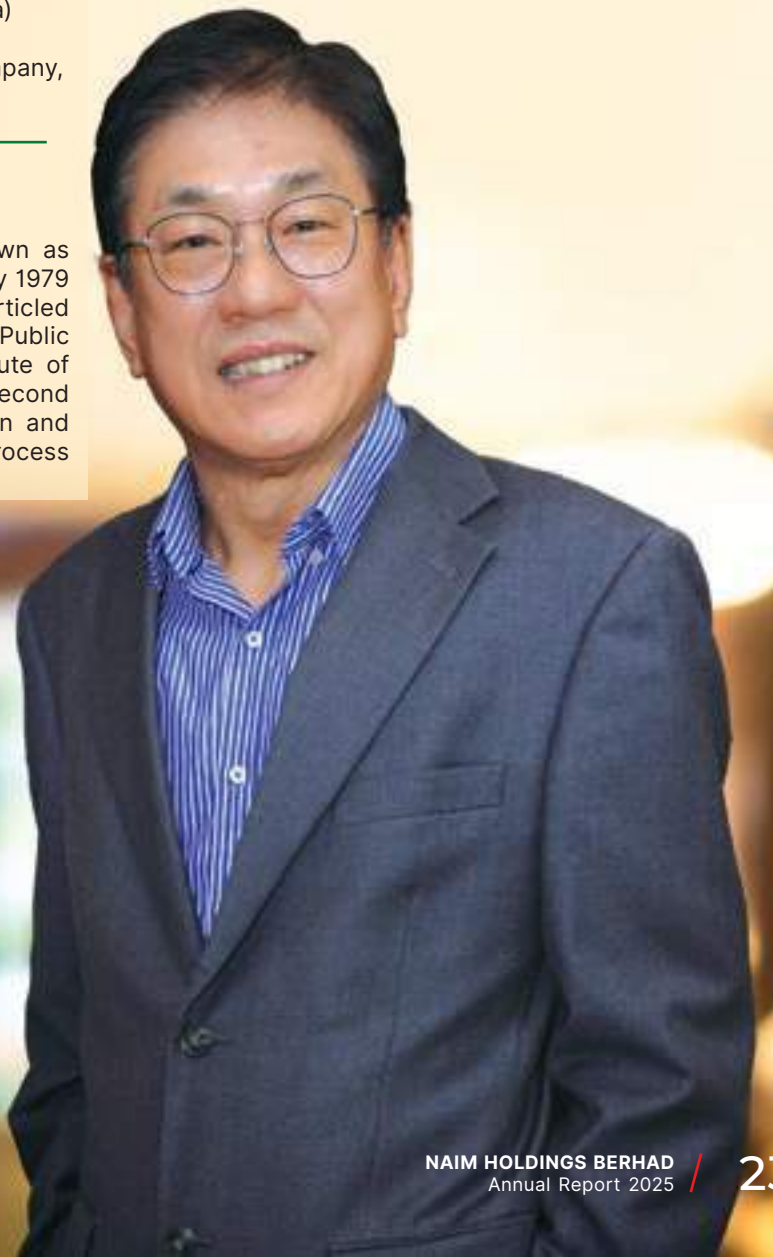
Present Directorship in other Non-Listed Public Companies

- Industrial and Commercial Bank of China (Malaysia) Berhad
- Kebajikan Dayang Fatimah Berhad (non-profit company, limited by guarantee)

winning all 5 gold medals on offer for the Professional I and Professional II examinations, he was seconded to the tax division of KPMG Melbourne, Australia from October 1984 to March 1985. In August 1985, he was transferred to take charge of the Kuching Office of the firm and on 1 October 1990, he was promoted to be a partner of KPMG Malaysia. During his tenure with the Firm, he was principally involved in the provision of audit, taxation, financial advisory and corporate advisory services to corporate clients, both public listed and privately held. He retired from the Firm on 1 January 2014.

Working Experience and Occupation

He joined Peat Marwick Mitchell & Co (now known as KPMG PLT) in Kuala Lumpur, Malaysia on 2 February 1979 as an audit junior. KPMG registered him as an articled student with The Malaysian Association of Certified Public Accountants (now known as The Malaysian Institute of Certified Public Accountants or MICPA) in the second half of 1979. After having passed the Foundation and Professional examinations set by MICPA and in the process



Corporate Information

Directors' Profiles

(Continued)

Tan Chuan Dyi

Independent Non-Executive Director

▶ Aged 54 ▶ Male ▶ Malaysian

Date of Appointment: 23 February 2017

Academic/Professional Qualification(s)

- Bachelor of Science in Business Administration – Finance from California State University of Fresno

Board Committee

- Chairman, Audit Committee
- Chairman, Risk Management Committee
- Member, Anti-Bribery & Corruption Compliance Committee
- Member, Nominating Committee

Present Directorship in other Public Listed Company

- Furniweb Holdings Limited

Present Directorship in other Non-Listed Public Company

- Nil

Working Experience and Occupation

He joined PRG Holdings Bhd in 2014 and is currently the Managing Director of the Manufacturing Division and an Executive Director of Furniweb Holdings Limited, a company listed on the Growth Enterprise Market (GEM) Board of the Hong Kong Stock Exchange. He has more than 20 years of experience in the financial services industry, particularly in the areas of fund management, institutional broking, investment banking and capital markets.

Prior to joining PRG Group, he was with Kenanga Investment Bank where during his tenure, he has held several positions namely Director, Head of Equity Syndication, Institutional Business and Projects.

Prior to Kenanga Investment Bank, he was Head, Equity Capital Markets of RHB Investment Bank Bhd. He started his career in the industry with Arab-Malaysian Asset Management before moving to Affin Securities and CIMB as Senior Vice President, Institutional Sales.



Directors' Profiles

(Continued)

Sulaihah Binti Maimunni

Independent Non-Executive Director

▶ Aged 69 ▶ Female ▶ Malaysian

Date of Appointment: 1 August 2018

Academic/Professional Qualification(s)

- Bachelor of Science in Civil Engineering (Hons), Swansea University, United Kingdom

Board Committees

- Member, Risk Management Committee
- Member, Nominating Committee
- Member, Anti-Bribery & Corruption Compliance Committee
- Member, Sustainability Committee
- Member, Remuneration Committee

Present Directorship in other Public Listed Company

- Nil

Present Directorship in other Non-Listed Public Company

- Nil

Working Experience and Occupation

She has 30 years of experience in the development and project management of privatised and non-privatised construction projects in Malaysia and in several other countries. She also has some experience in financial analysis of projects and management of companies. Her experience in roads, expressways, infrastructure, land development and dam with notably the roads in Sabah, Fiji, expressways in Malaysia, Qatar and India, land development in Malaysia, Vietnam and Qatar and dam in Malaysia. She has also undertaken several feasibility studies in Pakistan, Sri Lanka, Ghana, Sudan, Morocco, Indonesia, Chile and several countries in the Middle East.

Her career development has been via Minconsult Sdn. Bhd., a consultancy firm where she spent 8 years developing her career from graduate engineer to senior engineer, the UEM Group, for 17 years rising from project engineer in Pengurusan Lebuhraya Bhd to Executive Director/Chief Executive Officer of UEM Construction Sdn. Bhd. with

responsibilities in project development/management, company management and directorship in several non-listed companies, Sarawak Hidro Sdn. Bhd., the developer of Bakun Dam where she, on secondment from the UEM Group, spent 2 years as the Managing Director to progress the more than 2 years delayed project and lastly with NAIM Holdings Berhad for 3 years from 2009, as Vice President at the Managing Director's office with additional appointment as Executive Director of NAIM Holdings Berhad and Director of Dayang Enterprise Holdings Bhd, both public listed companies.



Directors' Profiles

(Continued)

Datuk Ahmad Bin Abu Bakar

Independent Non-Executive Director

▶ Aged 71 ▶ Male ▶ Malaysian

Date of Appointment: 1 June 2019

Academic/Professional Qualification(s)

- Fellow Member of the Chartered Association of Certified Accountants (UK)
- Chartered Accountant under the Malaysian Institute of Accountants.

Board Committees

- Chairman, Anti-Bribery & Corruption Compliance Committee
- Chairman, Remuneration Committee
- Member, Audit Committee
- Member, Sustainability Committee

Present Directorship in other Public Listed Company

- Nil

Present Directorship in other Non-Listed Public Company

- Nil

Working Experience and Occupation

He has more than three decades of experience in accounting, internal auditing, banking, manufacturing, managerial and directorial roles alongside his vast insight in the field of property development, oil and gas, oil palm and timber-related industries. He was a board member of various listed, including Land & General Berhad, NAIM Holdings Berhad, UDA Holdings Berhad Group and other non-listed companies. He was a manager for Sime Darby subsidiary companies, DMIB Berhad and Consolidated Plantations Bhd.



Directors' Profiles

(Continued)

Emily Hii San San

Executive Director

◆ Aged 48 ◆ Female ◆ Malaysian

Date of Appointment: 24 January 2025

Academic/Professional Qualification(s)

- Bachelor of Commerce Degree, major in Accountancy and Diploma for Graduates from University of Otago, New Zealand
- Chartered Accountants of Chartered Accountants Australia and New Zealand
- Member of Malaysian Institute of Accountants (MIA)

Board Committees

- Nil

Present Directorship in other Public Listed Company

- Nil

Present Directorship in other Non-Listed Public Company

- Nil

Head of Contract, Commercial & Procurement, to oversee all strategic matters of commercial and procurement.

She was appointed as an Executive Director of the Company on 24 January 2025 and currently oversees various support services functions comprising finance, IT and administration, credit management and sales administration units.

Emily is also a member of the Board of Directors in various subsidiaries and associates of the Group.

Working Experience and Occupation

Ms Emily Hii, a chartered accountant, previously served as a Senior Audit Manager at KPMG before joining NAIM on 1 June 2010 as Finance Manager. Her exceptional performance led to a promotion to Deputy Director of Finance in August 2012, where she oversaw the Finance and Corporate Planning portfolios. Recognising her significant contributions, Emily was further promoted to her current role as Senior Vice President cum Chief Financial Officer on 1 February 2019.

With over 20 years of extensive experience in accounting, tax, audit, finance, treasury, and corporate finance planning, Emily brings a wealth of expertise to her current position. Actively involved in the strategic development of the Group's core business divisions, she ensures continuous budgetary management and monitoring while steering the revamping of key group policies, including procurement and commercial. Emily also plays a pivotal role as a member of the Executive Committee, contributing to major business decision-making processes for all operations. In addition, during 2024, Emily also spearheads the group commercial unit, together with the



Directors' Profiles

(Continued)

Notes:

1. None of the Directors have:
 - i. any family relationship with any Director and/or major shareholder of the Company.
 - ii. any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.
 - iii. any conviction for offence within the past 5 years (other than traffic offences, if any), or any public sanction or penalties imposed by the regulatory bodies during the financial year ended 31 December 2025.

2. The attendance of the Directors at Board Meetings held during the financial year ended 31 December 2025 is disclosed in the Corporate Governance Overview Statement.



Senior Management Team Profiles (as of April 2026)

Ling Hock Sing
Regional Chief
Operating Officer
– Kuching &
Bintulu (*Property
Development*)



**Dr. Ridwan Bin
Nordin, DBA**
Regional Chief
Operating Officer
– Miri (*Property
Development*)



**Datu Haji Azmi
Bin Haji Bujang**
Chief Operating
Officer
– Education and
Interim Head of
Department for
ESG



**Anderson Chong
Kong Yoong**
General Manager
– Property Investment
(Retail Mall
Management)



Chai Ken Kiong
Head of Technical
Construction &
QAQC



**Haliza Binti
Segar**
Head of Group
Sales and
Marketing



William Ong
Chief Information
Officer



**Jeffrey Sim
Lai Hee**
Head of Human
Resource



**Hasmiah Binti
Anthony Hasbi**
Head of Legal and
Compliance



Low Wai See
Head of Company
Secretarial



**Abdul Halim
Bin Abd Jalal**
Manager – Risk
Management



Senior Management Team Profiles (as of April 2026)

(Continued)

Ling Hock Sing

Regional Chief Operating Officer

– Kuching & Bintulu (*Property Development*)

▶ Aged 53 ▶ Male ▶ Malaysian

Date of Appointment: 1 February 2026

Academic / Professional Qualifications:

- Master of Science (Project Management), Universiti Sains Malaysia
- Bachelor of Science (Hons) Housing, Building & Planning, Universiti Sains Malaysia

Working Experience:

Ling Hock Sing has close to 30 years of experience in property development and project management across residential, commercial, mixed-use and township developments.

He currently serves as Regional Chief Operating Officer for Kuching and Bintulu, where he is accountable for the delivery, financial performance and operational execution of the Group's property development portfolio in the region.

Previously, he held senior leadership roles with PPB Property as Head of Development & Design, Titijaya Land Berhad as Business Unit Head (Northern Region), Kobay Land Berhad as General Manager, and Gamuda Land Berhad as Business Unit Head (Sabah). He was responsible for full development lifecycle management including feasibility studies, product development, authority approvals, tendering, construction management, project completion and handover.

Earlier in his career, he served with Enrich Property Development (a subsidiary of Mah Sing Group), Jernih Rezeki Sdn Bhd (being a Keppel Land and Boustead joint venture), and Lion Properties Sdn Bhd, where he managed large-scale housing and hotel developments and engaged extensively with state authorities and regulatory bodies.

Dr. Ridwan Bin Nordin, DBA

Regional Chief Operating Officer

– Miri (*Property Development*)

▶ Aged 43 ▶ Male ▶ Malaysian

Date of Appointment: 5 January 2026

Academic / Professional Qualifications:

- Doctor of Business Administration (DBA)
- Master of Engineering Science (MEng. Sc.), University of Malaya
- Bachelor of Engineering (Environmental) (Hons), University of Malaya

Working Experience:

Dr. Ridwan has over 18 years of experience in large-scale property development, integrated township planning and mixed-use developments across Malaysia, Indonesia and the Middle East.

He currently serves as regional Chief Operating Officer for Miri, overseeing the delivery financial performance and operation execution of the Group's property development portfolio in the region. He is accountable for overall profit & loss management, development feasibility, master planning, regulatory approvals, stakeholder engagement, contract administration and project execution.

Prior to joining the Group, he held various senior leadership roles with Agung Sedayu Group (Jakarta), Sime Darby Property Berhad, PNB Merdeka Ventures (Merdeka 118), TRX City Sdn Bhd and Eco World Development Berhad. He had also led iconic developments including Merdeka 118, Tun Razak Exchange (TRX), Bukit Bintang City Centre (BICC) and large-scale township developments.

Projects under his leadership have received multiple industry awards, including PropertyGuru Asia Awards, Star Property Awards and the MIP Planning Excellence Award.

Senior Management Team Profiles (as of April 2026)

(Continued)

Datu Haji Azmi Bin Haji Bujang

Chief Operating Officer

– Education and Interim Head of Department for ESG

▶ Aged 63 ▶ Male ▶ Malaysian

Date of Appointment: 1 July 2025

Academic / Professional Qualifications:

- Master of Policy Science, Curtin University
- Bachelor of Business Administration (Human Resource Management)
- Diploma in Public Administration, Universiti Teknologi MARA

Awards and Honours:

- Darjah Johan Bintang Sarawak (DJBS) with the title “Datu” (2023)
- Pingat Perkhidmatan Cemerlang (Emas) – PPC (2019)
- Pingat Pegawai Bintang Sarawak – PBS (2017)
- Pingat Kesatria Mangku Negara – KMN (2016)
- Pingat Perkhidmatan Bakti (Perak) – PBB (2010)
- Pingat Setia (2012)

Working Experience:

Datu Haji Azmi Bin Haji Bujang has over 30 years of distinguished leadership experience in the Sarawak State Civil Service, having held senior administrative and executive roles at district, state and ministerial levels prior to his retirement in 2024 as Permanent Secretary, Ministry of Education, Innovation and Talent Development Sarawak.

His previous appointments include Principal Private Secretary to the Premier of Sarawak (Chief of Staff), Director of Sarawak Education (Yayasan Sarawak), Director of the Sarawak Implementation Monitoring Unit, and District Officer of Lundu. Throughout his public service career, he was responsible for policy execution, development project monitoring, corporate governance oversight, education planning, investment management and socio-economic development initiatives across Sarawak.

He currently serves as Chief Operating Officer – Education where he oversees the strategic direction and operational management of the Group’s education division. In addition, he also acts as interim Head of Department for ESG and leads the Group’s Environmental, Social and Governance (ESG) function, driving sustainability policies, governance frameworks, compliance alignment and ESG reporting initiatives in line with regulatory requirements and stakeholder expectations.

Anderson Chong Kong Yoong

General Manager

– Property Investment (*Retail Mall Management*)

▶ Aged 49 ▶ Male ▶ Malaysian

Date of Appointment: 1 December 2025

Academic / Professional Qualifications:

- Degree in Property Management, Universiti Teknologi Malaysia

Working Experience:

Anderson Chong has over 20 years of experience in retail mall management, asset enhancement and property investment across Malaysia and Indonesia.

He currently serves as General Manager Property Investment (Retail Mall Management), responsible for optimising asset performance, strengthening tenancy mix strategies, improving operational efficiency and driving sustainable financial returns across the Group’s retail portfolio.

He previously held senior leadership roles with Agora Mall Thamrin Nine (Jakarta), CapitaLand Malaysia, Lippo Malls Indonesia and One Utama Shopping Centre. His experience includes managing super-regional malls, luxury outlet concepts, neighbourhood malls and mixed-use retail environments.

During his tenure with Lippo Malls Indonesia, he successfully executed turnaround strategies that improved occupancy from 70% to 95%, increased monthly footfall significantly and delivered sustained EBITDA growth. He also spearheaded the launch of Indonesia’s first international luxury outlet concept.

Senior Management Team Profiles (as of April 2026)

(Continued)

Chai Ken Kiong

Head of Technical Construction & QAQC

▶ Aged 57 ▶ Male ▶ Malaysian

Date of Appointment: 1 November 2025

Academic / Professional Qualifications:

- Master of Project Management
- Diploma in Civil Engineering, Open University Malaysia

Working Experience:

Chai Ken Kiong brings over three decades of extensive experience in construction and infrastructure development, with a strong track record in project delivery, technical leadership, and quality assurance.

He holds a Master of Project Management (2012) and a Diploma in Civil Engineering (2010) from Open University Malaysia. He joined NAIM on 17 August 2005 as Assistant Manager (Construction) and has since progressed through key roles including Project Manager and Project Director. He currently serves as Head of Technical Construction and QAQC, overseeing technical standards, construction quality, and project execution excellence across the Group.

Throughout his tenure with NAIM, Chai has been instrumental in the successful delivery of numerous construction, infrastructure and buildings projects, including the PGA Project, Bengoh Dam, Murum Resettlement Project, Wisma Melayu building as well as various housing development properties. His work spans both residential developments and large-scale infrastructure projects, reflecting his versatility and technical depth.

Prior to joining NAIM, he accumulated substantial experience in the construction industry, undertaking roles ranging from technical and site supervision to project management. He was involved in the delivery of residential developments, high-rise buildings, commercial complexes, and civil infrastructure works, including road improvements and public facilities. His early career also included hands-on experience in geotechnical and soil investigation works for major infrastructure and public utility projects.

With his deep technical expertise, leadership capability, and long-standing industry experience, Chai continues to play a pivotal role in upholding construction quality and delivering high-impact projects for NAIM.

Haliza Binti Segar

Head of Group Sales and Marketing

▶ Aged 39 ▶ Female ▶ Malaysian

Date of Appointment: 1 December 2023

Academic / Professional Qualifications:

- Master of Business Administration, Asia E University
- Diploma in Strategic Management and Leadership Practise, Chartered Management Institute, CMI Level 7
- Diploma in Business Administration Majoring in Human Resource Management, IBS College Miri
- Negotiator, Malaysian Institute of Estate Agents
- DBA Candidate, Business Administration and Management, UNITAR Education Group

Working Experience:

Ms. Haliza began her professional journey with NAIM in 2007, laying a strong foundation in the property development sector. She subsequently broadened her experience in the banking industry, serving with Bank Simpanan Nasional and Maybank from 2012 to 2014. She later returned to NAIM, where she assumed leadership of the sales team and progressively advanced within the organisation.

Over the years, Ms. Haliza has built a distinguished career spanning real estate, property development, and banking. Her portfolio includes notable contributions to key developments within the Bandar Baru Permyjaya township in Miri, namely Desa Bahagia, Desa Damai, South Lake, and V Commercial, reflecting her strong project and market delivery capabilities.

In December 2023, she was appointed Regional General Manager cum Interim Chief Operating Officer for the Miri Region. In this capacity, she ensured operational efficiency across the region, overseeing the performance and profitability of various investments, projects, and developments. Her leadership is characterised by her ability to inspire, motivate, and drive high-performing teams, further cementing her reputation as a dynamic and results-oriented leader.

Effective 1 January 2026, Ms. Haliza was appointed Head of Group Sales & Marketing. She is responsible for overall Group sales performance across Kuching, Miri, and Bintulu, including driving sales strategies, clearing unsold inventory, strengthening the sales organisation, and supporting the Group's ongoing and future property developments.

In addition, Ms. Haliza serves as the primary senior management liaison with government agencies, authorities, and key external stakeholders on matters relating to sales, development, and strategic engagements. She supports Group Management in managing critical government relationships and ensures alignment between regulatory expectations and the Group's commercial objectives.

In line with her Group-level responsibilities, Ms. Haliza has relinquished her previous role in Miri and is now based in Kuching, reporting directly to the Group Managing Director.

Senior Management Team Profiles (as of April 2026)

(Continued)

William Ong

Chief Information Officer

▶ Aged 43 ▶ Male ▶ Malaysian

Date of Appointment: 2 January 2025

Academic / Professional Qualifications:

- Bachelor of Computer Science with Distinction, University of Wollongong
- Microsoft Certified Professional Developer (MCPD)

Working Experience:

William Ong is a technology-driven leader with a strong passion for leveraging digital innovation to enhance business operations and drive strategic growth. His career began in 2007 as a Software Developer, where his expertise and leadership abilities quickly earned him a promotion to Assistant Manager, System Development in 2012. In this role, he spearheaded the development and implementation of business applications at NAIM, playing a key role in optimising digital solutions for various business functions.

With a deep understanding of business operations and digital transformation, William took on a leadership role in Risk Management, where he was instrumental in strengthening risk frameworks, ensuring regulatory compliance, and optimising processes to align with organisational goals. His ability to integrate risk management strategies with business operations helped safeguard the Group's long-term sustainability.

William rejoined NAIM on 2 January 2025 as the Chief Information Officer (CIO), where he leads the Group's digital transformation, IT governance, and cybersecurity strategies. He is responsible for driving technology adoption, enhancing operational efficiencies, and ensuring robust information security frameworks to support business growth.

As a visionary IT leader, William is committed to fostering innovation, streamlining enterprise-wide technology solutions, and ensuring that the organisation remains resilient in an evolving digital landscape. His strategic approach to IT and risk management positions him as a key enabler of digital excellence and operational efficiency within the Group.

Jeffrey Sim Lai Hee

Head of Human Resource

▶ Aged 63 ▶ Male ▶ Malaysian

Date of Appointment: 1 September 2025

Academic / Professional Qualifications:

- Master's in Human Resource, University of Northampton
- Chartered Member of Institute of Personnel and Development (CIPD), United Kingdom
- Certified Train-the-Trainer (HRDF)
- Certified Change Management Practitioner

Working Experience:

Jeffrey Sim has over 30 years of extensive experience in human resource management across diversified industries including property development, financial services, construction, manufacturing and multinational corporations.

He currently serves as Head of Human Resource at NAIM, where he is responsible and accountable for the Group's Human Capital management. His focus areas include organisational development, cultural transformation, talent management, industrial relations, leadership development and learning & development initiatives to support the Group's strategic objectives.

Prior to rejoining NAIM, he served as Country Head – Human Resource for multinational manufacturing entities, overseeing the full HR spectrum for approximately 1,000 employees across three companies. He also held senior HR leadership roles with Sinohydro-Gamuda-WCT JV (Qatar), Hong Leong Assurance Berhad, Asia Life (M) Berhad, MBF Finance Berhad/AmFinance Berhad, and MBF Group of Companies.

Earlier in his career, he served as Senior Manager – Human Resources & Facilities Management at NAIM Cendera Holdings Berhad, where he established structured performance management systems, key performance indicators, reward frameworks and employee development programmes.

Throughout his career, he has led organisational restructuring initiatives, HR digital transformation projects, merger and acquisition integration exercises, industrial relations management, and strategic workforce planning aligned to business growth.

Senior Management Team Profiles (as of April 2026)

(Continued)

Hasmiah Binti Anthony Hasbi

Head of Legal and Compliance

▶ Aged 52 ▶ Female ▶ Malaysian

Date of Appointment: 19 January 2026

Academic / Professional Qualifications:

- Bachelor of Laws, Middlesex University, UK
- Certificate in Legal Practice
- Admitted to the High Court of Sabah & Sarawak
- Master of Business Administration, UiTM

Present Directorship in other Public Listed Company

- Perdana Petroleum Berhad

Present Directorship in other Non-Listed Public Company

- Sri Mawar Foundation (non-profit company, limited by guarantee)

Working Experience:

Hasmiah joined NAIM as the Head of Legal and Compliance, bringing with her over 25 years of extensive experience in legal, regulatory, and corporate governance matters. She began her career within the NAIM Group in 1998, where she held roles at NAIM Cendera Sdn Bhd as Assistant Company Secretary and subsequently as Legal Officer until 2006. During this period, she was actively involved in due diligence exercises, corporate structuring initiatives, and company secretarial functions, supporting governance processes and ensuring compliance with statutory and regulatory requirements. Her early exposure within the Group provided her with a strong foundation and in-depth understanding of NAIM's business operations and corporate framework.

She subsequently broadened her professional experience across multiple sectors including property development, corporate services, and legal practice. She served as a Corporate Services Manager, overseeing corporate secretarial, administrative, and human resource functions, before joining a legal firm as a Junior Partner, where she was involved in advisory, contract matters, and dispute resolution.

Throughout her career, Hasmiah has developed extensive expertise in corporate structuring, contract negotiation, compliance management, risk assessment, and dispute resolution. She has consistently advised boards and senior management on regulatory requirements, governance frameworks, and strategic business decisions, ensuring alignment with statutory obligations and internal policies while safeguarding organisational interests.

In her current role at NAIM, Hasmiah leads the Legal and Compliance function, overseeing legal advisory, regulatory compliance, and risk management matters across the Group. She plays a key role in strengthening governance practices and supporting the Group's strategic growth initiatives through sound and practical legal counsel.

Hasmiah is the niece of Datuk Hasmi Bin Hasnan, NAIM's Group Managing Director.

Low Wai See

Head of Company Secretarial

▶ Aged 52 ▶ Female ▶ Malaysian

Date of Appointment: 3 April 2023

Academic / Professional Qualifications:

- Institute of Chartered Secretaries and Administrators, United Kingdom
- Chartered Secretary and Chartered Governance Professional
- Associate of the Malaysian Institute of Chartered Secretaries and Administration

Working Experience:

Low assumed the position of Head of Company Secretarial at NAIM on 3 April 2023. Since then, she has spearheaded the Group's Company Secretarial function, in achieving important milestones and driving operational excellence.

With a career spanning over two decades, Low has amassed a wealth of experience in company secretarial practice, having worked across diverse sectors including manufacturing, financial institutions, and telecommunications. Her pivotal role in governance operations and commitment to ensuring statutory and regulatory compliance has been instrumental in the success of the organisations she has served.

As the Company Secretary, she serves as a guardian of compliance, a facilitator of communication between the Board of Directors and other stakeholders, and custodian of corporate records.

Senior Management Team Profiles (as of April 2026)

(Continued)

Abdul Halim Bin Abd Jalal

Manager – Risk Management

▶ Aged 47 ▶ Male ▶ Malaysian

Date of Appointment: 1 March 2026

Academic / Professional Qualifications:

- Bachelor's degree in accountancy and finance, Liverpool John Moores University
- Diploma in Accountancy and Finance, Dublin Business School

Working Experience:

With over two decades of experience in risk management, internal audit, corporate governance, and financial operations, Abdul Halim brings a wealth of expertise to his role as Manager, Risk Management at NAIM Holdings Berhad. His career spans financial oversight, strategic planning, and corporate compliance, ensuring operational resilience and sustainable growth.

Since joining NAIM Holdings Berhad in 2010, Abdul Halim has held key roles in internal audit, financial management, and company secretarial functions. His deep understanding of financial processes, risk assessment, and regulatory compliance has enabled him to strengthen the organisation's governance framework and operational efficiency.

In his current role, Abdul Halim is responsible for identifying and mitigating risks across the organisation, developing risk management frameworks, and ensuring compliance with regulatory standards. He provides strategic risk insights to senior management and the Board, enabling proactive decision-making to safeguard the company's interests.

Halim is recognised for his analytical acumen, financial expertise, and ability to drive risk-based decision-making. His leadership ensures that the company remains resilient in a dynamic business environment.

Beyond his professional responsibilities, Abdul Halim is committed to fostering a strong corporate governance culture and contributing to the continuous improvement of risk management practices within the organization.

Abdul Halim is the nephew of Datuk Hasmi Bin Hasnan, NAIM's Group Managing Director

Notes:

None of the Senior Management has:

- any directorship in any listed companies and public companies, save as disclosed.
- any family relationship with any Director and/or major shareholder of the Company, save as disclosed.
- any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.
- any conviction for offence within the past 5 years (other than traffic offences, if any), or any public sanction or penalties imposed by the regulatory bodies during the financial year ended 31 December 2025.

Awards & Accolades

2025



- Best Data Provider Award: Naim Land Sdn. Bhd (Miri)
- The Edge Property Excellence Award 2025 (Top 30 Developers in Malaysia)
- Construction Industry Development Board (CIDB) QCLASSIC 4-Star Certification: Desa Damai, Permyjaya (Score: 76%)

2024



- Des Prix Award 2024: Best Community-Inspired Lifestyle Development for Bandar Baru Permyjaya in Miri
- Des Prix Award 2024: Best Gated & Guarded Development for Southlake Permyjaya
- Des Prix Award 2024: Best Luxury Lifestyle Development for George Y Residence
- Des Prix Award 2024: Innovative Developer Award (NAIM Land)
- Miri City Mayor's Awards 2024: Corporate Award

2023



- The Edge Property Excellence Award 2023 (Top 30 Developers in Malaysia)
- SHEDA (Top 30 Developers in Sarawak)
- Construction Industry Development Board (CIDB) QCLASSIC Award 2023
- Malaysia Institute of Human Resource Management (MIHRM) (HR Best Practices Award)
- Malaysian Institute of Human Resource Management (MIHRM) (Diversity & Inclusivity Award)

2022



- The Edge Property Excellence Award 2022 (Top 30 Developers in Malaysia) & the ONLY East Malaysia-based developer award recipient
- SHEDA Property Expo: Corporate Image Award

2020-2021



- Asia Pacific Property Awards Development AWARD WINNER Residential High Rise Development Malaysia – Naim Sapphire Luxury Homes
- The Edge Property Excellence Award 2021 (Top 30 Developers in Malaysia) & the ONLY East Malaysia-based developer award recipient

2019



- StarProperty.my Awards: The Borneo Star Award (Honours) Naim Sapphire Luxury Homes
- SHEDA Property Expo: Best Booth Award
- The Edge Property Excellence Award 2019 (Top 30 Developers in Malaysia) & the ONLY East Malaysia-based developer award recipient
- The BrandLaureate Iconic Brand of the Decade Industry Champion Award in Property & Infrastructure

2018



- SHEDA Property Expo: Best Booth Award
- Malaysia's Best Employer Brand Award 2018 (World HRD Congress)

Awards & Accolades (Continued)

2017



- SHEDA Property Expo: Best Booth Award
- Gold Award 2017 13th Mospha OSH Excellence Award 2017
- The Edge Property Excellence Award 2017 (Top 30 Developers in Malaysia) & the ONLY East Malaysia-based developer award recipient

2016



- The Best QCLASSIC Achievement Non-Residential (Large) Category
- Sarawak State Outstanding Entrepreneurship Award
- The Sarawak CMEA Award: Large Enterprise (Construction)

2015



- Malaysia Property Insight Prestigious Developer Awards: Outstanding Developer East Malaysia
- Award for PLWS Practitioners
- The Edge Property Excellence Award 2015 (Top 30 Developers in Malaysia) & the ONLY East Malaysia-based developer award recipient

2014



- AREA Social Empowerment Category
- Readers' Choice Malaysian Reserve Property Press Awards Best Commercial Development – Bintulu Paragon
- Malaysian Reserve Property Press Awards Most Prestigious Integrated Lifestyle Residential Development – Southlake Permyjaya
- Malaysian Reserve Property Press Awards Most Prestigious Integrated Development – Bintulu Paragon
- The Sarawak CMEA Award: Large Industries (Services and Other Sectors – Construction)
- The Edge Property Excellence Award 2014 (Top 30 Developers in Malaysia) & the ONLY East Malaysia-based developer award recipient

2013



- APEA Outstanding Entrepreneurship Category

2011-2012



- The BrandLaureate Best Brands Awards 2011-2012: The BrandLaureate Conglomerate Awards 2011-2012
- The Sarawak CMEA Award: Large Enterprise Category (Construction)

Awards & Accolades (Continued)

2010



- The Sarawak CMEA Award: Large Enterprise Category (Construction)

2009



- SHEDA Excellence Awards: Top Developer In Residential Development

2008



- FIABCI Malaysia Property Award: Property Man of The Year

2007



- The Malaysian Construction Industry Excellence Awards: Contractor Award Grade 7

2005





- 17th International Construction Awards: New Millennium Award Spain, Madrid
- Malaysia Corporate & Social Environment Responsibility Award

2004



- Malaysia Canada Business Council Excellence Awards: Industry Excellence for Construction Award
- The Malaysian Construction Industry Excellence Project Awards: Medium Scale Project Engineering Category
- The Malaysian Construction Industry Excellence Project Awards: Builder of The Year Award
- KPMG Shareholder Value Awards

2003



- The Malaysian Construction Industry Excellence Project Awards: Medium Building Category
- SCCI Annual Corporate Report Awards: Best Annual Report Award

2002



- CIDB Builders Building Works Category Awards: Institutional Building Project

Aurora

desa
damai
PERMYJAYA, MIRI



New Lakeside Launch in Desa Damai

4 Bedrooms & 3 Bathrooms | Land size from 7.721 pts
Single Storey Semi Detached Homes



Lakeside View



Prime Location



Comfort & Accessibility



Smart Home
Complimentary Features



Spacious &
Functional Layout

**Artist Impression | T&C's Apply*

NAIM



85%

Finance Application

Part 3

Business Review

Letter to Shareholders	42
Review of Performance and Operations	45
Sustainability Statement	49
Sustainability Performance Data Table	86

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 RM 84.1 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 RM 36.4 million to total Group revenue in FY2025, providing income diversification and stability. The segment registered a net loss of RM 4.3 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%

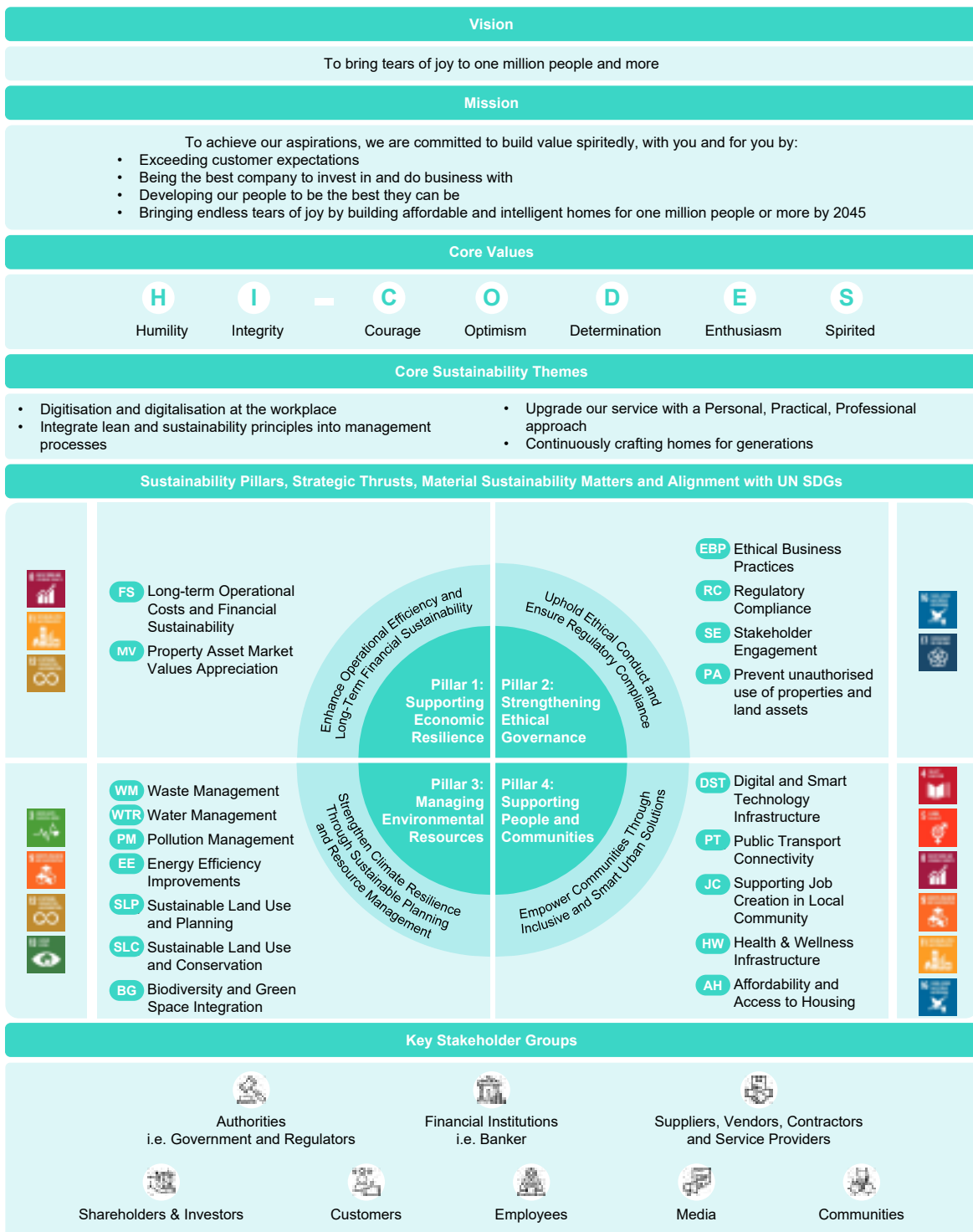
Women Representation on Board, in line with the Malaysian Code on Corporate Governance ("MCCG")

Sustainability Statement FY2025 (Continued)

Our Guiding Framework for Sustainable Value Creation

NAIM's Sustainability Strategy

Our sustainability strategy reflects our commitment to long-term resilience and inclusive growth. Anchored in our vision, mission and core values, it aligns sustainability with business objectives through a framework that connects our key pillars, material priorities and the UN SDGs to drive positive impact across our operations and communities.



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

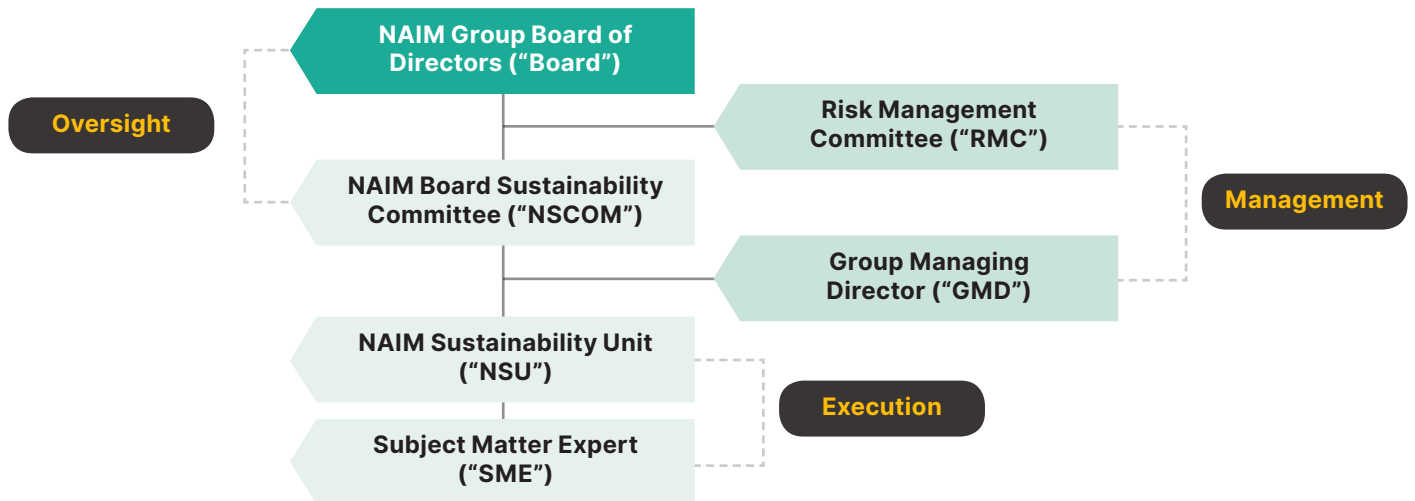
The UN SDGs provide a global framework for sustainable development. NAIM aligns our initiatives with these goals to ensure our contributions support the broader sustainability agenda.

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

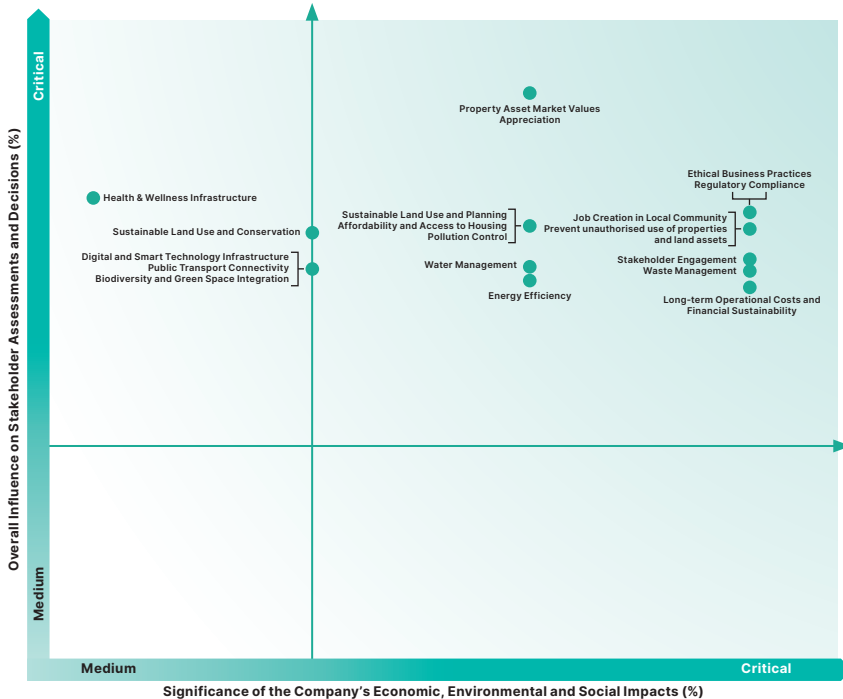
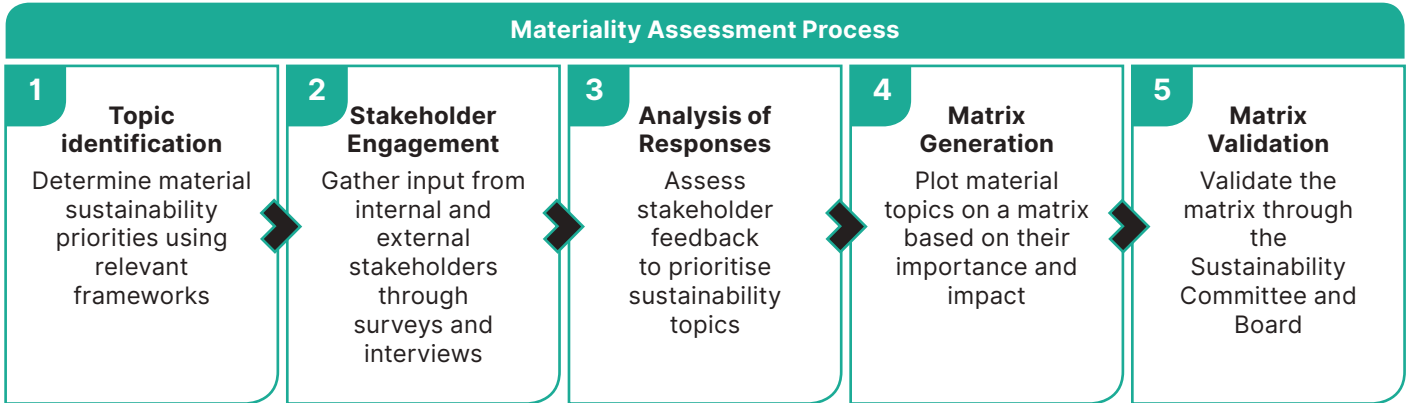
Engagement Frequency:

● 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.