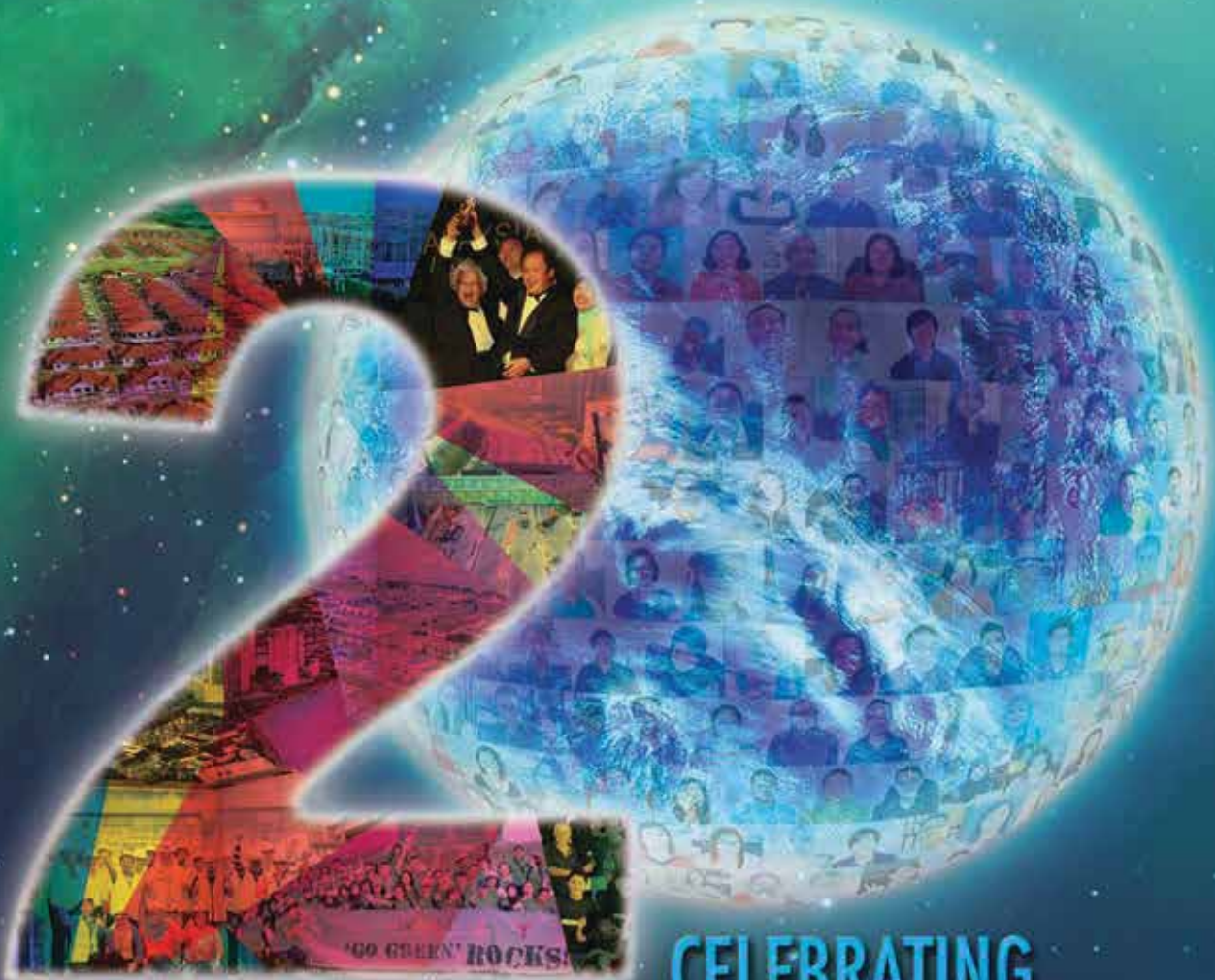


NAIM
A Multi-Award Winning Developer & Contractor
NAIM HOLDINGS BERHAD
(Company No.: 585467-M) Incorporated In Malaysia



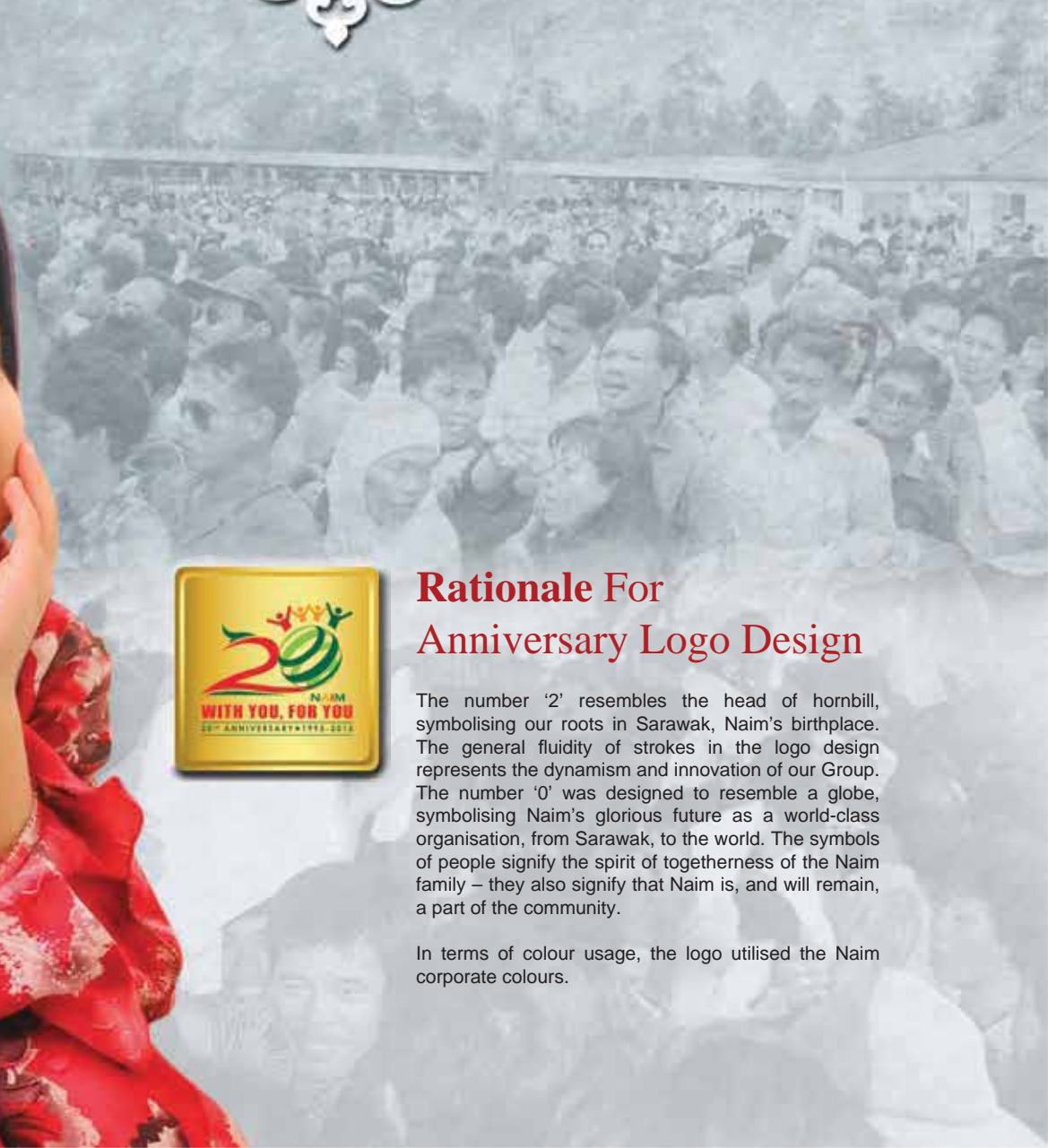
ANNUAL REPORT 2015



**CELEBRATING
OUR 20 YEARS**
With You, For You
1995 - 2015



Building Value In Every Way With You & For You

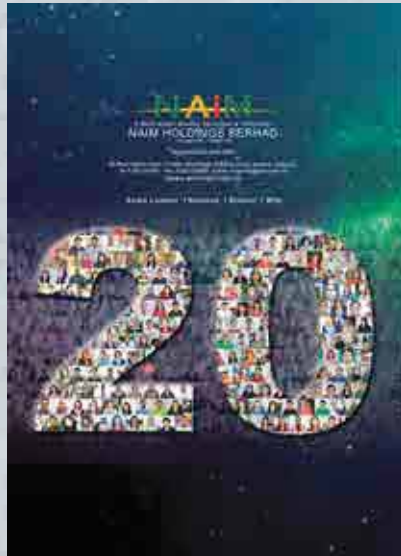


Rationale For Anniversary Logo Design

The number '2' resembles the head of hornbill, symbolising our roots in Sarawak, Naim's birthplace. The general fluidity of strokes in the logo design represents the dynamism and innovation of our Group. The number '0' was designed to resemble a globe, symbolising Naim's glorious future as a world-class organisation, from Sarawak, to the world. The symbols of people signify the spirit of togetherness of the Naim family – they also signify that Naim is, and will remain, a part of the community.

In terms of colour usage, the logo utilised the Naim corporate colours.

Back Cover



Front Cover



Theme For Front And Back Cover Designs

2015 was a memorable year for us as we celebrated our 20 years' journey with the community. The front and back cover designs for this year's Annual Report seek to encapsulate the spirit of this celebration.

For the front cover design, the figure '20' symbolises our 20th Anniversary celebration, while the visuals therein provide a 'sneak peek' of various stages of our journey, milestones and achievements. More importantly, the design drives home a vital message – that our people were, are and will be the backbone of our Group, propelling the Group to greater heights as a global company in the future. This message also forms the basis of our design for the back cover of the Report.

Our anniversary celebration tagline of 'With You, For You' embodies the essence of our Group's existence: to continue to build value in every way, with and for the communities within which we operate.



Logo Rationale

The logo type displays the word Naim in green, red and gold colours which reflects the group's strength and capabilities. Green represents growth, sincerity and fairness, red represents strength and prosperity, whilst gold represents excellence and superior quality.

The word Naim is intersected by the apex of a toroid, a ring-like shape possessing exceptional strength, stability and integrity. The conjunction of the golden letter A and the toroid suggests a dazzling sunrise, predicting a shining long-term future for the Group.

Disclaimer: The featured photographs and perspective drawings in this report are subject to amendment as maybe required by the Authorities or project consultants and cannot form part of an offer or contract. Whilst, every care has been taken in providing them, Naim cannot be held responsible for any inaccuracy.

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Perspective Of SouthLake Permyjaya, Miri:
Offering Unrivalled Lakeside Living

Wisma Naim

2½ Mile, Rock Road,
93200 Kuching,
Sarawak, Malaysia





Our Vision

To be a **TOP NOTCH GLOBAL** property developer and infrastructure builder

Our Mission

To achieve our aspiration, we are committed to **BUILD VALUE IN EVERY WAY**, with you and for you by:

- ◆ **EXCEEDING CUSTOMER EXPECTATIONS**
- ◆ Being The **BEST PLACE TO WORK** on earth
- ◆ 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

Core Value - S.P.I.R.I.T.E.D.



Service-Oriented

Serve our customers courteously and promptly and offer service which exceeds customer expectations



Performance, Professionalism & Passion

Performance-driven; high level of skill & competence; committed to excellence



Integrity

Honest and transparent communication and operations



Respect

Appreciate and care for our colleagues, communities and environment



Innovation

Continuous learning and improvements on service, products and the way we do things



Teamwork

Share & collaborate as by working together, everyone achieves more



Empowerment & Engagement

Effective delegation of authority and high level of staff ownership and involvement



Discipline, Determination & Decisiveness

Persevere to achieve success and NEVER GIVE UP, and able to decide issues with confidence

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.

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 advices 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 in the interim of the publication of this Annual Report and the time of reading this Annual Report.

Performance At A Glance

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Corporate Profile

Commencing operations in 1995 with its landmark development in Tudan, Miri (now known as Bandar Baru Permyjaya), Naim ventured into construction with its first low cost housing project for the then Housing and Development Commission and the construction of the Pujut 7 bridge across Miri River in 1997.

In 1999, it expanded to Kuching with its Desa Ilmu development, followed by its upmarket satellite township called the Riveria Bay development in Kota Samarahan, Kuching. Naim was listed on the Main Board of Bursa Malaysia Berhad on 12 September 2003.

Today, Naim Holdings Berhad, an investment holding company with two main subsidiaries, Naim Land Sdn. Bhd. (NLSB) and Naim Engineering Sdn. Bhd. (NESB), is a fully-integrated property and construction player focusing on integrated property developments, construction, civil engineering, oil and gas and infrastructure projects, and oil and gas services through its investment in Dayang Enterprise Holdings Bhd.

Naim is also a Class A Contractor with ISO 9001 certification which has emerged as one of Malaysia’s largest Bumiputera contractors and has carried out more than RM5 billion worth of works (including its own development projects).

With its flagship property developments in Bandar Baru Permyjaya in Miri, Kuching Paragon integrated development, Desa Ilmu and Riveria in Kuching, Bintulu Paragon integrated development in Bintulu, and a number of smaller developments in Sarawak, Naim has also built more than 20,000 properties for the Sarawak community.

Customer satisfaction year after year clearly demonstrates the philosophies of Naim’s existence – excellent quality, timely delivery, value and customer service. This has resulted in a total of 25 industry awards/accolades being won since 2002, an acknowledgement of Naim’s significant contribution in the property and construction sectors.



Bandar Baru Permyjaya, Miri in 2005

Group Financial Summary

Total Assets increased by
+12.39%
 from Previous year



Financial Performance	% Change From 2014	
Revenue (RM'000)	594,367	- 9.46
Profit Before Tax (RM'000)	44,183	- 80.60
Net Profit Attributable to Owners of the Company (RM'000)	34,328	- 84.42
Total Assets (RM'000)	2,111,917	+ 12.39
Shareholders' Equity (RM'000)	1,307,277	+ 3.67
Earnings Per Share (sen)	14.49	- 84.42
Net Assets Per Share (RM)	5.23	+ 3.77
Return On Equity (%)	2.63	- 84.96
Gross Dividend (sen)	-	-
Gross Dividend Yield (%)	-	-

Financial Calendar

Financial Year End	31 Dec 2015	
Announcement of Results	1st quarter	26 May 2015
	2nd quarter	27 Aug 2015
	3rd quarter	30 Nov 2015
	4th quarter	29 Feb 2016
Notice of Annual General Meeting & Extraordinary General Meeting		30 April 2015
Annual General Meeting & Extraordinary General Meeting		26 May 2015

Investor Relations Service

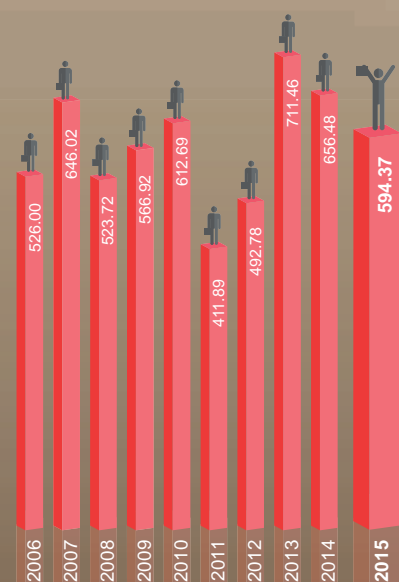
The Group maintains a website (www.naim.com.my) which provides detailed information on the Group's operations and latest developments. For further details, please forward your queries to investorrelations@naim.com.my

10-Year Financial Highlights (in RM million)

Year	2006	2007	2008	2009
Revenue	526.00	646.02	523.72	566.92
Profit before taxation	104.85	126.33	104.30	115.53
Net Profit Attributable to Owners of the Company	66.23	76.27	80.75	84.98
Earnings Per share (sen)	27.10	31.20	33.32	35.85
Total Assets	793.84	906.92	955.92	1,057.16
Shareholders' Equity	489.82	539.32	587.65	652.36
Net Tangible Assets	487.68	537.96	586.75	652.36
Net Tangible Assets Per Share (RM)	1.95	2.15	2.35	2.61
Total Number of Shares of RM1.00 each	250.00	250.00	250.00	250.00
Gross Dividend Rate (%)	15%	15%	13%	8%

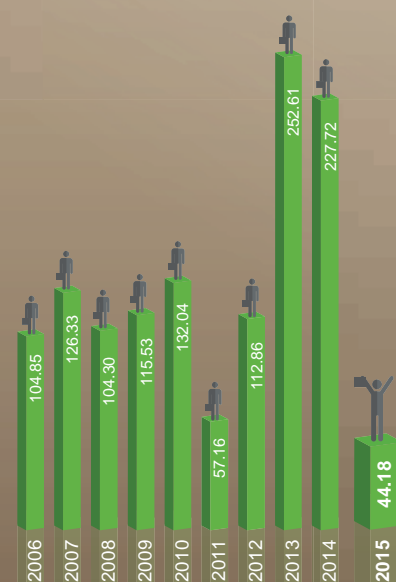
Revenue

(in RM million)



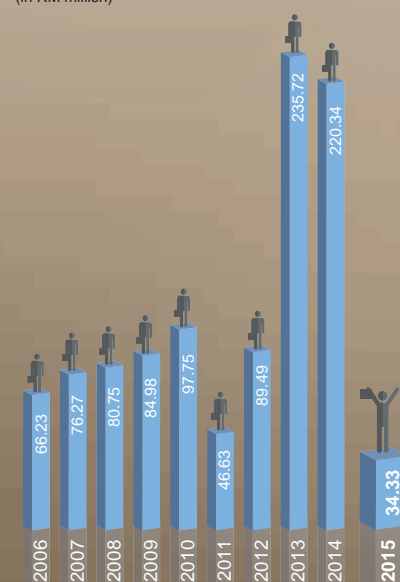
Profit Before Tax

(in RM million)



Net Profit Attributable to Owners of the Company

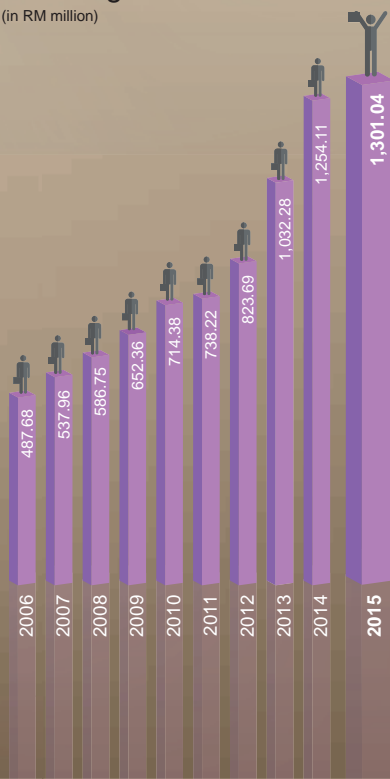
(in RM million)



	2010	2011	2012	2013	2014	2015
	612.69	411.89	492.78	711.46	656.48	594.37
	132.04	57.16	112.86	252.61	227.72	44.18
	97.75	46.63	89.49	235.72	220.34	34.33
	41.25	19.68	37.77	99.49	92.99	14.49
	1,054.62	1,289.06	1,397.45	1,715.09	1,879.03	2,111.92
	724.02	747.18	831.96	1,039.88	1,261.03	1,307.28
	714.38	738.22	823.69	1,032.28	1,254.11	1,301.04
	2.86	2.95	3.29	4.13	5.02	5.20
	250.00	250.00	250.00	250.00	250.00	250.00
	10%	8%	8%	3%	3.5%	-

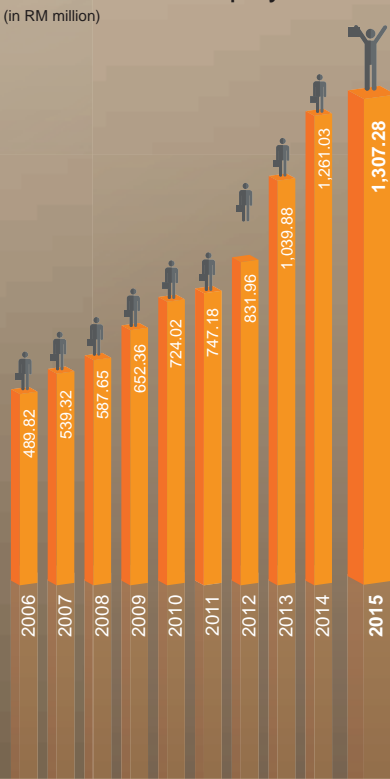
Net Tangible Assets

(in RM million)



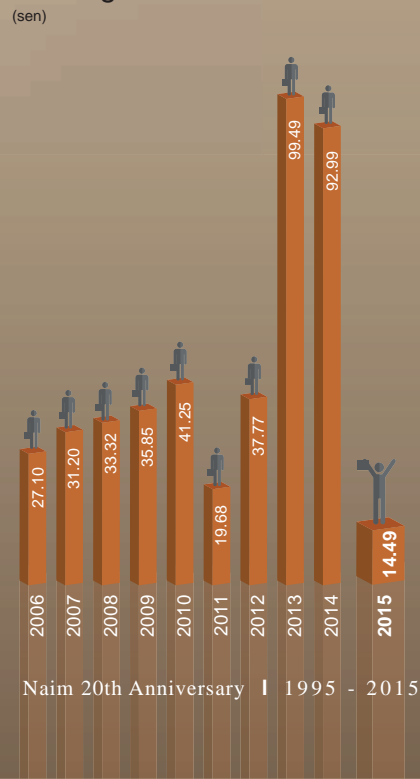
Shareholders' Equity

(in RM million)

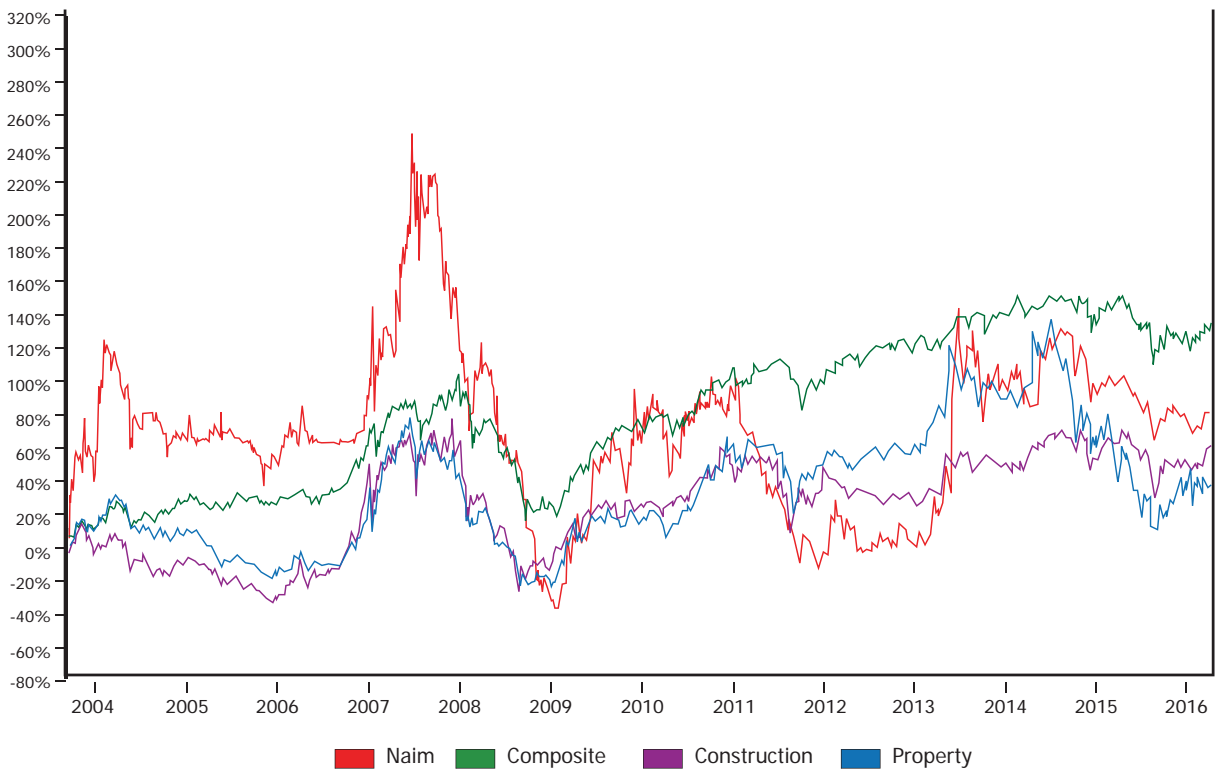
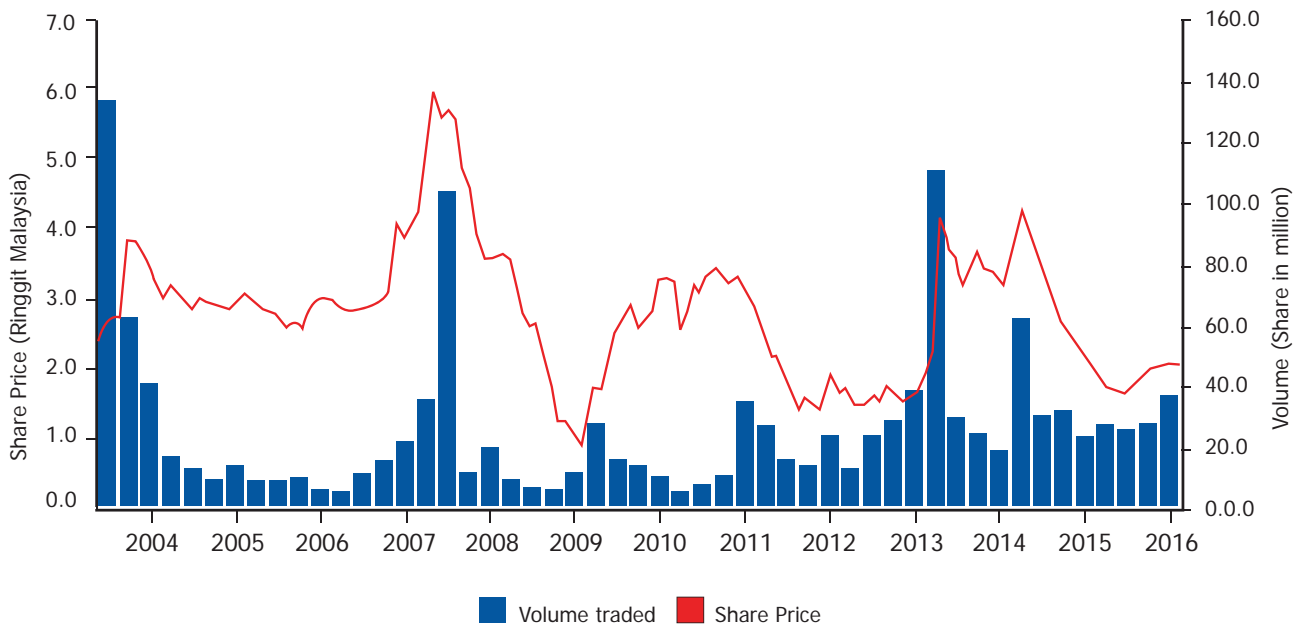


Earnings Per Share

(sen)



NAIM HOLDINGS BERHAD Share Performance Chart from 12 September 2003 to 31 March 2016



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Corporate Information

BOARD OF DIRECTORS

Chairman

Datuk Amar Abdul Hamed Bin Haji Sepawi

Managing Director

Datuk Hasmi Bin Hasnan

Deputy Managing Director

Wong Ping Eng

Independent Non-Executive Directors

Tan Sri Izzuddin Bin Dali

Dato Ir. Abang Jemat Bin Abang Bujang

Datu (Dr.) Haji Abdul Rashid Bin Mohd Azis

Dato' Abang Abdullah Bin Abang Mohamad Alli

Datin Mary Sa'diah Binti Zainuddin

Tuan Haji Soedirman Bin Haji Aini

Non-Independent Non-Executive Director

Chin Chee Kong

Company Secretaries

Bong Siu Lian (MAICSA 7002221)

Hasmiah Binti Anthony Hasbi (SAA0772-KH004)

Registered Corporate Office

9th Floor, Wisma Naim,
21/2 Mile, Rock Road
93200 Kuching, Sarawak, Malaysia
Tel: 6 082 411667
Fax: 6 082 429869

Registrar

TRICOR INVESTOR & ISSUING
SERVICES SDN. BHD.
Unit 32-01, Level 32, Tower A,
Vertical Business Suite, Avenue 3,
Bangsar South,
59200 Kuala Lumpur, Wilayah
Persekutuan
Tel: 6 03 27839299
Fax: 6 03 27839222

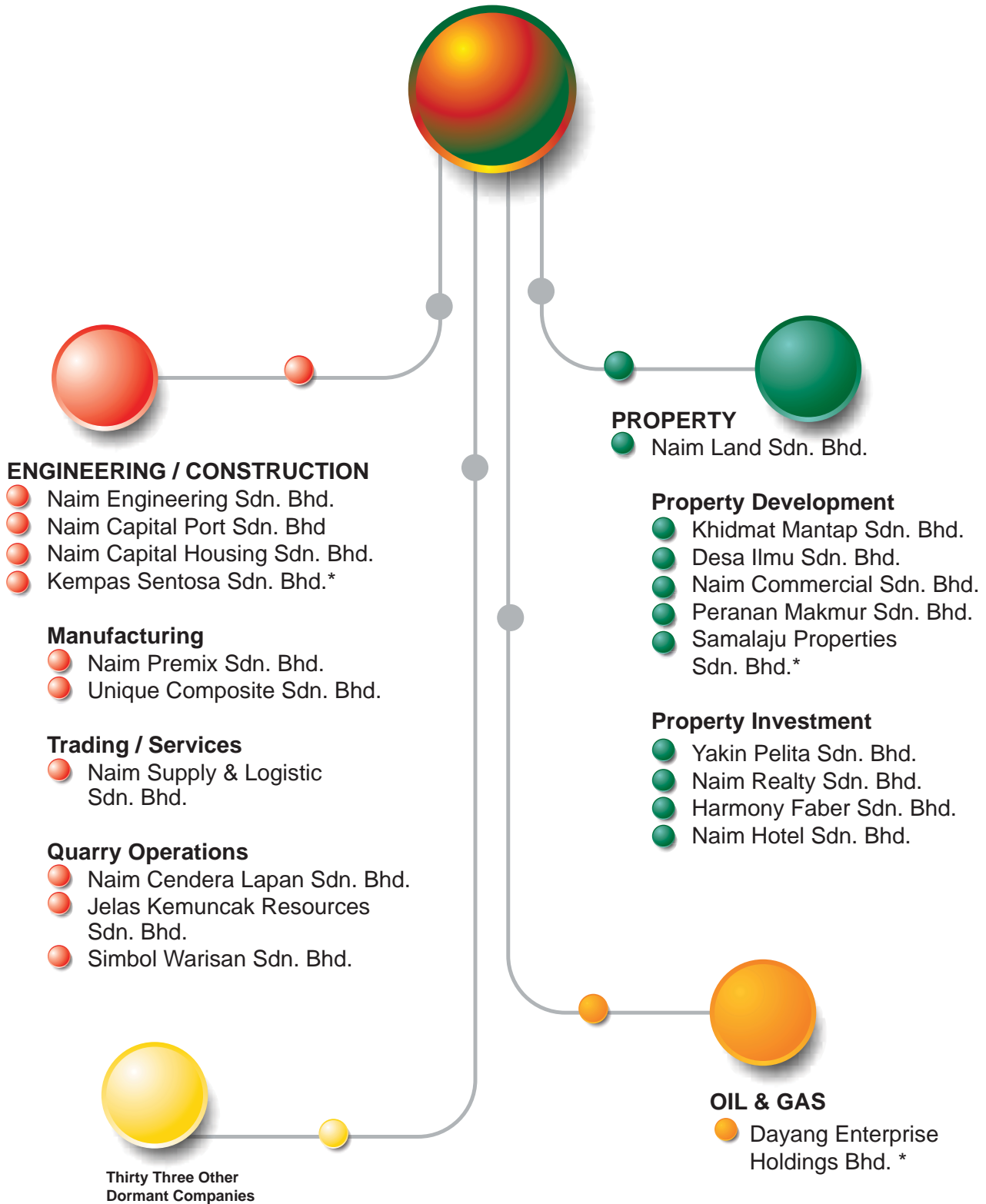
Stock Exchange Listing

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

Auditor

KPMG

Corporate Structure (as at date of Annual Report)



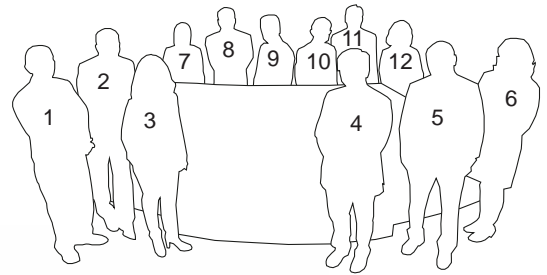
* Associate

Board of Directors

- 1 **Datu (Dr.) Haji Abdul Rashid Bin Mohd Azis**
Independent Non-Executive Director
- 2 **Tuan Haji Soedirman Bin Haji Aini**
Independent Non-Executive Director
- 3 **Datin Mary Sa'diah Binti Zainuddin**
Independent Non-Executive Director
- 4 **Datuk Amar Abdul Hamed Bin Haji Sepawi**
Chairman
- 5 **Datuk Hasmi Bin Hasnan**
Managing Director
- 6 **Wong Ping Eng**
Deputy Managing Director



- 7 **Hasmiah Anthony Hasbi**
Company Secretary
- 8 **Tan Sri Izzuddin Bin Dali**
Independent Non-Executive Director
- 9 **Dato Ir. Abang Jemat Bin Abang Bujang**
Independent Non-Executive Director
- 10 **Dato' Abang Abdullah Bin
Abang Mohamad Ali**
Independent Non-Executive Director
- 11 **Chin Chee Kong**
Non-Independent Non-Executive Director
- 12 **Bong Siu Lian**
Company Secretary





Datuk Amar Abdul Hamed Bin Haji Sepawi Chairman

Malaysian aged
66

Date of Appointment
25 July 2003

Academic/Professional Qualification(s)

- BSc (Hons) from University of Malaya
- Undergraduate studies in forestry at the Australia National University
- MSc in Forest Products from Oregon State University, USA

Board Committees

- Chairman, Nominating Committee
- Member, Risk Management Committee

Present Directorship in other PLC(s)

- Ta Ann Holdings Berhad
- Sarawak Plantation Berhad

Present Directorship in Non Listed Company

- Sarawak Energy Berhad

Working Experience and Occupation

Prior to the Naim Group's listing, he was Non-Executive Chairman of Naim Land Sdn. Bhd. since 12 October 1995. Whilst remaining active in the timber and plantation industries, Datuk Amar Abdul Hamed developed his career around his keen personal interest in the construction sector, which was first acquired through school vacation jobs in Miri. For more than 30 years, he has been active as an investor, manager and director in companies carrying out civil works, offshore engineering, construction, housing and property development.

He was conferred the coveted Sarawak State Outstanding Entrepreneurship Award 2014 by the Ministry of Industrial Development, in association with the Sarawak Chamber of Commerce and Industries (SCCI) and Ernst & Young in recognition of his contribution towards the State's economic development. In 2015, he was adjudged The BrandLaureate's prestigious 'Man of the Year' Brand ICON Leadership Award 2015, an internationally recognised award honouring great iconic brand leaders who have transformed their brands into powerful brands which sustain the test of time.

He was also a member of the National Economic Consultative Council II.



Datuk Hasmi Bin Hasnan

Managing Director



Malaysian aged

63

Date of Appointment

25 July 2003

Academic/Professional Qualification(s)

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

Board Committees

- Member, Remuneration Committee

Present Directorship in Non Listed Company

- Naim Incorporated Berhad
- 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' Profile (continue)



Wong Ping Eng
Deputy Managing Director

Malaysian aged
42

Date of Appointment
29 November 2012

Academic/Professional Qualification(s)

- Diploma in Commerce (Financial Accounting) from Tunku Abdul Rahman College, Kuala Lumpur
- A Certified Accountant with the Malaysian Institute of Accountants and Association of Chartered Certified Accountants (ACCA)

Present Directorship in other PLC(s)

- Dayang Enterprise Holdings Bhd.
- Perdana Petroleum Berhad

Present Directorship in Non Listed Company

- Naim Incorporated Berhad

Working Experience and Occupation

She has more than 15 years' experience in financial and accounting field. She started her career as an Audit Assistant at KPMG Kuching in September 1997 until December 2000. In 2004, she moved to Naim as an Accountant. In July 2004-2008, she was appointed the Operations Manager for Naim's Bandar Baru Permyjaya project in Miri where she was responsible for managing the whole of Miri's operations. In July 2008, she was promoted as the Vice President – Finance and Accounts to oversee the Group's Finance and Accounts Division and subsequently promoted as the Deputy Director, Finance and IT Division. In August 2012, she was promoted to a Senior Director for the Group's Support Division comprising Finance and Accounts, Administration, Human Resource and Information Technology. She was appointed as an Executive Director of Naim Holdings Berhad on 29 November 2012 and on 9 January 2013 she was re-designated as the Deputy Managing Director.

Tan Sri Izzuddin Bin Dali

Independent Non-Executive Director

Malaysian aged
67

Date of Appointment
27 February 2013

Academic/Professional Qualification(s)

- Bachelor of Economics (Hons) from University of Malaya
- Masters of Arts (Economics) from University of Western Michigan, USA

Board Committees

- Member, Nominating Committee

Working Experience and Occupation

He has served the Government for more than 35 years in various departments within the Ministry of Finance. In 2003, he was appointed as the Secretary General, Ministry of Works and in 2004 he was promoted as the Secretary General of Treasury, Ministry of Finance. He retired from government service in March 2007.

He has previously served on a number of boards, including amongst others, Chairman of Kumpulan Wang Persaraan, Group Chairman of Syarikat Prasarana Negara Berhad, Chairman of Rapid Penang Sdn. Bhd, Cyberview Sdn. Bhd, Syarikat Pembinaan BLT Sdn. Bhd, Sarawak Hidro Sdn. Bhd, Non-Independent Non-Executive Director of Petronas, Malaysia Airlines System Bhd, Perbadanan Insuran Deposit Malaysia, Bank Negara Malaysia, Uda Holdings Berhad, Malaysia Airports Holdings Berhad, Bintulu Port Sdn. Bhd. and Kuala Lumpur International Airport Berhad. His international stint also includes board membership in the International Islamic Trade Finance Corporation, a subsidiary of the Islamic Development Bank, based in Jeddah.

He is Chairman, Director and Advisor of several private limited companies.



Dato Ir. Abang Jemat Bin Abang Bujang

Independent Non-Executive Director

Malaysian aged

62

Date of Appointment

- i. As Independent Non-Executive Director (25 July 2003)
- ii. Re-designated to Non-Independent Non-Executive Director (14 March 2005)
- iii. Reinstated as Independent Non-Executive Director (21 March 2011 till now)

Academic/Professional Qualification(s)

- Bachelor of Engineering (Electrical) from Newcastle University, New South Wales, Australia
- Registered Professional Engineer with the Board of Engineers, Malaysia
- Member of the Institute of Engineers, Malaysia

Board Committees

- Chairman, Remuneration Committee
- Member, Audit Committee
- Member, Long Term Incentive Plan Committee

Working Experience and Occupation

He first joined Telecom Department Sarawak as a Telecommunication Engineer from 1979 to 1986 and assumed the post of the Director of Telecom Department Sarawak from 1987 to 1990. He was the General Manager of Syarikat Telekom Malaysia Sarawak Region from 1995 to 1998. Subsequently from 1999 to 2000, he served as the Chief Executive Officer of TM Cellular Sdn .Bhd, a wholly-owned subsidiary of Syarikat Telekom Malaysia. From 2001 until his retirement on 31 October 2012, he was the Managing Director and Chief Executive Officer of Sacofa Sdn. Bhd. He was awarded the Pingat Perkhidmatan Bakti (PPB) in 1997 and Panglima Setia Bintang Sarawak (PSBS) in 2011 by TYT Yang di-Pertua Negeri Sarawak.



Datu (Dr.) Haji Abdul Rashid Bin Mohd Azis

Independent Non-Executive Director

Malaysian aged

70

Date of Appointment

16 February 2005

Academic/Professional Qualification(s)

- Degree of Doctor (honoris causa) by Swinburne University of Technology, Australia
- Master in Business Administration from Brunel University, UK
- Diploma in Management Science (Finance), Institut Tadbiran Negara Malaysia (INTAN)
- Certificate of Executive Programme AIM
- Senior Executive Fellows Programme, Harvard University, USA

Board Committees

- Member, Audit Committee
- Member, Nominating Committee
- Member, Remuneration Committee
- Member, Risk Management Committee

Working Experience and Occupation

He joined the Sarawak Administrative Service in 1965. He worked in the Government Service for 41 years and has held various senior posts in Government Departments and Statutory Bodies. The last post he held was as the Director of Sarawak Foundation until he retired from service in December 2005.

He was a Director of Sarawak Electricity Supply Corporation (SESCO), Aseambankers (M) Berhad, Tradewinds (Malaysia) Berhad and Sarawak Widows and Orphans Pension Fund (WOPF), Alternate Member to the State Secretary of Sarawak in Employees' Provident Fund (EPF) Board and a member of Majlis Islam, Sarawak. Datu (Dr.) Haji Abdul Rashid Bin Mohd Azis is currently the Deputy Chairman of Yayasan Sarawak, Chairman of a number of Yayasan Sarawak's subsidiary companies and a Board member of Sarawak Economic Development Corporation (SEDC).

Currently, he is also the Chairman of the Charitable Trust, Bandar Sri Aman Mosque, a Board Member of Swinburne University of Technology and Deputy Chairman of the University's Council (Sarawak Campus).

Directors' Profile (continue)



Datin Mary Sa'diah Binti Zainuddin

Independent Non-Executive Director

Malaysian aged

59

Date of Appointment

27 February 2013

Academic/Professional Qualification(s)

- Bachelor of Social Science (Hons), Universiti Sains Malaysia

Board Committees

- Chairman, Risk Management Committee
- Member, Nominating Committee
- Member, Long Term Incentive Plan Committee
- Member, Remuneration Committee

Present Directorship in other PLC(s)

- KKB Engineering Berhad

Working Experience and Occupation

She has more than 30 years of experience in the oil and gas industry and was the General Manager, Petronas Sarawak Regional Office Kuching since 2009 till her retirement on 31 December 2012. Her wide experience covers many aspects of management, including public relations, administration, marketing, procurement and corporate affairs. She is also the President of Sarawak Women Hockey Association.

Tuan Haji Soedirman Bin Haji Aini

Independent Non-Executive Director

Malaysian aged

59

Date of Appointment

17 September 2013

Academic/Professional Qualification(s)

- Fellow of the Association of Chartered Certified Accountants, UK
- Member of Malaysian Institute of Accountants (MIA)

Board Committees

- Chairman, Audit Committee
- Member, Long Term Incentive Plan Committee

Present Directorship in other PLC(s)

- Sarawak Consolidated Industries Berhad

Working Experience and Occupation

He started his career with Petronas in 1982 and after serving 13 years with the Company, he resigned in 1995 to join the Sarawak State Government. He is currently the General Manager of Sarawak Economic Development Corporation (SEDC).

His previous employment in the Sarawak Civil Service included the Permanent Secretary of Ministry of Social Development, Director of State Implementation Monitoring Unit, Permanent Secretary of the Ministry of Industrial Development, Deputy State Financial Secretary and State Accountant-General. Between November 2002 and September 2003, he was seconded to Amanah Saham Sarawak Berhad as its Chief Executive Officer.

He currently sits on the Board of various Government-Linked Companies and Non-Governmental Organisations and also the Chairman of Risk Committee in Sarawak Consolidated Industries Berhad.





Dato' Abang Abdullah Bin Abang Mohamad Ali

Independent Non-Executive Director

Malaysian aged

63

Date of Appointment

15 May 2007

Academic/Professional Qualifications

- Bachelor degree in Civil Engineering from the University of Brighton
- Master degree in Structural Engineering from the University of Manchester
- Registered Professional Engineer (PEng) with the Board of Engineers, Malaysia, and Chartered Engineer (CEng) with the Engineering Council, UK
- Fellow of the Institution of Engineers, Malaysia (FIEM), Institution of Civil Engineers, UK (FICE), International Ferrocement Society (FIFS), Academy of Sciences, Malaysia (FASc) and ASEAN Academy of Engineering and Technology (FAAET)
- Honorary Member (Academician) of the Kazakhstan Engineering Academy, Honorary Fellow of the Institution of Engineers, Malaysia and the ASEAN Federation of Engineering Organisations

Board Committees

- Chairman, Long Term Incentive Plan Committee

Working Experience and Occupation

Dato' Abang Abdullah began his career as a lecturer at Universiti Putra Malaysia in 1976, and was promoted to Associate Professor in 1982 and full Professor in 1987. He was upgraded to Senior Professor (Special Grade B) in 1995 and in 2008, to Senior Professor (Special Grade A). He was appointed Dean, Faculty of Engineering in 1982 and retired from Universiti Putra Malaysia in July 2015. He was the Chairman of the Malaysian Council of Engineering

Deans and served as a Design Engineer at Malaysian International Consultants and Perunding Bakti Sdn. Bhd. He served as a Board Member of the Malaysian Highway Authority (LLM) and Board of Engineers, Malaysia (BEM). He is currently the President of the Malaysian Society for Engineering and Technology (MySET), and a past President of the Institution of Engineers, Malaysia (IEM) and Federation of Engineering Institutions of Islamic Countries (FEIIC).

He was elected as an Honorary Advisor to the Master Builders Association, Malaysia (MBAM) and Chairman of CIDB Steering Committee on Industrialised Building System. He was appointed an Advisor of King Abdullah University of Science and Technology (KAUST), Saudi Arabia, Adjunct Professor of Universiti Malaysia Sarawak, Board/Council Member of Universiti Kuala Lumpur (UniKL), Board Member of the National Accreditation Board (LAN), Director of Housing Research Centre (HRC), Universiti Putra Malaysia, and Board Member, of the Polytechnic Curriculum Board, Ministry of Higher Education.

He had written a book on Industrialised Buildings Systems (IBS) and was involved in research work on housing and construction technology, specifically in the areas of low cost materials of construction, industrialised building systems and affordable quality housing.

Directors' Profile (continue)



Chin Chee Kong

Non Independent and Non-Executive Director

Malaysian aged

58

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
- Member, Long Term Incentive Plan Committee

Present Directorship in other PLC(s)

- Perdana Petroleum Berhad

Present Directorship in Non Listed Company

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

Working Experience and Occupation

He joined Peat Marwick Mitchell & Co (now known as KPMG) 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 won all the 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 31 December 2013.

Please refer to page 179 for Directors' securities holdings in the Company.

There is no other family relationship between the Directors and/or major shareholders of the Company.

All Directors are Malaysians.

None of the Directors was convicted for any offence.

Please refer to page 79 for Directors' attendance at board meetings held during the financial year.



'Naim Boleh!' - Participants Of The National-Level Labour Day March-In Event Held In Kuching (2015)

OUR VALUED PARTNERS: Talent Management And Development

At Naim, we are proud to celebrate our differences and foster an environment where everyone has the opportunity to reach his or her full potential and make the best possible contribution to our Group's performance. Be it small job milestones or triumphant achievements, our people get a share of life, grow and excel.

In short, our people are our **Valued Partners** – being a Valued Partner means having the opportunity to be something more than an employee. There are endless possibilities to grow as a person in one's career and even within one's community. It is the opportunity to become one's personal best, to be part of something bigger and to be recognised for one's efforts.

2015 was a whirlwind of activities for our Valued Partners, with an array of improvement and other initiatives being organised. Our initiatives reaffirm our commitment to make Naim **THE BEST PLACE TO WORK ON EARTH**.

Human Capital Development

Training and Development Programmes

As part of the Group's commitment to focus on continuous development of our people, various structured training and development interventions were organised throughout the year. These training interventions were the result of a detailed training needs analysis done in an effort to close the performance gap.

Some of the training and development programmes organised were:

- 'Coaching and Mentoring for Organisational Excellence' by world-renowned Coaching Guru, Dr Peter Chee
- Group-wide 'Core Values and Team Bonding' sessions
- Group-wide 'Quality Awareness' roadshows
- Construction-related skills training
- Emergency Prevention Preparedness and Response Plan workshops
- Personal Effectiveness and Change workshops
- Group-wide 'Cultural Transformation' roadshows
- Training sessions on various computer applications to facilitate operational efficiency



Azizah Jamel To be a world-class organisation



Albert Sinau Ak Aba Unwavering quality



Yusra Bt Jamil Our reputation is built on solid ground



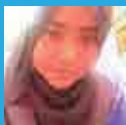
Winnie Kong Siew Fang To be a leading world-class contractor and developer



Senior Management, Corporate Retreat

OUR VALUED PARTNERS:

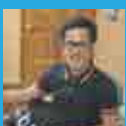
Talent Management And Development (continue)



Neeta Syairul Amelia
Great working environment - look forward to grow with Naim!



Nur Hidayah Muhamad Nasiruddin Build Right



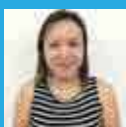
Rudy Rolend To be the World's Leader in Construction and Property"



Teo Yii Ching To produce top notch products & be future leader



Clare Wong Yuk Yee It's something to be proud of being a NAIM staff for more than 10 years. Happy 20th!



Teresa Ann Anak Mathew
To continue to provide staff with a brighter future

Professional Development Conferences

Our Valued Partners participated in various professional regional conferences in an effort to attain more exposure in related areas and keep abreast of the current and innovative industrial practices – such knowledge gained will undoubtedly benefit not only those who attended the conferences but also all Valued Partners through platforms such as sharing sessions and Naim Training Days.

Among the major conferences attended were:

- Talent and Human Capital (Jakarta, Indonesia)
- International Fire Conference and Exhibition (KL, Malaysia)
- 7th Annual Corporate Governance Summit (KL, Malaysia)
- Leadership Excellence From The Chair (KL, Malaysia)
- 18th National Housing and Property Summit 2015 (KL, Malaysia)
- 4th Borneo Conference and Exhibition on Occupational Safety (Kuching, Malaysia)

Work Culture Transformation

A significant initiative in this regard was the revamp of our vision and mission statements, and the formulation of our S.P.I.R.I.T.E.D. core values, details of which are provided in subsequent sections of this report.

In pursuant of the above, a series of awareness workshops and activities

were organised Group-wide such as the 'Spot Award' to facilitate greater awareness towards our new vision and mission statements and internalisation of the newly formulate core values in the minds of our Valued Partners.

Another key initiative was the implementation of the '360-degree' assessment among our Valued Partners, which would undoubtedly add value to work culture transformation and human capital development.

Recruitment Initiatives

2014 saw the recruitment of 279 new staff for various positions within the Group.

In addition we participated in a number of career fairs in an effort to boost our talent pool:

- Graduan Aspire Borneo 2015
- Swinburne Graduate Recruitment Day
- Graduan Aspire 2015 Career and Postgraduate Fair
- Innovation Career and Education Fair (ICE) 2015

Operational Efficiency: Computer-Based Training

To facilitate better understanding of our Group's Standard Operating Procedures towards improving our operational efficiency, we are in the process of formulating a e-learning platform known as the Computer – Based Training.

The Computer – Based Training is expected to be rolled out in Q2 2016.



Succession Planning

We are in the process of developing a succession planning programme known as the 'Job Grade 6 – 9 Talent Development and Succession Planning Programme', the details of which will be advised in due course.

The implementation of the above programme will go a long way in facilitating the Group's succession planning efforts.

Corporate Social Responsibility

In the spirit of knowledge-sharing, we became a speaker in the following conferences:

- 'Kuching Youth to Business' Forum: Managing Local Talents and Retaining Competent Malaysian Youth (organised by AIESEC and UNIMAS)
- 'Productivity-Linked Wage System' Forum (organised by the Industrial Relations Department, Ministry of Human Resources Malaysia)

We have also successfully developed a structured internship programme which has been approved and endorsed by Talent Corp, Malaysia, the implementation of which will add value in the transfer of knowledge to our future generation.

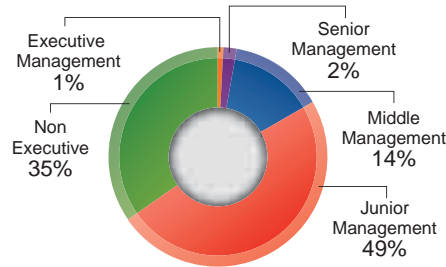
Our Workforce and Workplace Diversity

We encourage workplace diversity and provide equal opportunity for all team members – all team members irregardless of age, gender, race, religion, nationality and education work in harmony and have equal opportunity to succeed.

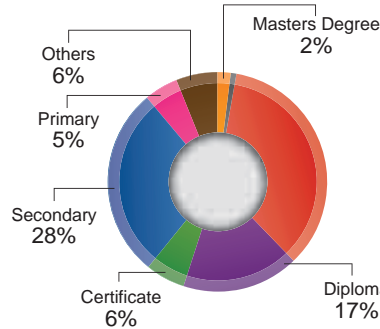
We also believe in recruiting the best talent available and developing them to realise their full potential. As at 31 December 2015, there was a total of 1030 monthly staff working at various locations, with 61% holding tertiary and technical qualification consistent with our objective to absorb more young graduates and technically qualified persons into the workforce. Among our executive level employees, 57% possesses professional and/or postgraduate qualifications.

We have also increased the participation of women in our workforce, with an increase of 14% in 2015 as compared with 2014.

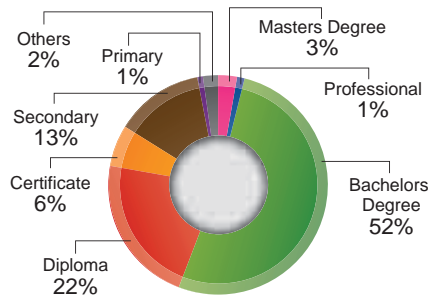
Manpower Distribution by Job Category as at 31 December 2015



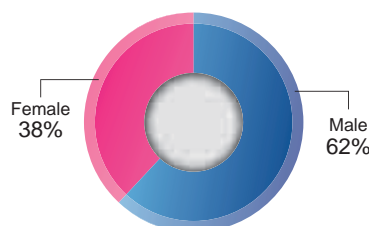
Manpower Distribution for Monthly Paid Employees as at 31 December 2015



Manpower Distribution for Monthly Paid Employees (Executives & Above) as at 31 December 2015



Manpower Distribution between Men and Women for Monthly Paid Employees as at 31 December 2015



Mozaidtul Asyariq Eqmal Bin Abdul Razak
To continue to scale greater heights



Felyson Joel Anak Saka
To be a better company with smiling faces



Seri Aqeeda Binti Zaidi
Our reputation is the proof that we're the best



Karen Goh Swee Fang
We build tomorrow



Agnes Anak Rayap
We'll get it done, like us there are none



Theeban Raj Paneer Selvam
To cultivate greener construction



Beatrice Jenner Ak. David Jutin
I aspire for Naim to be the impetus of growth for Sarawak