

Our Awards and Accolades



Malaysia Property Insight Prestigious Developer Awards: Outstanding Developer East Malaysia 2015







Malaysian Reserve Property Press Awards 2015



Chee Yuann Fong To be regional property developer in ASEAN



Tan Khing Geok Always be leading in property & construction industry



Thien Fung Sian
To continue to be
multi-award winning
Company



Nur Zafirah Bt Affendy For the brand to be wellknown in Malaysia



Yvonne Ng To win more awards



Goi Say Lan For Naim shares to reach RM45 per share



Aida Hamdan Selamat Ulangtahun Naim!



CIDB Builders Building Works Category Awards: Institutional Building Project

2. 2003

The Malaysian Construction Industry Excellence Project Awards: Medium Building Category

з. **2003**

SCCI Annual Corporate Report Awards:

Best Annual Report Award

4. **2004**

Malaysia Canada Business Council Excellence Awards: Industry Excellence for Construction Award

5. **2004**

The Malaysian Construction Industry Excellence Project Awards: Medium Scale Project Engineering Category

6. **2004**

The Malaysian Construction Industry Excellence Awards: Builder of The Year Award

7. **2004**

KPMG Shareholder Value Awards

8. **2005**

17th International Construction Awards:

New Millennium Award Spain, Madrid

9. **2005**

Malaysia Corporate & Social Environment Responsibility Award

10. **2007**

The Malaysian Construction Industry Excellence Awards: Contractor Award Grade7

AREA Social

2014

Empowerment Category

11. 2008

FIABCI Malaysia Property Award:

Property Man of The Year

12 2009

SHEDA Execellence Awards:
Top Developer In Residential
Development

13. **2010**

The Sarawak CMEA Award: Large Enterprise Category (Construction)

14 2010

The BrandLaureate Best Brands Awards 2011-2012: The BrandLaureate Conglomerate Awards 2011-2012

15. **2012**

The Sarawak CMEA Award: Large Enterprise Category (Construction)

16. **2013**

APEA Outstanding Entrepreneurship Category

17. 2014

AREA Social
Empowerment Category

18 2014

Readers' Choice Malaysian Reserve Property Press Awards Best Commercial Development - Bintulu Paragon

19. **2014**

Malaysian Reserve Property Press Awards Most Prestigious Integrated

Most Prestigious Integrated Lifestyle Residential Development - Southlake Permyjaya

20. **2014**

Malaysian Reserve Property Press Awards Most Prestigious Integrated Development - Bintulu Paragon

21. **2014**

The Sarawak CMEA Award: Large Industries (Services and Other Sectors - Construction)

22. 2014

One of Malaysia's Top
20 Property Developers
(The Edge Malaysia's Top
Property Developers Awards
2014) & the ONLY East
Malaysia-based developer
award recipient

23. 2015

Malaysia Property Insight Prestigious Developer Awards: Outstanding Developer East Malaysia

24. **2015**

Award For PLWS Practitioners

22. 2015

One of Malaysia's Top
20 Property Developers
(The Edge Malaysia's Top
Property Developers Awards
2015) & the ONLY East
Malaysia-based developer
award recipient

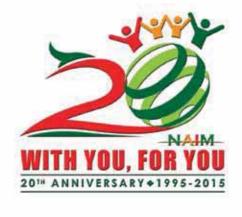
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Letter To Our Shareholders

Dear Valued Shareholders

On behalf of the Board of Directors, it is our pleasure to present to you the Annual Report of Naim Holdings Berhad for the year ended 31 December 2015.



2015 also marked the celebration of our 20th year of operations as a property developer and contractor. The celebration provided us with an excellent opportunity to look back and reflect, and also to look forward.









We have emerged as one of the leading developers and contractors in this region, with net assets (NA) of about RM1.3billon. As a developer, we have built more than 20,000 units of property for the Sarawak community. As a contractor, we have completed more than RM4bil worth of construction contracts, excluding internal development projects. Some of our notable projects are the Sarawak State Legislative Assembly building with our partner, the CMS Group, Majma' Tuanku Abdul Halim Muádzam Shah complex in Kuching, Phase 1 of the Kuching Flood Mitigation project, and the Waito-Wailotua Road in Fiji which received commendation from the Fiji Government.











Encik Wan Abdul Rahman & Family (One of Bandar Baru



Mr Ting Nai Ho & **Family** (A repeat Bandar Baru Permyjaya & the first Bintulu purchaser): Naim is large & well-known, so



Mr & Mrs Daniel Jok **Wan @ Asa Jau** (Bandar We chose Naim due to its reasonable prices, quality delivery & completeness of infrastructure



Encik Baharin Bin Salleh & Family (Desa Ilmu landed property purchaser): Naim is a big company & I'm its products





Hasmiah Anthony Hasbi To be Malaysia's example of a professionally-managed company



Susan Gau For the brand to be a household name



Matthew Kana To be a key figure among the successful companies nationwide



Chua Wee Fang Congratulations on your wonderful journey of 20 years of success and we hope the same for the future



Liew Ching Song To become one of the world's most valuable brand in the future & trendsetter



Chris Heng To be a major REIT player in Malaysia & abroad



We also had the opportunity to collaborate with reputable global players — with Samsung Engineering Co. Ltd. for our Sabah Oil and Gas Terminal project secured in 2010 and JGC Corporation, Japan, one of the four largest LNG specialists globally) for the Bintulu LNG Train 9 project secured in 2013. In 2012, we became the first East Malaysian contractor to be awarded two stations packages under the Klang Valley Mass Rapid Transit (KVMRT) Line 1 project in Peninsular Malaysia.





Besides the business fronts, our growth was also reflected by the expansion of our workforce – from a handful of staff, our workforce has increased to more than a thousand currently. In addition, we have put in place, a set of internal processes, incorporating best practices to facilitate the Group's sustainable growth.





Christina Wong I hope to see the inculcation of better work culture & values among staff to propel Naim to become a global brand. We have achieved so much, & yes, we can do it again!



Denise Yong To be a successful conglomerate with operations and branches abroad



Sivakumar Ramasamy We aspire to play a greater role in the boil & gas sector in years to come



Seah Boon Kee I hope to see Naim being involved in LRT & MRT projects in Sarawak



Alexander Lim To set up R&D division & be trendsetter!



Falynna M. Ahed Fly To continue to grow with Naim





Tony Lau To be a "Respected, Caring, Profitable & Evolving" conglomerate



Gerald Sim Let's continue to make history in the future – NAIM BOLEH!



Kelly Lim Ye Qing Naim is the best construction company in Sarawak and I believe Naim will get more awards in the future



Tan Ai Shan I would like to see Naim to be a 1st class developer and contractor



Fairh Vi Joy Apresto
Ceurdo Naim to be the
undisputed leader and
recognized company
in homebuilding &
community development
in Malaysia, through
the unwavening
commitment,
passion, dedication
& professionalism in
very team members.
#workasateam
#naimboleh



REVIEW OF FINANCIAL PERFORMANCE

2015 saw the emergence of several global macro risks which could result in long and deep impact on the world economy. Back home, it was similarly a challenging year, with factors such as ringgit depreciation, unfavourable crude oil prices, tighter monetary policy, political uncertainty and the imposition of the Goods and Services Tax (GST) leading to a slowdown in the economy.

As we celebrated our 20th year of operations, one philosophy serves as our driving force during such turbulent times – when the going gets tough, the tough gets going.

By staying alert to the dynamics of the economy and remaining responsive to it, this has enabled us to manage the impact of these challenges and become more resilient.

For the year under review, we achieved revenue of RM594.4million. Profit before tax was RM44.2million, while profit attributable to shareholders was approximately RM34.3million. Earnings per share stood at 14.5sen. Overall, the results were disappointing, even after excluding the extraordinary gains of RM122.2million from 2014's results, but not altogether unexpected, in view of the harsh business environment.

In terms of segmental contributions to overall revenue, our Property, Construction and Others segment contributed 26% (RM156.4million), 67% (RM398.7million) and 7% (RM39.3million) respectively.









Apart from revenue, other contributions to profit included a share of the results of our associates amounting to RM50.3million and share of the results of joint ventures of RM1.5million.

Property

Our Property Division was not spared from the economic slowdown, recording a revenue of RM156.4million as compared with RM247.2million posted in 2014. There was also a decline in profit from RM75.9million in 2014 to RM12.1million in 2015. The decline was partly due to lower contributions from substantially completed projects and lesser new sales of about RM104million, as compared with about RM200million achieved in 2014. Notwithstanding this, the new sales are expected to progressively contribute positive results to this segment within the next 2 years.

Construction

On the Construction front, the revenue increased from RM353.4million in 2014 to RM398.7million in 2015. The Division also registered a lower level of loss from RM27.1million in 2014 to RM12.6million in the current year under review. The improvement in the Construction Division's performance was mainly due to increased work progress of projects, recovery of costs from construction clients and the write back of certain liquidated and ascertained damages (LAD) provided for in the previous year.

One of the key contributors to the Division's revenue was the Klang Valley Mass Rapid Transit (KVMRT) Line 1 project. We were appointed to build a majority of the stations (6 out of 24 stations in total), at a very competitive contract package and this has taken a toll on us.



Shawn Ng For Naim to transforming live, work & play experience



Julia Lee Sing Yii To be the Top Developer in Malaysia and a branded developer globally



Mohd. Bakhtiar Bin Dahelan NAIM will keep growing & achieve a better success in future



Syarifah Noorfaizumesa **Binti Wan Halix Alam Shah** A place where I can



Ericca Ernatasherra Jimmy I would like to see Naim



Teo Chia Mong Maju





Inah Kebir Success, Success & Success!



Chong Tze Ai To create own NAIM TOWNSHIP



Faidrullah To be no. 1 Oil & Gas player



Kelvin Liew A lifetime career builder success always!



Blaise Chai To diversify Naim's business & build 'green' developments



Abdul Fatah Malike To adopt latest construction technology



Dayang Hazirah Binti Awang Bemee To expand business globally

Oil and Gas

In terms of our Oil and Gas segment, the revenue by our LNG Train 9 project in Bintulu, Sarawak, a project secured in 2013, has decreased slightly due to reduction in work volume mainly caused by variations in work specifications by the client.

Associate Company - Dayang Enterprise Holdings Bhd.

Meanwhile, Dayang Enterprise Holdings Bhd. (hereinafter known as 'Dayang') recorded a commendable performance in 2015, registering a profit after tax of more than RM170million. The profit included an extraordinary gain of about RM108.9million arising from the re-measurement of investment in Perdana Petroleum Berhad (hereinafter referred to as "PPB") by Dayang upon the acquisition of a controlling stake therein via a



mandatory general offer. PPB is a company which provides offshore marine services for the upstream oil and gas industry in the domestic and regional markets. However, this acquisition has increased Dayang's borrowing level substantially, from RM153.8million in 2014 to RM1.81billion in the year under review. As a result, Dayang's gearing ratio as at 31 December 2015 is 1.52 times, as compared with 0.16 times as reported in 2014.

Dayang also has call out contracts of more than RM3billion to last at least until 2018.

Employee Incentive – Long Term Incentive Plan (LTIP)

As part of our efforts to be an employer of choice, we have put in place a Long Term Incentive Plan (LTIP), which was approved in the last annual general meeting held on 26 May 2015. The purpose of the LTIP is to provide equity incentives to executives, directors and employees in order to align their interests with the long-term stock holder interest, motivate and reward them to facilitate the achievement of long-term results, as well as to retain key executives and employees amidst the competitive market for talent. No grants have been issued as at to date.

OUR MILESTONES

Awards and Accolades

Staying true to our vision to be a top notch global property player and infrastructure builder, we are again honoured and humbled by the various industry recognitions garnered in 2015.

We were adjudged the 'Outstanding Developer – East Malaysia' by the Malaysia Property Insight Prestigious Developer Awards (PIPDA) 2015, which brings together the crème de la crème of Malaysia's property development industry.





Datuk Amar Abdul Hamed (Chairman) & Datuk Hasmi Hasnan (MD) At The Property Insight Prestigious Developer Awards (PIPDA) 2015 Event

We stamped our pole position as East Malaysia's leading developer by being the only East Malaysia-based property developer to be ranked one of Malaysia's Top 20 property developers by The Edge Malaysia's Top Property Developers Awards 2015, two years in a row.

We were also honoured to be chosen as an award recipient for practising the productivity-linked wages system (PLWS) by the Department of Industrial Relations, Ministry of Human Resources, Malaysia in the year under review, in line with our aspiration to be the BEST PLACE TO WORK on earth.

The awards instil in us, a need to continuously improve so that we not only meet but exceed the expectations of our customers, workforce and stakeholders. The awards are also a testament of our continued commitment to maintain a culture of excellence and develop quality products.

Core Values Revisited

One of the significant enhancement initiatives was the revamp of our vision and mission statements, and the formulation of our S.P.I.R.I.T.E.D. core values, which are:

S for Service-Oriented

P for Performance, Professionalism and Passion

I for Integrity

R for Respect

I for Innovation

T for Teamwork

E for Empowerment and Engagement

D for Discipline, Determination and Decisiveness

Our new vision and mission statements, and core values will be our inspiration and serve as a guide for our operations henceforth. More importantly, this will make us more resilient in weathering the challenges in the ever changing business environment in time to come.

They also reflect one important reality – that each and every one of our workforce has a role to play, and needs to play that role actively and effectively. In other words, each and every one of our staff is a partner of the Group, as whatever we do is critical to the survivability of the Group as a whole. Henceforth, our workforce will no longer be known as our staff, but as Valued Partners. This is not merely a name change but also entails a change in the way we interact with, engage and reward our team members.



Datuk Amar Abdul Hamed Bin Haji Sepawi The core values which facilitated our success through the years must be continued so that the Group can scale greater heights. With this & the dedication of team members, Naim will continue its success story in years to come



Datuk Hasmi Hasman We will continue to build value - value is about rendering excellent service to our customers & making a difference in this world. Ultimately, this is our purpose



Lau Keat Hoo To develop an integrated township everywhere in the world



Ceilia Lee A renowned property company that sells because of its name,





Shirley Noivont David To diversify to various field of works & industries



Kartrina Chiew Tze Ling I LOVE NAIM



Wong Ching Sen I aspire for Naim to be the largest property developer & construction player in Borneo



Fish Lim To expand to Peninsular Malaysia



Molly Ann Hyacinth To be Malaysia's no.1 enviromentally-friendly developer & contractor, & one of Asia's best



Cynthia Gale Ak Gornsen To be the best among Malaysian developers

The downturn has also afforded us an opportunity to take a step back to consolidate our operations, 'right size' our businesses, strengthen our internal processes and procedures, retrain our best talents and embark on innovation in operations and products, in preparation for the better times to come as they surely would.

With all such initiatives, we will be better equipped and are committed to meet our long term goals and maintain the culture of excellence, by BUILDNG VALUE IN EVERY WAY, with you and for you. We are committed to our S.P.I.R.I.T.E.D. journey forward!

LOOKING AHEAD

Economic Situation

As we enter a new financial year, the global economy is still expected to be on shaky ground due to increasing indebtedness in a large number of developed as well as emerging market economies (Malaysia included). There is also uncertainty and enhanced volatility in the global financial markets. These factors combined, are expected to affect not only presently "distressed economies" such as Greece in the euro area and Puerto Rico in the US dollar zone, but also extending to emerging market economies, such as Brazil, Russia, India and China, which is the world's second biggest economy and also global manufacturing powerhouse, absorbing substantial amount of resource-based materials from other developing countries, particularly in Africa, Asia and the Middle-East.



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As the external environment becomes more challenging due to weaker global economic growth and increased volatility in the global financial markets, Malaysia continues to be susceptible to both unanticipated and anticipated external shocks. Domestic inflation is expected to increase in 2016, partly due to price increases and a low base effect caused by weak oil prices. The effects of the Goods and Services Tax (GST) are also expected to continue. With economic growth expected to be moderate due to weak commodity prices, ringgit depreciation and rising cost of living, consumer sentiment is expected to remain sluggish.

Property

We expect the property market to remain challenging due to factors such as rising costs of doing business, increased competition, tighter monetary policy and weak buying sentiment attributed to rise in living costs alongside the weaker stock market, currency and imposition of the Goods and Services Tax (GST).







Joseph Lee Look forward to us building an 'underwater city'



Catherine Cho Sing Yieng To be the most desirable employer that Sarawakians can be proud of



Felicia Anak Michael Mulok To be the world's best company to work with



Annjay Robin To be Malaysia's no. 1 developer & diversify



Wahidatul Al Fairus Bin Wahid I believe that Naim will be one of the largest developers in Malaysia – and we will be!'



William Ong For the brand to be talk of the town





Alice Ting I strongly believe that Naim will go global in future!



Abang Mahathir Mohamed I aspire for Naim to be THE HOUSEHOLD NAME, not only in Sarawak, but also regionally



Alan Boon NAIM best of the best!



Yeo Chui Yin Thank you for providing thousands of shelters to Mirians & transforming Bandar Baru Permyjaya! Let's continue to be successful!



Carberry Anak Abang Happy 20th & I LOVE YOU NAIM



Doreen Balare Together we achieve the set goal



Felicia Lanjau NAIM BOLEH!



Although we expect some degree of slowdown in the take-up of our products in general, we will continue to focus on our three flagship developments, namely Bintulu Paragon integrated development (Street Mall, Small Office Versatile Office (SOVO) and 'The Peak' condominium), Kuching Paragon integrated development (Sapphire on the Park condominium) and SouthLake Permyjaya integrated township development (a range of landed residential properties) in Miri. Various initiatives such as pricing strategies, attractive product packaging, other value-added features and innovative sales strategies will help to sustain demand for these properties. Plans are also in the pipeline to launch more medium range and affordable products. In-depth study of the market's buying behaviour will continue to be one of our key activities this year, to facilitate better product development for the market. We will also adopt a more cautious approach towards product launches in 2016, by scheduling launches based on market dynamics.

Nevertheless, it is hoped that Sarawak's long term development plans such as the Sarawak Corridor of Renewable Energy (SCORE) designed to accelerate its economic growth, will continue to create a bustling business environment, to help sustain market demand in the State.

As part of our long term plans, we continue to actively seek opportunities to acquire strategic land banks in Sarawak, Sabah and Peninsular Malaysia to further strengthen the growth of our property segment in terms of sales, profit and market share. The slow down in the economy, which is expected to continue in the next few years, could also give rise to the opportunity in acquiring land at bargain prices.











Lee Wuan Voun Met heaps of great people here and opportunities to grow and thrive



Wong Mei ChooBuilding your dream,
Naim's dream.
Gambateh Naim!



Mohd Haziq Karem Together we achieve our dream, nothing is impossible, LOVE NAIM



Esther Lie Yin Katt Hope for Naim to be the employer of choice, the best place to work!



Haliza Binti Segar Naim gives me an extraordinary working experience



Faizal Samsuri Better prospects with Naim!

Construction

On the Construction front, we have managed to secure cumulatively, about RM150million new order book in 2015, which should sustain our short term earnings growth.

For the short to medium term, a number of sizeable construction tenders has been submitted, including that for the Pan Borneo Highway mega project in Sarawak, and we are cautiously optimistic to secure some to replenish our order book.

In addition, our involvement in the Klang Valley Mass Rapid Transit (KVMRT) Line 1 project which was the first for our Group, has opened our eyes to challenges in implementation of such complex projects such as that relating to site operations, performance by sub-contractors and procurement. Valuable lessons have been learnt, strengthening our capability in such project implementation in the future.

We will continue to implement improved measures to better facilitate efficiency and enhance monitoring of operational costs. At the same time, we will continue to strictly monitor the progress of projects to ensure they are implemented on schedule, improve risk management and embark on tightening of internal controls for this segment.





Mathernus Wan Jock
To create a sustainable
future through building
preservation, green
architecture, and smart
design



Putri Halifa Bt Reduan Building it better in concrete



Tungki Sedin NAIM to lead the construction industries



Malcolm Liaw Quality is what we pursue, We know what we do



Satwant Singh Chahil A/L Naranjan Singh To set the standard of quality for 3 generations



Ili Nadhirah Bt Tajudin In our work we have pride, quality is what we provide



Oil and Gas

In terms of the Oil and Gas segment, our collaboration with reputable global industry players namely Samsung Engineering Co. Ltd. and JGC Corporation, Japan has given us a valuable insight and lesson in world class project management system by virtue of 'transfer of knowledge'. This will put us in good stead in terms of our involvement in the Oil and Gas industry, against the backdrop of the challenging business environment brought about by the uncertainty in the oil and gas market, reduction in oil and gas projects and also an increasing number of players in the industry.

Other Division

For our Other segment, we are still continuing to improve the quarry and premix operations by putting various measures to market and sell the products to achieve economies of scale and improve the segment's performance in the near term. The rolling out of the Pan Borneo highway project in Sarawak is also expected to have positive impact on this segment.

In addition to construction materials, our venture into retail property, Permy Mall has also spurred us to embark on similar developments in Bintulu, Miri and Kuching in the near future. We will also be embarking on other types of commercial properties for example hotel in Bintulu Paragon for recurring income.

Associate Company - Dayang Enterprise Holdings Bhd.

We expect Dayang to continue to contribute positively to our results in the near future.

Human Resources Processes and Other Improvements

In the relentless pursuit of the culture of excellence, we will continue to strive for the highest standards of business integrity, take steps to review and uphold the best practices, and maintain an exemplary corporate governance framework within the organization.

To facilitate further growth, we will intensify our efforts in relation to human capital cultural transformation, to drive our Valued Partners towards building a workforce of higher confidence, optimism, greater tenacity and enthusiasm. With the recruitment of a new Head of Group Human Resources who possesses more than 20 years' of related work experience with multinational companies across the region, this will put us in good stead in our continuous efforts to instil a winning performance culture through various fronts including greater staff engagement, communicating KPIs from the beginning of the year, more intense learning and development activities to build competencies, and optimization of manpower to build an effective and efficient workforce.

Focus will also be given to the creation of a Computer-Based Training platform and contents to facilitate better understanding of our Group's Standard Operating Procedures and Best Practices among our Valued Partners.

Corporate Social Responsibility

As a responsible corporate citizen, we remain committed to our Triple Bottom Line of PEOPLE, PLANET and PROFIT. Our increased efforts in this regard are a testimony to our enduring commitment to balance overall environmental, social and economic goals towards building a sustainable future, for the benefit of future generations.

ACKNOWLEDGEMENTS

Finally, we would like to thank all our stakeholders – our shareholders, customers, clients, Valued Partners and their families, Directors, joint venture partners, subcontractors, consultants, financiers, associates, Ministries, Departments, Statutory Bodies and Regulatory Agencies for the support extended to our Group. We would also like to welcome our new Director Mr Chin Chee Kong, and we greatly look forward to his kind guidance to propel Naim to greater heights in time to come.

Indeed we feel truly blessed to be a part of you these past 20 years.

We are honoured for your confidence, support and friendship, and it has been our privilege to have played a part in building your memories throughout the years. Rest assured we are here to build value in every way, and will continue to do so, with you and for you.

We look forward to serving you for many decades to come.

Once again, thank you and our warmest regards.

Datuk Amar Abdul Hamed Bin Haji Sepawi Chairman

Datuk Hasmi Bin Hasnan Managing Director



Romeo Rudolp Japang A truly work, live, play company



Muhd Syah Iskandar To create SMART city



Ymma Fatzrin Binti Usin @ Husin To be Asia's leading construction company



Lionel JovenesAchieving Beyond
Expectation!!



Karolyn Wee Lee Chern We put a sparkle in your project



Ng Ming Hui Engineering your dreams with us



Anto Zatmiko Suka kerja di Naim kerana Naim ok!

Performance Overview

Tan Yew Hin To have a NAIM Bank



Grace Uni To be a world class and marketleading Engineering / Construction Company



Anselm Chang To be a leader in Green Building concept



Loi Hui Yien I aspire for Naim to be a role model in the area of HSE in Sarawak and Malaysia!



Nurkhastuty The best place to work on earth!



Dennis Tan Sau Ping To be Malaysia's no. 1 employer



Fu Swee Ling To be no. 1 property & construction company

Property segment was the main driver of earnings for the Group.

Property Division

Property Sales

The Group achieved a total sales value of about RM104million. A total of 268 units comprising residential and commercial properties were sold, and these news sales are expected to progressively contribute positively to the result of this segment within the next 2 years.



New Property Developments and Happenings

Capitalising on the success of Bintulu Paragon's Street Mall component, we embarked on launches of our Street Mall's Block B and D in 2015. Touted as the super-prime units, the launches received encouraging response from members of the public. Some of the Street Mall's key features are 24-hour security with patrols and CCTV surveillance, a network of bridges and escalators to seamlessly connect each floor and units which are larger than a normal shophouse unit in Sarawak. In addition, our Street Mall will have the longest covered walkway in Sarawak, which is approximately 1,000 feet, and its car parks can accommodate more than 1,500 cars.

2015 also saw the launch of Bintulu Paragon's Small Office Versatile Office (SOVO) Block B, its units offering versatile layouts and spatial flexibility. Conveniently situated close to outlets such as eateries, retail and entertainment and reasonably priced, our

SOVO units are attractive options for small and medium businesses.

In addition, we also launched Bintulu Paragon's new sales gallery and its beautifully landscaped alfresco piazza, an attractive venue for large scale events, boosting traffic to the integrated development.

One of the highlights of 2015 was the launch of our anniversary 'Dream Discount' promotion in conjunction with the Group's 20th Anniversary

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celebration. Applicable to properties in Kuching, Miri and Bintulu, the promotion received encouraging response from members of the public. We also intensified our promotional efforts for Kuching Paragon integrated development and the SouthLake Permyjaya integrated township development located within Bandar Baru Permyjaya, Miri via previews, roadshows, joint promotional events and many more.

As the property market is expected to slow down in 2016 due to weaker buyers' sentiment caused by various factors as aforesaid mentioned, we will adopt cautious approach in the coming year. Our product launches and pricing strategy will be implemented based on market demands and buying behaviour. Amongst the key measures implemented to sustain performance of our property segment will be more aggressive marketing strategies, target marketing and innovative products and packaging.

Moving forward, we have also planned for launches in Kuching, Bintulu and Miri throughout 2016 comprising residential and commercial properties. With over 2,500 acres of prime land bank located at Sarawak's key growth areas namely Bintulu, Miri and Kuching, we can expect a bright future for the Group. We are also looking at expanding our land bank through direct purchase of suitable land and joint ventures.

Property Investment Division

The highlight for the year under review is the opening of the Naim Clubhouse @ SouthLake Permyjaya, Miri, a first for the Group. Located within SouthLake Permyjaya development zone and next to a 30-acre lake, the Naim Clubhouse is a nexus which promotes a close-knit community in the area. Exciting details of the Naim Clubhouse can be found in the 'Special Features' section in this report.

Works for the Group's very first hotel located within the Bintulu Paragon integrated development are on track, with operations expected to commence in 2017. The Group's foray into the hospitality business is expected to contribute positively to the Group in time to come and add value to its business portfolio.



Johnny Wong To be the employer of choice, with work-life balance



Lim Mui San To be the home builder champion in this region and beyond



Anne Uding Balan Proud to be part of NAIM family



Dora Wee To build more iconic buildings in Malaysia



Jessica Ho To conquer the whole landed residential property spectrum



Chong Jia Ming To be world class developer & contractor



Performance Overview



Thadeus Sia NAIM for Life! Let's grow the mall business in future!



Priscilla Andrew #kipidap



Jayaramen Govindan To diversify into medical, education & F&B businesses



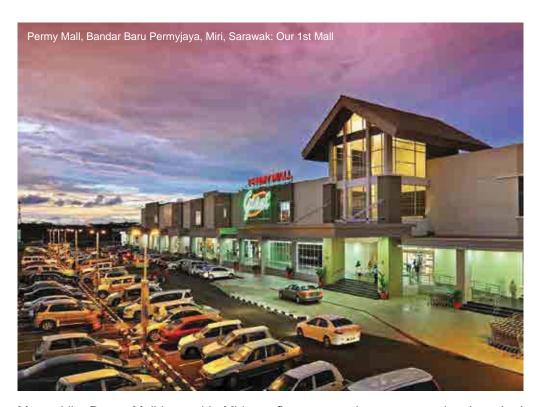
Maskiah Abang To be No. 1 construction and property development company in Malaysia & to be recognized globally



Melody Anne Chia To build SMART houses for the community



Susanna Wee To expand operations globally



Meanwhile, Permy Mall located in Miri, our first property investment project launched in November 2011 is about 90% tenanted. Additionally, more focus was accorded to brand the Mall as a fun place to be through the organizing of interesting family-related events and other events. More activities were also held to increase engagement with the Mall's tenants towards relationship building.

We are targeting similar developments in other regions as well.

Construction Division

During the year, efforts were expended on the management of projects to ensure that they were on track.

Among the ongoing projects are as follows:

- Elevated Stations and Other Associated Works (MRT S2 & S4)
- Tanjung Manis Port Extension
- Tanjung Manis Water Treatment Plant and Associated Facilities
- Upgrading of Existing Bukut Road
- Bintulu Central Boulevard Road

One of highlights in 2015 was undoubtedly the successful installation of the 165.2-metric tonne Phileo Damansara MRT Station's Link Bridge in September 2015 which cuts across the Sprint Highway, Kuala Lumpur by our MRT team. Regarded as the 'largest lifting operation' which involved complex steel works on ground prior to lifting the bridge to its position, the success was a testament of the Group's capability in executing such complex works.

Future Projects

We are continuously seeking further businesses for the medium and long term, and have submitted bids for various projects including road projects, buildings and other infrastructure projects.

Oil and Gas Division

The year under review saw works for the LNG Train 9 progressing well towards completion.

Our Oil and Gas Team also did us proud by winning various safety awards throughout the year such as the 2015 Safe Contractor of the Year and by being adjudged one of the top 3 'Best Site Teams' among a pool of over 30 contractors in relation to the Bintulu LNG Train 9 project, demonstrating our continued commitment in health, safety and environment (HSE).

However, we are closely monitoring this sector for future opportunities, especially against the backdrop of current sectorial challenges such as uncertainty in the oil and gas market, decrease in oil and gas projects and an increase in industry players.

Other Division

2015 saw various measures implemented to improve trading sales for its products and enhance efficiency in its daily operations of this segment.

Moving forward, continuous focus would be accorded to measures to boost sales and operational efficiency.

Associate Company – Dayang Enterprise Holdings Bhd.

With its call out contracts of more than RM3.8billion to last until 2018, we expect this investment to contribute positively to the Group's results in time to come.



Clif Mengud Hope to see Naim to be a mega



Mohammad Aqmal **Azam Bin Brahim** To developer & contractor



Khairuliza Bakri To be



Mohd Ridwan B Shajudeen Quality is



Yap Yien Phin To be leading home builder, best contractor & best



Steffi Ak Edwin Executive Naim to set the benchmark

51



Corporate Social Responsibility



Ang Chin Hui Naim to be a venowned MNC



Lim Swee Ling To be ranked top 5 in Malaysia's construction industry



Krystle Ak Mathew San San To be the best in the sectors we're involved in



Elisa Chai Fang Fang To continue our success story for many years to come!



Calvin Bill Jugah To diversify our business to include provision of foreign labour



Bariah Binti JainiI believe that Naim has a great future

We believe in doing business successfully and responsibly. As such, we are ever mindful of our responsibility as a corporate citizen to improve the quality of life of our communities and to help ensure a better world for generations to come.

We are guided by the values which have been stated in our Group's vision and mission statements, core values and corporate responsibilities statement, which were framed to express our goals and aspirations as a corporate citizen.

One of our key initiatives towards this end is the establishment of Tabung Amanah Naim (Naim Trust Fund) in 2004 with the objective of providing assistance in areas namely education, relief of distress, promotion of unity through sports, arts and culture, religious worship or advancement of religion and other patriotic or charitable purposes. The trust fund is expanded on an annual basis by donations from the Group and its subsidiaries. To date, the fund has contributed more than RM4.8million for various purposes.



We have also established the Tabung Amanah Naim Scholarships since 2005, which assist deserving students in expenses related to tuition fees, lodging and books. Since its establishment, we have awarded scholarships in construction and property-related fields of study.

In addition, we have made corporate donations of more than RM890,000 for various welfare, charitable, sports, religious, disasters and education purposes during the year.

We remain committed to our Triple Bottom Line – PEOPLE, PLANET and PROFIT.

Quality, Health, Safety and Environment (QHSE) Policy

As part of our commitment to QHSE, the Group introduced various policies such as Zero Defects Policy and Healthy Workplace and Zero Accident Policies, which culminated in the formulation of our QHSE Charter in 2010.

We are determined that our activities shall not have any detrimental health and safety impact on our employees, subcontractor's employees, customers or any member of the community at large. Our QHSE Management is a coherent system of ISO 9001:2008 Quality Management System, OHSAS 18001:2007 Occupational Health & Safety Management System and 14001:2004 Environmental Management System and is recognised by the Intertek International (previously known as Moody International).





Barapui Timothy Balangalibun For Naim to be the employer of choice, helping employees to grow



Bibiana Chubing NAIM is the best!



Mohd Junaidi Mohd Yasin NAIM with you for you.



Meni Mangkong I LOVE NAIM



Leong Eek Tiing To be a leading global company providing world-class products



Chong Chun ThingTo be the employer of choice



Ng Pek Loon (Veronica)To be the biggest & financially strongest conglomerate in Asia



Corporate Social Responsibility (continue)

Quality, Health and Safety

Naim Adjudged '3rd Best Site Team' in HSE Practices (May 2015)

Our Oil and Gas Team was adjudged the '3rd Best Site Team' for the PETRONAS LNG Train 9 project in Bintulu in conjunction with PETRONAS' 20 million man hours with Lost Time Injury (LTI) celebration. Our team beat a pool of more than 30 local and international contractors.



Naim Launches Group HSE Campaign 2015 (20 May 2015)

We launched our Group's HSE Campaign themed 'Think Life, Think Family, Think Future'. The campaign was also one of our main activities for our 20th Anniversary celebration and features a host of fun HSE-related competitions and educational activities for staff throughout the year.



Naim Organises HSE Month (August 2015)

This activity which was the main activity under our Group's HSE Campaign 2015 featured roadshows, talks and mini expos held in Kuching, Miri, Bintulu and Tanjung Manis to promote greater awareness on the importance of HSE in operations and lives.



Good Response By Our Staff

Naim Contributes Significant To Man Hours Without LTI

We achieved another safety milestone as we were acknowledged as significant contributors towards PETRONAS' achievement of 30 million man hours without Lost Time and Injury for its LNG Train 9 project in Bintulu.



Naim Launches 'Amalan-Amalan Mulia Sepanjang Bulan Ramadhan' HSE Campaign (18 June 2015)

We launched our Ramadhan 'Good Health and Safety Practices' campaign group-wide, starting with our 'Anti-Aedes' campaign and launch of our improved HSE Handbook.





Environmental Responsibility

At Naim, environmental care is at the heart of our business. We assume environmental stewardship by integrating environmental preservation measures beyond statutory requirements into our daily operations such as utilisation of scrap materials in construction projects (Balingian Bridge, Sarawak), incorporation of energy saving features in our products and stringent enforcement of related policies via 'surprise checks' by HSE-related committees.

One of the highlights in 2015 was the inking of a collaborative agreement for a 3-year environmental conservation and awareness programme with the Forest Department Sarawak which will allow us to step up our initiatives in this regard.

We are delighted that our efforts have been duly acknowledged as we were adjudged the winner of the Sarawak Chief Minister's Environmental Award (CMEA) (Large Industries - Construction) for 3 years, in 2010, 2012 and 2014.

Naim Embarks On 'Gotong-Royong' With SK St. Anthony, Bintulu (18 April 2015)

We organised 'gotong-royong' exercise which involved backfilling of the school's football field to prevent ponding and general cleaning of the school's compound.



Naim Launched Its 3-Year 'Go Green Rocks!' Programme (13 June 2015)

Under our inaugural collaboration with the Forest Department Sarawak, we launched our 3-year environmental conservation and awareness programme called the 'Go Green Rocks!' commencing with our 1st planting at the Kuching Wetlands National Park. We managed to plant more than 1,000 seedlings within a short 45 minutes!

Naim's Fire-Fighting Team Helps Put Out Bushfire At Kuala Baram, Miri (July 2015)

Our team comprising more than 60 staff volunteers toiled for 10 days as they helped the authorities put out bushfires which started at Kuala Baram, Miri. Our fire-fighting team was formed more than 10 years as part of our contribution to the community.





Corporate Social Responsibility (continue)

Community

At Naim, we embrace our responsibility in creating more resilient and sustainable communities through our operations and actions. As such, we embark on structured initiatives to facilitate progressive change and have a positive effect on the community, encompassing areas such as advancement of education, sports, assistance to the less fortunate and the needy, and many more.

We remain committed in empowering and strengthening our communities, towards the creation of a better life for all.

Naim Race Against Time To Complete Building Works For the Deserving (January and February 2015)

We intensified our buildings during weekdays and weekends in a bid to fast-track the completion of houses for the deserving under Habitat for Humanity Malaysia's Borneo Blitz Build (BBB) 2014 programme. The BBB 2014 involved the construction of 14 houses and is the largest single project that Habitat has ever undertaken in Malaysia. Naim was the largest sponsor for BBB 2014.



Naim Aids Bintulu Chinese Schools (21 February 2015)

Naim sponsored a total of RM30,000 to six Chinese schools in Bintulu, making this the third consecutive contribution since Naim established its presence in Bintulu in 2013.



Naim Extends Aid Beyond Borders By Helping Nepalese Workers (25 April 2015)

We provided financial aid to our Nepalese workers whose families were affected by the devastating Gorkha earthquake which struck Nepal. In addition, we also made travel arrangements for them to return to Nepal.



Naim Asists Foreign Workers Involved In Accident (9 April 2015)

We assisted our Klang Valley Mass Rapid Transit (KVMRT) workers involved in an accident en route to work by liaising with relevant authorities, ensuring the workers received immediate medical and assistance required and providing financial assistance to those in need.



Naim Contributes To Kuching Chung Hua Middle Schools (30 May 2015)

We contributed RM50,000 to the Committee of Management of Kuching Chung Hua Middle School No. 1, 3 and 4 in aid of the Chinese Schools. The contribution marked the 10th year which Naim has contributed to the schools.



Hand Over Of Mock-Cheque To The Committee Of Management Of Kuching Chung Hua Middle School No. 1,3 & 4

Naim Organises Free Professional Development Seminar in Kuching (8 June 2015)

We organised the free 'Coaching and Mentoring for Organisational Excellence' professional development seminar for the Kuching community, facilitated by world renowned coaching guru, Dr Peter Chee. The event was organised as part of our 20th Anniversary celebration and in the spirit of 'giving back' to the community.



Datuk Hasmi Presenting A Memento To Datu Hj. Misnu, Sarawak's Deputy State Secretary



Naim Organises Anniversary Street Basketball Challenge 2015 (22 August 2015)

We organised concurrent Street Basketball competition in Kuching, Miri and Bintulu, which saw a total of 60 teams battling it out in the fast-paced '3 on 3' game.



Naim Contributes A Haemodialysis Machine to Sarawak General Hospital (13 November 2015) Our contribution was in line with our effort to assist the increasing number of kidney patients in Sarawak.



Datu Rashid Handing Over The Haemodialysis Machine
To Dr Chin, The Hospital Director

Internship Programmes

We believe that industrial training is an integral component in empowering the young. By providing them with first-hand experience in the employment world, students would be better equipped to handle challenges in their future workplaces and moulded to become more responsible and charismatic.

We have an ongoing internship programme which provides undergraduate and graduate students opportunities to perform their industrial training with us as part of their course requirements. In 2015, a total of 52 students underwent internship with us.





Celebrating Our 20 Years, With You And For You

At Naim, we are truly blessed to be a part of you throughout 20 years.

We share your pride as you step into your first home, your joy in being part of a vibrant living community, your hope as you grow professionally and your courage in making a difference.

We are honoured for your confidence, support and friendship, and it has been our privilege to have played a part in building your memories throughout the years. As whatever matters to you, matters to us too, we are here to build value in every way, and will continue to do so, with you and for you.

We look forward to serving you for many decades to come.



Celebrating Our 20 Years, With You And For You (continue)

Incorporated In 1993 as Naim Cendera Sdn Bhd



Our Humble Beginning: Survey Of The Swamp Area In Tudan, Miri

1995



Commenced operations with landmark development in Tudan, Miri (now known as Bandar Baru Permyjaya (BBP))

1997



Ventured into construction (first low-cost housing contract for the Housing Development Comission) & Pujut 7 bridge

1999



Expanded to Kuching with Desa Ilmu township development in Kota Samarahan

2003



Developed Riveria, satellite township in Kota Samarahan

2003



Listed on the Main Board of Bursa Malaysia

2004



Established Tabung Amanah Naim, the Group's charitable arm

2004



Adjudged CIDB's Builder of the Year Award 2004 – the 1st from Sarawak to win

2008



Acquired a stake in Dayang Enterprise Holdings Bhd, signalling our foray into Oil & Gas sector

2010



Ventured into Sabah for maiden oil & gas project (alliance contract with Samsung Engineering, Korea for Sabah Oil & Gas Terminal)

2010



Ventured into Fiji for the road upgrading project

2011



Opened Naim's first shopping mall

2012



Became the 1st East Malaysian Contractor to be awarded 2 stations packages under the Klang Valley Mass Rapid Transit (KVMRT) Line 1 project

2013



Launched Bintulu Paragon integrated development, Bintulu's largest integrated development, commencing with Street Mall component

2013

Naim joins the ranks of Asia's best managed companies			

Voted 'Best Small Cap' company by FinanceAsia, joining the ranks of Asia's best managed companies

2014



Won a total of 6 awards, the highest number of awards being won in a single year in the Group's history

2014



Launched Kuching Paragon integrated development, Kuching's new central lifestyle district, commencing with Sapphire On The Park condominium

2014



Launched SouthLake Permyjaya, a lakeside development zone within Bandar Baru Permyjaya

2015



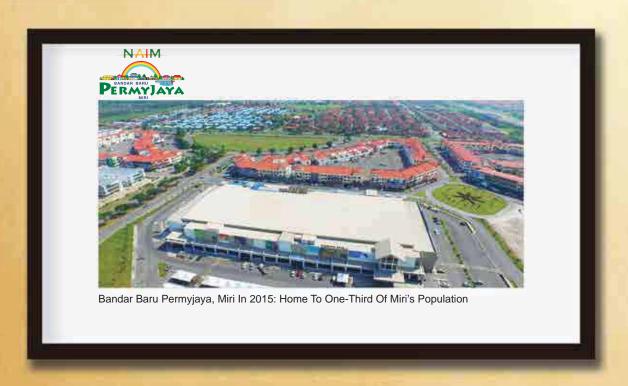
Successfully installed the 55.39-metre & 165.2-metre tonne MRT pedestrian Link Bridge A which connects the Phileo Damansara MRT Station to the station's Entrance A, dubbed as the 'largest lifting operation'



Celebrating Our 20 Years, With You And For You (continue)

NAIM NOW:

• HAS BUILT MORE THAN 20,000 PROPERTIES FOR THE SARAWAK COMMUNITY • ONE OF MALAYSIA'S TOP 20 PROPERTY DEVELOPERS









Kuching Paragon Integrated Development: A Vibrant Hub, Kuching's New Central Lifestyle District



Desa Ilmu Township, Kota Samarahan in 2015: Strategically Located, A Popular Choice



Celebrating Our 20 Years, With You and For You (continue)



HAS BUILT MORE THAN 300 KILOMETRES OF ROADS IN SARAWAK



HAS WON A TOTAL OF 25 AWARDS SINCE 2002:



- 8 PROPERTY AWARDS
- 7 CONSTRUCTION AWARDS
- 3 ENVIRONMENTAL AWARDS
- 2 CORPORATE SOCIAL RESPONSIBILITY AWARDS
- 1 BEST ANNUAL REPORT AWARD
- 1 SHAREHOLDERS' VALUE AWARD
- 1 BRANDING AWARD
- 1 OUTSTANDING ENTREPRENEURSHIP AWARD
- 1 INDUSTRIAL RELATIONS AWARD

Our Anniversary Countdown Celebration At A Glance



8 November 2014 marked commencement of 20th Anniversary Countdown Celebration. The countdown celebration featured an array exciting events and activities for staff and the public, leading up to our anniversary dinners on 14 October 2015 and after. What a year of celebration indeed!

May 2015:

We launched our Group HSE Campaign themed 'Think Life, Think Family, Think Future' and HSE Poster Competition. The response was great!



August 2015:

It was our HSE month, during which we held talks, roadshows and expos in Kuching, Miri, Bintulu and Tanjung Manis. HSE matters in our work and our lives!



June 2015:

We inked our inaugural 3-year environmental conservation and awareness collaborative agreement with the Forest Department Sarawak and started our 'Go Green Rocks!' programme in Kuching. Our staff had so much fun, while doing great things for the environment!



MOU Exchange With The Forest Department Sarawak



Our Staff Hard At Work During The Planting Event At The Kuching Wetlands National Park

August 2015:

60 teams participated in our Street Basketball Challenge, concurrently held in Kuching, Miri and Bintulu! Look at the action!



Miri's Street Basketball Challenge In Progress



Our Anniversary Countdown Celebration At A Glance (continue)



The Dignitaries At Our Anniversary Cake-Cutting Ceremony

His Excellency The Governor Of Sarawak Tun Pehin Sri Haji Abdul Taib Mahmud Admiring The SouthLake Permyjaya Scale Model





The main celebratory dinner was held in our new Miri Clubhouse, Naim Clubhouse @ SouthLake Permyjaya and concurrent dinners were held in Grand Margherita Hotel, Kuching and Holiday Inn Glenmarie, Kuala Lumpur. The Miri event took centre stage with our Guest of Honour, His Excellency The Governor of Sarawak, Tun Pehin Sri Haji Abdul Taib Mahmud, Special Guest, The Right Honourable Chief Minister of Sarawak Datuk Patinggi Tan Sri (Dr) Haji Adenan Bin Haji Satem and more than 600 guests celebrating with us! The celebratory dinner was a milestone of sorts as all regions were connected via a 2-way broadcast, a first for the Group!



The Right Honorable Datuk Patinggi Tan Sri (Dr) Haji Adenan Bin Haji Satem Viewing The Anniversary Coffee - Table Book







The Right Honorable Datuk Patinggi Tan Sri (Dr) Haji Adenan Bin Haji Satem & Datuk Amar Hamed Enjoying The Moment



Our Kuching's Valued Partners Enjoying The Night



Kuching's Pledge Reading Team In Action