9

Directors' Profiles (continued)

Datuk Ahmad Bin Abu Bakar Independent Non-Executive Director

Aged 65, Male, Malaysian

Date of Appointment

1 June 2019

Academic/Professional Qualification(s)

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

Working Experience and Occupation

He has more than three decades of experience in accounting, banking, manufacturing, managerial and directorial roles alongside his vast insight in the field of property development, oil and gas, oil palm and timber-related industries. He was a board member of various listed and unlisted companies, including Land & General Berhad, Naim Holdings Berhad, Sime Darby Berhad Group and UDA Holdings Berhad Group.





Tan Chuan Dyi

Independent Non-Executive Director

Aged 48, Male, Malaysian

Date of Appointment 23 February 2017

Academic/Professional Qualification(s)

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

Board Committee

· Chairman, Audit Committee

Working Experience and Occupation

He joined PRG Holdings Bhd in 2014 and is currently the Chief Operating Officer, Manufacturing Division of Furniweb Holdings Limited listed on GEM of the Stock Exchange of Hong Kong Limited. He has 19 years of experience in the financial services industry, particularly in the areas of fund management, institutional broking, investment banking and capital markets.

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

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

Directors' Profiles (continued)

Sulaihah Binti Maimunni Independent Non-Executive Director

Aged 63, Female, Malaysian

Date of Appointment

1 August 2018

Academic/Professional Qualification(s)

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

Board Committees

- · Member, Risk Management Committee
- · Member, Nominating Committee

Working Experience and Occupation

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

She began her career at Minconsult Sdn. Bhd., a consultancy firm where she spent 8 years developing her career from graduate engineer to senior engineer, and later with UEM Group for 17 years, rising from project engineer in Penguruan Lebuhraya Bhd to Executive Director/Chief Executive Officer of UEM Construction Sdn. Bhd. with responsibilities in project development/ management, company management and directorship in several non-listed companies, Sarawak Hidro Sdn. Bhd., the developer of Bakun Dam where she, on secondment from the UEM Group, spent 2 years as the Managing Director to progress the more than 2 years delayed project and lastly with Naim Holdings Berhad for 3 years from 2009, as Vice President at the Managing Director's office with additional appointment as Executive Director of Naim Holdings Berhad and Director of Dayang Enterprise Holdings Bhd, both public listed companies.





Chin Chee Kong

Non-Independent and Non-Executive Director

Aged 62, Male, Malaysian

Date of Appointment 1 October 2015

Academic/Professional Qualification(s)

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

Board Committees

Member, Audit Committee

Present Directorship in other Public Listed Company

· Perdana Petroleum Berhad

Present Directorship in Non-Listed Public Companies

- Industrial and Commercial Bank of China (Malaysia) Berhad
- 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 1 January 2014.

Please refer to page 182 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 has been convicted of any offence within the past 5 years other than traffic offences.

Please refer to page 80 for Directors' attendance at board meetings held during the financial year.

Key Senior Management Members' Profiles

Emily Hii San San

Senior Vice President Cum Chief Financial Officer

Aged 43, Female, Malaysian

Academic/Professional Qualification(s)

- Bachelor of Commerce Degree, major in Accountancy and Diploma for Graduates, University of Otago, New Zealand, 2000
- Chartered Accountant of Chartered Accountants Australia and New Zealand, March 2005
- Member of MIA, August 2005

Working Experience and Occupation

She joined Naim on 1 June 2010 as Finance Manager and then promoted to Deputy Director – Finance in August 2012 to oversee the finance and corporate planning units. On 1 February 2019, she was promoted to Senior Vice President cum Chief Financial Officer. In addition to current finance and corporate planning units, she is also overseeing the information technology (IT) and administrative units. She has more than 16 years of working experience in accounting and tax related matters.

Beh Boon Ewe

Chief Operating Officer - Construction

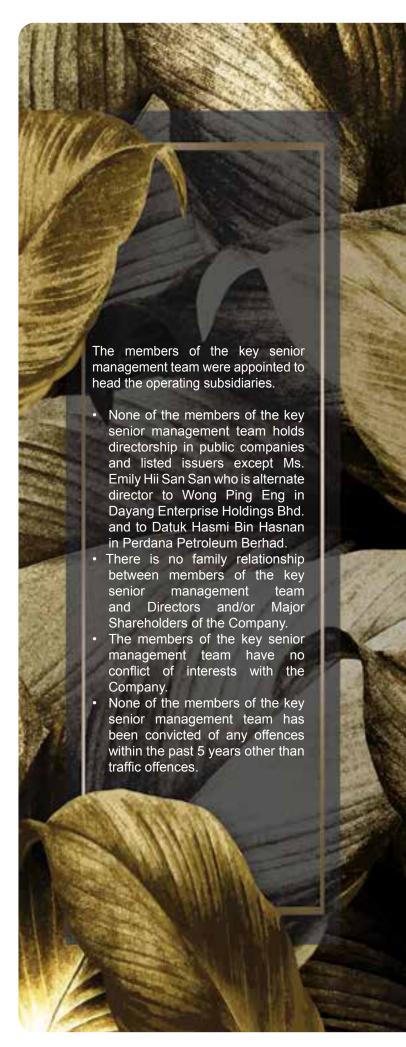
Aged 59, Male, Malaysian

Academic/Professional Qualification(s)

 Bachelor of Civil Engineering, Monash University, Victoria, Australia (1983)

Working Experience and Occupation

He joined Naim in May 2006 as Project Manager. Since then, he has held various positions in the construction division such as Senior Project Manager, Project Director, Head of Planning & QC, Senior Regional General Manager – Miri and Joint Vice President –Operations. He was assigned to Fiji from 2010 to 2012 as the Project Director for the Project Upgrading of Kings Road from Waito to Wailotua. He was promoted to Chief Operating Officer- Construction on 1 February 2020 for the overall management of the Construction Division. Prior to Naim, He has more than 26 years of working experience in construction project management involved in projects in infrastructure, housing, resettlement schemes, airport and smelting plant.





Sim Kwong Yong

Assistant Chief Operating Officer - Construction

Aged 45, Male, Malaysian

Academic/Professional Qualification(s)

 Advanced Diploma in Technology (Building), Tunku Abdul Rahman University College (2001)

Working Experience and Occupation

He joined Naim in June 2006 as Contracts Executive and has held various positions in various business units and operations roles within the Group. He was promoted to Vice President – Operations on 1 September 2018 and on 1 February 2020, he was re-designated to Assistant Chief Operating Officer – Construction. He has more than 19 years of working experience in quantity surveying, project management, cost management and material procurement in construction companies and property development companies.

Our Awards And Accolades

2002

 CIDB Builders Building Works Category Awards: Institutional Building Project

2003

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

2004

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

2005

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

2007

 The Malaysian Construction Industry Excellence Awards: Contractor Award Grade7

2008

FIABCI Malaysia Property Award:
 Property Man of The Year

2009

SHEDA Execellence Awards: Top
 Developer In Residential Development

2010

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

2012

 The Sarawak CMEA Award: Large Enterprise Category (Construction)

2013

APEA Outstanding Entrepreneurship Category



2014

- AREA Social Empowerment Category
- Readers' Choice Malaysian Reserve
 Property Press Awards Best Commercial
 Development Bintulu Paragon
- Malaysian Reserve Property Press Awards Most Prestigious Integrated Development - Bintulu Paragon
- The Sarawak CMEA Award: Large Industries (Services and Other Sectors - Construction)
- 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

2015

- Malaysia Property Insight Prestigious Developer Awards: Outstanding Developer East Malaysia
- Award For PLWS Practitioners
- 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

2016

- The Best Qlassic Achievement Non-Residential (Large) Category
- SHEDA Excellence Awards: Property Man of The Year
- Sarawak State Outstanding Entrepreneurship Award
- The Sarawak CMEA Award:
 Large Enterprise (Construction)

2017

- Gold Award 2017 13th Moshpa OSH Excellence Award 2017
- SHEDA Property Expo Best Booth Award

2018

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

2019

- StarProperty.my Awards: The Borneo Star Award (Honours) Naim Sapphire Condominium Homes
- StarProperty.my Awards: The Borneo Star Award (Merit) Naim "The Peak" Condominium Homes
- The BrandLaureate Iconic Brand of The Decade Industry Champion Award in Property & Infrastructure







Letter To Our Shareholders

Dear Shareholders,

2019 was a year characterized by consolidation and change, amidst the backdrop of challenging operating environment domestically and internationally. Against this backdrop, the key to the Group's sustainability lies in the combined strength of the following:



Perseverance by Team Naim based on S.P.I.R.I.T.E.D. core values

RM62.9MILLION

Modest profit before tax of some RM62.9mil

RM549.8 MILLION

Increase in market capitalization from RM112.5mil as at 31 December 2018 to RM549.8mil as at 31 December 2019 due to an increase in share price and number of shares (2018: 250mil shares @ RM0.45 per share vs. 2019: 513.8mil shares @RM1.07 per share)

RM1.3BILLION

Net assets of RM1.3bil (partly due to an injection of more than RM100mil by the rights issue exercise completed in January 2019) and net profit for 2019



Contribution from Dayang Enterprise Holdings Bhd. (DEHB)

Although our profit before tax in the year under review was some 21% below that recorded in 2018, the strength and resilience that we have shown to date, demonstrated our commitment towards our Group's sustainability and continued value creation for our stakeholders.

Key contributors to performance and non-performance

The financial performance was primarily due to the following

- Lower profit contribution from both Property and Construction segments, which reported a total segment profit of RM19.7mil as compared with RM65.4mil achieved in 2018. Briefly, the lower profit from these 2 segments were as a result of the following factors:
 - Competitive rebates given to property buyers as part of our strategies to clear the existing unsold units, coupled with changes in product mix sold (i.e. more residential properties were sold), which led to a drop in the segment profit
 - ii. Lower contributions from construction projects which were substantially completed in the previous year nevertheless, we had also recorded some cost savings from various completed projects, which contributed partially to the current year's profit for this segment
- Substantial improvement in the share of the results from Dayang Enterprise Holdings Bhd. (DEHB) and its subsidiary, Perdana Petroleum Berhad (PPB), from RM38.7mil in 2018 to RM58.5mi in the year under review, due to improved works orders.

Looking ahead in 2020

Year 2020 is a time of heightened global risks due to factors such as the seemingly never-ending U.S.-China trade war and the birth of Covid-19 novel coronavirus, which was declared a worldwide pandemic by the World Health Organisation (WHO) in March 2020. The Covid-19 pandemic brought the world literally to a standstill, resulting in what many would term as the 'worst economic downturn since the Great Depression'.

Meanwhile on the local front, Malaysia's political shenanigan saw the collapse of Malaysia's ruling coalition on 24 February 2020 amid a power struggle for Malaysia's premiership, and the formation of a new government within a short period of time. The new government faced an uphill task — to set the growth direction for the nation, while battling to overcome the adversities brought about by the Covid-19 pandemic.

Although the Malaysian Government had imposed a nationwide Movement Control Order (MCO) to prevent the spread of Covid-19 and rolled out initiatives such as the economic stimulus package, coupled with Bank Negara Malaysia's measures to help support local businesses and strengthen the country's economy, economic recovery post-MCO is anyone's guess. The following questions remained:

- Can our economy recover?
- How long does it take for our economy to recover?
- What are our country's exit strategies post-MCO and will they be sufficient to put our economy 'back on track'?

Sarawak is also not spared from the above risks and uncertainties.

In view of the adversities brought about by Covid-19, we are in the process of assessing the impacts of the pandemic on our businesses to facilitate the formulation of strategies (some of which are explained below), so that we can survive these toughest times and emerge stronger.



Letter To Our Shareholders (continued)

Sustaining and improving performance

In the face of such unprecedented crisis and uncertainties affecting not only the domestic but also global markets, we will embark on the following measures to sustain and improve the performance of our business segments:

- Focus on better cost management via initiatives including further rightsizing of our human capital, increased digitalization in business operations and improvements in operational cost monitoring;
- · Continued focus on medium range and affordable properties;
- Creation of market-driven property offerings in terms of design and other attributes in line with changing customer preferences;
- Enhancing the performance of our investment properties to improve the investment yield and contribute to our bottom line;
- Completion of projects on time, with quality and within budget;
- Continued efforts in talent development, management and retention creating a positive work culture and environment for our workforce, at the same time prepare our workforce to 'weather the storms' ahead;
- Possible disposal of non-performing assets/businesses.

Against this very challenging economic climate, we expect the outlook of operating environment for 2020 and immediate term to be as follows:

Property

The property market remains very challenging and is expected to go south for some time to come, characterised by major issues such as affordability, huge property overhang in the nation and Sarawak¹, continued strict lending policy and persistent weak buying sentiment. The persistent weak buying sentiment in particular, is a major concern due to a prevalent fear of job insecurity and 'wait and see' attitude among the investors as a result of the uncertainties in economic recovery post-MCO. Besides the above, there was also seemingly no significant measure being introduced to address affordability issues in the Federal Budget 2020.

Nevertheless, with the housing affordability threshold of the average urban household in Sarawak expected to remain below RM350,000, we should see continued demand for affordable properties once 'the dust has settled' post-MCO. We also expect the lackluster demand to continue for higher-priced properties.

As such, we will 'eyeball' the property markets in the regions where we operate and adjust our property launches and types to ensure that our

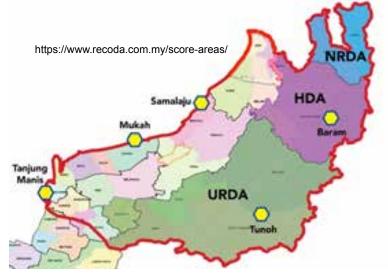
The property market remains challenging, with affordability, huge property overhang in the nation and Sarawak¹, continued strict lending policy and persistent weak buying sentiment.



Corporate Retreat

Malaysia's commercial & residential property overhang: 55,708 units Sarawak's commercial & residential property overhang: 2,123 units (Source: National Property Information Centre (NAPIC), Key Statistics as at Q4 2019)





Naim Primrose single-storey terrace homes

Sarawak Corridor of Renewable Energy (SCORE), the key growth driver for Sarawak is expected to attract some RM300bil worth of investments into the State by 2030²

products resonate to the changing needs and sentiments of our customers. Efforts will also be expended to introduce more medium range and affordable properties in time to come. At the same time, various innovative strategies will be formulated and implemented to dispose our unsold property stocks at competitive prices to improve the segmental performance and reduce associated holding costs. We will also strive to improve our sales value proposition by offering value-added services such as the leasing of sold units for our customers in an effort to drive more sales.

Besides property sales, we will continue to strengthen our leasing functional unit in an effort to secure tenants for our unsold commercial and residential properties for temporary recurring income. Units on lease also present better value proposition for property investors, which can also help drive the sale of these units ultimately.

Our hope lies in the Sarawak Corridor of Renewable Energy (SCORE), the key growth driver for Sarawak expected to attract some RM300bil worth of investments into the State by 2030²— the success of SCORE will play a vital role in the creation a vibrant local economy and help sustain demand in Sarawak, including property and construction segments.

Some of SCORE's upcoming mega projects such as the estimated RM5.7bil methanol and RM7bil steel plant³ are indeed something to look forward to. The methanol plant is expected to come on stream in 2023⁴ while construction for the steel plant is set to begin by mid-2020⁵.

Besides SCORE, the continued implementation of major projects in the State is set to augur well for its local economy. These projects which include coastal road network, second trunk road, Sarawak water supply grid programme, rural electrification scheme would act as stimulus to cushion the impact of the expected global economic slowdown.

As part of our long term strategies, we plan to increase the size of our land bank by acquiring land at strategic locations in Sarawak, Sabah and Peninsular Malaysia, which will further strengthen our property segment. The slowdown 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 price.

- ² Borneo Post, 25 August 2019
- https://www.theborneopost.com/2019/11/07/samalaju-kidurong-industrial-zone-attract-rm45-88-billion-investment/
- https://www.thestar.com.my/business/business-news/2019/09/12/sarawak-petchem-plant-to-be-on-stream-in-2023
- https://dayakdaily.com/biggest-steel-manufacturing-plant-in-the-region-to-be-built-in-bintulu/

Letter To Our Shareholders (continued)

Construction

The proposed allocation of RM13.4bil in the 2020 State Budget for the implementation of various high-impact projects is a welcomed initiative in an effort to stimulate the local economy⁶. These projects include infrastructure projects such as roads and bridges. As an experienced contractor in such infrastructure projects, our Group sees the potential to leverage on these opportunities, which can boost our short-term and long-term earnings.

We will remain vigilant and cautious in preserving the segment's earnings in time to come, especially in the current market situation characterized by low tender prices offered in an attempt to win project bids. With timely completion and maximisation of segmental earnings as main focus, we remain committed to improving efficiency and cost management. At the same time, we will be selective in project tendering and focus particularly on those projects where we have proven records and experiences, supported by current project management resources.



SPNB Desa Bahagia housing project

The proposed allocation of RM13.4bil in the 2020 State Budget for the implementation of various high-impact projects is a welcomed initiative in an effort to stimulate the local economy⁶





Our first hotel development, the Fairfield by Marriott Bintulu Paragon had commenced operation in December 2019





Other Segment

Our first hotel development, the Fairfield by Marriott Bintulu Paragon had commenced operation in December 2019. Although COVID-19 outbreak and market sentiment post-MCO remain potential threats, we expect the hotel performance to be built up and improved over time, depending on local market demand, competitive room rates and occupancy rates.

Letter To Our Shareholders (continued)



Aside from the above, we remain committed in maintaining our tenants via tenant retention programmes and attracting other tenants to facilitate a good tenant mix for our retail properties, such as Naim Permy Mall, Miri and Naim Street Mall, Bintulu. Various mall enhancement plans are also in the pipeline to boost greater footfall to the malls.

We may also look into opportunities to divest some non-performing businesses to realise some funds.

Associate Company - Dayang Enterprise Holdings Bhd. (DEHB)

Our associate, DEHB, reported an unaudited profit after tax attributable to owners of about RM236.2mil* (2018: RM164.2mil). The improvement in the DEHB performance was mainly due to higher maintenance work orders performed with improved margin, a one-off extraordinary accounting gain arising from the acquisition of a new subsidiary as well as reversal of impairment of assets during the year under review.

Hence, we expect DEHB to add greater value to our bottom line in time to come with an estimated order book of more than RM3bil and the successful completion of Perdana Petroleum Bhd's debt restructuring exercise, of which DEHB is the major shareholder owning 60.48% stake as at 31 December 2019.



* Based on draft results (unaudited) announced in Feb 2020

DEHB, reported an unaudited profit after tax attributable to owners of about **RM236.2mil**



In commemoration of our 25th anniversary, we will be embarking on various community-themed corporate social responsibility programmes and campaigns



Commemorating our Group's 25-Year Journey

In spite of the challenges as aforesaid mentioned, we are pleased to advise that our Group will be 25 years old in 2020.

In commemoration of our 25th anniversary, we will be embarking on various community-themed corporate social responsibility programmes and campaigns, details of which are contained in this Annual Report, with community engagement and enhancement being one of our key focus in 2020.

To this end, we will like to invite all to participate in these programmes and activities, as we believe that every little help can make a big difference.

Acknowledgements

On behalf of the Board, we would like to thank the Management, all employees and their families for their contribution, dedication and support in the past year. We would also like to take this opportunity to thank our shareholders, customers, clients, joint venture partners, subcontractors, consultants, financiers, associates, Ministries, Departments, Statutory Bodies and Regulatory Agencies for their kind support and faith in us. We greatly value and look forward to this continued support as we persevere, and undertake new challenges and opportunities ahead.

At this juncture, we would like to convey our gratitude to Emeritus Professor Dato' Abang Abdullah Bin Abang Mohamad Alli who has left the board during the year, for his contributions. We would also like to welcome our new board member, Datuk Ahmad Bin Abu Bakar, and we look forward to his expert guidance in time to come.

Once again, thank you and our warmest regards.

Datuk Amar Abdul Hamed Bin Haji Sepawi Chairman

Datuk Hasmi Bin Hasnan Managing Director

Review Of Performance And Operations

External factors such as escalating trade tensions globally, policy uncertainty such as prolonged Brexit negotiations and volatility in commodity prices had contributed to Malaysia's challenging economic climate in 2019.

Besides global challenges, Malaysia also faced challenges domestically. While the 14th General Election saw a smooth political transition, policy and political shifts presented major short-term uncertainties for the economy and affected growth in subsequent months. With a shift in focus towards expenditure reprioritisation and reforms on institutional and governance framework, this change in policy focus, while needed for long-term sustainability, resulted in short-term economic growth tradeoffs through lower and delayed public sector spending.

Due to all these factors, Malaysia's 2019 gross domestic product (GDP) growth skidded to a 10-year low⁷.

FINANCIAL REVIEW

Our Group recorded a lower revenue and profit before tax of RM410.8mil and RM62.9mil respectively, as compared with RM605.4mil and RM79.4mil achieved in 2018.

⁷ Source: https://www.theedgemarkets.com/article/gdp-growth-10year-low-2019)



Review Of Performance And Operations (continued)



KPJ Miri Specialist Hospital completed in March 2019 and commenced operations in December 2019

Construction

The segment recorded a lower revenue and profit of RM225.8mil and RM18.1mil respectively as compared with 2018 (2018: RM417.5mil revenue & RM53.2mil profit). At this juncture, it is worthy to note that the higher segment profit reported in 2018 was mainly due to the recovery of additional claims of some RM27mil for a completed project. The decline in performance was mainly due to the substantial completion of projects, resulting in lower contribution to the segment. The segment emerged as the main contributor to overall revenue, with a contribution of 55.0%.

Other Segment

This segment reported a revenue of approximately RM21.3mil, a decline from RM25.7mil recorded in 2018. Despite a decline in revenue, the segment registered a lower loss of RM2.4mil, an improvement from a loss of RM11.5mil recorded in 2018. The drop in revenue for this segment was mainly due to lower trading sales (46% lower than that reported in 2018), while lower loss repoted was due to the incurrence of fixed overheads.

With this performance, the segment accounted for 5.2% of the overall revenue.

Associate Company - Dayang Enterprise Holdings Bhd. (DEHB)

DEHB achieved an increase in unaudited revenue by 12% from RM937.6mil in the previous corresponding year-to-date to RM1.0bil in the year under review. Its unaudited gross profit also increased by 29% from RM385.4mil in the preceding year to RM499.0mil for the year under review⁸.

The higher revenue in the current year as compared to the preceding year was mainly due to higher value of work order received and performed during the current year, while the higher gross profit was due to improved profit margin on work orders received and performed during the current year as compared with the previous year⁸.

Despite a decline in revenue, the Other Segment registered a lower loss of RM2.4mil, an improvement from a loss of RM11.5mil recorded in 2018

Source: Quarterly Report For The Financial Period Ended 31 December 2019 (http://www.desb.net/financial_information.html)

In view of the continued demand for affordable residential properties, we launched new affordable landed homes within our beautiful lakeside development in Miri called Naim SouthLake Permyjaya

Naim 'The Peak'
Condominium
Homes,
Sarawak's tallest
condominium
tower located
within our flagship
Naim Bintulu
Paragon integrated
development had
been completed
during the year

OPERATIONS REVIEW

Property

In view of the continued demand for affordable residential properties, we launched new affordable landed homes within our beautiful lakeside development in Miri called Naim SouthLake Permyjaya. These homes, namely the Naim Sun Ville single-storey terrace homes and Naim Quince Ville double-storey terrace homes, received encouraging response upon their launches. Besides the abovementioned new components, we also launched subsequent batches of popular components such as the Naim Pine Ville single-storey terrace homes and Naim Eden Villa single-storey semi-detached homes.





Naim Sun Ville single-storey terrace homes

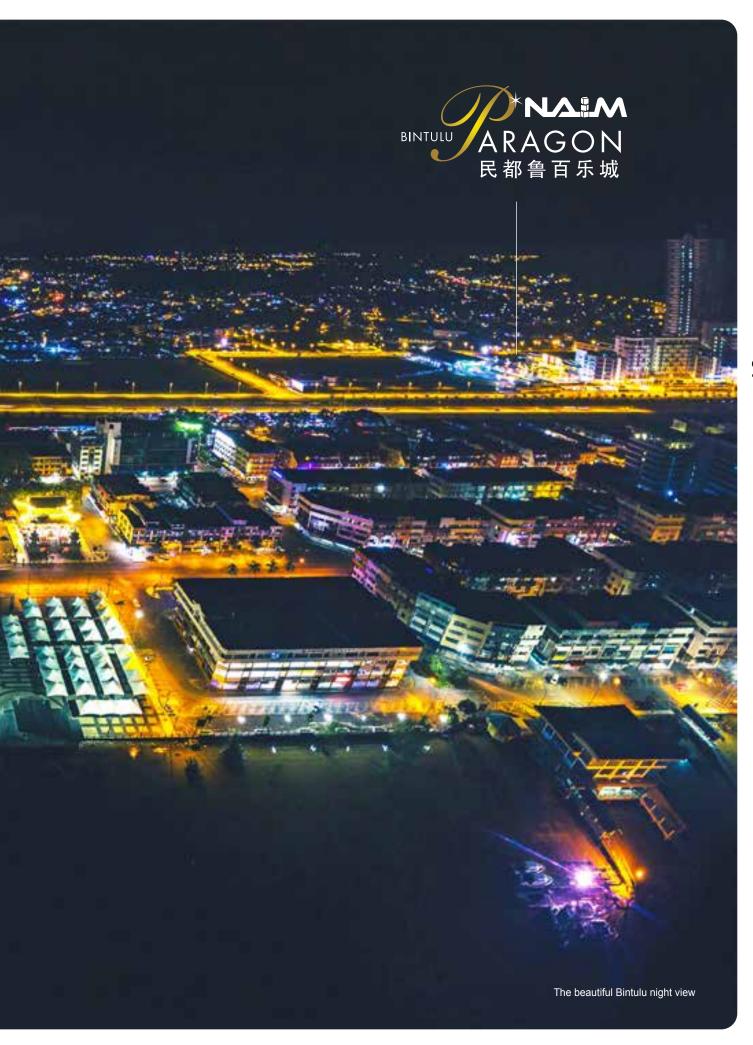
Naim Quice Ville double-storey terrace homes

Over in Bintulu, works for Naim 'The Peak' Condominium Homes, Sarawak's tallest condominium tower located within our flagship Naim Bintulu Paragon integrated development had been completed during the year, and occupation permit had been obtained.



Naim 'The Peak' Condominium Homes completed in December 2019





Review Of Performance And Operations (continued)



Meanwhile, Naim Sapphire Condominium Homes located within our flagship Naim Kuching Paragon integrated development continued to garner interest despite softer buying sentiment for upper-mid properties. Sales are ongoing for its completed Classic tower as well as the Deluxe tower, with works for the Deluxe tower are expected to be completed by 2021.

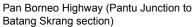
On the sales and marketing front, we introduced the innovative 'Own It Now' property ownership programme, which comprised attractive move-in and rent-to-own packages aimed to address various key concerns among property buyers such as affordability and convenience. The programme received encouraging response from members of the public throughout the year. Some of our other initiatives to drive sales during the year included targeted roadshows and expos, previews for banks' high net-worth customers, private investment talks and many more.



Own It Now Poster

We introduced the innovative 'Own It Now' property ownership programme, which comprised attractive move-in and rent-to-own packages







Tanjung Manis Housing project completed in March 2019

Construction

Our key ongoing projects comprise the Pan Borneo Highway (Pantu Junction to Batang Skrang section) and UCTS Phase 3 project, which is a JV project. Works for the KPJ Miri Specialist Hospital, Tanjung Manis Housing project and UCTS Phase 2 project were completed during the year.

Besides the above, continuous measures to improve efficiency, cost control and project monitoring were also carried out to ensure projects were on track.

Other segment

Our first hotel development within the Group and Bintulu's first international hotel, the Fairfield by Marriott Bintulu Paragon opened its doors to the public on 28 December 2019. A much anticipated launch among the Bintulu community, the hotel features a total of 230 tastefully designed accommodation rooms of various categories, a chic all day dining restaurant, a well-equipped ballroom and meeting rooms, gym and other facilities and services to ensure convenience and comfort for guests.

Fairfield by Marriott Bintulu Paragon: Executive Room

Over in Miri, our Naim Permy Mall achieved about 80% tenancy. Interesting events, including family-related events were organised throughout the year to boost footfall to the mall. We also continued with our efforts to maintain and attract suitable tenants, to facilitate a good tenant mix for the mall.

KPJ Miri Specialist Hospital, Tanjung Manis Housing project and UCTS Phase 2 project were completed during the year

Sustainability Statement

The 21st century bears witness to many challenges such as climate changes, environmental deterioration and depleting resources. In short, we need to make more from less, whilst reducing the impact on nature.

The 2018 World Economic Forum Global Risks Report showed that nearly half of all major business risks are environmental. This represented a significant change from 2010 when almost all top risks were economic or social.

2019 World Economic Forum Global Risks Report, the environmental risks continued to dominate the results of the Global Risks Perception Survey, where three out of five of the top risks were environmental risks.

A news report by the Universal Ecological Fund estimated that climate-related costs have totaled at least \$240 billion* a year over the past ten years in the United States.

Ву prioritizing financial performance as the only important element of creation, we ignore the larger impacts businesses have on the environment and communities. According to Financial Analysts Journal® "earnings no longer reliably reflect changes in corporate value and are thus an inadequate driver of investment analysis." In other words, much of a company's value is not actually captured in its balance sheet. This fact can distort investment opportunities and risks.

Extracted from feu-us.org



The outbreak of the COVID-19 coronavirus has caught many countries by surprise and the same was felt by corporations. The measures to contain the spread of the virus such as lockdown of cities and travel restrictions, had disrupted the supply chain and virtually every major industry from food, fashion, entertainment to automobiles and technology.

Hence, sustainability challenges are an everyday business reality.

Definition of Sustainability

The concept of sustainability comprises three pillars: Economic, Environmental and Social ("EES") - also known informally as profits, planet and people. Sustainability emerged as a component of corporate ethics in response to perceived public discontent over the long-term damage caused by a focus on short-term profits.

Being a property developer and contractor, sustainable aspects of developments and construction activities are taken into account at the planning stage, with similar considerations being integrated into the implementation of such developments and construction works.

POLICY

1. Mission Statement for Sustainable Property Developer and Construction Contractor

"We aim to be the industry leader as a responsible property developer and construction contractor, contributing to a sustainable world and better financial future for our customers"

2. Scope

This Policy applies to all operations in which Naim Group operates and holds its assets.

3. Commitment

Naim Group commits to:

- a. Support the well-being of the communities;
- b. Reduce the greenhouse gas, energy, water and waste footprint and conserving biodiversity;
- c. Apply a sustainable approach to our development projects;
- d. Provide employment conditions that help attract and develop its employees and supports their wellbeing:
- e. Ensure the health and safety of our corporate offices and shopping malls.

KEY FOCUS AREAS

We align our seven economic, environment and social (EES) goals to the United Nation's Sustainability Development goals as follows:



Ensure healthy lives and promote wellbeing for all at all ages



Provide quality education



Encourage gender equality and empower women and girls



Promote productive employment



Build resilient infrastructure to achieve economic growth



Make cities and human settlements safe and sustainable



Strengthen implementation and revitalize the global partnership for sustainable development

Naim Group will continue its sustainability commitment initiated in financial year 2018 which included:

- a. Actively identifying potential environmental, social and governance risks and affiliates;
- Engage its key stakeholders to facilitate their understanding of relevant economic, social and governance (ESG) issues;
- Continuously develop new policies and procedures as Sustainability Guideline;
- d. Set indicators, targets and goals; and
- e. Review existing systems.

Sustainability Statement (continued)

KEY SUSTAINABILITY MATTERS

Naim Group is embedding sustainability considerations in its business strategy and leveraging on sustainability to reduce risks, at the same time taking advantage of business opportunities. The EES risks and opportunities are indeed wide-ranging.

The following sustainability considerations will continue to be the Group's sustainability commitment for the future:

1. SUSTAINABLE LAND BANK

Naim Group has approximately 2,500 acres of remaining development land strategically located throughout Sarawak which will sustain the Group's property development activities over the period of medium to long term.

2. SUSTAINABLE PLANNING AND DEVELOPMENT

The planning and development activities are regulated by a broad range of policies. Sustainable considerations are essential to balance our EES needs and at the same time, help prevent the over consumption of key natural resources.

While our planning team and feasibility study team shall ensure that the development is economically viable, we acknowledge that the design of our products will have both direct and indirect impacts on the environment and society as a whole.

As such, our sustainable considerations include the following:

Green Objectives	Green Strategies/features	Green impact	Value
Sustainable site development	 Reduce site disturbance and soil erosion during construction Use of natural drainage systems Preserve or restore natural site features 	 Lesser impact on the environment and/or eco-system Improved site aesthetics Greater public support for development 	 Improved marketability, reduced ongoing maintenance cost, improved natural appearance, higher sales/rents, absorption and re- tenanting benefits
Energy-efficiency	 Use passive solar heating/ cooling and natural ventilation Enhance penetration of daylight to interior spaces to reduce need for artificial lighting Use energy-management systems, monitoring and controls to continuously calibrate, adjust and maintain energy-related systems 	 Lower capital costs Occupant Benefit Lower energy cost Operational savings (can offset higher capital costs) 	Reduced operating costs, longer life cycle
Reduced consumption of building materials	 Eliminate unnecessary finishes and other products Design for functionality and adaptability 	Lower maintenance costs	Lower construction costs
Efficient use of natural resources	 Use of captured rainwater or water from the nearby river Reuse and/or recycling of construction leftovers 	Lower water consumption costsLower material costs	 Lower construction costs and minimize wastage
Social consideration	 Construction of affordable homes to house the low income group Township developments integrating residential with commercial, public and social facilities such as education, public transport and hospital 	 Improve the standard of living of the low income group Providing employment to members of the township community 	Improved social conditions and potentially, income of community members, towards building sustainable communities

3. SUSTAINABLE SUPPLY CHAIN

We are committed to support business operation and capacity building in relation to a diverse group of suppliers.

Our commitment to our S.P.I.R.I.T.E.D core values of "Service, Professionalism, Integrity, Respect, Innovation, Teamwork, Empowerment and Determination" extends beyond our own operations.

We also practise fair and ethical relationships with our suppliers and contractors. The suppliers and contractors are also required to align to these values to ensure operational efficiency in line with our principles of sustainability. Our principles of Sustainable Supply Chain are as follows:

- a. Respect for human rights;
- b. Compliance with applicable International and Local laws including all environmental, health and safety and labour laws;
- No illegal employee or labourer and no forced or compulsory labour;
- d. No child labour;
- e. Equality and diversity;
- f. Freedom of association as far as the law permits;
- g. Environment-friendly policies such as improvements in products efficiency, reduction of wastage, noise, dust and other pollutants, and biodiversity protection.

4. SUSTAINABLE PROCESSES

Continued process improvement is an essential ingredient in the attainment of sustainability. We undertake continuous process review and evaluation to make operations efficient and reduce wastage. Improvement in operational efficiency and reduction in wastage may also lead to significant competitive advantage for the Group.

Some process improvements which are currently under consideration include more decentralization and empowerment at regional levels to reduce bureaucracy and increase in digitalization for reporting to facilitate faster reporting and issue resolution, at the same time reduce operational cost.

5. BUY LOCAL

All our contractors are Sarawak-based entities and about 80% of our suppliers are Malaysian-based entities. The benefits of "buying local" are:

- a. Improve the economy;
- b. Easier to do reference checks on the supplier of product/service;
- c. Create jobs for the local community;
- d. Better customer service;
- e. More personalized service.

6. RELATIONS WITH SUPPLIERS AND CONTRACTORS

Naim Group prefers to deal with suppliers with proven records in relation to timely delivery and quality products and services, and who have adopted initiatives for innovations that meet our sustainability requirements.

Suppliers and contractors are required to comply with all relevant laws affecting their business operations.

7. SUSTAINABLE ETHICS AND VALUES

Code of Conduct and Business Ethics

Our Code of Conduct and Business Ethics (hereinafter referred to as "the Code") emphasizes the principles of good discipline, good conduct, and the adoption and application of the Group's core values that are critical to the success and well-being of the Group to create a sustainable business environment with its stakeholders.

The Code sets the standard of how we work together with customers, suppliers, contractors and others in the development and delivery of products and services, and how we protect the value of Naim and its subsidiaries. All employees of Naim must abide by the Code in addition to the Employee Handbook and company policies and procedures when conducting any Naim related business.

Anti-Bribery and Corruption

The Group is committed to conducting business with integrity and in an ethical and honest manner, and hence, is committed to implementing and enforcing systems to ensure that bribery and corrupt practices are not committed. With the upcoming enforcement of Section 17A of the Malaysian Anti-Corruption Commission ("MACC") Act 2009, the Group has adopted the anti-bribery and anti-corruption policies in line with the MACC requirements.

8. SUSTAINABLE ENVIRONMENT

We are committed to lend a hand to Mother Nature by integrating environmental care practices and features into our daily operations and property developments. We remain mindful of our role as custodians of the ecosystems we operate in and to preserve our environment for the benefit of future generations.

A. Energy / Resource Conservation

Naim is constantly introducing initiatives to reduce energy consumption and generate savings on operating costs.

Our initiatives are as follows:

1. Energy Consumption Reduction

a. Enhance penetration of daylight to interior spaces to reduce need for artificial lighting;

Sustainability Statement (continued)

- b. Provide and leverage on natural ventilation to reduce the need for air conditioning;
- c. Staff are required to turn off the lights, computers and air-conditioners whenever they leave the office especially during lunch hour or when they are out of the office;
- d. With the advancement in technology, staff may not be required to be at the work station after office hours as they are able to work from home where required;
- e. Communicate through teleconferencing and video conferencing to reduce carbon emissions produced by transportation.

2. Energy Efficiency

- a. Installation of energy efficient lightings such as LED lights;
- Standardization of the central air conditioning temperature.

3. Mitigation of resource depletion via Green Habits

- a. Increased use of softcopies to reduce paper consumption;
- b. Double-sided printing to reduce paper consumption and storage space;
- Digital reporting methods such as eDiaries and google shared folders, which substantially reduced paper usage;
- d. Utilisation of formwork construction technology, thereby reducing reliance for wood products in our activities.

B. Sustainable Design for Energy Conservation

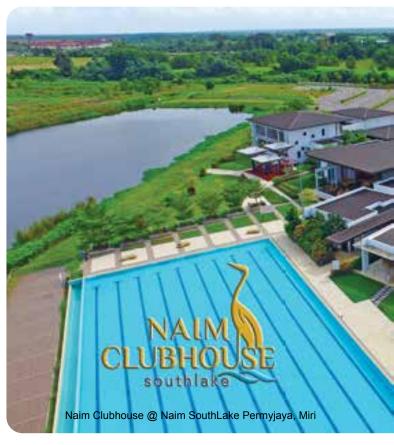
The elements of sustainability have been embedded in our design and planning. Our completed Naim Bintulu Paragon's Street Mall is a testament of our efforts towards the Green Plan direction. Its design included features to maximize the capture of natural daylight thereby minimizing the need for artificial lights, hence reducing electricity consumption. In addition, various design features such as high roof, solar insulation and maximum ventilation further reduces energy consumption to cool internal spaces.

C. Preservation of Biodiversity and Protection of Ecosystems

Biodiversity preservation is critical for sustainable development. Besides being essential in protecting the ecosystems, its multiple other benefits can be seen from the aspect of aesthetics and recreation.

Our initiatives in biodiversity conservation are as follows:

1. Preserve the lake at Naim SouthLake Permyjaya, Miri by locating a Clubhouse by



the lakeside for recreational activities via an array of facilities including an Olympic-sized swimming pool, children pool, fully equipped gym, squash court, badminton court and cafeteria;

- 2. Preserve the riverbanks along the Naim Riveria apartments and provide jogging tracks around the apartment and children playground;
- 3. Roadside landscaping;
- 4. The planting of 'Bakau Kurap' saplings were done at the Kuching Wetlands National Park;
- 5. We engaged third party consultants to monitor the environmental impacts of our activities, such as those undertaken for our Naim Sapphire Condominium project in Kuching and Naim SouthLake Permyjaya development in Miri.



The planting of 'Bakau Kurap' saplings were done at the Kuching Wetlands National Park





Consultants to monitor the environmental impacts of our activities

D. Waste Management: Management of Construction Waste

The collection, storage and disposal of construction waste are undertaken in compliance with the requirements of the Environmental Quality Act and Regulations. Storage sites are provided for temporary storage pending disposal.

Construction leftovers will be segregated for reuse, recycling and recovery of waste to reduce the cost of materials and at the same time minimize wastage. Debris, tree stumps, rubble, dirt, rock are disposed in landfills.

Old shipping containers may be modified and reused as construction site office and workers'

camp. When the project is completed, the shipping containers, if in good condition, will be transported to a new construction site for re-use.

9. SUSTAINABLE PRODUCTS AND SERVICES

A. Changing Marketing Landscape

The marketing landscape has changed with the times. The power of digitalization has increased by many folds. At the same time, the Internet of Things ("IoT") is digitally conquering the world in a massive way. In order to stay relevant, the Group has to embrace these changes which include disruptive marketing via digital platforms, faster response time in relation to queries, and higher level of engagement and interaction via social media and other platforms.

B. Customers' Satisfaction

One of our key stakeholders is our customers and to gauge whether their requirements are met, the sales and marketing division undertakes yearly Customer Satisfaction Surveys which comprise surveys on product and service quality.

10.ENVIRONMENT-RELATED CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES

In our effort to add value to Mother Nature's well-being, we formed a voluntary fire-fighting team more than 20 years to help the authorities fight bush fires at Kuala Baram, Miri, Sarawak, a bush-fire prone area. The team comprising staff volunteers who are trained to fight such fires has been very active over the years.



Naim's volunteers fire-fighting team helping to put out bush fires

11. CONTRIBUTIONS TOWARDS BETTER COMMUNITIES

At Naim, we believe that our communities define our future. This became the very core of our existence – to make a difference in every life we touch and a force for good within our communities. Ultimately, we seek to strengthen our communities by driving a positive change at all levels thereby creating a better life and future for all.

Sustainability Statement (continued)

Our initiatives in 2019 included the following:

Quality, Health and Safety

NAIM STAFF 'WORK OUT' FOR HEALTHIER LIFESTYLE 5 April 2019 @ Kuching

In conjunction with the 'World Day for Safety and Health at Work 2019', Naim's HSE Department organised aerobics workout sessions for staff. It was a fun yet 'healthy' time for all!



NAIM LAUNCHES HSE WEEK 8 July 2019 @ Kuching

Naim launched a HSE campaign in conjunction with the Department of Occupational Safety and Health (DOSH)'s Health, Safety and Environment week. The campaign was officiated by the Deputy Director of the DOSH Kuching, Sarawak, Mut Anak Sigai. The campaign involved talks, exhibition and zumba sessions in the evening.



NAIM PROMOTES HEALTH AWARENESS

16-17 August 2019 @ Bintulu

Naim held a series of health related activities at the Naim Street Mall @ Naim Bintulu Paragon to promote healthy living. The activities comprised health screening, blood donation, health exhibition, and aerobics and zumba sessions.



Community

NAIM MAKES RAMADHAN CONTRIBUTION TO MOSQUES AND SURAUS

17 May 2019 @ Kuching, Bintulu, Miri

In its effort to give back to the community, Naim handed over Ramadhan contributions to Masjid Darul Ilmu and Surau Kampung Paoh Benyuk in Kota Samarahan, Masjid Al-Taqwa in Bintulu, as well as Masjid Ar' Rayyan and Surau Sinar Islam (Kpg Pulau Melayu) in Miri. These contributions were part of Naim's annual assistance to the mosques and suraus.



NAIM STAFF DISTRIBUTE 'BUBUR LAMBUK' FOR RAMADHAN 23 May 2019 @ Kuching

In the spirit of Ramadhan, Naim staff distributed 'Bubur Lambuk' or spiced rice porridge to colleagues and foreign workers in Kuching. 'Bubur Lambuk' is a tasty rice porridge that is usually served during the breaking of fast for Muslims during Ramadhan. A commendable gesture by our Naim staff indeed!



NAIM HELPS IN CHARITY SALES

30 June 2019 @ Kuching

Naim participated in the PIBAKAT's (Sarawak Society for Parents of Children With Special Needs) Charity Sales and Food Bazaar 2019 to help raise funds for the Society. Naim volunteers managed to raise more than RM1,500 in the charity sales. KUDOS to all who helped out!



NAIM CONTRIBUTES RM50,000 TO SJK CHUNG HUA TUDAN 19 July 2019 @ Miri

Naim contributed RM50,000 to SJK (C) Chung Hua Tudan towards the school's multipurpose hall project. The mock cheque was presented by Naim's Chairman Datuk Amar Abdul Hamed Bin Haji Sepawi to SJK Chung Hua Tudan's Board Chairman, Datuk Patinggi Tan Sri Dr George Chan, during a ceremony witnessed by The Right Honourable Datuk Patinggi (Dr) Abang Haji Abdul Rahman Zohari Bin Tun Datuk Abang Haji Openg, Chief Minister of Sarawak.



NAIM CONTRIBUTES RM50,000 TO MIRI MALAY CHARITABLE TRUST BOARD 13 August 2019 @ Miri

Naim contributed RM50,000 to the Miri Malay Charitable Trust Board (Lembaga Amanah Kebajikan Melayu Miri or LAKMM) in a ceremony held in Miri.

Representing Naim for the hand over was Charles Bateman, Naim's Advisor, who presented the mock cheque to the Chairman of the Trust Board, Dato' Hj Abdillah Hj Abdul Rahim. The hand over was witnessed by The Right Honourable Datuk Patinggi (Dr) Abang Haji Abdul Rahman Zohari Bin Tun Datuk Abang Haji Openg, Chief Minister of Sarawak.



NAIM CLUBHOUSE PROVIDES WATER THERAPY FOR OKUS 1 November 2019 @ Miri

Reaching out to the physically challenged members of the community, Naim Clubhouse @ Naim SouthLake Permyjaya Miri has offered its swimming pool to the Miri Ability Service Association (MASA) for MASA's water therapy sessions for its members.

The sessions, which were held fortnightly, were aimed to build physical strength, self-esteem and confidence for those living with disability. Under this collaboration, MASA's physically challenged members were accorded special access to the pool.



Sustainability Statement

(continued)

HARD WORK PAYS OFF FOR SARAWAK'S OUTSTANDING STUDENTS October till November 2019 @ Kuching, Bintulu, Miri, Sibu, Bintangor, Sarikei

Naim Foundation (Tabung Amanah Naim) gave out Academic Excellence Awards to outstanding secondary school students in Sarawak. The awards which were launched in 2016, aimed to inculcate the mindset of 'excellence' among the younger generation and encourage students to be the best they can be. A total of 19 schools were under the awards programme.





NAIM WINS 'THE BRANDLAUREATE ICONIC BRAND OF THE DECADE INDUSTRY CHAMPION' AWARD 17 December 2019 @ Kuala Lumpur

Naim ended the year on a high note after being crowned 'The BrandLaureate Iconic Brand of the Decade Industry Champion' for Property and Infrastructure category in The BrandLaureate Brand Icon Leadership Awards 2019.

'The BrandLaureate Iconic Brand of the Decade' Award aimed to recognise brands which have demonstrated remarkable brand performance throughout the decade and have shaped businesses as well as communities with its positive brand attributes, values and philosophy.



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NAIM LAUNCHES ITS 25TH ANNIVERSARY CHARITY CAMPAIGN 13 December 2019 @ Kuching

In the spirit of 'giving back' to the communities, Naim Group of Companies launched its 'Naim Thanks You' charity campaign in favour of 25 NGOs in Sarawak. The NGOs comprised Society for Critically Sick Children (SOS Kids), PIBAKAT, PERYATIM, The Carnation Club and others championing various charitable causes.

The campaign which was launched by The Right Honourable Datuk Patinggi (Dr) Abang Haji Abdul Rahman Zohari bin Tun Abang Haji Openg, Chief Minister of Sarawak, involved a pledge by the Group to contribute RM250 for every unit of its property sold in Year 2020, with a minimum of RM250,000 to be raised.





A TRULY UNFORGETTABLE CHRISTMAS FOR JOHN AK AWAY VIA NAIM'S 'BETTER HOMES' CHARITY PROJECT 14 December 2019 @ Miri

A local Mirian, John Anak Away had his dream for his family realized by Naim Group of Companies via the Group's 'Better Homes' charity project. The project which aimed at building houses for selected hardcore poor individuals, was done in collaboration with the Department of Welfare Sarawak. It was also part of the Group's 25th Anniversary Celebration with community engagement and enhancement being the core focus of the celebration.

Before this, John had spent more than 10 years trying to build a house for him and his family but was hampered by his financial situation and deteriorating health. John's strength of character and love for his family made him



the clear choice among many who were proposed by the Department of Welfare Sarawak.

With the help of volunteers comprising Naim staff and other volunteers, the Group successfully completed John's dream home in time for Christmas. Besides the house, the Group also contributed a wheel chair for John's semi-paralysed wife and some furniture for John's new house.

As the saying goes, good things come in pairs. John's plight also caught the attention of the Fairfield By Marriott Bintulu Paragon international hotel, which offered complimentary hotel stay for John and his family in the spirit of Christmas.