



## BADRUL HISYAM AB. LAH SANI

A-9-05, Residensi Era, No 208, Jalan Segambut, 51200 WP Kuala Lumpur  
Email: asbhisyam@gmail.com Handphone : +60102256065

### PROFILE

Experienced corporate strategist with multitude project involvements in areas such as business development, strategic roadmaps, business turnaround and restructuring, M&A as well as project management.

Twenty years of corporate experience, including lead-manage 3 companies under privately-owned local conglomerate's agro and bio division with combined annual turnover of RM250 million.

### LINK

<https://www.linkedin.com/in/badrul-hisyam-ab-lah-sani-a54b8478/>

### PERSONAL PARTICULARS

Date of birth	: 16 May 1977	Gender	: Male
Nationality	: Malaysian	NRIC	: 770516-10-5761
Marital status	: Married		

### PERSONAL SKILLS

- Corporate strategies and business roadmaps
- Business transformations and turnaround initiatives
- Business developments, including start-ups, joint-ventures as well as merger and acquisitions,
- Financial modelling (DCF, IRR, NPV, Payback Period)
- Financial analysis and budgeting
- Internal & external stakeholder management, human relations
- Communication and negotiations
- Corporate governance

## COURSES ATTENDED

- Technical analysis applications in the global financial markets (Advanced level)
- The seven habits of highly effective people
- Financial modelling for mergers and acquisitions

## EMPLOYMENT HISTORY

- October 2020 – present

Head of Business at Rembulan Escape  
Permaisuri, Terengganu

Managing overall business and overseeing day-to-day operations of the resort:

1. Managing reservations across all platforms i.e. Agoda, Booking and Airbnb
2. Establishing and managing seasonal rate promotions on all booking platforms
3. Engaging with guests pre-, during and post-stays
4. Supervising all resort repair and maintenance works
5. Responsible for the Company's overall financial reporting
6. Identifying and engaging with key business stakeholders including but not limited to government agencies, local government, service providers, tour agencies and local communities

Current business portfolio / services under purview :

1. Rembulan Escape beachfront glamping resort at Pantai Mangkuk, Setiu
2. Setiu wetland tour
3. Jeti Kampung Mangkuk water taxi
4. Aspire Majestic luxury cruise package to Redang, Perhentian, Lang Tengah and Bidong islands
5. Aspire Getaway daytrip island hopping
6. Aspire Gypsea fishing trip package

- January 2019 – September 2020

Head, Agro & Bio Business Division at Naza Corporation Holdings Sdn Bhd  
Petaling Jaya, Selangor

Act as CEO of 3 companies under Naza Agro & Bio Business Division, with businesses in the following sectors :

1. Oil palm estate
2. Tropical fruit farming and trading
3. Vertical farming
4. General trading

Direct reporting to the Group CEO of Naza, my main responsibilities are as follows :

1. Leading the respective Head of Company to meet their companies target numbers and enhancing business performance reporting.
2. Development of sound and realistic strategic road map for the respective diversified businesses.
3. Investment origination and management to expand existing business and nurture new ventures.
4. Screening and filtering investment/business proposals.
5. Provide research capabilities to assist the Group CEO in decision making process.
6. Engagement with businesses key stakeholders, including government agencies, trade partners, suppliers and vendors, financiers and business principal.

Current business portfolios :

1. Cultivation, farming and trading of tropical fruits under Tropicale brand namely MD2 pineapple, mangoes including harumanis, rock melon, water melon and papaya.
2. 2,000 acres of oil palm estate in Raub, Pahang and Rembau, Negeri Sembilan.
3. Musang King durian cultivation and farming in Raub, Pahang.
4. High-value cash crop vertical farming with Taiwanese JV partner.
5. General trading activities with depot in Seremban, Melaka and Bahau.

Strategic / business transformation deliverables

1. 2020 – 2024 5-year business roadmap for Naza Agro and Bio Business division
2. Business and operational restructuring of 2,000 acres oil palm estate in Raub, Pahang to maximise yield
3. Market and operational restructuring of Tropicale fruit business to profitability and optimize logistic cost per shipment.

- November 2013 – December 2018

General Manager, Corporate Planning, Strategy & Business Development at  
Naza Corporation Holdings Sdn Bhd  
Kuala Lumpur

Reporting to the then Director of Corporate Planning, Strategy & Business Development, my roles under this position were as follows ;

1. Involve in the development of sound and realistic strategic blueprint of the group's businesses
2. Conduct detailed research, including analysing and forecasting industry trends, economic landscape and articulating recommendation on sectors
3. Perform detailed research and understanding of countries including economic landscape, political stability level, demographic and cultural behavior
4. Identify, build and maintain relationships with external parties e.g. consultants, bankers, research and equity houses who will assist in keeping the group abreast of market movement and changes
5. Generate investment ideas on sectors / companies / countries including identifying mergers, acquisitions, joint ventures and divestment opportunities
6. Lead due diligence process of acquisition and other corporate initiatives
7. Update and maintain database of peers, industries and countries by monitoring of the micro and macro factors affecting the sectors and countries
8. Assist in preparation of reports to the Board of Directors / Shareholders, by sitting-in the Budget Task Force as well as by conducting Quarterly / Annual Business Reviews with all business units

9. Identify weaknesses and propose performance improvement projects (both in fiscal and non-fiscal areas) to enhance the Group's value
10. Undertake special assignments with other corporate divisions / business unit as and when required

Key projects portfolio:

1. Naza Automotive Division : Industrialisation & local integrations for ASEAN Free Trade Zone
  - a. Member of the project task force combining team from business units and automotive principal
  - b. Develop strategic plan to make Naza as the reference partner by automotive principal as the distribution and manufacturing hubs of automotive models for local as well as ASEAN countries leveraging on ASEAN Free Trade Zone
  - c. Establish the most tax efficient business model for the proposed hub by determining the right logistic flow, invoice processes as well as local value added components by vendors
  - d. Prepare the financial projections for the project for overall investment appraisals by Naza and JV partner
  - e. Prepare long-range product planning and business roadmap for the intended JV Co
2. Naza Automotive Division : Business development projects
  - a. Market research and feasibility studies on behalf of the Principal on distributorships of luxury automobiles in Sri Lanka, Vietnam, Cambodia and Laos.
  - b. Preparation and submission of RFP documents on Government of Malaysia official cars concession which include the following :
    - i. Selection of car models based on GOM's need statement
    - ii. Proposals on concession's pricings as well as repair and maintenance frameworks
    - iii. 20-years projected cashflows on the concession to GOM
  - c. Engagements with other automotive principals from Germany, Japan and China on possible distributorships of respective automotive brands in Malaysia / Southeast Asia by Naza
3. Comprehensive venue management of Malaysia International Trade and Exhibition Centre ('MITEC')
  - a. Engaging with the industry experts to conducting market analysis and financial modelling of MITEC in relation to Malaysian and regional MICE sector
  - b. Establish MITEC's business model and prepare 20-years business plan
  - c. Participate in the RFP and prepare the necessary documents and business proposal for submission to the RFP secretariat
  - d. Negotiate the Concession Agreement with UKAS, MITI and MATRADE
  - e. Establish MITEC's key management team prior to handover of the project to the operation team
  - f. Member of Project Monitoring Committee in respect of the venue management concession agreement between Government of Malaysia and Prisma Galeri Sdn Bhd
4. Establishment of Naza's private college i.e. College of Automotive & Transportation Management

- a. Establish the necessary college set-up to secure the IPTS license from Ministry of Higher Education
  - b. Prepare the 5-years business road-map for Naza's private college business towards obtaining the university-college status
  - c. Establish, restructure and consolidate Naza Education division which consists of education holding company, private college, private university and technical academy to achieve operational efficiencies and optimum cost structure at business unit level
- 5. Naza F&B Division – Lyfestyl Projects Sdn Bhd & Artisan Ilusi Sdn Bhd
  - a. Establish the concept, business model, positioning and menu concept for new F&B concepts for Naza – Dotty's and BLVD House
  - b. Prepare the financial modelling and funding requirements for new F&B projects
  - c. Establish the key management team for new F&B companies prior to handover of completed projects
  - d. Prepare the 5-years business road-map for Naza F&B division as well as the respective business units
  - e. Establish, restructure and consolidate Naza F&B division which consists of a F&B holding company, shared services, franchised F&B business units and owned-brand business units
- 6. KL Metropolis Plot 7B1
  - a. Establish the right development mix together with the Planning & Development Division of Naza TTDI Sdn Bhd
  - b. Secure and negotiate technical services and hotel management agreements with the identified hotel operator
  - c. Prepare the financial projections and feasibility studies of the project
  - d. Negotiate and secure project funding from financiers as well as relevant government agencies
- 7. Naza Engineering & Constructions Sdn Bhd
  - a. Part of project task force to secure high-impact projects for the construction division
  - b. Prepare related concept paper and project proposals for submission to related Government agencies such as UKAS, JKR and MOF divisions
  - c. Prepare related presentation materials to key stakeholders i.e. Board of Directors, Minister's office, Government agencies etc
  - d. Identify and appoint related consultants for secured projects
  - e. Secured project order books to date : RM1.2 billion

- August 2008 – October 2013

Research Manager at Henry Butcher Shopping Centre Consultants Sdn Bhd  
Kuala Lumpur

Job Descriptions:

- 1. Carry out market research and prepare feasibility report on new development of shopping malls and other mixed-use commercial centres.
- 2. Prepare cash flow projections and feasibility analysis of shopping mall or mixed-use commercial developments in order to establish the most feasible development components in a project.

3. Conduct competitive analysis as well as retail-demand gap analysis in order to establish the market positioning, trade mix and tenant mix of the shopping mall development to ensure long-term sustainability of the project
4. Prepare and present market research analysis with recommendations for Clients' approval as well for the purpose of bank financing.
5. Co-ordinate with architects, ID, C&S and M&E consultants in the shopping mall design and retail planning exercise to establish the best retail layout and technical provisions to meet the ideal operation conditions of anchor tenants, cinema and bowling operators, retailers as well as F&B tenants.
6. Act as project co-ordinator and lead the leasing team to secure tenants for the shopping malls and other retail complexes.

#### Projects portfolio:

1. Retail planning and leasing works under the refurbishment and upgrading works of Seremban Parade, Seremban, Negeri Sembilan
2. Retail development planning Transit-oriented mixed development at USJ7, Subang Jaya, Selangor for Sime Properties.
3. Retail development planning for the proposed Bukit Bintang City Centre development, Kuala Lumpur
5. Market research for the proposed shopping centre development at Kuala Terengganu City Centre by The Store Group.
6. Retail development planning for the specialty big box retail developments in Penang and Johor Bahru by IKEA.
7. Market research and retail planning for the proposed shopping centre development at Jalan Semenyih, Kajang, Selangor by Getaris.
8. Market research and retail planning for the proposed shopping centre development at Jalan Sg. Jati, Klang, Selangor.
9. Retail development planning for the proposed retail city development at Nilai Impian 2, Nilai, Negeri Sembilan by Sime Properties.
10. Retail development planning for the proposed riverfront mixed-commercial development at Danga Bay, Johor Bahru, Johor by Ekovest.
11. Market research for the proposed shopping centre development at Taman Bendahara, Kuala Selangor by NCT Development.
12. Retail development planning and leasing works for Mydin hypermarket development at Bandar Meru Raya, Ipoh, Perak, Bukit Katil, Melaka, Petra Jaya, Kuching, Isthmus, Kuching, Bandar Baru Tunjung Kota Bharu, Seremban 2, Gong Badak Kuala Terengganu.
13. Retail development planning for the proposed urban revitalisation and riverfront development in the historical city of Malacca by UDA Holdings.
14. Market research and retail development planning for the proposed revitalisation of 5-storey shopping complex development in Seremban, Negeri Sembilan, now known as Seremban Prima.
15. Market research for the proposed mixed-use commercial development at Taman Daya, Johor Bahru, Johor by Keck Seng Berhad.
16. Market research for the proposed mixed-use commercial development at Tampoi, Johor Bahru, Johor by UDA Holdings.
17. Retail development planning for the proposed revitalisation of 5-storey shopping complex at Bandar Baru Klang, Klang, Selangor by Acmar Group.
18. Market research for the proposed shopping complex development at Taman Melawati, Kuala Lumpur by Sime Properties.

19. Retail development planning for the proposed retail complex development at Technology Park Malaysia, Kuala Lumpur by Gapurna.

- January 2007 – July 2008

Research Analyst at Euromonitor Asia Pte Ltd  
Singapore

Job Descriptions:

1. Conduct research on market behavioural of a particular FMCG product in Malaysia.
2. Gather industrial statistics of specific FMCG products.
3. Gauge and analyse key competencies as well as weaknesses of key players.
4. Recommend strategies to the Client to improve overall market acceptance, brand image as well as competitiveness.
5. Prepare final report of the market research to the Client as well as for publication

- March 2003 – November 2006

Senior Executive, Project Finance at Pembinaan Mantap Makmur Sdn Bhd  
Klang

Job Descriptions:

1. Carry out feasibility studies on new project undertaking.
2. Prepare and revise cash flows on current and new project based on actual project conditions.
3. Co-manage projects with the technical team to successful project completion.
4. Liaise with clients and project consultants as the capital to achieve successful project completion.
5. Collaborate with the engineering groups on human resource, skill and process deployments to uphold the quality hallmark on project deliverables.
6. Generate and keep all documentation, including project and resource plans, commitment, risk and mitigation registers.

- July 2001 – December 2002

Industry & Credit Analyst at Bank Islam (L) Ltd  
Labuan IOFC

Job Descriptions:

1. Carry out feasibility studies and on new financing proposals.
2. Analyse and develop outlook of specific industrial areas.
3. Develop market familiarisation and mitigating arising issues on cross-border transactions.
4. Prepare financing proposals for Board of Directors approval.
5. Monitor and develop exit strategies on the Bank's direct investment on equity as well as share financing portfolios.

- April 2000 – April 2001

Investment Executive at Foregain (M) Sdn Bhd  
Kuala Lumpur

#### Job Descriptions:

1. Undertake research process on market trends, economic outlook as well as technical analysis on commodity markets
2. Prepare weekly reporting as well as investment review to the investment committee.
3. Identify suitable risk management mechanism based on a particular investment scenario

## EDUCATIONAL BACKGROUND

Graduation year : 2012

Qualification : Master of Science (Finance)

University : Universiti Utara Malaysia

Graduation year : 2001

Qualification : BBA (Hons) Finance

University : Universiti Tenaga Nasional

## REFERENCES

1. Riad Asmat (former direct superior)  
Chief Executive Officer, AirAsia Berhad  
[riadasmat@airasia.com](mailto:riadasmat@airasia.com)
2. Norain bin Nazmi (business colleague)  
Chief Executive Officer, Aspire Prominent Sdn Bhd  
[corporate@aspirepro.org](mailto:corporate@aspirepro.org)